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Business Futures

ADOPTING a



Global MINDSET

Page 4



SACRAMENTO STATE
COLLEGE OF BUSINESS ADMINISTRATION



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Business Futures

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MISSION

To provide a business learning experience that graduates effective and responsible business leaders, to produce quality research, and to enrich our communities.

VISION

To lead the CSU in business education.

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MESSAGE FROM THE DEAN:

Building a Bridge

The term "globalization" gets tossed around a lot these days. The word often means different things to different people. For most, it refers to the worldwide movement toward economic, financial, trade, and communications integration – a concept that has become increasingly important to U.S. business schools over the last several years. And while I agree that adopting a broader outlook of an interconnected and interdependent world is key, I think there is another dimension that may be even more important.

Beyond globalization, our students and faculty must adopt a "global mindset." A global mindset means more than just visiting a foreign country or taking a course on how to conduct business abroad. It's about learning how to successfully work with people that are different from ourselves.

Today, most U.S. businesses employ people with a broad array of skills and cultural experiences. And most businesses expect their employees to work in multi-cultural and cross-cultural environments without providing them much guidance or support.



As a result, they often find limited success.

But there is much to be gained by conducting business in a multicultural workplace. People with different backgrounds

often bring new ideas and different ways of thinking, which can lead to innovation. Thus, learning how to successfully communicate, partner, and conduct business with people from a broad array of backgrounds can mean the difference between just surviving in business and thriving in business.

Adopting a global mindset among faculty and teaching the concept to our students will be an emphasis within the CBA for the next several years. Fortunately, it is already an area of strength for us. Our faculty is extremely diverse. More than 60 percent of them speak more than one language, have lived in another country or were born abroad. In Tahoe Hall, one can routinely hear such languages as

French, Swedish, Mandarin, Arabic, Russian, Hindi, Korean, Persian, Spanish, Turkish, among many others. We are already a global business powerhouse, but until now we have never "told that story."

As part of my efforts in this area, we recently began a strategic alliance with the Najafi Center at the Thunderbird School of Global Management (see pages 4-5). Thunderbird is the leading global business school in the world. Among many other things, Thunderbird developed an assessment instrument to help determine who might be better at communicating, doing business with, and influencing people who are unlike themselves. Using this tool, the Global Mindset Inventory®, we'll be able to determine our student's abilities to be better prepared for the opportunities, risks and challenges that come from building a business career in the globalized market.

Through the partnership with Thunderbird and our overarching emphasis on ensuring we develop "globally-ready" business graduates, CBA will be at the forefront of 21st century business education. I predict increases in the number of local students studying abroad, more international students choosing Sacramento State because of its commitment to a global business education, and growth in our international endeavors like our MBA in Singapore. As such, we'll increase the sophistication of our faculty, attract higher quality students from both the U.S. and abroad, and build a bridge from the Sacramento region to the rest of the world. That is true "globalization" in my mind.

Warm Regards,

Dr. Pierre A. Balthazard, Dean
College of Business Administration

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Dr. Windeshausen Honored

Intel #9 Cohort

17th! Congratulations to our EMBA graduating class

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State of California

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ADOPTING a

Global

Leading business schools in the U.S. are increasingly recognizing the importance of teaching students about the “global perspective.”

CBA is no exception.

For CBA Dean Pierre A. Balthazard, the concept of a “global mindset” is nothing new. Balthazard has been focused on making CBA more globally ready since he joined Sac State last spring.

“Although we have our landmark IMBA program, our average undergrad student typically doesn’t get a true ‘global business education,’” Balthazard said.

Under Balthazard, CBA’s global business education will become much more formalized. As part of that effort, Balthazard gathered CBA faculty and administration for an exclusive two-day Global Mindset event in mid-September. The purpose of the event, which was led by Dr. Mansour Javidan, academic leader at the Thunderbird School of Global Management, was to help CBA faculty embark on a process of ensuring that their degree programs produce graduates who are globally ready, regardless of their specialty or discipline.

As Balthazard explained, “I want to train CBA faculty to take advantage of our diversity and

create yet another strategic advantage for our College as we move forward.”

For two days, CBA faculty received ‘train the trainer’-based instruction, evaluated personalized Global Mindset Inventory results, discussed how CBA can better take advantage of diversity and globalize curriculum, and examined why it is so important for business schools to produce globally ready graduates.

Faculty also participated in several role-playing exercises and were treated to guest speakers including James Markham, America’s tax leader for Strategic Growth Markets at Ernst & Young LLP (who said a global strategy mindset is now vital to the success of EY), Dan LeClair, EVP and COO of the Association to Advance Collegiate Schools of Business, and Professor Liesl Riddle of George Washington University.



“Whether you like it or not, businesses are running globally. What you cannot do is sit in a corner and say, ‘I’m going to build a wall and what happens elsewhere is not going to affect me.’ Global is where the opportunities are.”

—Sunil Chopra, interim dean and IBM Professor of Operations Management and Information Systems at the Kellogg School of Management



MINDSET

What is a Global Mindset?

Javidan, a leader in global business education, defines a “global mindset” as a highly complex, individual-level cognitive structure characterized by openness, differentiated articulation of cultural and strategic dynamics on both local and global scales, and integration across these multiple domains.

Javidan said people generally grow up as unicultural individuals who learn how to live and work with people who are much like themselves. But the global world of business today has brought many different unicultural individuals together, expecting them to work in multi-cultural and cross-cultural environments, often with limited success.

In response, Thunderbird developed the Global Mindset Institute several years ago. The Institute created an assessment instrument to help determine who might be better at communicating, doing business with and influencing other people who are unlike themselves.

“With this tool, business schools can determine their student’s ability to be better prepared for the opportunities, risks and challenges that come from building a business career in the globalized market,” Javidan said. “Schools can also measure their success in achieving their goals by taking advantage of the Global Mindset Inventory’s scientific way to assess whether or not their

students have developed those global leadership capabilities.”

While Javidan said “global mindset” is typically defined at the individual level, as a cognitive construct it is robust and can also be considered an attribute of groups and organizations and examined across multiple levels.

Adopting a global mindset is important not only as a way to help encourage understanding of different cultures and the ability for people to work together well, it can also lead to real, tangible business improvements, said Javidan.

“Do we really go beyond being different unicultural individuals working together and do we really take advantage of who we are in the delivery of our programs?” Javidan asked. “To find new ideas, to find innovation, we have to look outside our own backyards.”

Together, We Succeed


The issue of globalization has garnered significant attention on a national level lately as well. In August, President Obama addressed it during an inaugural White House “Demo Day.”

“We’ve seen again and again that companies with diverse leadership often outperform those that don’t,” Obama said. “That’s the market that is out there -- not just here in the United States, but globally. So that lack of participation from everybody isn’t good for business.”

Some say a lack of diversity is not only “bad form,” but it can actually be a business risk.

“If you have diversity, you get better business results,” said Judy Edwards of Gartner Inc., an information technology research and advisory company.

Balthazard said he hopes the two days of ideas, resources, and faculty coaching provided by Javidan and Thunderbird during the Global Mindset event will ultimately improve the global content in CBA courses, regardless of the specific topic area, and produce more “globally-ready” graduates.

“Ideally, I would like to see our faculty take advantage of this specialized training to define opportunities to ecologically improve our courses and the curriculum itself,” he said. “I believe that this will be a game changer for us.” 



Professors Mickel and Hecsh



Europe's ECONOMIC SUPERSTAR

Forty-one students, along with several Sac State staff members, had the opportunity to visit Italy in June and July as part of the Sutter Health EMBA cohort.

Italy is the fourth largest European economy and enjoys one of the highest per capita incomes in Europe, despite the decline in traditional industries such as textiles and car manufacturing as a result of globalization. The country's main economic sectors are tourism, fashion, engineering, chemicals, motor vehicles and food. Italy's northern regions are per capita amongst the richest in Europe.

This year's cohort visited a number of Italian companies,

including Guala Closures Group and Nobili, to get a feel of how businesses operate in the country.

Founded in Italy in 1954, Guala Closures Group is a multinational leader in the production of non-refillable and aluminum closures for spirits, wine, oil and vinegar, water and beverages, food and pharmaceuticals. It operates in five continents through 25 production plants, five research centers and a sales network covering over 100 countries. The company has sold over 14 billion of its closures.

"I was impressed seeing the end-to-end processes within the businesses we visited, especially at Guala Closures Group," said EMBA student Tricia Johnstone. "Seeing the manufacturing process and all the other aspects involved in making their closures

was fascinating. They also took us through some of their marketing processes and how they work with customers and suppliers. It really deepened my appreciation for the complexity of that business."

"The visit to Guala Closures was extremely interesting," agreed EMBA student Lucas Stillmaker. "It was fascinating seeing the amount of innovation going into a product as commonplace as a bottle cap, and just how much success it brings the company. It helped bring the lessons we learned in class to the real world. If you aren't constantly innovating and looking for the next disruptive idea in your industry, then you will be the one disrupted."

The students also visited Nobili, a 50-year-old maker of fine bath and kitchen faucets known for its design and technological efficiency.

"The Nobili manufacturing facility was very high tech," said Johnstone. "I've never been inside that type of facility, where we could see every step of the process from the creation of the product, all the way through to packaging. I was also impressed with how open the Italians were to sharing their processes and information."

Stillmaker said the corporate visits opened his eyes to just how global business has become.

"It was very interesting to see that while there are differences between Italian and U.S. culture, there is still much common ground," he said. "Seeing similar products and brands to those that I buy from a store in the U.S. helped me realize just how global the economy has become, and learning more about the international companies Nobili



PHOTOS: DAVID TRIBBLE; JOY ALEXANDER



and Guala Closures helped me understand just how important a global presence really is.”

The students also had a chance to tour several Italian cities, including Tortona and Alessandria.

“Overall, the trip was very eye-opening from a business perspective and a great bonding experience for the cohort,” said Johnstone.

For Stillmaker, the trip provided an invaluable opportunity to expand his horizons outside of the office.

“Trips like this one where we can interact with business people from different cultures in an unfamiliar environment is something I could never learn in a classroom and will be invaluable as I continue my career,” he said. **BA**



Upper left: bottle covers from Guala Closures. **Above:** Alexandria’s Cheesa dei santi Barnaba e Rocco (church). **Upper right:** visit to Nobili, faucet manufacturer; typical small Italian vehicle; Alexandria bakery. **Bottom corner:** Vercelli Cathedral Museum of old books. **Bottom of page:** EMBA Sutter Health cohort on the Italy study tour.



CBA Adds Powerful Student Resource with Bloomberg Terminals

CBA subscribed to the Bloomberg Professional Service and adds the first of what will eventually be a fleet of Bloomberg Terminals.

Bloomberg Terminals enable students to access the Bloomberg Professional service, through which they can monitor and analyze real-time financial market data and place trades on the electronic trading platform. The system also provides news, price quotes and messaging across its proprietary, secure network.

8

"The Bloomberg Terminals will be a powerful addition to the great resources already available to CBA students," said Eric Lin, associate professor of

Finance. "Bloomberg Terminals are used by top finance programs around the world as well as by financial services companies. They provide access to real-time information about companies and financial markets worldwide. They will both elevate the programs at CBA and enhance student learning."

Installation of the initial terminal is in progress this fall. CBA plans to eventually add an additional 11 machines for a total of 12. The Bloomberg Terminals will then be available for both student and faculty use, incorporated in classroom training, and utilized by students involved in Sac State's Student Investment Fund.

"The terminals will help better prepare finance students for the job market," said Lin. "Because of the vast amounts of information available through these terminals, students will be exposed to even more opportunities in terms of research and financial analysis." **CBA**



CBA in Midst of Self-assessment Year for Prestigious AACSB Accreditation

Last year, CBA celebrated its 50th year of continuous accreditation under the stringent standards of the Association to Advance Collegiate Schools of Business (AACSB).

While most business schools say they are accredited, not all accreditations are alike. AACSB accreditation is the most recognized specialized accreditation in the world.

The requirements for AACSB accreditation are extremely stringent. In fact, 86 percent of AACSB-accredited schools say that the AACSB accreditation standards are the most stringent compared to other accreditations they hold. AACSB accreditation assesses a school's ability to perform in critical areas such as teaching, research, curricula development and student learning. Generally, it takes a lot of work and time to meet all of the AACSB accreditation standards. The accreditation process also includes rigorous self-evaluation and peer-review elements. For CBA, 2015 is a self-assessment year.

Why is all this important? AACSB-accredited schools are considered to be the best business schools in the world. Their undergraduate, master's, and doctorate degree programs have passed rigorous standards for quality. Generally, AACSB-accredited schools have better programs, better faculty, better students with higher overall GPAs, more international students, more employers that recruit from them, and graduates that receive better salaries. **CBA**



These terminals are made possible by a gift from Principal Financial through their local executive, Jill Brown, who has worked closely with faculty in our finance area.

The Impact of Exemplary Leaders

Sacramento State's Masters of Business Administration for Executives is a renowned and proven program. Since 2005 this AACSB-accredited degree designed for experienced professionals has graduated over 650 EMBA students and continues to fuel top positions within leading Fortune 500 companies in Sacramento and the Bay Area. Here we chronicle some of our graduates next steps.

EMBA Grads Gain Traction in Tough but Growing Industry

When **Rick Lunsford** and **John Saruwatari** graduated from Sacramento State's EMBA program in 2011, they landed in the throes of the recession. Though they had both pursued MBAs partly in an effort to improve their value as employees, Lunsford was soon downsized by his large pharmaceutical employer and Saruwatari was hit hard in the home building business.

The pair, who met during the program, soon began discussing how they might join forces in a new pursuit. Fortuitously, they discovered they were both thinking in the same direction — home health.

The two decided to launch a home health agency, but they knew very little about the industry at first.

"We had a lot to learn," said Saruwatari. "But we knew the need

was great so we dove in head first and learned everything we could."

Eighteen months later, Lunsford and Saruwatari launched Blossom Ridge Home Health Agency, a provider of care that includes skilled nursing; physical, occupational and speech therapy, client-care coordinators; and home-health aides.

Blossom Ridge Home Health Agency has grown rapidly since then. In 2012, the first revenue-generating year for Blossom Ridge, the company did about \$28,000, Lunsford said. Last year, the company tripled its number of clients and revenues soared to \$3.7 million.

Blossom Ridge is now situated

"We had a lot to learn. But we knew the need was great so we dove in head first and learned everything we could." — John Saruwatari, Rick Lunsford

in a 2,000-square-foot office in midtown Sacramento, and it recently opened a second location, in Stockton.

"This year, with the add-on of hospice care and the Stockton market, we're expecting anywhere from a 30 percent to 50 percent increase in our revenue year over year," Lunsford said.

Lunsford said part of the company's success can be attributed to their ability to attract and retain some of the best clinicians around.

"It really comes down to our culture," he said. "Everyone is a team member, not an employee. When people come on board they feel they have a voice and can contribute to the betterment of the company."

Lunsford said Sac State's EMBA program was the catalyst that helped him and Saruwatari take a chance at a new business they originally knew little about.

"This industry is incredibly challenging, and we knew that going in" said Lunsford. "The EMBA program gave us the skills and confidence we needed to go out and give it a shot."





Teeters

The Educator's Choice

Jennifer Teeters knows education. As director of Global Authorized Training Programs and Education Alliances for network security company Fortinet, Teeters spends her days managing the governance, recruiting, and termination of over 60 global companies contracted to conduct training on Fortinet's behalf.

"I have a strong background in training and development, so I can walk into classrooms all over the world and instantly get a good sense of what's going on," Teeters said.

So when it came time to continue her own education, Teeters wanted to make sure to make an educated choice.

In addition to doing her own research, she also relied on co-workers at

former employer Cisco for advice.

"I heard great things about the EMBA program at Sac State," she said. "Not only about its quality, but also about its ability to keep students moving forward at a strong pace."

Teeters ultimately selected the EMBA program at Sac State, and she got even more than she bargained

for. Teeters said the program encouraged her to take a risk and leave Cisco, where she had worked for 11 years, to join much smaller and younger Fortinet.

"The MBA for Executives Program provided me with the confidence to take a risk at a tremendous opportunity in a growing industry," she said. "It also provided me the business vernacular to impress the CEO and vice presidents through a rigorous interview process."

The risk paid off. Teeters' new position at Sunnyvale-based Fortinet allows her to work from home and travel internationally, two things she's very excited about. Even better, she negotiated a 30 percent increase in salary over her previous job.

Teeters has been at Fortinet for just a few months now, where

she said she also handles program management, communications and compliance

for company training programs. She also helps the company get their own proprietary curriculum into colleges and universities.

"Fortinet offers a certification program, so people can leave college with a degree, plus an industry certification," she said. "That also helps provide a pipeline of badly-needed IT talent for either us or for other organizations to hire."

Setting the Stage for the next 20 years

David LeRoy Tribble has had a long career in the telecom industry. Over the last 20 years, he's worked for a variety of telecom companies including Air Touch, PacBell, SBC and AT&T, and in a broad range of areas including data equipment sales, engineering and long distance. Currently, Tribble works for AT&T, where he manages non-standard contracts for large business customers such as Wells Fargo Bank, MasterCard, and CalNet.

Having spent so much time in the telecom industry, Tribble recognizes that the business is changing dramatically. For him, the metamorphosis of the telecom industry potentially means changes both in the number of people the company employs and the locations in which they employ them. Seeing the writing on the wall, Tribble felt it was

"...the EMBA program has allowed me to learn how (other generations) think and how to work with them. It's really changed me and my outlook."

—David Tribble

time to prepare for an alternative career.

"I was facing the fact that I was probably going to have to eventually transition into another industry," he said. "I recognized that I needed to start building a new foundation for the second half of my career, and that meant going back to school."

After examining a number of EMBA programs, Tribble chose the EMBA program at Sac State primarily because of its affordability and its cohort approach. While he won't graduate until February 2016, Tribble says the program has already opened his eyes to several industries and careers he hadn't even considered before.

Perhaps even more valuable, Tribble said the program has taught him how to work effectively with different groups of people. As an older student, he's found this particularly beneficial, and



**“(The EMBA program) was attractive because it allowed me to continue working at Kaiser, it was affordable, and was a fast-moving program.”
—Kevin Smith**

something he thinks will help him significantly once he moves into his new career.

“The first half of my career I worked primarily with Baby Boomers,” he said. “But the reality is for the rest of my career, there will be fewer Baby Boomers and more Generation Y and Millennials. The majority of the people in the EMBA program are Generation Y and Millennials, so the EMBA program has allowed me to learn how they think and how to work with them. It’s really changed me and my outlook.”

Tribble said once he graduates he will likely look to begin his second career – perhaps in the public sector or with a private equity firm. Or, he may decide to take a deeper plunge into the writing and publishing areas. In 2012, Tribble self-published a historical novel called *The Siren of Paris* through Amazon.



Building a Healthier Community

SACRAMENTO BUSINESS JOURNAL'S 2015 CFO OF THE YEAR (LARGE COMPANY)

For **Kevin Smith**, area finance officer at Kaiser Permanente South Sacramento, working in the volatile healthcare industry is more about opportunity than opposition.

“The most enjoyable part of my job is planning for the long-term,” said Smith. “It’s exciting to contribute to the vision for healthcare in our community and to help plan how Kaiser can positively impact it.”

At Kaiser, Smith’s job goes beyond the typical budgeting and planning activities that dominate most finance officer’s days. He also has responsibility over the health plan, supply chain, and health information management operations. And perhaps most importantly, Smith works with Kaiser’s leadership teams to establish a strategy designed to help deliver the best care for Kaiser members and patients going forward.

“We feel that our integrated model is the best model for healthcare in the country, maybe even the world,” Smith said. “Given that, despite the changes in the healthcare industry, we’ve been making strategic decisions that focus on ensuring we have a high-quality,

affordable product. As a result, we have had tremendous growth and we are confident that it will continue.”

Smith has been at Kaiser 10 years, progressing steadily through the organization. Prior to that, he obtained his undergraduate degree in managerial economics from UC Davis. In 2012, he completed the EMBA program at Sac State.

“I chose the EMBA program because I wanted to get the tools I needed to progress in my career,” he said. “Sac State’s EMBA program was highly recommended by a co-worker, and was attractive because it allowed me to continue working at Kaiser, it was affordable, and was a fast-moving program.”

Smith said he particularly enjoyed the cohort style of the EMBA program, which allowed him to work closely with 30 other individuals for a concentrated period of time.

"It gave me huge appreciation for different personalities and the different talents people can bring to a team," he said. "As a finance person, my brain is wired to see things in a certain way and I can be quite conservative. But getting paired up with different personalities helped me see things in a different way. At Kaiser we are very team oriented, so I've found the EMBA cohort experience to be very helpful in the workplace."

Turning Technology into Gold

Ryan Montoya arguably has one of the coolest jobs in Sacramento. As chief technology officer (CTO) for the Sacramento Kings, Montoya is tasked with overseeing all the technology that will go into the Kings' new arena. And that's no small task: the Kings ownership group is dedicated to making sure the new arena, which is scheduled to be completed in the fall of next year, will be the most technologically advanced and "smartest" arenas in the world.

"My focus is determining the overall technology and innovation strategy, all within the context of improving the fan experience," Montoya said. "We want to ensure the fan experience

is frictionless, seamless and intuitive, and we want to use technology to enhance and personalize that experience."

Montoya has officially worked for the Kings for the last two years. This last spring, he was promoted from senior vice president of Strategy, Innovation and Technology to CTO, giving him the chance to utilize his technology, strategy and leadership skills even more broadly for the organization. Prior to working for the Kings, Montoya held a number of high-level positions, including working for President Clinton and Vice President Gore to launching a variety of technology and consulting companies. But his true passion lies in leveraging technology to improve an organization's impact not only for its own sake, but as a way to affect broader change, too.

"What I really like about the Kings and the new ownership group is the vision that our owner [Vivek Ranadive] has for our role within the NBA and for what we want to do in Sacramento," said Montoya. "There are three parts to that vision. The first is technology -- we want to provide cutting-edge technology to enhance the fan experience. The second involves our relationship with the community -- we want to act as a positive agent of change in the community. The third is about the global perspective -- to expand the Kings' global brand.

That's what I'm really excited about -- what we are doing as an organization to make Sacramento the next great American city."

The Kings have already made some significant impacts from a technological perspective. According to Montoya, they were the first team to use Google Glass, to utilize drones, and to accept Bitcoin. They were also the first NBA team to crowdsource the draft and to utilize augmented reality and virtual reality. The Kings are also utilizing technology, analytics and machine learning to improve the team's performance.

"We really push the envelope when it comes to technology, and are not only disrupting ourselves in terms of an organization, but also the NBA," said Montoya. "I often tell everyone that I think I have one of the coolest jobs in sports. It's just a really good

**"(One) class alone has not only paid for my EMBA program, but I'm actually applying those skills today."
—Ryan Montoya**

experience and it's also the opportunity to do something really big that will have a huge impact on not only sports, but on Sacramento and beyond."

In addition to his busy day job, Montoya is also currently enrolled in the EMBA program at Sacramento State, which he says has provided him several new skills he employs in his job on a daily basis.

"I've definitely been intrigued and inspired by my cohort," he said. "There are some really impressive people, and gaining new perspectives from people is one of the main reasons why I decided to enroll in the EMBA program. With every new class and every new project, I seem to gain a new perspective or concept that I didn't have in my arsenal before."

Montoya said an organizational design course he recently took was particularly impactful.

"It was so critical to me because I have built small companies, and I've been part of large organizations, but I've never had that structure in terms of how to design an organization," he said. "That course was pivotal in terms of providing the theories behind creating a culture within an organization and creating the missions and values of an organization. That class alone has not only paid for my EMBA program, but I'm actually applying those skills today." **CB**

Montoya



Molding Leaders that Drive Innovation

Paul Coccovillo sits at the epicenter of what may soon be an enormous technology disruption.

Coccovillo is the controller at Oculus Virtual Reality, a Menlo Park-based virtual reality company. While virtual reality is not a new concept, until recently it's primarily been restricted to a handful of industrialized applications. That's because virtual reality used to require enormous amounts of computing power in order to operate effectively, and even then, it didn't always deliver the most realistic experiences. But all that's changed now due to technological breakthroughs that have both improved the experience and streamlined the technology, finally allowing people to create a truly immersive virtual reality experience within their own homes.

Just three years ago, Oculus was a Kickstarter campaign started by an 18-year-old named Palmer Luckey. But last year, Facebook acquired the company for \$2.3

billion, allowing it to grow to more than 350 employees. The company was recently featured as the cover story of the August 17th issue of Time magazine.

As technological hurdles have been conquered, the virtual reality industry is poised for a major breakthrough. In addition to Oculus and its main product, the Oculus Rift, other companies including Valve, Sony, Microsoft and Google plan to start selling their own VR devices this year, with competition predicted to increase dramatically through 2016.

As controller at Oculus, Coccovillo is charged with crunching the numbers that drive key business decisions. And given the fast-moving and highly competitive industry, those decisions must be made very quickly and accurately.

"In this type of environment, it's critical to get our executives key financial information fast so they can make adjustments in direction as needed," Coccovillo said. "That means not just reading the financial reports, but interpreting what those numbers mean. How do you take a large amount of data and equip the C-suite with the decision-making tools they need

to steer the company effectively?"

Coccovillo must also guide the company through the type of rapid ramp-up most companies never experience. Fortunately, Coccovillo said his education at Sac State, where he received an MBA in 2011, prepared him to work in this type of hyper-growth startup environment.

"Sacramento State really emphasizes that group dynamic to accomplishing projects that students will need in the real world," he said. "When you're going from \$1 million to \$1 billion in revenue in a couple years' time, the company has to be able to scale at an incredible pace without crushing itself under its own weight. You have to anticipate and understand what your partners need before the growth hits, and that's exactly how implementing the Lean Manufacturing concepts to business strategy planning today pays off."

Coccovillo was previously an inventory controller for Microsoft, and said being a part of Oculus allows him to leverage his experience not just from the accounting side, but also from the operations and IT side as well.

"It's not specifically numbers or analytics, but rather knowing how the entire business environment works and how the different functional teams need to interact to be successful," he said.

Exactly what happens next for Oculus and the virtual reality industry overall is not known, though it should definitely be interesting. In addition to entertainment-related applications like gaming, the Oculus Rift also holds potential to enable breakthroughs in areas such as

immersive cinema, professional sports training (several NFL teams are testing the Oculus Rift this fall), surgical education and travel and tourism.

"The Rift crosses this barrier in virtual reality where it actually creates presence," said Coccovillo. "It basically tricks your mind into thinking that you're somewhere else. You get a sense of your balance shifting, and it triggers basic instincts. Before, the technical schematics required to make your brain think you were experiencing something rather than just watching it on a screen wasn't possible in a consumer product. The Oculus Rift is opening up this entire world of virtual presence."

A New Day for Online Education

Luiza Margaryan was recently honored with the MS Accountancy Award at CBA's Annual Awards Banquet. With a GPA of 4.0, Margaryan was not an especially surprising selection. The unusual part was that she didn't spend much time on campus during her studies. Instead, Margaryan completed CBA's master's program in accounting online.

"I was honored to get the award, and I definitely didn't expect to get it," she said. "I assumed because it was an online program I wouldn't be recognized like a traditional student would. But the fact that I was proves how far online education has come. It's not the case anymore that people don't take online education seriously."

Margaryan's approach to her studies clearly paid off. She

Coccovillo





Margaryan

passed the first three parts of the CPA test on her first try. At press time, she was preparing to take the fourth and final test. Even more unusual, Margaryan does not have an undergrad degree in accounting, so she had none of the background afforded undergrad accounting students (her undergrad degree is in human development). But while taking some courses as a prerequisite for the MBA program, she found herself in an accounting class, and she never looked back.

"I really liked it, and I thought it was a skill that's much needed in the world," she said. "I decided pretty quickly that was what I wanted to pursue."

Margaryan graduated with her MS last May. In October, she will begin working as an accounting associate for Frank, Rimerman & Company.

Overall, Margaryan said she found the quality of Sac State's online degree program exceptional.

"Even though it was online, the program was of very high quality, and the professors were very much available, responsive, and willing to take the time to help me," she said, adding that one of her professors, at 72 years-old, still responded to her texts immediately.

"I also liked the fact that the master's degree at Sac State was half the cost of some of the other local universities," she said. "You can finance your whole master's degree without having to take out a student loan. And the classes are very efficient, so I could work while attending school and still graduate in a reasonable amount of time."

Margaryan was also an active member of the Accounting Society during her time at Sac State, and said joining the Accounting Society was one of the best career decisions she's ever made.

"I learned valuable lessons from participating in the organization that I otherwise may not have learned timely enough," she said. "The professionals and other Sac State students I met provided critical insight and helped me to feel prepared for my upcoming career. Though my program was online, participating in the organization was one of the opportunities I still had to feel connected to the campus." **CBA**

IMBA/BOOTCAMP

THE INTERNATIONAL ADVANTAGE

International CBA students

were treated to a special event on October 19 when Marcelo Barros, founder of The International Advantage LLC, a firm focused on addressing the job search needs of international students, conducted his first-ever boot camp at Sac State.

Barros spoke to international students about how to overcome some of the challenges they commonly encounter when transitioning from student to job seeker in the U.S.

"The U.S. job climate can be tricky for those who need a working visa," said Barros. "There will be challenges ahead for these international students. My goal is to help them figure out how to overcome those challenges."

Barros utilizes traditional career coaching techniques, cross-cultural communication skills, and an acute sense of awareness about what it takes to be successful in the U.S. as a foreign national to help international students achieve their job search goals (Barros was once an international student himself, having first come to the U.S. as a J-1 student in 1994).

The boot camp answered questions many CBA students had about making the transition from student to professional, and examined techniques and frameworks Barros has developed specifically to help international students overcome barriers and shine when job searching.

Barros said being an international student today has many advantages. As companies expand globally, they

are looking for innovation and fresh thinking, and international students are often well-poised to fill those gaps, though they may not feel entitled to do so.

"International students often fail to recognize the unique skills they already possess and take for granted," said Barros. "Just having the guts to leave your own country and go to a brand new one to live and study takes a certain level of problem solving skills, creativity, and acceptance of risk that other students often don't possess. I try to train international students to help employers see them as a special asset rather than a risk or a liability. I help international students feel confident about highlighting the special traits they possess. I give them specific formulas to do that."

In the year since he launched The International Advantage LLC, Barros has conducted boot camps at several other universities, including Stanford, and conducted training seminars for career services professionals who work with international students. Prior to launching his own venture, Barros worked as a university career coach focused on addressing the job search needs of international students. He is also the author of the

book *The International Advantage Get Noticed. Get Hired!*, which has received excellent reviews from international students, recruiters and career center professionals.

"I am thrilled to be working with Sac State," said Barros. "From the start they seemed so committed to helping their international students achieve their job search goals." **CBA**



Barros

MICHAEL BLOSS

Addressing Real-World Challenges

Michael Bloss, a Business Administration major with a double concentration in Entrepreneurship and General Management and a minor in Economics, was honored with the prestigious Dean's Award during his last semester at Sac State.

Bloss, who has since graduated with honors, made a significant impact during his time on campus. Not only was he a member of the Business Honors program, he also held numerous positions in several campus organizations, including the Business Honors Club (as a founding member), president of the Sacramento Association of Collegiate Entrepreneurs, and Vice President of Finance for ASI, where he played an integral role in developing the student Food Pantry.

"It was wonderful that the new dean recognized some of the work I've done here over the years," said Bloss. "It was also very validating that he thought me the most worthy person for this award."

Since graduating, Bloss accepted a job as a commercial banking associate at River City Bank, where he is currently learning how to underwrite commercial real estate loans. Eventually, Bloss plans to further his education with an MBA from Sac State.

"I love that the professors here focus on problem solving techniques," Bloss said. "Now that I'm working fulltime, I face problems all the time and have to utilize the skills I learned to attack problems systematically to come up with the best solutions. The things I learned at the business school have definitely helped me be successful in my first two months on the job."

Bloss said eventually he hopes to create his own service-based corporation and possibly teach at the university level.

One of Bloss' proudest accomplishments during his time at Sac State was working to create the campus Food Pantry.

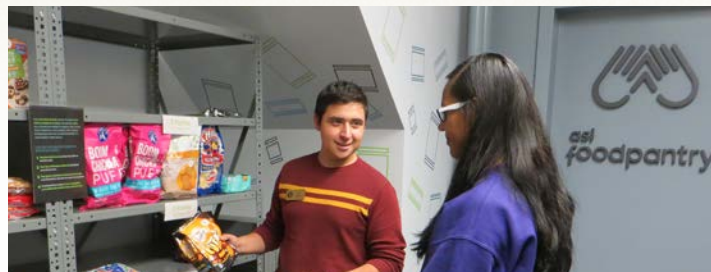
When a 2013 study by ASI found that 60 percent of Sac State students who responded identified occasions where they need help supplementing their own food source, Bloss made it a personal mission to make a difference.

"It is increasingly challenging for students to juggle the costs of living while working to obtain their degree," Bloss said. "Many students are finding themselves choosing between basic essentials such as food and basic toiletries and the costs of tuition, fees, and books."

But getting the Food Pantry off the ground wasn't as easy as Bloss assumed. ASI deals with numerous priorities and demands each semester, and not everyone agreed that a food pantry was the biggest campus need at the time.

"I really had to advocate and try to change some of the other board members' opinions and explain its worth," said Bloss. "Fortunately, it eventually worked and we were able to get the food pantry idea off the ground."

Bloss and other members of the ASI Board of Directors then worked with professional staff and campus leaders to develop a plan to bring a food pantry to the campus. One of their hurdles was securing space. Eventually,



some underutilized storage space was located in Yosemite Hall. The Facilities Department then donated some renovations, including new paint and carpeting, and the campus Food Pantry was ready for business.

The ASI Food Pantry officially opened at the beginning of the 2015-16 academic year, and now provides food and basic necessities at no cost to Sac State students.

Students may visit the pantry once each week with their valid Sac State student OneCard. The pantry operates on a point system, where each student has up to 16 points per week to use. Items are separated into three categories – side dishes or non-food items, single meals, and items lasting multiple meals – allowing students to obtain a variety of items during their weekly visit.

The pantry relies on donations from members of the greater community and local businesses. Those interested in donating or volunteering can visit the ASI website for more details. [CBA](#)



Helping Immigrants Find their Way

Jorge De La Cruz has a passion for giving back.

As a business student at Sac State, De La Cruz spent a significant amount of time volunteering his time to a variety of efforts to help the community, including serving as president of Nu Alpha Kappa, a Latino-based fraternity that focuses on community service, education, and brotherhood.

After graduating in 2014 with a BA in Business Administration with a concentration in marketing, De La Cruz had a number of job offers. But one in particular caught his attention.

Local immigration attorney Elias Mendoza was preparing to launch a new venture called SimplyLegalUSA. The company provides an online educational tool that allows users to answer questions regarding their immigration status and receive an instant personalized guide with the steps to take regarding their immigration case. Basically, the company employs technology to take the guess-work out of immigration processes and allows immigrants to learn about their United States immigration options whether they are inside the United States or outside of the country.

"Growing up in a low income area of south Sacramento and seeing the needs of the community, I noticed that a lot of people had immigration questions, but most lacked the money to reach out to an attorney for help," said De La Cruz. "When Mr. Mendoza reached out to me and told me about his company and the software he wanted to develop, I thought why not use the education I received at Sac State and my passion to help out the community and develop a system that might eventually help change how immigration is handled in the United States?"

De La Cruz joined SimplyLegalUSA as chief marketing officer and the company officially opened for business on July 4, 2015.


SimplyLegalUSA uses an intelligent system that connects user responses to codes and information to United States immigration law, thus producing a personalized guide that will serve the user to see their personal immigration options in this country. The technology implemented behind the scenes navigates government published immigration forms, checklists, eligibility guides, instructions, and charts to determine customers' eligibility for an immigration benefit through the truthfulness of their answers.

Immigration issues included on the system range from wanting to study in the U.S., reentry issues, applying for permanent residency or citizenship, family petitions, and even the type of immigration relief available under the United States legal system.

"SimplyLegalUSA was born with the purpose of educating immigrant families in this country about the immigration system and also arming them with the necessary education and information, not only to know how to proceed or not to proceed with their immigration cases, but also help them avoid leaching notaries and unscrupulous lawyers who could possibly take advantage of them," said Mendoza.

For De La Cruz, SimplyLegalUSA is a way to give back to the community as well as work on improving stogy government processes using modern technologies.

"Technology is changing all the time, why not government processes?" said De La Cruz. "Immigration is so far behind the times, most of the paperwork is still done with pen and paper. Why not develop an app or a website that can improve the process?"

SimplyLegalUSA is currently available in two languages, English and Spanish, and will soon include the languages of Portuguese, Korean, and Mandarin. 



Mendoza, Founder



Lucero, Board Member



Thomas Matlock Excellence in Leadership & Networking Scholarship

Excellence and Engagement

Nicholas Christolos is the first student to be awarded the scholarship established in memory of Thomas Matlock, who served CBA for over 15 years and lost a courageous battle with lung cancer last year. The Thomas Matlock Excellence in Leadership and Networking Scholarship was established to support students who demonstrate excellent leadership and engagement in their pursuit of a business degree at Sacramento State.

Christolos is a Business Administration major with a concentration in Marketing. He maintains an overall GPA upwards of 3.7 and subsequently has received memberships in both Golden Key International Honour Society and Delta Epsilon Iota Academic Honor Society.

First in his family to attend college, Christolos kicked off his higher education at a Bay Area community college, later transferring to Sacramento State. He has worked forty hours per week continuously to finance his way through school. Christolos said he has learned to balance it all by managing his time carefully and applying determination — qualities Thomas Matlock demonstrated daily.



Matlock

Matlock also had a passion for travel and the hospitality industry, so it is fitting that Christolos is employed by Visit California (also known as the California Travel & Tourism Commission), a non-profit organization with a mission to develop and maintain marketing programs that keep California top-of-mind as a premier travel destination. Originally

hired as an Industry Relations Intern, Christolos now focuses on marketing for the organization. Following his graduation this fall, he said he would love to continue on at Visit California or obtain a marketing coordinator position with a large company. Eventually, he plans to return to Sacramento State to pursue his MBA.

Originally from the Bay Area, Christolos said he chose Sac State not only for its proximity to his family, but also because of the great things he's heard about CBA over the years. Once he finally visited the campus in person, he said, "I knew it was where I belonged."

Christolos said winning the Thomas Matlock Excellence in Leadership and Networking Scholarship was "humbling," and that he was extremely honored to be selected.

"With the help of the scholarship, I'll be able to finish school in three-and-a-half years rather than four," he said. "It will also help me excel in my last semester because I won't have to work crazy hours while juggling a full school schedule." **CBA**

Business Honors Program Kicks Off Year Four

CBA's Business Honors program (BHON) continues to expand and evolve. Last spring, 21 students from the second Business Honors cohort graduated, with several of them signing on with local firms such as KPMG and Gilbert Associates. This fall, the program began its fourth year and saw a record number of applications submitted.

BHON is designed to develop students as future business leaders and pioneers. The program immerses students in a cohort-based learning experience that challenges them in critical thinking while building their decision-making and problem solving skills.

Selection into the challenging program is based on a rigid screening process that weighs a combination of factors including GPA, testing scores, an essay, and interviews.

The College of Business Administration is always looking for ways to enhance the program and make the experience more valuable. This year, CBA hosted the first of what they hope will become an annual event: a reception designed to connect BHON students with key community and business leaders in the region.

"The reception is an opportunity for BHON students to connect with top firms that are recruiting in our area and to start to form relationships that may continue well into the future," said Anne Fuller, interim associate dean for Academic Programs.

The event, which was held on August 26, gave BHON students the chance to informally meet with regional leaders of companies that align with their individual majors and whom might eventually provide internship or job opportunities. The

event was well-attended by invited business leaders, and Sac State President Robert Nelsen came by to welcome the new students and business leaders to campus.

"We recognize the importance of getting the students out into the community so that they can begin to understand some of the community and business concerns," said Fuller. "We also want to expose these energetic and bright students to the leaders in the region who are looking to find hard-working new talent."

The Business Honors experience is built around a three-tier curriculum structure that includes business foundation courses, integration courses, and a practicum seminar. Foundation courses provide students with the basic tools of business knowledge. Integration courses challenge students and focus learning on critical thinking, problem solving, decision-making, integration of business resources and understanding business as an enterprise, and the practicum seminar brings executive managers onto the campus for discussions that focus on practice.

Business Honors Cohort 4 Biographies

CADE BROCK

1 A professional BMX rider who worked on the marketing team for a fitness club. Cade is a Marketing major and currently works as a student technician for the Sac State IT department.

DANIEL DOSTI

2 An Albanian native transferring from Diablo Valley College. Daniel has worked as an economics tutor and plans on attaining his CPA through Sac State. His goals include working for one of the big four accounting firms and volunteering to teach financial literacy to children.

KARL HAAS

3 An experienced leader from San Antonio, Texas. Karl is a Supply Chain Management major that enjoys bicycling and playing sports.

SHANNON HOHMAN

4 A native of Folsom, Shannon works as the assistant manager of a restaurant and plans to gain further leadership experience as a Business Administration major at Sac State. She plans on pursuing her MBA.

JONATHON HUANG

5 A student of the GE Honors program with experience as an office assistant. Jonathon is an MIS major that plans on becoming a database or network manager.

MARIIA KOLB

6 A transfer from American River College representing the third generation of accountants in her family. Mariia's goal is to obtain her CPA licensure and a position as audit director with Ernst & Young.

JESSICA KING

7 A transfer student with her Associate's degree in Business Administration with honors. Jessica's goals include becoming a CPA and opening her own bookkeeping business.

CBA supporters Mary & Harry Coburn visiting with students at the BHON reception.



NICOLE MAH

8 A senior at Sacramento State, Nicole works as a student assistant in the investments division of the California State Treasurer's Office.

ELLEN OBERTING

9 A Management major at Napa Valley Community College, Ellen transferred to Sac State to study Entrepreneurship. She has worked at a variety of businesses and plans on creating her own business after graduating.

DYLAN PREDKO

10 An experienced student who has worked in both construction and retail management. Dylan's passion is creating new businesses.

SHAUN ROBINSON

11 A returning student with extensive experience in the entertainment technology industry. In his spare time, Shaun

paces outdoor obstacle courses. His ultimate goal is to open a small accounting firm in the Sacramento area.

DANIELLE SAUNDERS

12 A student employee of CSU Course Redesign, she cares for the success of other students and the community at large. Danielle's goal is to make a difference with a start-up of her own.

SVETLANA SOLOVYEVA

13 A student of the Sacramento State GE Honors program and the manager of a small nonprofit coffee shop. Svetlana hopes to apply organizational skills to make a difference in the lives of others.

OLIVIA SHESTYUK

14 A transfer student with experience in billing and logistics. Olivia is an Accountancy major who strives to grow and succeed.


STEPHANIE TAUZER

15 A transfer student from Sacramento City College. Stephanie plans on obtaining her CPA and working as an auditor after graduating. In the long term she would like to become a controller.

JACOB THOMASSEN

16 A future CPA with a double emphasis in Accounting and Finance. Jacob has experience in accounting for construction companies. His ultimate goal is to become a CFO.

KELLY WOLPERT

17 A transfer student from Sacramento City College, where she studied film and cinema. Kelly is an Accountancy major who plans on becoming an accountant for a major Hollywood film company. Her goal is to someday become a producer. 



CBA Students Take on the World in Strategy Competition

Student representatives from Sacramento State's College of Business Administration had a strong showing at the International Collegiate Business Strategy Competition (ICBSC) in April.

ICBSC is a business simulation program wherein students run a simulated company in direct competition with other college teams from around the U.S. and

the world. The competition was created over 50 years ago.

This year's teams, one graduate and one undergraduate, formed in fall 2014 under faculty advisors Sharyn Gardner and Taylor Wells, each of whom were new to the project this year. The competition then officially kicked off in January 2015.

ICBSC requires each team to form a company and make decisions in terms of production,

marketing, business strategy, international logistics, quality control, R&D, etc. For the first several weeks, students make a decision once a week, submitting those decisions into a server, which runs the simulation. Students get the results of those decisions and then make another round of decisions based on the previous round outcomes. Students also prepare a formal business strategy and plan. The competition culminates in

April when teams meet in Anaheim for two-and-a-half intense days to complete the final phases.

In Anaheim, teams turn in an Annual Report, have to make decisions every two hours, and are challenged by judges about their decision processes. Students also complete a final presentation to the judge's panel, and the judges then determine the winners.

"Both of the CBA teams were on the edge of placing this year," said Gardner. "They did very well putting all of their business knowledge together, and they got to apply the academic concepts they learned, as well as learn how to work together as a top management team battling other companies."

"There are very few experiences where students get to integrate such a broad range of business disciplines, from marketing

and operations to finance, HR, etc.," said Wells. "ICBSC allows students to bring all of those things together in a very comprehensive way. I think it's great for the students and they all loved the experience."

This year's undergrad team, Pentec, included Nate Christensen (Chief Financial Officer), Lily Mullet (Chief Marketing Officer), Gabriel Schlaefter (Chief Production Officer) and Frank Udvarhelyi (Chief Executive Officer). The graduate team, Sacramento Enterprises, included Julia Arreguy (Chief Financial Officer), Christina Daubeneck (Chief Marketing Officer), Suman Sehra (Chief Operating Officer) and Kris Jensen (Chief Executive Officer).

Gardner said because ICBSC was a new experience for both her and Wells, they are already ramping up for next year's competition and making strategy adjustments based on lessons learned.

"We absorbed some great things this year that we'll apply to next year's competition," she said. "Overall, it was a very rewarding experience for both us and the students."

Students involved in the ICBSC competition also have the opportunity to network with business executives and students from around the world. This year's teams came from the United States, the United Kingdom, Australia, China and Canada. 

Undergraduate Team



Graduate Team

New Beginnings

The Center for Small Business (CSB) is one of the oldest and largest organizations of its kind in the United States. Founded in 1969, CSB has served over 3,000 small businesses in the greater Sacramento area over the years, offering free technical management assistance to an average of between 50 and 80 for-profit and not-for-profit organizations per semester.

Dennis Gardemeyer, who created the Community Service Business Center (the forerunner of today's CSB) originally visualized it as a "place to bring small businesses and CBA students together for the benefit of all." And that's exactly what CSB has accomplished. Today, CSB services are provided by CBA juniors, seniors, and graduate students under faculty supervision. Students are assigned to work with clients of the CSB as part of their coursework in various classes and get hands-on, clinical experience. The community, meanwhile, gets free services in all areas of business other than taxation, law, and loan packaging.

"Thanks to its former directors, Dr. Dennis Tootelian (who led the Center for almost 40 years) and Dr. Sanjay Varshney, CSB has a good name, a strong reputation and financial stability," said Andrey Mikhailitchenko, who was recently named director of CSB after several years as faculty coordinator. "What is also important is that being an object of public attention and a lot

of controversies within the latest two years or so the Center proved to be financially, operationally and morally healthy organization."

But all things must change, and CSB is no exception. Now it is gradually becoming a truly institutional effort involving a wider circle of faculty and a fresh flow of ideas and visions.

"With all the new visions, passion and efforts put into CSB by Dean Balthazard and attention paid to it by President Nelsen, we've found it necessary to re-build CSB, increase the scale of its impact on the business community, and add new dimensions to its activities," said Mikhailitchenko.

Mikhailitchenko and others are now devising a broad range of plans to make CSB a source of scholarly output for the college


faculty and to transform it into a "nest of new educational self-support programs," such as the Academy of Small Business, which would educate and train small business owners and managers in the greater Sacramento community and beyond.

"In order to accomplish our vision, we need to build a strong integrated marketing communications platform, technologically advanced recruiting and client analysis processes, and a sustainable funding model," said Mikhailitchenko. "There is definitely a lot of work to do in the near future."

Mikhailitchenko said CSB's makeover will also include exploring two models instead of just one. Along with the existing accessibility-driven model of philanthropic supported free assistance within the CSB framework, Mikhailitchenko and others are also exploring a market-driven model of clientele-financed assistance outside CSB.

"I believe it's a reasonable and healthy combination," he said.

Overall, Mikhailitchenko said he's excited to lead the soon-to-be-refreshed CSB.

"As an instructor I've been involved in the Center work for the last six years, including three years as faculty coordinator," he said. "Now we are facing new challenges and new horizons of activities. We are at a unique stage of our development where we can re-boot our approaches, start implementing new plans and open a new page in CSB history." 



Mikhailitchenko

Students Take on Pet Industry on Behalf of Target

Americans love their pets. As a result, the pet industry has become a major segment of the U.S. economy. In 2014, American pet owners spent more than \$56 billion on their companions, a figure that is expected to approach \$70 billion by 2020. It's a market few retailers can ignore, and Target is no exception.

That's why this year's Target Case Competition, an innovative scholarship competition and partnership between Sac



State and Target Brands, focused on how Target can improve their pet related product offerings.

"This year, Target wanted to focus on how they can attract more potential shoppers to come into stores and buy pet related products and whether or not they should improve the store layout to accommodate

the products and promotions in the pet section of their stores," said Dr. Jeff Niu, whose BHON 170 Strategic Management students participate in the project each year.

The Target Case Competition gives CBA students an opportunity to provide Target insights from an outsider perspective to improve the company's strategic planning.


"Students use the concepts they learn in my Strategic Management course to find a fit between the environment, strategy and company capabilities that Target might have overlooked in their strategic management process," said Niu. "While Target continues to show healthy growth in both sales and profits, the retail industry is very competitive and Target must continually monitor the environment to make sure that they do not get caught unprepared when conditions change."

This year, students performed a through analyses on both internal and external environments, giving the Target Executive Leadership Team sufficient insights regarding the structure and competitive landscape of the pet care industry.

In the end, the judges chose one team as the winner, awarding them a \$2,500 scholarship.

"It is a truly valuable experience for both Target and the students because students can use Target as a real life example and apply what they learned in class," said Niu. "Such a unique experience provides much more practical value which is usually lacking in classroom settings."

Meanwhile, Target received free strategic consulting and highly feasible, innovative, well-thought out strategies. The company also used the competition to recruit CBA talent essential for sustaining their future growth.

Previous Target Case Competitions focused on issues around increasing racial and ethnic diversity within the U.S., the aging of the American population, and the need to address urban markets as part of future growth – each of which is likely to impact Target's future operations, staffing and marketing strategies. 



Niu

Forging the Path Ahead

CBA Faculty have been extremely busy over the last several months. Below are just a sampling of the many ways they have been publishing, researching, and exploring new ways to bring innovative, creative, real-world learning to students.

Examining the Potential for Unintentional OTC Overdose

Any box or bottle of over-the-counter (OTC) medicine lists its active ingredients prominently on the label. But are consumers using that information to make wise choices about taking two or more OTC drugs at the same time? Probably not, according to a study co-authored by CBA assistant professor of Marketing Jesse Catlin. Results of the study were recently published in an article entitled

“Dangerous Double Dosing: How Naïve Beliefs Can Contribute to Unintentional Overdose with Over-the-Counter Drugs” that appeared in the *Journal of Public Policy & Marketing*.

Catlin’s study asked participants to read the labels on the packages of two different OTC drugs and report whether the two contained the same active ingredients. They were also asked to judge the risks of taking the two drugs at the same time. Some participants had medical expertise, while others did not. Both groups of participants correctly determined whether the two drugs contained the same active ingredients, but only participants with medical expertise used that information to weigh the risks of taking two medications together. In other words, the typical consumer may believe that there is no danger in taking any two OTC medications at the same time—even medications with the same active ingredients. This reflects the possibility that the average person perceives OTC drugs to be relatively risk-free.

“Programs to educate the public on the risks of double-dosing must clearly emphasize



that even over-the-counter medications can be dangerous when combined or misused,” said Catlin and his co-authors. “More broadly, this study suggests that it is vitally important for practitioners and policymakers to address safety issues by first working to understand the root of the consumer’s misunderstanding.”

The study also received coverage in a number of other publications, including *Men’s Health*, *The Consumerist*, *Salon.com*, *Yahoo Health*, *Glamour Health & Diet*, *Examiner.com*, *Medical Daily*, *Gazette Review* and *MSN.com*.



Catlin

Examining Founder's Values: Planned Change and Spontaneous Formation

CBA associate professor Boniface Michael recently published a peer reviewed research article on value change and formation at two leading U.S. corporations. The research is about the evolution of founders' values between the 1980s and the early 2000s.

The research delineates three alternatives to organizational value change and formation: leader-prescribed top-down planned value change initiatives, spontaneous decentralized value formation among employees, and interactive dialogical value formation through joint dialogue between leaders and employees. Data

collected from two companies, ETS and HPS (both pseudonyms for real companies), show that organizational values were either consciously changed or spontaneously formed through those three alternatives between 1980 and the early 2000s.

Under the top-down value change

alternative, official values were changed and accompanied by status quo and indifferent patterns of value commitments among employees. Under the spontaneous decentralized alternative, multiple value orientations formed and surfaced a competitive pattern of value commitments among employees. Under this alternative, the official values remained unchanged. Under the interactive dialogical alternative, official values were radically changed or incrementally updated. Employees revealed an appreciation for different value orientations and a pattern of reformative value commitments.

"Organizations' founders have prominently been credited with creating organizations' official values. Famously, Thomas Watson's "Basic Beliefs" at IBM, Robert Wood Johnson's "Our Credo" at Johnson & Johnson, and our own California's Bill Hewlett and Dave Packard's "The HP Way" at Hewlett-Packard typify such founders' values. CEOs subsequently grappled with transferring an enduring legacy that was relevant beyond their tenure. This theme resonates in many of the Sacramento region's firms that were founded in the 1950s and are presently going through transition," said Michael.

The article, "Three Alternatives to Organizational Value Change and Formation," was published in *The Journal of Applied Behavior Sciences*.



Michael

Stories Without Words

Lecturer Marsha Jeppeson has been working on a project called "Stories Without Words" for the last two years. The project requires Jeppeson's first-year seminar students to take digital photos the entire fall semester, create a webpage, and make a presentation to a panel of judges as well as their student colleagues at the end of the semester. The project includes a collaboration with the Tech Center on campus and focuses on what it means to be an educated person during the first semester at Sacramento State, with an emphasis on CBA.

"The project accomplishes many of the course objectives, engages the students using different technologies, and strengthens the students' relationships on campus," said Jeppeson.

"The students, Tech Center staff and I have very much enjoyed this project. I have had a lot of positive feedback from the students, the staff at the Tech Center, and colleagues in the CBA."

Jeppeson said she developed the semester-long project as part of her work in the Summer Teaching Institute in May 2013.



Jeppeson



Gardner

Strategic HR Management in the Real World

Professor Sharyn Gardner is having great success with a senior project she conducts that requires students to apply what they've learned in class to the real world to benefit local companies and organizations.

HROB 154, Strategic Human Resource Management, is the capstone course for the human resource / organizational behavior concentration. For the last few years, Gardner has facilitated a senior consulting project within the class wherein student teams perform strategic HR consulting for a variety of local companies.

"The students have to find a client, interview the top HR person in the company and his/her staff, along with other managers and employees as appropriate, identify issues or challenges, and then devise a strategy to help HR add more value to the organization," said Gardner.

By the end of the semester, students produce a professional consulting report for the organization.

Gardner said she's received great feedback from the companies her students have helped so far. In return, students get real-world, hands-on consulting experience they can then list on their respective resumes.

"It helps students move from just learning about functional, day-to-day HR operations to figuring how to help the organization build a competitive advantage through its people and processes," she said.

Research Finds Emails Induce Stronger Psychophysiological Responses

Management Information Systems Professor Taylor Wells recently garnered significant media attention with his new research, and it all started quite by accident.

"For my dissertation work I studied business communication, looking at communication accuracy and the role of emotion in communication," said Wells. "I began wondering how does this work outside of business communication? What if we threw in something crazy like a romantic task or two, would the same things we're studying apply to that? I thought it would be interesting to consider."

So Wells and his research partner, Alan R. Dennis, the John T. Chambers Chair of Internet Systems at Indiana University's Kelley School of Business, looked into whether the things they saw work in business communications would work in romantic communications as well.

The pair's study, "To Email or Not to Email: The Impact of Media on Psychophysiological Responses and Emotional Content in Utilitarian and Romantic Communication," found that an email actually packs more emotional punch than a voice message, whether it's a romantic missive or a business exchange.

Previously, it was believed that voicemail was a more intimate method to reach out to someone, but now, especially with millennials, that doesn't appear to be the case.

"When writing romantic emails, senders consciously or subconsciously added more positive content to their messages, perhaps to compensate for the medium's inability to convey vocal tone," the two write in the study.

While a voice message is recorded in one take, an email allows the sender to modify the message's content to make sure it satisfies the needs of the situation, meaning the sender may think more deeply about how it is composed.

The study originally appeared in *Computers in Human Behavior*, but has now been covered in an estimated 185 news outlets in 35 countries, including the *Sacramento Bee*, the *Huffington Post*, *USA Today*, the *Atlantic*, *Slate*, and the *Chicago Tribune*. Wells also conducted live interviews for Fox 40, Good Day Sacramento and Southern California Public Radio.

"The media attention surprised me, because most business research doesn't make the mainstream media," said Wells. "But I think love and romance is just something people want to know about. And also, a lot of what we know says email is really not suited for certain types of communication. The study says 'Wait a minute, maybe that's not the case. Maybe email is just as good or even better for certain things, even romantic or personal communication.' I think that resonates with people and they find it interesting."



Wells

Want to be a guest speaker at CBA?

The College of Business Administration welcomes members of the greater Sacramento business community who want to engage with our students to apply to be guest speakers! If you'd like to share your valuable business knowledge, experience or skills as a guest speaker in one of our classes, go to <http://csus.edu/cba/companies/GuestSpeaker.html> and submit a request. If you're a good fit with our current needs, a faculty member will contact you to schedule a time to speak.

CBA Film Festival Goes International

Four years ago, CBA associate professor Dr. Hakan Ozelik was searching for a way to present key business topics to students in a more engaging and entertaining manner.

"Most students love to learn, but listening to lectures and reading textbooks constantly can grow old," he said.

A lover of comedy films, Ozelik came up with an idea to combine learning with film-making, asking students to make comedy films that explore a variety of different business concepts. Ozelik believed it could be a great way to better engage students, as well as to help them see situations from a variety of different perspectives.

Every fall semester, Ozelik asks his students to produce comedy films focusing on a specific leadership theory and to integrate that theory with emotional intelligence concepts. Each film is about 10 minutes long, and requires team-building skills among

the students to determine who does what task, as well as a collaborative process to create their script. Once the films are complete, with the sponsorship from the CBA Dean's Office, Ozelik hosts a campus "film festival" where students share their work with the campus and the business community.

After film presentations a panel of field experts analyzes these films to draw insights about leading with emotional intelligence. The festival sessions have also included virtual discussants, such as scholars from Wharton School of Business and the Yale Center for Emotional Intelligence. Previous years' sessions have hosted more than 500 people, including students, faculty members, executives, employees, artists, and filmmakers.



Ozelik

This year, Ozelik submitted a proposal to the Academy of Management Conference to show a collection of the films made by the CBA students. His proposal was accepted as a showcase symposium, and on August 11, Ozelik and others traveled to Vancouver,

THE FIFTH ANNUAL CBA Film Festival

will take place on **November 19, 2015, Thursday, at 3:00-4:30 pm on campus**. Managers and employees from the business community, as well as students and alumni, are welcomed to attend.

Because space is limited, those interested in attending should

RSVP via e-mail to:
cba_film_festival@yahoo.com.

Canada, and presented a selection of the best films from CBA's previous years' festivals. They also participated in a panel discussion with a group of leading international scholars with expertise in emotions, leadership and management education, who commented on the films and added fresh insights about how film method can enrich research and teaching.

Ozelik said Sac State is truly a pioneer in using film to teach students complex leadership theories. Unlike term papers that get written, filed, and forgotten, the films Ozelik's students produce are like pieces of art that continue to have a long educational value.

"It builds a culture of leadership and scholarly thinking among students," he said. "The class gets students out of their comfort zone to do something they may not ever have done before, and it gives them communication skills that can create a forum for discussing issues that are important." **CBA**



New Faculty

Tota Panggabean

Tota Panggabean has literally studied and worked all over the world. Born in Indonesia, Panggabean received his early education in Jakarta. But after the Indonesian government awarded him a scholarship to continue his studies, he moved to the United States to study at the University of Illinois. There, he earned an MS in Finance and, a few years later, an MS in Economics. Finally, he

wrapped up a PhD in Accounting from Simon Fraser University in Burnaby, BC, Canada.

Panggabean taught undergraduate financial accounting, intermediate management accounting, and intro to management accounting and

financial management at Simon Fraser University. He was also a lecturer at the university in Jakarta, where he focused on corporate finance, investment and microeconomics.

Now, Panggabean brings his vast global experience to the accounting program at Sac State.

"I've always wanted to live in California," said Panggabean. "There are a lot of universities here, so it fits my needs well in terms of opportunity for collaborative research with other faculty."

Panggabean's current research focuses on judgment and decision making in management accounting and auditing; human information processing in accounting; balanced scorecard; auditor independence; and experimental research in auditing.



Panggabean

"I'm very excited to be at Sac State and to be a part of its well-known and well-regarded Business School," said Panggabean. "I hope I can mix in with the existing faculty and I look forward to collaborating with them."

New Staff

Jenny Leung

Jenny Leung became CBA's new administrative analyst in May. Leung has actually worked at Sac State in a variety of positions for over 15 years. A former international student from Hong Kong, Leung received her Bachelor of Science degree in Business Administration with a concentration in Finance from CBA in 1992.

"This is my sixth position on campus, and I'm so excited to be working for CBA," Leung said. "This position will provide me a great opportunity to learn about an area I'm very interested in and to use the knowledge and skills I acquired as a CBA student and from working in various positions at Sacramento State."

Leung is responsible for budget management, analyzing trends in operating expenses and projecting future revenues from self-supported graduate programs as well as developing and presenting periodic budget reports. She also provides academic support and event planning for external programs including the EMBA and IMBA programs, and reviews academic records to determine if students meet their graduation requirements, including advancement to candidacy, among many other duties.

Leung previously worked as an assistant to the Program Director of the Doctorate in Educational Leadership.



Leung

Stephanie Francis

Stephanie Francis became CBA's new graduate career and development director in February.

Francis has extensive experience directing and developing community, alumni, and youth engagement programs; facilitating business partnerships; and providing technical assistance services to students, alumni, professionals and organizations.

As graduate career and development director, Francis will help advance CBA's Biz Graduate Career Services through active social media marketing; data management and accreditation reporting and targeted student, alumni, and employer engagement. She'll also coordinate on-campus employer information sessions and engage students and alumni with individually-tailored career advancement services including career coaching coordination, resume review, interview coaching, and access to employers and job postings.

Francis was also recently invited to serve on the Sacramento State Promise Zone Advisory Committee. Sacramento was designated by the White House and HUD as a Promise Zone in April 2015. Promise Zones are communities with high poverty, high unemployment, and uneven access to health care. Sacramento was noted for its ongoing efforts in these neighborhoods, and will focus its 10 year community revitalization strategy on strengthening opportunities for residents in the areas of economic development, education and health. Sacramento State is a key partner in the Promise Zone, which will provide the campus with numerous opportunities to further develop community-based partnerships. [BA](#)



Francis

Thank You to Our CBA Advisory Council

The role

of the College of Business Advisory Council (CBA-AC) is to provide input and assistance to the College of Business Administration as it seeks to fulfill its mission. The CBA-AC provides input to the college dean on issues related, but not limited, to programs and curriculum, resource development, external relations and strategic planning.



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CORPORATE ASSOCIATES PROGRAM

The College of Business Administration at Sacramento State is highly regarded for educating the quality graduates that businesses seek out to fill their employment needs. Companies and organizations can help ensure that the University continues to provide excellent educational opportunities by joining the Corporate Associates Program.

Corporate Associates support student scholarships and assist the dean in addressing top priorities within the College. In return for providing that vital support, they gain premium access to the College's top students for job recruitment and placement opportunities. They are also offered opportunities to connect with faculty members skilled in the latest business trends.

Giving levels allow donors to choose their degree of visibility and involvement with the College, including acknowledgement in College publications and electronic media, and invitations to special events. 

For more information on the CBA Corporate Associates Program, please contact John Power in the Office of University Development at (916) 278-6989.

Bottom left to right: Tim Ching (President, Tri-Counties Bank) presenting scholarship to Phillip Bru. Chevron college recruitment team Angela Serra, Mary Grace Morrissey, Thomas Shepard and Randall Kravitz with Professor Nancy Tsai (second left).

CURRENT MEMBERSHIP:

American River Bank	Gilbert Associates Inc.	Teichert Inc.
AT&T California	Henningsen Cold Storage	Travelers Insurance
Bank of America	Heritage One Door & Building Solutions LLC	Tri-Counties Bank
Bank of Sacramento	Institute of Internal Auditors	Turton Commercial Real Estate
CGI	Intel	Ueltzen & Company LLP
Chevron	InterWest Insurance Services, Inc.	Union Bank
CohnResnick LLP	Moss Adams LLP	U.S. Bank
Cushman & Wakefield	Pacific Claims Executive Association	USS-POSCO Industries
Delta Bluegrass Company	Principal Financial Group	Valley Industrial Claims
El Dorado Savings Bank	SMUD	Vera C. Hendry Foundation
Ernst & Young LLP	State Street Bank	VSP Global
Fiddymont Farms	Target	Warren G. Bender Company
Five Star Bank		Weintraub/Tobin
Foundation for Agency Management Excellence		Wells Fargo Bank








CBA has many events throughout the year to bring together community business leaders, alumni and students for networking opportunities. **Page 30, Top left:** CBA supporter Robert Orr presenting scholarship to Dane Willis; **Top right:** BHON Cohort #2; **Center left:** Sacramento representatives of the National Association of Women Business Owners; **Center right:** students enjoying the CBA Career Fair; **Lower left:** Company representatives networking with students at the CBA Career Fair; **Lower right:** Professors Johnny Deng and Anne Fuller enjoying the Awards Banquet. **Page 31, Top left:** Faculty at spring commencement; **Top right:** David Ljung (Gilbert Associates) presenting scholarship to Christopher Smith; **Center left:** CBA student leadership team with Bonnie Burnell and Denise Boyd from CBA student engagement center; **Lower left:** MBA grads and IMBA students at MBA Graduation Send-off Celebration (spring 2015) with Dean Balthazard and MBA faculty and staff; **Lower right:** CBA Supporter Cleo Bertolucci presenting scholarship to Matthew Couch. **CBA**


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ADVENTURES IN BUSINESS COLLEGE: Send us your best stories!

 **What did you learn**
in college that you
have been able
to apply to your
professional career?

 **Who was**
your favorite
professor and why?

 **What has changed**
since you were a
student (do you
remember IBM
Selectrics? Exams on
purple-ink dittos?
MS DOS?)

 **What good**
memories do
you have?

 **Tell us about**
your adventures
as a business major,
and send your favorite
stories and a high
resolution photo to
CBA-office@csus.edu.

Keep us informed! **Please share your news with fellow alumni:**

Name: _____ Title: _____

Concentration/Degree: _____ Year Graduated: _____

Home Address: _____ Business Name: _____

Business Address: _____

Work Phone: _____ Home Phone: _____

E-mail: _____ Web Address: _____

Interests/Hobbies: _____

Business or Personal News: _____



CLASS NOTES

Sarah V. Carballo (BS Marketing & International Business, 2009) has recently been hired by RE/Max Gold as a realtor. She will be working at RE/Mac Gold's midtown office.

Larry Chillemi (BS Accountancy, 1983) was recently honored as one of the 2015 CFO of year nominees of the *Sacramento Business Journal*.

Pamela Freeman (BS Accountancy, 2010) has been promoted to Manager at Gilbert Associates Inc. She has experience in auditing government entities, school districts, nonprofit and employee benefit plans.

Mark Fulton (BS International Business, 1981) has been recently hired as a Mortgage Adviser at Alpine Mortgage Planning. He will be assisting buyers and homeowners with residential mortgages.

Ryan Gallagher (BS HR/OrgBeh, 2006) was hired as a commercial line Account Executive at Warren G. Bender Co. He specializes in main street and multifamily businesses.

Greg Henry (BS Marketing, 1986) was promoted to Chief Executive Officer of DecisionPoint Systems.

Richard Kluessendorf (BS Accountancy, 1997) was honored by the *Sacramento Business Journal* as one of the 2015 CFO of the year nominees.

Rachael Lankford (BS Finance, 2006) has been hired as Account director at Honey Agency.

Shelley Laurel (BS Accountancy, 1983) has been hired to lead a team of business banking professionals as Senior Vice President and Regional Manager at Sacramento Bank of Commerce.

Rick C. Lunsford (MBA, 2011) was recently featured in an article for the *Sacramento Business Journal*. He is CEO of the business, Blossom Ridge Home Health Agency.

Thu Nguyen (BS Accountancy, 1984) was honored as a nominee for the *Sacramento Business Journal* 2015 CFO of the year.

Robert T. Perry Smith (BS Accountancy, 1973) has been recently appointed chairman for the board of directors of Sierra Vista Bank. He founded and ran Perry-Smith LLP, an accounting firm for 28 years. The firm was later acquired by national accounting firm Crowe Horwath, LLP, where he retired from in 2013.

Eric E. Post (BS Finance, 2004) has recently earned the Certified Community Association Manager designation from the California Association of Community Manager. He is operations manager for the Lake of the Pines Association located in Auburn.

Kate Renwick-Espinosa (BS, Marketing 1998) has been appointed president and CEO of VSP Vision Care. Kate has been with VSP for almost 25 years and she was previously chief marketing officer of the company.

Jillian Robinson (BS Marketing, 2009) has a new position at Coldwell Banker Residential Brokerage as a Sales Associate.

John D. Saruwatari (BS Finance, 2001 & MBA, 2011) was recently featured in an article for the *Sacramento Business Journal*. He is Chief Financial Officer of the business, Blossom Ridge Home Health Agency.

Dan Seiler (BS Accountancy, 2006) has recently been promoted to audit manager at Propp Christensen Caniglia LLP. He is specialized in forensic accounting, real estate and affordable housing, and nonprofits,

Kevin Smith (MBA, 2012) received the CFO of the year award for the large company category from the *Sacramento Business Journal*.

Benjamin Tang (BS Business Administration, 1989) has been promoted as Division Chief of county-assessed properties at the Board of Equalization. His new position includes overseeing tax programs related to properties assessed in California's 58 counties.

Eric Tiche (BS Strategic Management, 1994) was honored by the *Sacramento Business Journal* as one of the 2015 CFO of the year nominees. CA

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Erik Hammer
IT Manager
Intel
EMBA Alumnus '08

"The EMBA at Sac State provided me the knowledge, tools, and confidence to enhance my career at Intel. The innovative schedule and challenging atmosphere coupled with an accommodating support system made it possible for me to balance acquiring my MBA with my family and full-time career."



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ELECTRONIC SERVICE REQUESTED

Windeshausen Awarded Honorary Doctorate

Longtime Sac State professor Dr. H. Nicholas Windeshausen was recently awarded a prestigious Honorary Doctorate of Pedagogy from Wayne State College.

Windeshausen was a professor at Sac State for 30 years and also served as department chair of the marketing department and as associate dean. Windeshausen received an Honorary Alumnus Award from Sac State in 2003, as well as a Lifetime Achievement Award from Delta Sigma Pi in 2011 for his 60-plus years of service to the academic world. A resident of Citrus Heights, Windeshausen has been a Wayne State Foundation trustee since 1994.

Windeshausen was also a United Way volunteer for many years, a U.S. delegate to five international conferences and responsible for national, regional and Sacramento-area United Way functions.

In addition to a robust career in education and as a volunteer, Windeshausen has also been an active researcher and trainer. He conducted Model-Netics training seminars across the country and nationally. The primary objective of Model-Netics is to increase organizational productivity by promoting the efficiency and effectiveness of employees.

