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# Business Futures



## There's No Slowing Dennis Gardemeyer

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SACRAMENTO STATE  
COLLEGE OF BUSINESS ADMINISTRATION



## MESSAGE FROM INTERIM DEAN STEVE PEREZ

# Perpetually Impressed by CBA Students, Faculty and Staff



I'm extremely proud to be associated with the College of Business Administration. Since I took on the role of interim dean in January, I've been perpetually impressed by the accomplishments of CBA students, faculty and staff.

Our strong, committed students excel in the classroom and in the community. In March, IBM hosted a SHARE

conference focused on mainframes here in Sacramento. The conference included a student day and a "Master-the-Mainframe" coding competition. Recent CBA graduate David Castanon and current CBA student Katherine Chau finished first and second in the competition, respectively, demonstrating how our students excel in high-tech skills that will propel them toward prosperous futures.

Our faculty and staff are doing tremendous work in the classroom and are fully committed to our number one priority: student success. And, I've been impressed by numerous CBA community endeavors like the Center for Small Business (one of the coolest programs I've seen on this campus or any other campus). CBA truly plays a unique and special role in the university because our professors and students interact with the community and the regional economy in ways no other college does. As a long-time Sac State economics professor and vice provost, serving as interim dean

has been a great opportunity to learn more about CBA as well as to expand my own experiences. It's a pleasure to be part of it.

As I write this message we are in the throes of a national search for the next permanent CBA dean. I can assure you that the hunt for an outstanding individual that will interact with the business leaders of the community, act as an inspiring leader for CBA, and move the college forward will be thorough and exhaustive. Stay tuned for an exciting announcement about our selection sometime this summer. In the meantime, please feel free to contact me should you have any questions or concerns.

Warm Regards,

**Steve Perez, Interim Dean**  
*College of Business Administration*

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## Business Futures Magazine

COORDINATOR  
**Michael Weagraff**

WRITER  
**Justine Brown**

CONTRIBUTING WRITER  
**Ahmed Ortiz**

PHOTOGRAPHER  
**Bruce Clarke**  
Sacramento State  
Creative Services

DESIGNER  
**Jim Molina**  
Sacramento State  
Creative Services

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## College of Business Administration

### MISSION

The Sacramento State College of Business Administration develops engaged, responsible, and inclusive business leaders who enrich our communities.

### VISION

The Sacramento State College of Business Administration aspires to be the educational backbone of the Sacramento business community and an active force in creating a better future.

INTERIM DEAN  
**Steve Perez**

ASSOCIATE DEAN (INTERIM) FOR  
ACADEMIC PROGRAMS  
**Marty Wilson**





## Student News

# Where Globalization Was Born:

Portugal has not always been one of western Europe's most stable economic powers. In 1974, the Carnation Revolution, a military-led coup, produced enormous social, economic, territorial, demographic and political disruption. But the turmoil also had a positive effect on the country – it eventually returned democracy to Portugal and pushed the country's leaders to adapt to a changing modern economy.

Since then, Portugal has made significant progress. After relying primarily on agriculture for hundreds of years, the country developed a diverse number of new industries ranging from automotive, aerospace, electronics, biotechnology and information technology to food, chemicals, cement and wood pulp. In fact, the Global Competitiveness Report for 2014–2015 published by the World Economic Forum placed Portugal on the 36th position on the economic index. That represents a sharp increase from the 51st position Portugal held in 2013–2014.

Last November, 37 EMBA students and CBA faculty and staff flew to Portugal to get a better understanding of how the country reinvented itself and is now thriving in the global marketplace.

Students conducted several corporate visits while in Portugal, beginning with Everis, a global financial consulting firm that employs 19,000 professionals across Europe, the U.S. and Latin America. Students heard from Everis executives about how the Portuguese banking system was affected by the global recession as well as how the company plans to compete and grow the Portuguese economy moving forward.

"One of the things Everis talked with us about was the struggle businesses in Portugal face when trying to get off the ground," said Daniel Norville, EMBA student and senior bioprocess technician at Genentech Inc. "The banking and loan systems there

are challenged coming out of the recession and the economy has not bounced back as quickly as ours. Likewise, the regulations and processes for creating a business is not as easy as in the United States. I think we are privileged here with a system which rewards risk taking and entrepreneurship."

"I especially liked the corporate culture of Everis," said Heidi Konecki, EMBA student and director of operations and product support for Lincoln Paving Products. "I see their strategy being used locally in companies like VSP Global and want to build on that concept in my own company."

Students also visited the Port of Lisbon to learn how the network of ports in Portugal is helping the country's trade and economic rebuilding. Portugal was where globalization and trade began through the discoveries period, so the visit to the port was of high importance on the trip. Port of Lisbon has registered remarkable growth in all its businesses over the last few years and today occupies first place in a national ranking of the handling of containerized cargo and solid bulk agricultural foodstuffs.

Next, students visited Galp Energy, Portugal's leader in the refining and marketing of oil products, where they learned about how that company is positioning itself in energy creation, a business where there is significant political and environmental pressure.





# Portugal

"They are pushing toward cleaner and more efficient production efforts, while pursuing new renewable sources," said Norville.

The final corporate visit was to Federacao Portuguesa de Futebol, the governing body of soccer in Portugal, and it's new "City of Futebol" facility.

"Exploring the facility while learning the corporate side of professional sports was totally new to me," said Konecki. "I had no idea that franchise teams spend years grooming new athletes from their youth to create the super star teams that are watched all over the world."

"For me the best visit was with the Portuguese National Soccer team," said Norville. "I am a big fan of European Soccer and being in a facility that hosts the premier talent for one of the strongest teams in Europe was a great experience. They recently won the European Cup and had it on display. We also got to walk through the locker room and training areas."

Students also had an opportunity to explore some historical sites, such as the Discoveries Quarter of Belem, from which the Portuguese Caravels sailed off to the epic maritime discoveries, and Sintra, a picturesque Portuguese town with exquisite palaces, extravagant residences and decorative gardens.

Most importantly, the trip gave EMBA students a chance to better understand how business is conducted in this rising European country.

"What surprised me most about Portuguese business practice was how similar it is to what I am accustomed to on the West Coast of the U.S.," said Konecki. "We have more in common than we are different."


Norville said the trip and the corporate visits also helped him better understand how interconnected the world has become, and how important a global mindset is for successfully positioning a business.

"Each business we visited talked about the unique challenges and about how they were competing in the global marketplace," he said.

Overall, Konecki said she felt the trip was a valuable enhancement to her EMBA experience.

"It strengthened my relationships with other cohort members and provided an opportunity to test my knowledge and abilities across various fields of expertise," she said.

Norville agreed.

"I think getting to spend time with my cohort and making memories was the best part," he said. "The trip offered us all a chance to get away from our very busy lives and relax a bit while learning about a new culture." 





# More Than Just Students:

## PREPARING FOR THE WORKFORCE THROUGH CLUBS

**B**right eyed and bushy tailed students walk onto California State University, Sacramento's campus with intents to do well in classes and prepare themselves for a prosperous career. For new students to the university, the campus environment can be both exciting and intimidating. Many students are confronted with the necessity of deciding how involved they want to be with the campus. For business students, this poses a particularly difficult dilemma. Considerations arise regarding the value of clubs versus dedicating oneself to other opportunities. Questions about the reasons to join a club, the benefits of clubs, and how it might affect them as they enter the job market come to mind. To explore these questions, students leaders within

"Being active in a club on campus or activity outside of school stands out to recruiters and employers and could potentially put you one step ahead."

the College of Business Administration were asked what feedback they had for students with these questions.

**Daniella Stepek**, the Treasurer of the Student Economics Association (SEA), explained that the reason she joined

the club was similar to that of students across campus. She was interested in making connections with more people in her major. After serving a year in the organization, she gained more effective communication skills on social media, became proactive in outreach, and increased her ability to speak to large groups. This prompted her to run for the position of Treasurer. After being elected, she continued to grow and hone her skills. She continued to build on her knowledge of budgeting from coursework through management of the organization's finances, as well as

gaining a deeper understanding of the process of reimbursements. These skills will surely serve Daniella well as she prepares to market herself to business after she graduates.

Unlike Daniella's experience, a student may recognize that there is a need on campus that they believe they can assist in fulfilling. **Alexander Wood**, President of the MLK Business Resource Group, was one of these students. As Alexander served as a student leader within the MLK Center, he recognized a recurring issue: black expressed interest business students and black business students were feeling underrepresented. Recognizing the dejection that some of them felt, he and a coworker collaborated with some black faculty within the College of Business to create an event to service the needs of feeling represented. After a successful event, a group of interested students was solidified and their gathered momentum was catalyzed into what is now the MLK Business Resource Group. This process of recognizing a need, creating a solution, and serving in a leadership role within the group provided Alexander with stronger networking skills, professional dialogue with multiple fields of business, and the multitude of skills necessary to delegate and lead a team effectively. These skills, like Daniella's, were able to be refined and enhanced due to Alexander's recognition of a need and drive to participate in campus life via an organization.

Regardless of whether a student finds a club or creates one, involvement on campus provides numerous benefits for prospective employers. Like Daniella and Alexander, **Marissa Mendez**, President of the American Marketing

Association, explained that being a part of organizations assisted her in polishing her networking skills and provided her opportunities to travel to chapter events



to further enhance her professional network. These skills are deemed vital by students, faculty, administrators, and businesses, alike. Skills that the aforementioned student leaders have harnessed are desirable by all businesses looking to hire students. Knowing this, **Taylor Lasick**, President of the Human Resources Management Association, emphatically provided closing words of wisdom, recommending that students should "ABSOLUTELY get involved." Additionally, she wrote, "being active in a club on campus or activity outside of school stands out to recruiters and employers and could potentially put you one step ahead." 

Written by,  
**Jet Haresco**,  
ASI, 2017-18 Business Director



# Beta Alpha Psi Hosts Western Regional Meeting

The Sacramento State Chapter of Beta Alpha Psi (BAP) hosted the BAP Western Regional Meeting in February. It was the first time in over a decade that Sac State hosted the meeting.

BAP is a professional, honorary accounting organization that works to encourage and recognize scholastic and professional excellence in the business information field, including promoting a broad understanding of the professional field for accountancy among the members and pledges, providing opportunities for self-development and association among members and practicing professionals and encouraging a sense of ethical, social and public responsibility. These goals are achieved through lectures, field trips, campus and community activities and other contacts with professionals from the business community.

The BAP Western Regional Meeting focused on “Embracing the Opportunity” and gave all BAP chapters the opportunity to participate in a competition and present on a variety of operational topics.

In addition to student presentations, a variety of topics were presented by professional partners that enhanced students’ knowledge base and allowed them to plan or revise the next steps in their careers.

William Ebina, student president of the Sacramento State Chapter of BAP, served as the meeting chairperson, working closely with Tota Panggabean, assistant professor of accounting and BAP advisor.

“The meeting took six months of planning,” said Ebina. “This included securing a keynote, professional partners and chapter involvement. The national office does most of the reservations and professional


partners work and the host chapter finds, meets and secures the keynote, solicits involvement from the other chapters and provides technical support and local knowledge for the conference attendees.”

Selvi Stanislaus, CEO of the California Franchise Tax Board, served as the keynote speaker, covering tax fraud and tax reform. Stephen Perez, Sac State’s vice provost and CBA interim dean, served as the closing speaker.

Ebina said the meeting was a great success.

“From our keynote speaker, Selvi Stanislaus, to the presentations for best practices and chapter operations put on by the Western Region BAP chapters, each of us were able to learn and grow from each other, sharing our strengths and weaknesses in an attempt to help our fellow BAP chapters and gain some insight on how to effectively improve our own.”

Ebina said he recently started a Western Region BAP GroupMe chat so BAP members can stay connected throughout the year.

“It is proving to be extremely beneficial for all involved,” he said. 





# CBA Hosts Inaugural **TEDxCSUS**

**K**atalin Ludwig is a big fan of TED, the popular nonprofit dedicated to spreading ideas and creating a global community of people who seek a deeper understanding of the world. So when Ludwig, an MBA exchange student from Hungary, came to Sac State, she brought an idea with her: why not host a TEDx event on campus?

"A core tenant of TED is multi-disciplinary engagement, and I relished the opportunity to bring the academic diversity of the university to a global audience and to help students and the community understand how important each of those disciplines are and how they come together to create greater value," said Ludwig.

TED allows organizations to produce local TED events, called TEDx, a suite of short, carefully prepared talks,

demonstrations and performances that are idea-focused and cover a wide range of topics to foster learning, inspiration and wonder. Ludwig and Jeanie Williams, CBA's MBA program coordinator, broached the idea of hosting such an event with the CBA dean, who suggested they plan a TEDx event during Sac State's Global Entrepreneurship Week.

Ludwig began promoting the idea more broadly and found huge interest in a TEDx event on campus, so she applied for a TED license and began organizing the event.

Because TED is very particular about their branding and the way TEDx events must be produced, the event required many volunteers and took seven months to plan, with Ludwig managing communication with TED, delegating work within the volunteer team, finding speakers,



etc. and Williams acting as the event manager.

Their hard work paid off. The inaugural TEDxCSUS took place last November, with eight speakers, including many Sac State alumni covering a broad range of topics, from earthquake preparedness to virtual reality and neuroscience.

"It was a great way for alumni to give back and return to campus to share







**The TEDxCSUS talks are available at:**  
<https://www.youtube.com/user/TEDxTalks/search?query=TEDxCSUS>



what they've accomplished in the community," said Williams.

The event was also eye-opening for the sold-out crowd of attendees.

"Several attendees mentioned that our TEDx talks made them stop for a second and see different things from their every-day lives,"




said Ludwig. "I believe it is essential that we are curious about what is going on outside of our own routine and take action for ourselves and those around us."

Though Ludwig has since returned to Hungary, TEDxCSUS volunteers recently formed a TEDx Student Club to explore hosting future TEDxCSUS events.

"My hope is that students that attended the event took a moment to think about their own lives, how our world changes and encourage them to be tolerant, give back to the



community and believe in themselves," said Ludwig. "Also, it is important that the conversation doesn't stop after attending the event -- I hope that our attendees are actively sharing the ideas and starting conversations that matter." 





# The Working Man

## Dennis Gardemeyer

Dennis Gardemeyer '71, MBA '74 (Business Administration) has a pretty busy interpretation of retirement.

Whether it's serving as chairman of the board for Heritage One Door and Carpentry and chief executive officer of Delta Bluegrass, making regular visits to his alma mater to speak to students and engage with faculty, or building furniture for his grandkids, this retiree continues to exercise a yeoman's work ethic.

Gardemeyer, 69, knows no other way. He started a fence-building business with his brother at age 14, managed a Stockton restaurant while a Sac State student, founded the Center for Small Business while still an undergraduate, employed hundreds of people by his mid-20s, and today in "retirement" employs more than 1,000 people.

"A lot of people are smarter than me," he says. "Not a lot of people will outwork me."

Much of that drive can be attributed to an upbringing spent largely in rough circumstances. When Gardemeyer was 7 or 8, his mother was diagnosed with cancer. Needing to be close to Stanford University Medical Center, where she underwent experimental treatment, the family moved to East Palo Alto. His mother beat the disease, but life in East Palo Alto was difficult for young Gardemeyer. He wore a jacket to school, even on warm days, to ward off knife attacks and regularly bore witness to "things people shouldn't see."

His ticket out came in the form of an elderly relative who tracked down the family when Gardemeyer was 14. She arrived with news that she could take him to live with her in Pebble Beach and send him to college.

"I think it took me somewhere between a minute-and-15-seconds to a minute-and-a-half to acclimate," he says. He lived there only four months, but the experience was

transformative. He learned that people he viewed as successful weren't different from people he knew.

"The difference was attitude," Gardemeyer says, and he changed his.

A "C-plus student" in high school, he found the Vietnam War, in full throes in 1966, and the specter of the military draft to be powerful motivation not only to go to college but to carry a full load of classes and keep his grades up. Juggling 40- to 60-hour workweeks with his courses, Gardemeyer willed his way to becoming an A student.

"I've attained most of what I set out to attain mainly because of the fear of going back to where I didn't want to be," he says.

Determination and hard work carried Gardemeyer to accomplish his wild aspiration of retiring a millionaire by age 30 (though that status didn't hold, and he was back at work 18 months later). He

made his early fortune in contracting, primarily residential buildings, then moved to real estate development. In 1974, he and a group of investors bought his first farm, 2,240 acres on McDonald Island in the central Delta west of Stockton and Lodi. That landholding has expanded to 10,000 acres and is where Delta Bluegrass' turf is grown, as well as wine grapes and several vegetables.



Dennis Gardemeyer speaking to the class of MBA 232 about negotiation.



Work is not all that has made his life compelling. Gardemeyer has traveled the world on fly-fishing forays, cycling tours and ski trips, often with groups of Fortune 500 CEOs. He met with Bill Gates and Paul Allen when they were young men trying to get Microsoft off the ground (he was less than impressed; apparently, anybody can miss one now and then), and even played a little semi-pro baseball, once hitting a home run off Hall of Fame pitcher Gaylord Perry. Gardemeyer's many interests and pursuits are part of a lifelong quest, he says, to be "interesting" – a characteristic he observes is shared by all highly successful people.

Gardemeyer, however, sees the journey to becoming interesting as never-ending. He guesses that 90 percent of people aren't interesting, which is part of why Gardemeyer advises students: "Make yourself interesting – because most of you aren't."

But the cure, he says, is simple. "It starts with, 'Are you curious?'" Gardemeyer says. "The key to success in almost any field is being curious. I've made much more money not trying to make money than I ever did trying to make money. I'm more successful now than I was when I was trying to be successful."

Happiness matters as well. When he was 42, Gardemeyer's priorities were reset when a son, 2 years old at the time, nearly drowned. Shortly thereafter, he called a morning meeting with his business partners and tapped out. No longer would



Dennis Gardemeyer with  
Professor John LaRocco

he miss his children's extracurricular functions – he even coached soccer, which he knew nothing about. He made a few promises to himself, among them that he would travel at least one week of each month for the rest of his life and that he no longer would work with people he didn't like.


In short, happiness would matter more than material pursuit.

Gardemeyer has carried that over to his commitment to his employees, whom he tries to equip with the tools they need to succeed.

"You walk around with me at the door company or the farms and you'll see people waving and you'll see smiles on their faces," he says.

Not bad for a guy whose counselor at Amos Alonzo Stagg High in Stock-

ton dismissed him as a prospective college student. The counselor looked at Gardemeyer's mediocre grades, considered his parents' background – stay-at-home mom, carpenter father – and asked what he wanted to be. When Gardemeyer replied that he wanted to be a businessman, the counselor told him he was not college material. Gardemeyer replied, yes, that might be true. The counselor then said what he really thought about Gardemeyer attending college: "You will be wasting the taxpayers' money."

Yes, anybody can miss one now and then. 

Written by,  
**Ahmed Ortiz,**  
*University Communications*



# OUTSTANDING FACULTY AWARDS

The Outstanding Faculty Awards, established by the Academic Senate in 1992, are presented in recognition of the importance of teaching and the role of the faculty in the shared governance of our University to commend the superior accomplishments of faculty, and to acknowledge our sense of community and faculty commitment to excellence in the life of our University and community.

Recipients of these awards are recognized for having positively affected the life of the University through their teaching, their service, or their scholarly and creative activities, displaying a consistent and engaging collegiality and strong commitment to students throughout their careers at Sacramento State.

## Outstanding Teaching Award

### Dr. Brian Baldus

Dr. Brian Baldus is an Assistant Professor of Marketing. He completed his Ph.D. in marketing at Michigan State University after graduating from Brigham Young University with a bachelor's degree in management and a minor in entrepreneurship. Since joining our faculty in 2013 he has developed a reputation for outstanding service and a passion for helping students succeed.



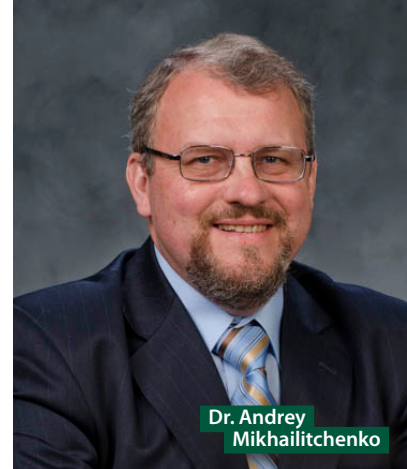
Dr. Brian Baldus

Brian has mentored four student leaders to revive and grow the AMA collegiate club at Sacramento State. He serves as the VP of Collegiate Relations for Sacramento's AMA professional chapter and has helped place numerous students with local marketing agencies.

Brian is an innovative teacher, developing the first digital marketing course for Sacramento State. Over the past four years, he has also developed and refined a guerrilla marketing plan to enhance student learning and to create value for community partners through creative and affordable marketing tactics.

Brian enjoys serving as a mentor for the Center for Teaching and Learning Summer Teaching Institute. He has also presented across campus about student response systems, formative assessment, and effective use of technology in teaching.

Brian is known for his passion for all things marketing and technology, engaging students, and continually striving to innovate. Brian's favorite slogan, Got Qualtrics?



Dr. Andrey Mikhailitchenko

## Outstanding Community Service Awards

### Dr. Andrey Mikhailitchenko

Dr. Andrey Mikhailitchenko is an Associate Professor in the College of Business at California State University, Sacramento.

He obtained his D.B.A. degree from Cleveland State University, M.B.A. degree from Syracuse University, and BS degree from Moscow State University (Russia) and Beijing Institute of Foreign Languages (China).

Dr. Mikhailitchenko's academic research has appeared as referral articles in such journals as Journal of Business Research, Journal of Consumer Affairs, Journal of East-West Business, Advances in Consumer Research, Research in Consumer Behavior, Leadership and Organization Development Journal, Organizations and Markets in Emerging Economies, International Journal of Sports Marketing and Sponsorship, Journal of Food Products Marketing, Health Marketing Quarterly, Journal of Marcomarketing. He co-authored the textbook on Pharmaceutical Management published in UK and used in educational institutions in the U.S., Sweden, Germany, Japan, and other countries.

Dr. Mikhailitchenko has more than 20 years of practical business experience in international trade. The company that he managed was performing on diverse regional





Dr. Anne Fuller

## Outstanding University Service Award

### Dr. Anne Fuller

In recent years Anne Fuller has served the university in a variety of roles. Under President Gonzalez she was appointed to the UEI board of directors for a full cycle of six years and also served on the CBA strategic planning task force as well as the University level strategic planning team that brought out the new mission statement so dear to President Nelsen's heart.

Upon completion of her time on the UEI board of directors she was asked to roll onto the board of Capital Public Radio where she is currently serving as the chair of their strategic planning committee.

For the College of Business, Anne has accepted opportunities to serve as interim dean of Academic Programs, an Area Leader, and most recently continues to serve as the faculty director for the Business Honors program. Last year CBA was able to grow business honors with a robust recruiting effort and a strong team of faculty interested in improving and growing the program. The Five Star Bank cohort<sup>1</sup> is our largest cohort of BHON students to date, now in its 6th year. It is also the first corporate sponsored cohort. This academic year we are working with the international programs office on an optional study abroad experience for the BHON students. This is an exciting opportunity for some of our students to go to Taiwan and study business and Chinese in an intense short term experience this summer.

When not wearing her campus service hat, Anne leverages her PhD in strategy and entrepreneurship, her

masters in technology management and her 17 years of industrial work experience to "transform lives" in the classroom for Sacramento State undergrad and graduate students. It is the joy of watching the impact of college education on so many of our students that inspires Anne to want to continue dedicating her time to the academic environment here at Sac State.



Dr. Ping "Tyra" Shao

## Outstanding Scholarly and Creative Activity Awards

### Dr. Ping "Tyra" Shao

Dr. Ping (Tyra) Shao joined the College of Business Administration faculty in the area of Human Resource Management in Fall 2010. She earned her MBA at the University of Sheffield in 2004 and her Ph.D. in Management at Drexel University in 2010. Her research focuses on leadership processes in organizations. Her recent work appears in the Journal of Applied Psychology, Journal of Organizational Behavior, Human Relations, Journal of Vocational Behavior, and Leadership Quarterly as well as in the Academy of Management Conference Best Paper Proceedings. 

markets, including the U.S., China, and Russia.

Being fluent in Chinese, he has multi-year experience of business negotiations with international partners, cross-cultural marketing and managing personnel with diverse cultural background. He performed consulting projects in international trade, textile, transportation, insurance, and medical industries.

Dr. Mikhailitchenko teaches on CBA undergraduate and graduate programs, including Executive and International MBA. The courses he taught or is currently teaching include Multinational Marketing, Advertising and Promotion, Competing on the Global Marketplace, Strategic Marketing, Marketing Management, Contemporary Marketing Function and Practice, Global Supply Chain Management, and Marketing Research.

His real-world business background enables him to speak from practice and bring practical illustrations to the classroom.

Dr. Mikhailitchenko is recipient of Sac State 2010-11 Pedagogy Enhancement Award, 2013-14 Probationary Faculty Development Grant, 2016-17 Outstanding Research and Creative Activity Award, and 2017-18 Outstanding Community Service Award.

# Inaugural Organizational Wisdom Studio Event Explores How to Address Anger in Organizations

Professor Hakan Ozcelik is on a mission to explore wisdom in organizations and society. To accomplish this goal, Ozcelik is leading a project to build an Organizational Wisdom Institute within CBA that will study wisdom in ways that integrate scientific knowledge, artistic vision and leadership experience.

Last November, Ozcelik hosted the Organizational Wisdom Studio's inaugural event. The evening included a panel of scholars, artists and executives who spoke about ways to seek and build wisdom and how to address anger in organizations -- a potentially destructive emotion that can also lead to constructive outcomes if managed properly.

The event started with a pre-recorded interview with Dr. Nicholas Windausen, the 95-year-old CBA professor emeritus, who explained how building wisdom is a life-long process.

In the live wisdom studio panel exploring anger, Professor Deanna Geddes from the Fox School of Business at Temple University mentioned, "For most people, days at work are filled with negative and positive emotions, whether work-related or social. The goal is to find the right balance and to understand how anger can lead to more positive outcomes."

Professor Robin Fisher from the School of Music at Sac State provided insights about how anger can be aesthetically expressed to others with well thought-out timing and pitching, by analyzing musical segments presented to the audience from Beethoven's Fifth Symphony and Mozart's Queen of the Night Aria compositions, both widely known for their influential expression of anger.

Speakers at the event also addressed how anger needs to be communicated to be resolved.



"Ninety-nine percent of the time employees are justified in their anger, but they need to communicate it and get to the root of it, which is often miscommunication or misunderstanding," said Dennis Gardemeyer, CEO and co-owner of Zuckerman Family Farms and chairman of the CBA Advisory Council.

Paul Lambert, CEO of Medergie Medical Company, emphasized how different organizational cultures can set different norms for expressing anger. And Elisabeth Nunziato, an actor and director for B Street Theater, highlighted the importance of effective communication to "move the plot" to repair relationships when people get angry at each other, by drawing on the scenes from Edward Albee's play "Who's Afraid of Virginia Woolf?"


Attendee feedback for the CBA Organizational Wisdom Studio event was overwhelmingly positive.

"This was an amazing opportunity for people of all backgrounds to come together and grow intellectually and

emotionally," mentioned a school administrator who attended the event.

"It was an amazing experience to see different points of view of some very experienced and highly educated people from a wide range of fields, such as business, music, theater and psychology," said a Sac State graduate student.

In his reflections after this event, panelist Dennis Gardemeyer commented: "I believe that our focus on the concept of wisdom is very important and often overlooked in society today. ***Hopefully this important Wisdom Institute will work toward answering questions.***"

With the first CBA Organizational Wisdom Studio event a success, Ozcelik is now planning additional events to explore other topics such as how people can become wiser entrepreneurs and how wisdom can help reduce workplace loneliness. 

For more information, visit <http://www.csus.edu/cba/orgwise> or e-mail to [cbaorgwise@csus.edu](mailto:cbaorgwise@csus.edu).



CONNECT. ENGAGE.

COLLEGE OF BUSINESS ADMINISTRATION | OFFICE OF STUDENT ENGAGEMENT

## Business Job Board



## What's New at the Office of Student Engagement?

The Office of Student Engagement provides a comprehensive variety of valuable services, programs and resources to CBA students and the community. During the fall semester, the office launched an online job board where companies looking to hire fulltime professionals or interns can post part-time or full-time job opportunities as well as internship openings. The job board also features a recruiting pipeline that allows employers to organize and manage candidates.

"Employers can easily identify who they want to interview, track candidates in the site or set an expiration date for their posting so the job is no longer viewable after a certain date," said Bonnie Burnell, director of CBA's Office of Student Engagement. "These features help recruiters manage their workload more easily."

CBA students looking for employment can set up job alerts and, once they find a promising opportunity, apply for jobs directly through the system. The online job board is available to all CBA students and continues to grow and add new features and opportunities. Employers are invited to access the CBA Job Board to post opportu-

nities. Visit the CBA Job Board at [www.cbabizjobboard.csus.biz](http://www.cbabizjobboard.csus.biz)


The Office of Student Engagement also recently completed a full remodel and is now enjoying the benefits of that effort. In the past, when students came to the office to ask questions about anything from orientation to advising, scholarships, internships, jobs, tutoring or a variety of other CBA programs, they had to visit more than one office and often weren't sure where to start. Now, students visiting the Office of Student Engagement have a central point of entry and a welcoming and staffed front desk to greet them, provide or receive forms and answer questions.

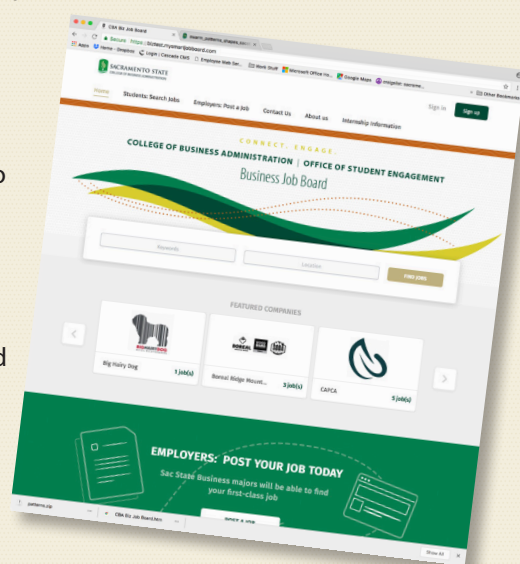
"We are now much more accessible, visible and united in terms of our team and our ability to provide services and programs to students," said Burnell. "We are a one-stop shop for students, and our team works more efficiently and effectively."

Burnell said because they created an enhanced space for students, the remodel reiterates how seriously the CBA takes their needs and concerns. Burnell said such changes make a big difference

in reducing student confusion and stress and making them feel more comfortable.

"We wanted to help the CBA staff and advisors work better as a team and reduce confusion and legwork for students," said Burnell. "We now have one cohesive unit. It allows students to find us and access us in a far more streamlined way."

CBA students have taken notice. "I'm glad to be a part of the CBA!" said Khrysha Khatri. "The College of Business offers a lot to their students, it's only a matter of taking advantage of these opportunities." 





# Update on the Bloomberg Lab

## More Professors Take Advantage of CBA Bloomberg Terminals

CBA's new Business Analytics Laboratory continues to grow. The lab contains 10 Bloomberg Terminals, which enable students to access the Bloomberg Professional Service (BPS). BPS allows terminal users to monitor and analyze real-time financial, economic, media sentiment and other market data. Furthermore, users can craft trading strategies and back-test their performance on the platform. Bloomberg Terminals are used by top financial services companies and business programs around the world.

Use of the Bloomberg terminals has expanded over the last several semesters. The terminals are available for both student and faculty use, incorporated in classroom training and utilized

by students involved in Sac State's Student Investment Fund. Professor David Moore also requires students in his upper division finance courses to use the terminals and complete the online training certificate program. Recently, part-time professor Bashar Zakaria began requiring his students to use the terminals to collect and analyze data for his investments class. Zakaria works for CalPERS, where he conducts emerging markets fixed income trading.

"CalPERS occasionally needs interns," said Moore. "When they do, students with hands-on experience with these terminals will have an advantage."

A new system is also now in place that allows any student with a

valid Sac State ID to check out a key from the library and use the Business Analytics Laboratory whenever the library is open.

Use of the lab also recently expanded to areas outside CBA. Professor Raul Tadler of the Economics department has begun hosting office hours in the lab to compliment the time Dr. Moore has already devoted to the lab. Economics students are now using the lab for class projects because the terminals provide financial and macroeconomic data that's difficult to obtain elsewhere and accessibility to professors real-time for questions while collecting that data.

As information about the Business Analytics Laboratory and the Bloomberg terminals continues to spread, use of both will continue to grow. Ultimately, said Moore, the goal is to give Sacramento State students in general, and CBA students in particular, the skills they need to secure great jobs in their business-related disciplines. Those efforts appear to be working. Moore said one student recently went to work as a financial analyst at Google, another landed a key role at financial services company State Street, and several have gone on to well-respected wealth management firms in Sacramento, the Bay Area and Portland, Oregon. ☺





# Introducing CBA's New Staff

## Douglas Evans

CBA Marketing Analyst

Douglas Evans joined CBA in October 2017. As a marketing analyst, Evans' role is to assist the various entities within CBA – including the graduate programs, the Centers of Excellence and the Business Honors program – with their marketing needs.



"I enjoy crafting messaging that puts a spotlight on an organization's, product's or program's best attributes," said Evans. "I'm hoping to raise the profile of CBA's programs and accomplishments in the community and to prospective students. CBA's programs offer an unparalleled combination of quality and value, I'm excited to help promote them."

Evans previously served as a recruitment and marketing manager for the University of Southern California's Price School of Public Policy, working from USC's small Sacramento-based campus for the last three years. Before that, he worked with the College of Business at San Jose State University as an employment specialist.


Evans received his undergrad degree in advertising from San Jose State and went on to earn a Masters of Science degree in counseling from Sac State. His experience at Sac State, and at San Jose State,

cemented his passion for the CSU system and eventually led to his role at CBA.

"I had amazing experiences as a student at both San Jose and Sac State," said Evans. "I'm definitely a fan and supporter of the CSU. My experience at USC was fantastic, but being back at the CSU feels like home."

Evans said CBA faculty and staff have been extremely welcoming, friendly and helpful. He also enjoys working with CBA students -- especially the Business Honors students and the students in the graduate programs.

"The students I've interacted with so far have been remarkably sharp and very committed," said Evans. "I'm definitely enjoying working with them."

Outside of work Evans enjoys cooking and BBQing, trying new foods, traveling, outdoors, running with his dog and live music. 

# Rising Star of the Year: **Veronica Smith**

Senior Economic Project Manager, City of Sacramento

## **Shifting the Economic Development Paradigm**

Community economic development is hard. People don't always understand what it is and often use the term interchangeably for things that it is not. It isn't economic empowerment. It isn't economics. It also isn't planning. For the most part, community economic development comprises all these things and more.

For Veronica Smith, identifying and focusing resources on the fundamental aspects of community economic development must be explored and addressed at a deep level. As a senior economic development project manager for the city of Sacramento, Smith has worked on many economic development projects and learned that when certain socioeconomic factors like health, education and housing are compromised, or inadequate in a community, economic development becomes difficult and nearly impos-

sible. At this stage in her career, Smith is beginning to focus a greater percentage of time on attracting investments in these aspects, which she refers to as the "fundamentals," and understanding their direct link to a healthy and prosperous community.

Getting people to see her point of view is not always easy. Smith says many traditional practitioners in her field do not give the necessary attention or resources to addressing the social ills that become barriers to inclusive, equitable community economic development.

"I like to approach my projects as if I am a detective on a case," she said. "I like to study the area, talk to interested parties and experts, learn the history and culture of the community that I am working in, and absorb all the information I can to get the project completed."

Before joining the city four years ago, Smith worked for the County of Sacramento Economic Devel-

opment Department, where she focused primarily on military base conversion and reuse economic development. Her role with the city is more focused on urban issues and projects. For the past year she focused on Del Paso Heights revitalization efforts. Smith says her role is unique and allows her to focus on finding creative, innovative solutions to impact communities or solve problems.

"I like the flexibility and level of autonomy and the ability to be creative and propose innovative things outside of the norms of government," said Smith. "It feels very much like private sector work, which is part of what's attracted me and kept me in the field of economic development."

Smith also believes strongly in the power of public private partnerships and collaboration, which is why she brought Sac State to the table to partner with the city on an economic impact study and model project related to the Golden One Entertainment and Sports Complex and central city nightlife and hospitality economy.

"It's about getting Sac State more involved in the community and ensuring they are part of the growth of the region," she said. "It's a huge opportunity for Sac State to show off their talent and commitment to the Sacramento region."

That ambition, collaborative attitude and desire to make a difference







recently earned Smith recognition in the form of the Rising Star of the Year award from CBA.

"It's an honor to see that people are noticing the work I'm doing, and it makes me want to work that much harder," said Smith. "Especially in this field, because it moves so slowly, and you don't see immediate results. Major projects can take 10, 20 or 30 years. It's about trying to move the ball forward every day, even if it's just a little bit."

### Giving Back

Smith's first exposure to Sac State was as a fifth and sixth grader attending Sac State summer camps. She liked the school so much she later enrolled as an undergrad, earning a bachelor's degree in Business Administration in 2002.

As an undergrad, Smith completed an internship in the MIS department under Gwen Anderson. Smith says that internship was very impactful and something that she still thinks about often.

"Gwen encouraged me and helped me not give up," she said. "Having someone there that gave me an opportunity to intern and got me exposed to a lot of different things and opportunities I otherwise might not have been exposed to was huge for me as a young student."

Following graduation, Smith's involvement with the university was minimal. But a few years ago, she had a chance meeting with Stephanie Francis, CBA's graduate career and development director.


"That's how I back engaged with Sac State again," said Smith. "Stephanie encouraged me to start mentoring students and to give them internship opportunities with the city."

Today, Smith says she loves working with students and getting an opportunity to make an impact on campus.

"I want to be able to give students access and opportunities I didn't necessarily have as a student," she said. "I'm super committed and

passionate about making sure students have those opportunities and get involved in the community and boards and committees because it's so important to their careers."

Smith also enjoys giving back in other ways. Four years ago, she founded the local chapter of Dress for Success, a non-profit organization that empowers women to achieve economic independence by providing a network of support, professional attire and development tools to help women thrive in work and life.

"We are focused on empowering women to achieve economic self-sufficiency by giving them the tools to compete for jobs, build businesses, build careers and improve the quality of life for their families," said Smith. "It's all about creating opportunities for women and girls from disadvantaged backgrounds and communities. I'm very proud of the work we are doing there." 

# Daniel Hahn

## Chief of Police, Sacramento Police Department

Daniel Hahn was sworn in as Sacramento's 45th Chief of Police on August 11, 2017. But Hahn's history with the Sacramento Police Department and his dedication to the Sacramento community goes back much, much further.

Hahn was born and raised in the Oak Park neighborhood of Sacramento and graduated from Sacramento High School. At the age of 19, while attending Sacramento City College, he was persuaded to apply for the position of Community Service Officer with the Sacramento Police Department. Hahn not only got the position, but excelled at it, and over the next several years rose through the ranks, eventually becoming captain.

At the time, Hahn wasn't sure criminal justice was his ultimate career path, so he enrolled at Sac State. But rather than pursue a degree in criminal justice, he chose to study business.

"I was a fulltime police officer, but my intention was to quit when I graduated and either teach or start my own business," said Hahn.

Pursuing a degree at CBA opened his eyes to many new areas, and Hahn said he loved learning about various aspects of business. He also discovered that he did ultimately want to remain in criminal justice. After receiving a bachelor's degree in Business Administration, he continued working at Sac PD, and in the following years served in numer-

ous assignments, including public information officer, high school criminal justice academy coordinator, watch commander, special investigations commander, patrol commander and personnel division commander. In 2011, Hahn decided to try something new, and was sworn in as Roseville's 15th chief of police. He served in Roseville for six years before returning to his hometown of Sacramento in 2017.

"I love being able to serve in this capacity in my home town – to serve people in a community that has been part of my life since I was born," Hahn said.

Though pursuing a business degree ultimately did not change his career path, Hahn said his business education did not go to waste.

"I've used the skills I learned at CBA throughout my career," he said. "I don't remember much from some of the technical classes, but I don't think that's what education is totally about. What really stuck with me was when you make a mistake, the best thing to do is own up to it, figure out what went wrong, and to try to fix it. I think that applies to any profession, but especially law enforcement. That lesson has stayed with me my entire career."







Above: Chief Hahn with the recent graduate class of the Shine program, a program equipping girls with the knowledge and skills to discover who they are and the person they want to become. For more information, visit the following website: <http://cityofrefugesac.com/project/shine/>

Hahn's concentration was marketing, and he says he's also put many of his marketing skills to use over the years.

"I was a public information officer for a few years, and the marketing courses I took at Sac State helped me a lot in that area," he said. "Marketing forces you to think differently – to look further ahead, and to think about consequences of various actions."

Since graduating, Hahn has remained involved with Sac State, and even held his Chief of Police swearing-in ceremony on campus last year.

"I did that because I think Sac State is such a huge part of everyday life in our city and a huge part of the identity of our city," he said. "I constantly look to integrate more things with Sac State."


"It's a very diverse community, and that can come with challenges because different groups want dif-

ferent things," he said. "Sacramento has evolved a lot. The city is really starting to bloom and grow, so we have to figure out how to provide good service citywide and balance what's best for the community."

Hahn said serving as chief of police gives him a chance to make a positive impact.

"I believe that the position of police officer is one of the most powerful and influential jobs in our entire country," he said. "That influence can be either good or bad -- it doesn't typically land in the middle."



We decide whether we're going to be a positive influence or a negative influence, and I choose positive. It's rewarding to be able to see the results of our work in the city and how we're part of making things better, improving quality of life and ensuring all communities within our city thrive." 

# Golden Grads – Celebrating the Class of 1967

## Thomas Barnes

Thomas Barnes graduated with a business degree in Marketing and went to work for IBM as a systems engineer in the Data Processing Division.

"I found the experience challenging, exciting and rewarding because at the time it was leading-edge technology that allowed the use of computers on the production floor of companies," Barnes said.

Barnes left IBM after 12 years to come back to California. Eventually, he and his wife launched TAB and Associates, a full-service real estate company specializing in selling government foreclosures to buyers in the Sacramento, San Joaquin Valley and Bay areas. Barnes sold that company in 1996

but he and his wife continued to build and manage their own portfolio. They currently own single family, multi-family, commercial and raw land in Sacramento, Crescent City and along the Oregon Coast.

Barnes' advice for the graduates: Do something you like and commit and dedicate yourself to it. Make sure to work hard and don't be afraid to make mistakes. Most importantly, have honesty, integrity and tenacity in everything you do.

*"If I had it to do all over again, I wouldn't change a thing,"*



## Daniel Turner

Daniel Turner graduated with a business degree in Marketing. After graduation, Turner served in the Air Force for over 20 years. Following retirement from the military he went to work as a captain with American Airlines.

"Timing was certainly right for me because at that exact time, AA was hiring retired military pilots," Turner said. "I started out as a DC 10 flight engineer and did that for about two years. At first, I was based in Chicago, then Los Angeles and then San Francisco. Next, I upgraded to first officer on the MD 80 and flew in the right seat for about 10 years. When it was all said and done, I had commuted to the Bay Area over 700 times for either two-day or three-day trips."

Turner met his wife, Sarita, while attending Sac State. The two just celebrated their 50th wedding anniversary.

"If I had it to do all over again, I wouldn't change a thing," Turner said.


## John Wright

John Wright graduated with a business degree in Finance, then went directly into a master's program for Social Science-Economics.

"Since I was working for the Department of Health at the time I was able to use data from there to write a thesis comparing the cost of preventing health care against the cost of fee-for-service. This combined school and work," Wright said.

In his 50s Wright returned to Sac State to pursue a master's in Career Counseling while working as a training officer in state government.

"Again, I was able to combine school and work by offering career counseling to government workers in the departments for which I worked. I was also able to start a private career counseling practice," he said.

Wright's advice for new graduates: The career you will have in 10 years does not exist today. Be open to change! 



## Sutter #2 Cohort EMBA Graduating Cohort – Congratulations to the 23rd EMBA Graduating Class!



**Heather Bennett**  
Project Manager/ Engineer  
ACCO Engineered Systems

**Megan Bozio**  
Senior Manager Business  
Value Program  
CrowdStrike

**Paul Brown**  
Senior Manager - Finance  
VSP

**Aku Covington**  
Senior Project Manager  
Conduent

**Holly Gieseke**  
Corporate Procurement and Travel,  
Manager  
VSP

**Ramon Leal**  
Veterans Service Representative  
Veterans Benefits Administration

**Eric Lintz**  
Program Manager  
Northrop Grumman Corporation

**David Mitchell**  
Senior Pharmacist Manager  
UC Davis Health

**Joaquin Munoz**  
CEO/ Founder  
RelieveSports

**Minh Nguyen**  
Chief Information Security Officer  
Cedaron Medical

**Nancy Oh San**  
Controller  
Rural Community Assistance Corporation

**Ilana Rub**  
Narcotic Treatment Programs Supervisor/  
Staff Services Manager I  
Department of Health

**Michael Stafford**  
Training Manager, Radiology Device  
Bayer Healthcare

**Rhonda Staley-Brooks**  
Executive Director - Class I Alumna  
Nehemiah Community Foundation

**Lindsay Susskind**  
Interim EMBA & MSA Admissions Coordinator  
Sacramento State

**Erum Syed**  
Chief Administrative Officer  
UC Davis

**Jacky Tang**  
Manager  
CohnReznick

**Brett Townsend**  
Senior Associate - Client Operations  
and Fund Accounting  
State Street Bank

# Rhonda Staley-Brooks Building Better Leaders

Rhonda Staley-Brooks believes in the importance of teaching people how to become better leaders. As the executive director of the Nehemiah Community Foundation, Staley-Brooks runs the Nehemiah Emerging Leaders program. The program is designed for people interested in advancing their careers and enhancing civic engagement. Individuals are nominated by a community leader, their employer or a former Nehemiah Emerging Leaders fellow.

"The nominees go through a rigorous selection process and an all-day interview," said Staley-Brooks. "If they are accepted into the class they start a ten-month professional and personal journey to learn and to find out more about themselves."

Nehemiah Emerging Leaders fellows receive instruction, work with mentors and attend networking events.

"We teach them how to navigate Sacramento and the power walls in Sacramento," said Staley-Brooks. "The program has seen huge success. We are changing the region."

Staley-Brooks has been with Nehemiah for just over two years. Prior to that, she worked for Big Brothers Big Sisters for 23 years, advancing over the years from a case work assistant to CEO.

"My whole career has been with nonprofits," she said. "Making a difference in the community in which I live is important. From connecting kids with mentors and help-

ing them avoid incarceration to getting adults the tools they need to serve within their community – I feel like it's my calling to be a part of organizations that make a difference in my community."

For years, Staley-Brooks wanted to pursue a master's degree, but never found the time to do so. But a few years ago, a job she desired required a master's degree, and although it was too late to make it happen for that opportunity, it pushed her to return to school.

"I decided I was never going to let something I don't have stop me from getting what I want," she said. "So I enrolled in the EMBA program at Sac State."

Staley-Brooks graduated from the EMBA program in February 2018.

"I love the fact that they created the program for busy professionals like me," she said. "The EMBA calendar is doable for a busy professional – there's no excuse not to do it."


Staley-Brooks said the EMBA networking opportunities were a huge benefit to her.



Rhonda Staley-Brooks  
along with her two sons

"My cohort is now my extended family. If I need anything I can go to my cohort or my professors," she said. "That's more important than anything. I am far along in my career, so for me it was less about what I know and more about who I know. It opened up a new set of networks that I didn't have before."

Outside of work, Staley-Brooks stays involved with Sac State. Among other things, she is the incoming board chair for the Sac State Alumni Association.

"My goal for my tenure as chair is to increase the number of alumni that come back to Sac State and get involved," she said. "I'm so honored to be able to lead under a passionate leader like President Nelsen. I love Sac State and the opportunity to be part of the board." 



# Ric Burwell

## Never Too Late for Change

Ric Burwell worked in the insurance and risk management field for over 30 years. But in his 50s, he realized he was ready for something new.

"I was in middle management, and there wasn't much opportunity for advancement," he said. "I thought, I'd really like to do something to expand my horizons."

Burwell also realized that although he'd spent his entire career in insurance and risk management, he had a passion for teaching. By chance, Burwell discovered CBA offered a concentration in insurance and risk management and needed instructors. There was one problem: he'd need a master's degree to apply.

In 2008, Burwell enrolled in CBA's Executive MBA (EMBA) program.

"I was the second oldest person in the class," he said. "But I loved every minute of it. It was a great intellectual experience."

Burwell's cohort met at Intel and consisted of about one-third Intel employees.

"By nature, the group was very international, very tech-savvy and very diverse," he said. "I met some wonderful friends in the program."

But most importantly, the program changed his outlook.


"I had been in middle management in a technical, tactical position for a very long time," he said. "The EMBA program helped me expand my vision and begin to think much more strategically."

During the program, Burwell's cohort traveled to Istanbul and Dubai, which also helped expand his horizons.

"The timing of that trip was very interesting," he said. "The American financial markets had already tanked but in Dubai they were blissfully unaware that their financial markets were just about to follow suit. It was an amazing time to study business and finance in particular -- to watch as things were crumbling around us."

After finishing the EMBA program and receiving his masters in 2009, Burwell received a promotion. Today, he works at Bickmore Risk Services in Sacramento, where he helps government agencies with self-insurance.

Perhaps most importantly, receiving his MBA allowed Burwell to secure a position as an adjunct instructor for CBA's insurance and risk management class, where he's taught since 2011.

"I love teaching and the challenge of taking subject material I've worked with in depth in my professional career and presenting that to the beginner level," said Burwell. "It's very rewarding and really fun." 



## Chuck Pattillo Preparing for Act 2

Most people don't think of the California Prison Industry Authority (CALPIA) as a traditional business. But as general manager of that organization, Charles Pattillo is responsible for over 100 separate business units of correctional industry programming encompassing 27 separate business lines producing annual revenues of more than \$240 million. That's big business indeed, and with a big mission: to provide offenders job skills, good work habits, basic education and job support in the community.

"Our number one product is an offender that doesn't return to prison," said Pattillo. "We want to help people restart their lives and provide them with the tools and skills they need to succeed on their own."

When most people think of CALPIA, they think of license plate production. But under Pattillo's leadership, CALPIA rehabilitative programs have expanded beyond traditional correctional industries. Today, CALPIA is involved in industries from food and beverages to carpentry, construction labor, iron working, facilities maintenance and even commercial diving. Pattillo also launched a career technical educational division to teach inmates subjects like computer coding and computer aided design. Should graduates want to pursue careers in these trades upon release, they are poised to receive jobs as full apprentices, earning comparable industry wages.

"We have some of the best job training in the world for offenders," said Pattillo.

The numbers support that claim. The Career Technical Education division has recorded the lowest recidivism rates in the United States, with average recidivism as low as 7 percent, while CALPIA's computer coding programs at San Quentin State prison have had no offender return to prison in the past three years.

For Pattillo, changing the game at CALPIA is the culmination of a long career in public service. Over the years he held progressively challenging positions at the California Department of Finance and the California State Assembly. In 2000, he was appointed by the Speaker of the Assembly as the chief consultant to the Joint Legislative Audit Committee.

Pattillo has served as General Manager of CALPIA since March 2007, the longest tenure of any general manager in CALPIA's 72-year history.


Pattillo is now eligible to retire from public service and is looking for his next challenge. To prepare for that, and to brush up on his business skills, he enrolled in Sac State's EMBA program and will graduate this May

"Even though I've been in the professional world for a long time, the EMBA program exposed me to successful diverse leaders and programs, and I studied alongside an amazing group of up-and-coming leaders in the Sacramento business community," he said. "The EMBA



program helped tune me into what's new and important in the rapidly changing business world both domestically and internationally."

Pattillo said the EMBA program helped him get recalibrated so he feels ready for his next big business challenge, whatever that may be.

"The talented instructors in the EMBA program provided me life-changing approaches to managing today's business challenges," he said. "The program allowed me to sharpen my skills, yet it was flexible enough that I could still hold down a fulltime job and manage four kids. One of the best parts about Sac State's EMBA program – it's doable even when you have a crazy schedule." 



# Michael Fabbrini

## Always Learning

As people become more health conscious, the natural foods market is growing and becoming more competitive. Meanwhile, disruptive changes – such as Amazon’s recent purchase of Whole Foods Market – make the future of the industry unpredictable. For Michael Fabbrini, those factors make natural foods an exciting and dynamic industry in which to work.

Fabbrini is the pacific region finance manager of United Natural Foods, Inc. (UNFI), the largest organic and natural foods distributor in the US. Fabbrini handles tasks such as budgeting, forecasting and profitability reviews to determine things like where variances have taken place, why they took place and what needs to change to sustain favorable variances going forward.

“Working in finance means you never stop learning. Every day there are new challenges, and every new challenge is an opportunity for growth,” said Fabbrini.

Fabbrini wound up in the natural foods industry through a twist of fate. While bartending to pay for his undergrad studies at Sac State, one of his regular customers was the CFO at Tony’s Fine Foods. The two struck up a friendship, and the CFO eventually became Fabbrini’s mentor.

“He offered me an internship at Tony’s Fine Foods during my last year as an undergrad and I jumped at the opportunity,” said Fabbrini. “Once I completed my undergrad, I was grateful to accept an opportunity to work there fulltime.”

After he completed his undergrad studies, Fabbrini enrolled in Sac State’s MBA program. While he was enrolled in grad school, Tony’s Fine Foods was acquired by UNFI. After completing his MBA, that same mentor encouraged Fabbrini to apply for an open regional position at the new company.

“It was a big step up, but he (my mentor) felt I was ready for it,” Fabbrini said. “The MBA program was an important catalyst to prepare me for a career at a much bigger company and, ultimately, to land the regional position at UNFI. I would not be at the level I am today if I didn’t have my MBA,” he said.

Fabbrini said the MBA program taught him how to collaborate with a diverse group of working professionals.


“Anyone that succeeds never does it alone – you have to work with other people and learn how to communicate, how to delegate, how to take feedback, give feedback, etc.,” he said. “The MBA program taught me how to work with other professionals in a way that can help everyone succeed.”

Fabbrini also heard – and still lives by -- his favorite quote during the MBA program: “If everyone is thinking the same thing, then someone isn’t thinking.”

“In other words, big decisions should not be made without significant discussion,” he said.

He also learned the importance of networking through the MBA Networking Association and other on- and off-campus groups.



“I encourage everyone to take advantage of all the networking opportunities available through Sac State,” he said. “You can go to class and get good grades and a degree, but if you don’t make at least 50 connections while you’re in college then you’ve wasted your time. It’s important to take everything you can out of the experience.” 

# Dinorah Curkendall

## Paying it Forward

Dinorah Curkendall believes in the importance of giving back to people in need. That's why she's dedicated the last seven and a half years to working for Goodwill Industries of Sacramento Valley and Northern Nevada Inc., a local nonprofit organization dedicated to helping people with disadvantages achieve self-sufficiency.

"I love Goodwill," she said. "Not only do we help people when they need it, but as an organization we have a strong mentorship culture. People from different departments and different areas are all willing to help others that are trying to get to the next level. We are all about giving people chances, moving people up and encouraging them to reach their full potential. Goodwill has a ton of success stories which keep me inspired and motivated."

Curkendall was born in Mexico City and came to the U.S. when she was just seven years old. She lived in several different cities around the U.S., eventually settling in Colorado. After high school she attended the University of Colorado at Boulder and earned an undergrad degree in political science and Spanish literature. Soon after, she followed her parents to the Sacramento area and began working at Goodwill as a retail administrative assistant supporting the company's retail stores. Before long she was promoted to executive assistant for the president of organization, and then to chief of staff. Soon after, her employer encouraged her to pursue an MBA at Sac State.

"They inspired me to apply for the program and gave me the flexibility I needed to balance school and fulltime work," she said. "They allowed me to take time off to study when I needed it and encouraged me throughout the entire program. I don't think I would have been able to do it without their support. I am a direct beneficiary of Goodwill services and I am extremely grateful to them for what they've done for me."

Curkendall said the MBA program helped her learn how to utilize and bring together people's individual talents for a greater purpose.

"I'm a firm believer that you can't accomplish things alone," she said. "A lot of the MBA projects and classes were group based, so you learn to work with people that have different styles of learning and different styles of project execution. It really did prepare me to work in the real world. I feel like I now have the ability to identify varied skills, bring them together and build a great team."


After graduating from the MBA program in December 2015, Curkendall was promoted to vice president of operations for the northern Nevada region of Goodwill. In that position she oversees all operations in northern Nevada and South Lake Tahoe, including managing four retail stores, one outlet store and logistics



for a fleet of Goodwill trucks. She also oversees Goodwill's mission services and nonprofit partnerships in that region.

"I love that I get to work out in the field with employees face-to-face," she said. "I like having that direct communication, getting to know them and being able to support them in their everyday jobs. Goodwill is about helping the community, and I love being part of that mission integration and seeing people flourish."

Currently, Curkendall's biggest focus is expanding Goodwill's footprint in northern Nevada to meet the needs of the local community.

"We do a lot here in Sacramento," she said. "But we can do a lot of good in other areas, too. We want to bring all our services and skills and opportunities and expand them to the people that need them in northern Nevada." 



# Christina Chu

## Navigating International Business

Christina Chu was working as a senior account manager at an IT company in Malaysia when she had an epiphany.

"I wanted to get a better job," she said. "I knew an MBA degree would help open up new opportunities that were not available to me before, so I decided to pursue one."

Chu began searching for a great MBA program and decided Sac State's International MBA (IMBA) program was the best choice for her.


"Sac State's IMBA program is specifically designed to help students improve business techniques and to help them master the international business environment," said Chu. "I believed the IMBA program would enable me to develop and would keep my mind fresh, especially my critical thinking skills."

Chu enrolled in the IMBA program in 2016, and the Taiwanese native immediately profited from the program's networking opportunities.

"I met many people in the IMBA program -- people with different backgrounds from other countries including recruiters, keynote speaker at various events, new entrepreneurs, etc.," she said. "I also had a lot of opportunities to interact with business managers and executives from a wide range of industries, including IT, life insurance, finance, auto companies, etc. That was very useful for mentoring, job searching and for developing professional contacts."

Interacting with fellow IMBA students also helped Chu as she adjusted to life in the United States. "I developed significant relationships with my fellow students from around the world and we learned from each other," she said.

Chu graduated from the IMBA program in December 2017 and immediately saw new job opportunities emerge. Last February, she was hired as a business intelligence analyst for Sparkle Power Inc., a leading switching power supply manufacturer in San Jose. Chu focuses on developing business intelligence, data warehousing and reporting solutions to address growing business reporting, analytics and data requirements, among other things.

"The IMBA program put me on the fast track to career advancement by offering me more opportunities to develop a wide range of international business knowledge and a broad array of technical skills," Chu said. "I gained tools that will help me make better decisions in business and financial affairs and succeed in the business world." 



## Karen Sakala Moving up the Ladder

When Karen Sakala decided she was ready to take on new challenges at State Street, she realized she'd need to get her CPA to reach the next level at the financial services company.

"At that point I had been out of school for a while, so I didn't have enough credits," she said.

With a busy career at State Street running a financial reporting team and a husband and two young children at home, Sakala wasn't sure how she'd get those additional credits.

Fortunately, Sakala found out about Sac State's Master of Science in Accountancy (MSA) program. The MSA curriculum is compatible with the CPA exam and uses a combination of online course materials, streaming video and instant messaging to deliver a completely web-based degree.

"The MSA was the best option for me because I was getting something useful rather than just taking classes to take classes," she said. "Plus, being able to attend online was great. It was very flexible, so I was able to fit it into my life, even as a busy mom."

Sakala even completed some of her class work during lunch breaks at work.

"It was a great opportunity for me to learn a lot and to expand my knowledge without having to go to campus," she said. "And, the course content was great – it reminded me


of all the pieces of accounting that I don't run into on a day-to-day basis, so it was a wonderful refresher."

Sakala said one particularly interesting thing that came out of the program was the Taxation of Individuals requirement.

"I was dreading that class because I hated taxes, but I took the class and I actually loved it," she said. "Now I'm doing taxes for my husband and his business instead of pushing it off to a CPA."

Now that she's completed her MSA degree, Sakala is preparing for the CPA exam and looking forward to additional opportunities at State Street.

"I love the company. There is always something new to learn," she said. "And, we really focus on workforce development and providing employees opportunities to do well here as well as in the community."

In addition to her career and family, Sakala also spends time volunteering with the Junior League of Sacramento and with the PTC at her daughter's school. 





# Lisa Bracero

## Managing Risk

As an account executive for Warren G Bender Co., Lisa Bracero works closely with medium and large businesses in the greater Sacramento valley to consult with them on their risk management and insurance needs.

"I love connecting with others and building relationships," said Bracero. "I'm also passionate about educating clients on alternatives and solutions to help them protect their people, their businesses and the value they have worked hard to build."

Bracero has been in the risk management and insurance industry for 15 years and just started her current role. She previously worked in commercial lines underwriting and product, operations and sales with a Fortune 100 insurance carrier, which allowed her to build solid knowledge of the solutions available.

"I enjoy the variety I have in the job," she said. "I'll spend time getting to know the businesses, what keeps their leadership team up at night, and then work with them to build a plan to address their risk management concerns."

Bracero received her bachelor's degree in business administration with a concentration in finance. While earning her degree at Sac State, instructor Cherl Koch sparked Bracero's interest in insurance.

"She made insurance seem approachable and interesting," said Bracero. "It was in the fall of 2001, so we talked a lot about the

role of insurance with respect to the World Trade Center. So many aspects of the loss and the future rebuild were intertwined with insurance coverage and the subject became more real to me."

Bracero said the idea of balancing risk is what ultimately motivated her to work in insurance.


"Our industry helps individuals, businesses and governments manage risk," she said. "Not only does insurance provide funding for covered losses, we also provide proactive risk management to reduce the number and severity of losses. And when losses do occur, we help them recover more quickly with our team of experts and our business partners. Insurance helps our communities to be stronger and more resilient."

Following graduation, Bracero earned her Chartered Property Casualty Underwriter (CPCU) designation and became involved in the CPCU Society, eventually serving as the Sacramento chapter president. Bracero said her involvement with CPCU and other organizations aligns with her belief in the value of investing in oneself and supporting the development of others.

"As adults we may get the idea that we can't fall down, so we sometimes limit ourselves," she said. "About three years ago something clicked and I realized I could do more good by not holding myself back. It's about learning how to handle challenges - not being afraid to put yourself out there and take a chance."



Last year, Bracero took her interest in helping others and getting involved one step further and co-started a women's investment club to help women connect with each other and better educate themselves on investments.

"Our focus is social good -- whether that is for a company that actively promotes diverse leadership, has a program that provides training and jobs for people with special needs, or is helping people improve their health and fitness," she said. 

# Blake Menezes

## Crafting Powerful Stories

Blake Menezes believes in the power of a well-told story. As the leader of social media and audience growth marketing at San Francisco-based Autodesk, Menezes creates compelling stories to engage, inspire and nurture audiences and to illustrate how the 3D design software company helps people around the world make anything.

"Our software is prevalent across industries, from architecture to engineering, construction, manufacturing, media and entertainment and more," said Menezes. "I get to creatively think of ways to tell stories about how Autodesk software is used across those industries. One day it might be about how our software is used to 3D print and prototype a new product, the next day it might be about how it's being used on a construction site of the future."

Beyond his current role, Menezes led country communications in the United Kingdom while a colleague was away on maternity leave, giving him the opportunity to move to London and experience an international business setting.

"Working abroad allowed me to put to use the international business academic frameworks that I learned at Sac State," said Menezes.

After returning from his London assignment, Menezes completed his MBA studies at the University of San Francisco.

Though he leverages a variety of channels in his work to tell stories and drive brand affinity and demand, Menezes has a passion for social media.

"When social media first began, I realized the potential it had from a storytelling perspective, from a marketing perspective and for driving business results," he said.

As a result of his passion for social media, Menezes was chosen to be a national Twitter influencer on behalf of the White House a few years ago, traveling to Washington D.C. to cover the 2013 State of the Union address live on social and again in 2014 for the state visit from the president of France.

Menezes received a bachelor's degree in Business Administration with a concentration in International Business and Marketing from Sac State in 2012. He credits his marketing classes with inspiring professors like Matt Watanabe for bolstering his interest in telling stories that generate business results. He also believes getting heavily involved on campus was invaluable in preparing him for the business world. Menezes served as executive vice president of Associated Students, Inc. and president of the American Marketing Association, among other things.

"Getting involved on campus taught me about business acumen, working with different types of personalities and how to get things done," he said. "It was a great way for me to learn what professionals were doing and gave me an opportunity to work with literally the most passionate and engaged people at Sac State."




Menezes served as the commencement speaker for his graduation ceremony in 2012, a remarkable achievement considering that at the age of three he had a speech impediment that required him to undergo intensive speech therapy for two years.

"Almost 21 years later, I went from not being able to speak much at all to speaking not only in front of thousands of people at commencement but also the most important people that mattered, my parents," he said.

Outside of work, Menezes loves to travel. Five years ago, he didn't have a passport. In the last two years, he has visited 12 countries.

More recently, Menezes returned to Sac State to keynote a Business Pathways event for the College of Business.

"I enjoy giving back to Sac State in whatever way I can," he said. "I credit a lot of what I've done to the great mentors I had there that took a chance on me. Every time I ask them how I can repay them they say, 'just pay it forward and help another student.' There is something that I admire about that and I intend to continue paying it forward." 





## CBA Events

- 1 Spring MBA Send-Off on May 18, 2018
- 2 The CBA's Center for Entrepreneurship, in collaboration with the MLK Business Resource Group, hosted Rapid Rise-An Entrepreneurial Journey with Keynote Speaker Christopher Johnson on February 28. Johnson is the founder of Rapid Brands, the fastest-growing microwave cookware company in the world, and serves on the advisory board of the Dale and Katy Carlsen Center for Innovation and Entrepreneurship at Sacramento State.
- 3 "The 7th Annual CBA Film Festival on Leading with Emotional Intelligence was performed to a full-house in the Redwood Room. The subsequent film commentary session has been provided by the Professor Deanna Geddes from Temple University. This year's "Best Film Award" winner was the film titled "A Friday Morning Meeting", depicting how emotionally intelligent leadership can help an employee move from her hatred fantasies to a more balanced view about work relationships. The next Annual CBA Film Festival will take place on November 15, 2018, Thursday, at 2:30 pm in the Redwood Room, Student Union Building. Pre-registration for this upcoming event can be made by e-mailing: cba.film.festival@gmail.com.
- 4 Sutter 2 Cohort graduation ceremony

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