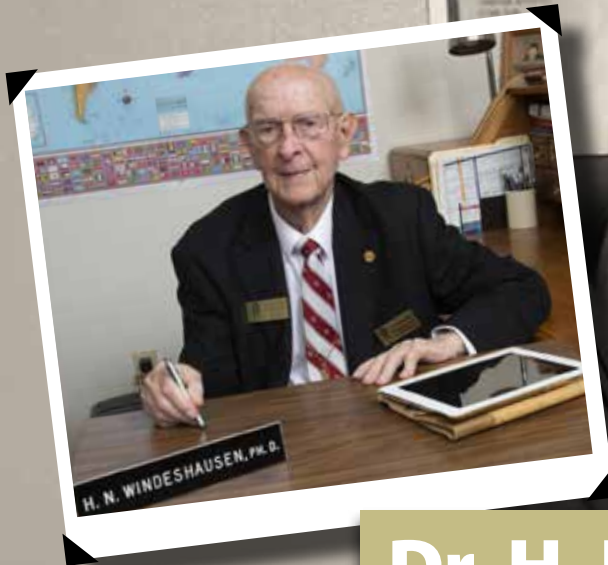


FALL 2018 • VOLUME 45

CSUS.EDU/CBA

# Business Futures



**Dr. H. Nicholas Windeshausen**

**Proof One Person CAN Make a Difference**

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WINDESHAUSEN, PH. D.



SACRAMENTO STATE  
COLLEGE OF BUSINESS ADMINISTRATION

## MESSAGE FROM DEAN WILLIAM CORDEIRO

# Ushering in a New Era at CBA



I am honored to have been selected as your new CBA dean. My goal is to ensure that the CBA functions as a cohesive unit dedicated to *Be The Best*.

We have excellent faculty and staff and strong community support. We have an excellent undergraduate program, an outstanding and diverse MBA program, an innovative business honors program and strong centers dedicated to small business and business analytics. My goal is to enhance our strengths and help every part of CBA reach its greatest potential.

Here are a few areas I am currently focusing on:

1. We recently formed task forces to examine our real estate and insurance programs in response to public input that these concentrations should be revitalized. With a stronger economy, real estate and insurance companies in our area need an increased pipeline of graduates. We are examining a degree completion program. I helped start a similar program at CSU Channel Islands to meet students' needs. It provides an alternative to help students earn their degrees.

2. We have formed committees to hire two new permanent associate deans. An effective management structure is an important element to a successful college, so we will reorganize our academic areas into departments that more directly match with the rest of the CSU system.

3. I also want to improve our relationships with the community and provide employees that local businesses need to be successful. We are revitalizing our CBA Advisory Council to gather community input and ensure we are responsive to regional business needs.

Thank you for the opportunity to serve as your new dean. I am excited about our future. Please reach out to me with any questions, ideas or thoughts you might have about the CBA. In the meantime, if you'd like to find out more about me and my background, please see pages 12 and 13.

Sincerely,

**Dean William P. Cordeiro, Ph.D.**

*College of Business Administration*



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## Business Futures Magazine

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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.

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

ASSOCIATE DEAN (INTERIM)  
FOR FACULTY AND RESEARCH  
**Marty Wilson**





# Panama: Hub of the Americas

Panama is best known for the interoceanic canal that allows approximately 15,000 ships per year to shave thousands of miles off their voyages around the world. But the central American city is also a place of spectacular natural beauty, diverse plant and animal life, vibrant music and culture and a thriving commercial and service-oriented economy.

Last June, 24 EMBA students and CBA faculty and staff flew to Panama to experience the “Hub of the Americas” firsthand.

In Panama, EMBA students conducted visits to various organizations, including the American Chamber of Commerce and Industry of Panama (AmCham), which was created in 1979 by a handful of business people who felt that the organization could be an important voice in promoting business ideas in Panama. AmCham membership has grown from 68 firms in its first year to

over 450 member companies representing more than 15 commercial and industrial sectors of the Panamanian economy today. AmCham has been instrumental in communicating U.S. trade and multinational commerce concerns to the American Embassy, as well as to the U.S. Congress in Washington.

Students also visited Banco General. Founded in April 1955, Banco General was the first private bank of the Panamanian capital. The bank is recognized for its financial strength, innovation, excellent service and its permanent commitment to the community and ethical values.

Students also had an opportunity to visit Copa Airlines, the leading Latin American provider of airline passenger and cargo service.

“The Copa Airlines visit was insightful since we were able to have open and candid conversations with some of their

executives about day-to-day business decisions,” said EMBA student Jay Patel. “We were able to better understand how Copa Airlines has to make tough decisions to remain profitable in a highly-competitive industry.”

Students also visited the Panama Canal Authority, an autonomous legal entity of the Republic of Panama that has exclusive charge of the operation, administration, management, preservation, maintenance and modernization of the Canal, as well as its activities and related services.







"The Panama Canal was the highlight of the trip," said EMBA student Martah Lozano. "Every day we experienced worldwide trade, whether it was the New Zealand Kiwis we were snacking on or the plastic spoon made in Taiwan we are using to eat the kiwi. Being able to experience part of the journey in the most important connecting points for North America was quite eye opening, from considering opportunities in the industry to developing a conscience and respect for the system."

Patel said he was surprised at first to hear it costs an average of \$1 million for a large vessel to pass through the Canal.

"However, after learning about the efficiency of the operations and the many thousands of miles the vessels save by crossing through rather than around, the cost seemed rather reasonable," he said.

Both Lozano and Patel said learning about another country's commerce firsthand was impactful.

"As globalization inevitably takes over trade in many, if not all industries, being

at one of the core points of logistics reassures the need to be prepared to engage it," said Lozano.

"This trip complemented what we were learning in the classroom environment by allowing us to apply our learning in a global environment," said Patel. "For those students that had not traveled outside of the U.S., it was a realization that the market force is a global event reaching out across the globe."

In addition to the educational component, students enjoyed a chance to experience Panama's culture and beauty through a number of visits and tours.

"I was surprised to see how advanced, diverse and beautiful the country is," said Lozano.

"The people were very welcoming, the city was gleaming with tall skyscrapers, and the nightlife was bursting with good food, drinks and dancing!" said Patel. 

(Photos by Martah Lozano)





# Honor Students Take on

**T**he Business Honors (BHON) program was designed to develop successful business leaders and entrepreneurs. The high-caliber program immerses students in a cohort learning experience where they work with and learn from other highly motivated and capable undergraduates.

"The Business Honors program was created to help a cohort of engaged students learn more about the 'white spaces' between the typical functions in a growing business," said BHON faculty advisor Anne Fuller. "The BHON program is strongest when we build a cohort with a broad mix of student concentrations and backgrounds and expose them to cross-disciplinary subjects like business intelligence, innovation, project management and leadership."

Because BHON follows an intensive four-semester structure, it does not fit with a typical 'study abroad' semester program. But Fuller is a strong believer in adding global context to the BHON program and broadening student perspectives in business. Toward that end, Fuller began working with the university's International Programs and Global Engagement (IPGE) office in Spring 2017 to identify some two- to three-week study abroad options to offer BHON students. IPGE eventually helped Fuller identify a long-standing two-week program in Taiwan. Last summer, a group of BHON students flew to Taiwan where they took a course on international

business, visited several businesses and factories, had the opportunity to tour the Taiwan Stock Museum and studied Chinese.

"One interesting thing we learned was how plastic products are made in a factory," said BHON student Courtney Bloom. "We also learned a lot about the economic environment of Taiwan and how they compare to China and other countries around the world. I had a vague idea about Taiwan's economy before, but I did not realize just how far they've come in recent decades."

Fellow BHON student Isa McIntyre said it was eye-opening to see how companies in Taiwan operate.

"I experienced this through many visits to different organizations such as an organization that made health foods and a different organization that made all kinds of plastic molds," said McIntyre. "I even got the opportunity to watch a 3D printer in action. In the plastic company I learned about the production line and some issues the organization experienced in its supply chain."

Across the board, BHON students said the Taiwan visit was a wonderful experience from both an educational and a cultural perspective.

"Learning the cultural aspects of other people and countries around the world is essential to becoming an effective business person in this day and age," said Bloom. "Companies are increasingly becoming more





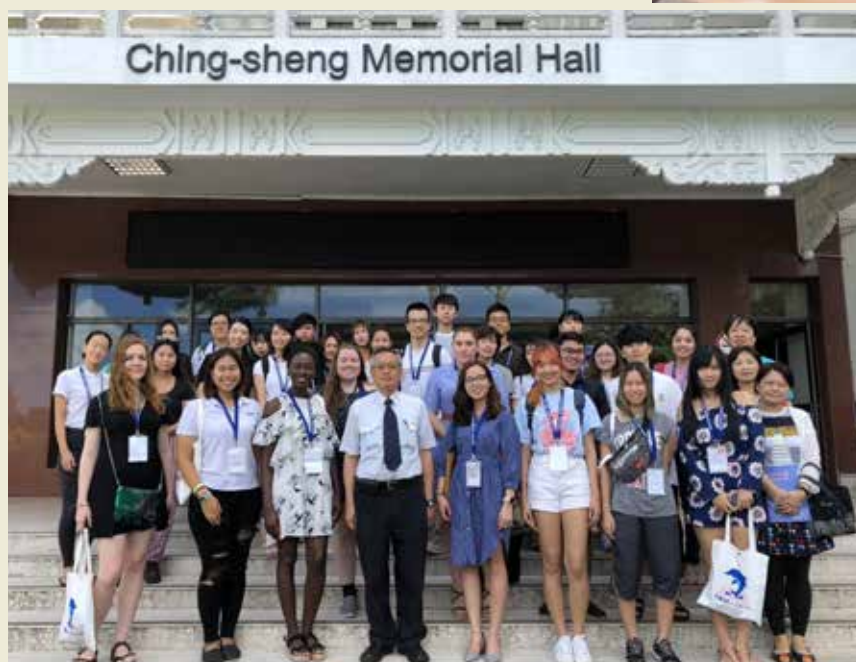


globalized, so it's important that business owners know other cultures and know how to market to different demographics. A trip like this can open one's eyes to different cultures and different ways of thinking that can ultimately help with ideation, creativity and relating to other people in general – skills that are essential to the world of business."

"Any trip where you get to experience another culture, especially how they do business, is beneficial because it increases your knowledge of various cultural norms and practices," agreed McIntyre. "With many organizations focusing on global operations, the opportunity to immerse myself in another culture was greatly beneficial."

Fuller said she hopes to build on this initial trip and offer similar opportunities to BHON students soon. 🇨🇳

(Photos by Isa McIntyre)





# CBA Students Come from Behind to Take Second Place in Annual ICBSC Competition

A team of CBA students traveled to Anaheim last April to compete in the International Collegiate Business Strategy Competition (ICBSC), the world's longest running, most comprehensive business competition. ICBSC, which celebrated its 54th year in 2018, draws university teams from all over the world. Teams of four to six students take over the management of a simulated manufacturing company and compete directly against four to five other firms run by competitor teams from other universities.

The teams are divided into "worlds" of about four to six companies. Undergraduate teams and MBA/MA/MS teams have their own worlds. Each team assumes responsibility for key strategic and operational decisions in marketing, finance and operations. Team members experience running their own company as they strive to outperform their rivals.

ICBSC involves both a remote phase and an intensive phase that together extend over a period of about ten weeks. The remote phase begins the last week of January at home campuses and the competi-

tion culminates in Anaheim, where students meet their peers from other universities, an experience which intensifies the competitive element of the competition and encourages networking.

This year's CBA team, which included Melissa Elaine DeCastro (CIO), Kurtlan Damion Koger (CMO/COO), Danielle Denise Stinson (Controller), Marco Antonio Pacheco (CFO) and Dwight Lee Wise (CEO), had challenges early on that required them to make some aggressive and unique decisions midway through the competition.

"They effectively stopped all production for a quarter – something the chief judge of their division said she'd never seen before," said the team's faculty advisor, Joseph Taylor. "But it paid off. They came screaming back and took second place in their world."

Taylor said the judge told the CBA team if the competition had lasted a few more quarters they would have ended up in first place.

"They were very innovative and ready to think outside of the box and to try new



*Marco Antonio Pacheco (CFO), Kurtlan Damion Koger (CMO/COO), Dwight Lee Wise (CEO), Melissa Elaine DeCastro (CIO), and Danielle Denise Stinson (Controller),*

strategies. I was very pleased with how they did, despite having to deal with some setbacks that were out of their control," added Taylor.

Wise said the experience he gained from the competition is something he'll take with him for the rest of his life, and he hopes to encourage other students to take part in future ICBSC competitions.

"At the core, it reinforced the institutional lessons learned in the classroom and transposed them into their real-world counterparts," said Wise. "The pace of the competition forced me to continually think on my feet, making strategic -- often unconventional -- decisions in a timely manner. As I was actively engaged with the divisions of corporate business processes, I became better attuned to their causal relationships and how they fit together." 





# Laura Rincon: Learning Business in the U.S.

Laura Rincon began pursuing her master's degree in her native country, Hungary. But after coming to Sac State for a semester abroad, she wanted to extend her stay.

"I like that I have smaller classes and more personalized attention here," she said. "In Hungary, classes are often 300 people listening to a lecture. Here, the professors know my name. I can get engaged and contribute to the class. People are also very interested in collaborating, and everyone works hard and does their part."

Rincon has now been in the U.S. for two and a half years.

During her master's degree work, Rincon began an internship with the Small Business Development Center, where she conducted marketing and social media strategy activities and helped organize and promote workshops. That internship eventually led to a job at JumpStartNOW, a Sacramento-based business strategy consultancy.

In the meantime, Rincon enrolled in Sac State's MBA program.

She also serves as an MBA

ambassador and president of the MBA Networking Association (MNA), the premiere MBA organization at Sac State. The student-led organization's mission is to strengthen the relationships between students, alumni, CBA

faculty and staff and the Sacramento community; enrich the MBA experience; and develop a competitive edge for MBA graduates in today's global marketplace.

"I love being able to shape the MBA program and helping organize MNA networking events," she said. "It's also helped me get to know more people, and it helped me land my internship. I want to help other people accomplish those types of things."

This fall, Rincon was awarded the MNA Scholarship.

Rincon will graduate from the MBA program in December. After graduation she plans to continue to build her skills and her network and to eventually open her own business.

"Sacramento is a great environment for small businesses, so I feel like I can learn a lot here," she said. "I want to grow my skills here in the U.S. before I decide if I want to build a business here or go back to Hungary."

Outside of school, Rincon practices yoga and is currently completing her yoga instructor training. 🧘‍♀️



## Dr. H. Nicholas Windeshausen

### Proof One Person CAN Make a Difference



**D**r. H. Nicholas Windeshausen was a long-time College of Business Administration faculty member and remains a great volunteer and supporter of CBA post-retirement. Now in his 96th year, Windeshausen has led an extraordinary life dedicated to helping others.

Windeshausen was born outside the small town of Osmond, Neb., in 1923, the second-oldest child in a family that included 11 kids.

"We lived on the edge of town," said Windeshausen, "and throughout my childhood we had outdoor plumbing. We heated the house with a cook-stove in the kitchen, and that got us through some very cold Nebraska winters."

In the early years, Windeshausen's parents were farmers. In 1933 the family moved to town after his father took a job with the local road building company.

Windeshausen learned early on about the importance of helping others.

"My grandmother lived alone in town after my grandfather died," he said. "My

mom didn't want her to be alone in the evenings, so as a teenager I stayed with her every night for about six years."

Windeshausen graduated from St. Mary's Catholic grade school in 1937 and from Osmond High School in 1941. In September 1942 he enlisted in the U.S. Navy and served as a Navy Medic until 1946, including two years in the Pacific Theater.

In 1946 he married Joyce Pilger. At the age of 28, he enrolled at the University of Nebraska, Lincoln, under the GI Bill. He received a B.S. in Accounting in 1953, an M.A. in Finance in 1955, and a Ph.D. in Marketing and Management in 1962.

After receiving his Ph.D., Windeshausen and his wife visited California and fell in love with the capital city.

"Sacramento has lots of trees, a good climate and good opportunities," said Windeshausen. "At the time, Sacramento State was new, and I saw an opportunity to bring what I had learned at the University of Nebraska to help the university grow."

In 1962, Windeshausen joined the College of Business at Sac State. In addition to teaching marketing and management courses, he served as coordinator of Graduate Studies (1965-70), coordinator of Undergraduate Studies (1970-71), chairman of the management department (1974-77) and associate dean (1977-80). He was instrumental in acquiring AACSB accreditation for both the CBA Undergraduate (1963) and Graduate programs (1970).

"When I first came to Sac State the school was small, with a lot of part-time faculty. It took a lot of effort to get faculty to commit to the accreditation," he said.

During that time, Windeshausen also conducted workshops and programs in marketing and management, including training programs with the Peace Corps in the Philippines and Brazil. He also helped establish a matriculation agreement with six feeder community colleges in the Sacramento area to allow community college students to carry over credits when they transferred to Sac State and helped establish a night program so business students could attend classes at night for the first time.

"We saw fast growth in the student population after that," said Windeshausen.

Windeshausen retired from Sac State in 1992 after 30 years.

Windeshausen believes strongly in giving back, and much of his life has been dedicated to helping others. Over the years, he was involved in numerous philanthropic organizations such as Big Brothers/Big Sisters, Meals a LA Car, Make-A-Wish Foundation, United Way Sacramento area and Catholic Social Service. He served as a U.S. Delegate for four United Way International Conferences in Puerto Rico, Singapore, Taiwan and England. He also served as Senior Educational Consultant to Main Event Management Corp., spent several years feeding the hungry at Sacramento Loaves and Fishes and served on the board for the Stanford Home for Children.

Windeshausen was also heavily involved in a broad range of marketing organiza-



Dr. Windeshausen, showing off a few of his many awards.



tions, including the American Marketing Association, Sacramento Valley Marketing Association, which just celebrated 50 years of service to the Sacramento community, Western Marketing Education Association and the Northern California Marketing Association. He was founder and Lifetime Advisor of the Collegiate Marketing Chapter, Northern California and the International Fraternity of Delta Sigma Pi. When he first joined Delta Sigma Pi in 1952 it was open only to male Caucasians. Windeshausen was instrumental in getting the organization to open its doors to other races and eventually to women.

"I've had a wonderful life," he said, "and working as a volunteer has always been a privilege. A lot of people ask me why I do so much volunteering, but the truth is that I've always gotten back much more than I gave."

Windeshausen also served on the Wayne State, Nebraska, College Foundation for 28 years, missing only two meetings during that time. In honor of that tenure, Wayne State awarded him an honorary doctorate in 2015. Windeshausen and his wife established six different endowed scholarships that have so far helped pay expenses for 140 in-need college students.

As a business professor, Windeshausen helped groom hundreds of students who went on to become successful corporate executives and entrepreneurs.



**Dr. Windeshausen outside his home in Citrus Heights.**


"Teaching is my true passion," he said. Windeshausen also worked as a consultant to more than a dozen national corporations and was an active researcher and trainer. He conducted more than 100 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. The program is organized around 151 models that deal with the management process, delegation, planning, control, change, problem solving, decision making, motivation, learning and training, communication, selection evaluation-compensation and leadership.

Windeshausen is also dedicated to his faith and has been as an active member of Presentation of the Blessed Virgin Mary Church since 1962. He served as a member of the Religious Education Committee from 1970-1979, serving as president for two of those years. He has been a member of the School Board, served as a Eucharistic Minister, worked on all campaign fund drives since 1963 and has been a Legion of Mary member since 2013. In his 96th year, Windeshausen helps deliver Holy Communion to dozens of elderly shut-ins each week.

Windeshausen has been well-recognized by his peers over the years and honored multiple times for his achievements and commitment to the community. In 2003, he received an Honorary Alumnus Award from Sac State for his 60-plus years of service to the academic

world. In 1986, he received the Distinguished Community Service Award from United Way; was named an Admiral of "the Great Navy" State of Nebraska; received a certificate of Commendation from the Department of Defense, Office of Civil Defense; a Distinguished Leadership and Service Award from Consumer Credit Counselors of Sacramento; and a Lifetime Achievement Award from Delta Sigma, its highest honor, in 2011. In 2016, Windeshausen received the Alumni Achievement Award from the Nebraska Alumni Association.

Windeshausen is also an accomplished traveler, having visited all 50 states and Washington, D.C., five continents and over 70 countries. He also enjoyed over 40 cruises during his lifetime, experiencing many of the world's most notable rivers and waterways along the way.

Windeshausen and his wife Joyce raised two daughters. When his daughters were in elementary school, Windeshausen took a six-month sabbatical, loaded the family in a motor home, and set off across the U.S., eventually traveling 26,000 miles and visiting 39 states. Along the way he met with marketing executives at a variety of corporations to learn about their challenges and needs. His wife and daughters, meanwhile, visited local landmarks and learned about each area's history and industries. The trip had a huge impact on his daughters, and in many ways sums up what Windeshausen's life has been all about: learning, serving others and exploring the world around him. 

## CBA WELCOMES NEW DEAN, DR. WILLIAM CORDEIRO

In July, Sacramento State welcomed Dr. William P. Cordeiro as the new dean of the College of Business Administration.

Cordeiro has a long history in the CSU system. He first joined the CSU in 1988 on the Los Angeles campus, where he rose through the ranks to professor of Management in the College of Business and Economics.

In 2001, Cordeiro was recruited as one of 13 founding faculty members of California State University, Channel Islands (CSUCI) in Camarillo, Calif., where he was charged with starting the business program from scratch. He established the core curriculum, initiated faculty/staff hiring,

developed the business program, and in 2005 was appointed dean of CSUCI's Martin V. Smith School of Business and Economics.

Prior to joining academia, Cordeiro held leadership positions in industry, including president of the Veta Grande Companies, operating in the mining, minerals processing and jewelry industries, and as manager of Planning and Strategic Studies at ARCO Transportation Company, which built and operated the 800-mile TransAlaska Pipeline. Currently he is also a principal in BCA Consulting Services, a small management-consulting firm that specializes in strategic and project planning.

Cordeiro's research interests include strategic planning, scientific and professional ethics and development of interdisciplinary courses tied to business. His activities have contributed significantly to student success, faculty and staff success, and to entrepreneurial, economic and workforce development in the Southern California region. Cordeiro has also served on numerous boards and is the recipient of several honors and awards, including the 2017 Spirit of Excellence Award from the CSUCI Division of Student Affairs and the 2007 Faculty Leader of the Year Award. Cordeiro earned a Ph.D. in Executive Management and an MA in Management from the Peter

F. Drucker Graduate School of Management at the Claremont Graduate School and holds an MBA from the University of Southern California and a BS in Biology from the University of San Francisco.

Cordeiro also has strong academic and administrative experience, including AACSB and ACBSP accreditation for business programs, grant development, research and building partnerships that have led to the growth and funding of innovative







programs. This combination of skills has prepared him well to take the reins at CBA.


"Becoming dean at CBA will give me an opportunity to apply my skills and experience in a broader arena," said Cordeiro. "This is an incredible opportunity."

Cordeiro is a big supporter and promoter of the CSU system and its unique role in producing many of the state's employees.

"The CSU is one of the backbones of the state economy," he said. "A lot of people say our student body has grit and determination, and I think we help foster that and help students build a foundation for their lives. It's very fulfilling work."

So far, Cordeiro said the people have been the best part of his new job.

"The staff at the college is wonderful, as are the faculty and the admin-

istration," he said "I've always heard great things about Sac State, so it really was a pleasant confirmation. There are a lot of very dedicated people here, and I look forward to adding what I can to something that's already pretty amazing." 



# Faculty Highlight, Hakan Ozcelik

## Ozcelik Wins Prestigious Faculty Innovation and Leadership Award

CBA professor of management Hakan Ozcelik was awarded a Faculty Innovation and Leadership Award from the CSU Chancellor's Office in late August. The prestigious award recognizes faculty leaders who have implemented innovative practices that significantly improve student success. Ozcelik was one of 26 faculty members awarded from the 366 nominations coming from 23 California State University campuses and the only Sac State professor to be honored.

Ozcelik is noted for his work in emotions in organizations, leadership and loneliness in the workplace, as well as the annual CBA Film Festival, an event organized every Fall semester to feature film projects produced by senior students in a special topics class on Leading with Emotional Intelligence. Students team up to produce eight-minute comedy films integrating leadership theories with emotional intelligence concepts, based on a theoretical question assigned to them. Thus far, 271 students have produced 43 film projects integrating leadership theories with emotions, and over 1,000 people have viewed the films at festival events.

"The film festival sessions provide a unique opportunity to bring academics, artists, business executives, as well as our students, to lead a

forum about how organizations can gain from emotionally intelligent leadership behaviors," said Ozcelik.

"The film festival project is one of the best examples of a high-impact learning practice I have seen because it accomplishes multiple goals simultaneously," said CBA assistant professor of management Dr. Ryan Fuller, who has served on the film festival's jury panel. "These manifold goals include having students work in diverse teams, pushing them outside of their comfort zones, expanding the impact of management theories beyond texts, and contributing to dialogue about the types of organizations and leaders we ought to develop."


Professor Sigal Barsade from the Wharton School, who has participated as a commentator in the film festivals, said the film projects help students develop an understanding about emotional intelligence and leadership concepts "in a way that other classes and other formats just can't get to."

Former student Meghan McCarty attests that: "Even now, more than six years after having done this



film project, I still remember all the concepts learned in class because I relate them to the film we created. Professor Ozcelik's class was very rewarding and helped enable me in my HR career, too."

Another former student, Michael He, said: "Through his unique teaching style and course materials, Professor Ozcelik inspires students to become great leaders who are emotionally aware."

Ozcelik further supports the connection with his students and the community with his recent launch of the interdisciplinary cross-disciplinary CBA Organizational Wisdom Studio Project to study wisdom in organizations in ways that integrate scientific knowledge, artistic vision and leadership. 



## Faculty Highlight, **Dr. Joseph VanVo**

### VanVo Selected to Speak at Athens Conference

CBA adjunct professor Dr. Joseph VanVo was recently invited to speak at the Athens Institute for Education and Research's 12<sup>th</sup> Annual International Conference on global studies in Athens, Greece in late December. VanVo will speak on the topic of "U.S. Initiated Human Resource Accounting Evolvement and Selection of Available Worldwide HRA Applied Companies on Their Employees' Morale and the Quality of Worklife."


VanVo has almost 30 years of combined academic, professional, corporate and consulting experience in the United States and the Pacific Rim countries. In July 2018, he was granted Scholarly Academic status by the Association to Advance Collegiate Schools of Business (AACSB) through its Accredited Post-Doctoral Bridge to Business Program in Finance and Accounting Certification at the University of Florida.

An industrial/organizational psychologist since 1996, VanVo is actively involved in human resource management consultation in multi-national corporations. He focuses on human resource accounting (HRA), which involves the quantification of human resources by applying traditional accounting and finance methods to determine the economic value generated by employees of an organization.



"The management of human resources has been around since the industrial revolution in Europe, prospered in the U.S. since post-World War II, and currently remains one of the most powerful and influential psychological concepts to have emerged in the field of business and management," said VanVo. "There is a need to quantify the worth and expenses of human resources in terms of employees' overall soft skills, namely knowledge, experience, motivation, creativity, leadership, etc., along with organizational recruitment, training, development, promotion, transfer, relocation, termination, etc. It is thus, the measurement of the cost and value of the human resource characteristics and activities within an organization."

From its inception in the 1960s through the 1970s, HRA was used in various organizations in the United States, Canada, Europe and Mexico; then spread to Asia. By the 1980s, however, HRA interests significantly dropped worldwide with only limited applications presently. Many factors served as deterrents to the application of HRA, primarily the lack of HRA financial statements in companies' annual reports.

"I'm now perfectly equipped to combine my experience in HRM with my newly granted AACSB certification in finance and accounting toward a newly found research focus of HRA," said VanVo. "It's my intention to resurrect HRA back to the business forefront." 


## Center for Business Analytics Sets Up Shop Downtown

Sac State's Center for Business Analytics has a new home. In late August, the Center joined several other departments at Sacramento State Downtown, the University's new 30,000+ square-foot building at 304 S Street. The new location will give the Center room to expand and an opportunity to offer additional services. The Center will offer analytics workshops such as digital analytics, data visualization, app development, marketing analytics, financial analytics, etc. at the new location. The office also includes a common area with computer workstations where students or the public can work. Next spring, the Center will host the annual conference of the Sacramento Statistical Association, a conference heavily attended by government employees.

CBA Dean Cordeiro has provided additional support to the Center

with several computer workstations and a Bloomberg Terminal, a computer software system that enables users to monitor and analyze real-time financial market data and place trades on the electronic trading platform. The Center is forming a Quantitative Trading and Risk Management group involving faculty and students from various colleges within Sacramento State and professionals from the financial industry to explore how to utilize data and analytics provided by the Bloomberg Terminal as well as statistical, machine learning and artificial intelligence algorithms for trading and risk management. This group will meet regularly at the downtown location to explore research ideas and hold seminars and workshops. In addition, the group will explore starting a student investment fund to teach students how to apply algorithms, analytics, data, models and optimization to trading and risk management. The new location is adjacent to CalPERS, and Center for Business Analytics **Director Min Li** said he also hopes to collaborate with that organization and other investment firms in the future.

Li, working with other business analytics faculty, also recently submitted a proposal to create a new undergraduate concentration in Business Analytics. Many undergraduate students in data analysis classes throughout Sac State have expressed interest in the concentration. A new Master of Science in Business Analytics is also in the works, and the new downtown center will be used as a meeting place for potential applicants to gather more information about the program.

"The downtown location makes it easy for people from downtown businesses and government agencies to access the Center and learn more about data analytics, machine learning, artificial intelligence, Big Data, etc.," said Li. "It will serve as a resource center for students, alumni and the public." 





# Center for Small Business Gardner Takes the Reins of Center for Small Business

CBA Associate Professor of Management Sharyn Gardner has been named the new faculty coordinator for the Center for Small Business (CSB). Founded in 1969, the CSB has served over 2,000 small for-profit and not-for-profit organizations in the greater Sacramento area during the last 48 years.

"I'm excited to take on this new role with the CSB," said Gardner. "The CSB is a great way to connect students with the business community, and a wonderful way for local businesses to get the benefit of our student energy and expertise. It also allows our students to build their networks and make connections in the local business community."

New CBA Dean William Cordeiro will take over as director of the CSB.

The 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 offered by CBA.

The CSB operates like this: Small business owners/managers contact the CSB and request management assistance. Their requests are logged by student coordinators, and these are routed to the Center's faculty coordinator for review and distribution to faculty within the College of Business Administration who use

these "cases" as part of their course assignments.

Next, faculty members assign these cases to teams of students (from two to six students per case). The students then contact the clients to further define their requests for assistance and begin the consultative process. For the duration of the semester, the student teams develop recommendations for their clients and prepare written reports that are given to both the clients and their instructor.

The CSB clients vary widely. Some firms are in their startup stages while others have been in existence for years.

"What they all have in common is the need for outside consulting services to assist them in making business assessments and formulating management strategies," said Gardner. "Some organizations request assistance because they are having serious difficulties, others simply want to have an outside review of their operations and strategies to ensure that they are doing things right, and still others need assistance in managing their rapid growth."

Much of the work provided by the CSB focuses on assisting clients to develop business plans, designing marketing strategies/plans, building websites, managing projects and making adjustments in internal operations.



The CSB is working with about 35 clients this semester. Over 100 students and six faculty are currently involved.

"The CSB is exciting because you see students make what they're learning come alive. They get to apply what they're learning in class, and that makes a big difference," said Gardner. "Students also get to connect with the community and make a difference in Sacramento's business community. And, they get to help small businesses that might not have the funding to get this kind of assistance otherwise."

The CSB is currently accepting applications for Spring 2019. To find out more about how your small business can apply for assistance, visit the CSB website at <https://www.csus.edu/cba/csb/> or apply for free at [https://csuscba.co1.qualtrics.com/jfe/form/SV\\_3K670JRHqaFmTkh](https://csuscba.co1.qualtrics.com/jfe/form/SV_3K670JRHqaFmTkh) 

# Sacramento Business Review: Bull Market Continues Both Nationally and Regionally

Sacramento's regional economy is booming. Along with the rest of the nation, we are now celebrating the longest economic expansion in U.S. history – a bull market that has extended itself with strong synchronized global growth, according to the mid-year update of the 2018 Sacramento Business Review, released in September.

The Sacramento Business Review is an analysis of the regional economy conducted by 17 of Sacramento's best financial analysts and researchers, who conduct the work entirely as a public service to the region. The only publication that focuses comprehensively on the regional economy, the Sacramento Business Review is published twice yearly in partnership with CBA and the Chartered Financial Analyst Society of Sacramento. The publication is celebrating its tenth anniversary this year.

"For over ten years, our team has provided thoughtful predictions that have accurately forecasted the area's economic and business climate," said Sanjay Varshney, Ph.D., CBA professor of finance and chief economist for

the Sacramento Business Review. "Our 10th anniversary milestone represents the success and commitment of our analysts who do this work entirely as a public service to the region. We plan to continue

doing this as long as our team continues to enjoy producing the forecast."

This year's report contained positive labor market news. The Sacramento area is enjoying a booming labor market that slashed the unemployment rate to a record low of 3.3%, well below the national and statewide averages, and an impressive decline from the all-time high of 13.5%.

"This is the best job growth we have seen in decades – nationally, there were 6.7 million jobs available and only 6.1 eligible workers available to fill those jobs," said Varshney.

But the report also cautioned that low unemployment and slow labor force growth may cause the regional employment growth rate to slow in the future.

"The region's labor market needs to rebalance to favor higher paying jobs in order to continue to support the pace of economic and household income growth," Varshney said.

Meanwhile, small businesses in the Sacramento region remain optimistic about future hiring and access to credit. Total SBA lending increased with growth in Placer and Yolo counties, offsetting a decline in Sacramento County. Business listing activity remains high, though it registered a slight downtick. Average Selling Prices of subject companies increased, though analysts found it difficult to discern the exact cause.


The regional real estate market continues to exhibit strength with declining vacancies, increasing rents and rising median home prices. The industrial market reached record low vacancy (4.4%) and is now seeing speculative

construction of large block to new user needs, while office sector leasing activity exceeded 2.5 million square feet (msf), on pace to exceed 5.0 msf for the first time since 2009.

The outlook is positive when it comes to consumer sentiment. Overall index scores were higher in June 2018 compared to January 2018. But analysts noted that since the last release of the last Sacramento Business Review in January, local sentiment increased at a slower rate than national sentiment. Compared to national data, regional consumer sentiment remains less optimistic overall and less positive about current economic conditions. Though positive in absolute terms, there has been some slight tapering in expectations for personal financial outlook and regional business conditions.

Overall, however, the SBR team of analysts found lots to be excited about.

"The U.S. economy is in its final leg of robustness with tremendous tailwinds coming from tax reform, spectacular corporate earnings, low inflation, record business and consumer confidence and improved personal incomes," said Varshney. "Our region enjoys many of the same tailwinds, and the R word is not on the horizon."

To read more, download the Sacramento Business Review at [sacbusinessreview.com](http://sacbusinessreview.com). 





# Introducing CBA's New Faculty and Staff

As the CBA continues to evolve into an increasingly research-focused and community-centered organization, more faculty and staff are needed to fill new roles and help move CBA in exciting new directions.

The following faculty and staff have joined CBA over the last several months. We welcome them and are grateful to have them!

## Grace Mubako

Grace Mubako joined CBA as an accounting professor in August 2018. Mubako moved to Sacramento from the University of Texas, where she taught accounting and auditing for six years.

"I was looking for a change," said Mubako. "Sac State's diverse student body was appealing to me, and Sacramento seemed like a place where I would feel at home."

Mubako's primary research area is auditing, and she has a strong interest in internal auditing, particularly current trends that are changing the profession. She took psychology classes as part of her graduate coursework, which spurred an interest in how auditors make decisions and how bias can influence those decisions.

"Biases are everywhere, even in auditing," says Mubako. "The question is, what can auditors do to counter those biases and make sure they are making decisions based only on the evidence they see?"



Grace Mubako

Mubako is enjoying her experience at CBA so far.

"The students are very enthusiastic and I'm very excited about helping them achieve their goals and offering them guidance where I can," she said.

When she's not teaching at CBA, Mubako enjoys spending time with her husband and her two kids, ages 11 and 13.

## Sophie Mills

Sophie Mills is CBA's new Graduate Recruitment and Admissions Coordinator for MBA Program Services.

In this newly created position, Mills focuses on the recruitment and admissions side of the MBA program. Her duties include outreach to prospective MBA students and local businesses through events, information sessions and strategic partnerships.




Sophie Mills

Mills joined CBA in March 2018. She previously worked in admissions at the U.C. Davis School of Law.

"My background is in law, and I graduated from Mitchell Hamline School of Law, a small law school in St. Paul, Minn.," said Mills. "But after graduating, I realized I didn't want to practice law full-time. I did, however, enjoy being involved in legal education."

Mills is now applying the skills she gained in law education admissions to the CBA MBA program, including figuring out what prospective MBA students want and need and ensuring the program keeps pace with changes in the business world.

"I love advising students and shepherding them on the right path, as well as acting as a sounding board and resource for them," said Mills. "I also love recruitment and outreach. This job was the perfect combination for me." 

## Yuan Ye

Yuan Ye is CBA's new assistant professor of Supply Chain Management. Ye previously worked as a visiting assistant professor of Global Supply Chain Management at West Virginia University. She decided to make the cross country move to California after talking with several CBA professors.

"I felt like other members of the faculty and I had some overlap in our research," she said. "I hope in the future to collaborate with other CBA faculty on research papers."

Ye also liked the CBA culture and the fact that junior faculty are afforded time to both teach and conduct research. Her current research focuses on service operations management, outsourcing, forecasting and inventory control, and data analytics.

"I try to incorporate current events in my teaching and I like to try new things and engage students in a variety of ways," she said.



Yuan Ye

For example, she recently incorporated news about how major grocery retailers are beginning to use blockchain to track the food supply chain and identify the source of food-borne illnesses more quickly and accurately.

Ye hopes to teach other analytical courses in the future. In addition to Supply Chain Management, she's interested in teaching Operations Management, Supply Chain Analytics and Sourcing and Supply Management.

"At Sac State, I feel like I can find a balance point between work and family," said Ye. "I feel it's the ideal job for me and I love the location."

## Zafor Ahmed

Zafor Ahmed is CBA's new MIS professor. Ahmed previously worked for the Bank of Canada, which is similar to the Federal Reserve Bank in the U.S. During his 11 years with the bank, he began to pursue his Ph.D. at Carleton University in Ottawa and teaching part time at the university as well.

"I realized I really liked teaching and research," said Ahmed. "It opened up a whole new perspective, which was really fascinating, and I wanted to continue down that track. I thought I could make a more meaningful contribution to the world if I joined academia instead of staying with industry."

Ahmed said it was a difficult decision, but he ultimately left his coveted senior level position at the Bank of Canada to seek a position as a full-time professor. While




Zafor Ahmed

researching where he wanted to teach, Ahmed found Sac State's MIS program especially appealing.

"The approach Sac State takes to the MIS program is slightly different than other universities. It's very practical. The business problem is always in-focus, which is how it should be. That got me interested and I thought Sac State would be a perfect match for me. I also thought that because of my long experience at the government level and in business, I could offer an enhanced learning experience and make it meaningful for the students as well."

Now that he's well into his first semester at Sac State, Ahmed says he's been impressed with the students

"The students here are very enthusiastic and eager to learn," he said.

Ahmed is also actively engaged with empirical research on public sector enterprise information systems implementation, stakeholder engagement, project management practices and enterprise agile transformation. His research articles have been published with multiple well-respected academic journals. 



# Business Alumni Chapter SCHOLARSHIP WINNERS

## Business Alumni Chapter Scholarship Winner:

### Allison Rupe

Allison Rupe has overcome several significant challenges in her young life. Between the ages of 17 and 21, she lost one brother and both her parents. Yet she maintains a positive, goal-oriented attitude.

"I don't allow my trauma to define me," said Rupe. "I prefer people to see me for my warmth and constant drive to help others."

Rupe graduated with honors from Santa Rosa Junior College before transferring to Sac State. She currently maintains a Sac State GPA of 3.54 and is involved in the Women in

Business and College Democrats organizations. She was recently awarded a scholarship from Sac State's Business Alumni chapter.

Rupe plans to reach two primary goals before she turns 25.

"The first is to immerse myself in green business in Sacramento, and the second is to pursue an MBA to start my own environmentally focused nonprofit," she said. "It is my constant mission to use my talents to better the health of our earth."

Rupe said her biggest accomplishment to date has been influencing kids through her volunteer work as a Schools of Hope tutor and working as a summer camp counselor.

"I take the nurturing of our future so seriously, and it is my constant goal to assure and inspire kids that they can do good and they are enough," she said.

## Business Alumni Chapter Scholarship Winner:

### Gervilyn Mae Cadimas


Gervilyn Mae Cadimas is currently finishing up her senior year at CBA. In addition to maintaining a 3.925 GPA, Cadimas is also involved in the community, volunteering at a local domestic violence non-profit organization called My Sister's House and as a youth mentor for the Filipino American Youth Leadership Conference during the summer. In addition to winning a



Gervilyn Mae Cadimas

scholarship from Sac State's Business Alumni chapter, Cadimas has also won numerous other awards, including the Ester Carrasco Community Service Award, Daughter's of the American Revolution Good Citizens Award and Scholarship, the Don Witmer Endowed Scholarship, the Asian American Pacific Islander Scholarship and the Bertolucci Student Assistance Scholarship.

Cadimas is also involved in several campus organizations. She currently serves as the vice president of Philanthropy for Women in Business, professional development chair for the Phi-Alfa Delta Pre-Law Society, and as a member of the Beta Gamma Sigma Business Honor Society. This summer she will intern with Franklin Templeton Investments and take a couple of summer classes.

"My goal is to finish up my undergraduate degree, hopefully get a full time offer, and possibly go to graduate school," Cadimas said. 



Allison Rupe

# Minh Nguyen

## Making the Most of a Life Challenge

Minh Nguyen is the Chief Information Security Officer (CISO) at Cedaron Medical Inc., a medical technology company based in Davis. As CISO, Nguyen is responsible for developing and implementing the company's information security program.

"In the digital era, Cedaron's most valuable assets are not the computers, the building or anything physical. Our most valuable asset is our intellectual property and our data," said Nguyen. "As the CISO, it is my responsibility to ensure the confidentiality, integrity and availability of Cedaron's systems and data."

Before joining Cedaron, Nguyen worked as an IT director and assistant dean of information technology for UC Davis. But due to budgetary

constraints and a reorganization, his position was reduced to part-time. While some may see that type of change as a setback, Nguyen saw it as a life challenge.

"My professional career has been successful through an exceptional work ethic and tenacity, but I lacked the formal education in business administration," he said. "The reduction I faced in my position at UC Davis was a fortuitous opportunity for me to pursue my dream of getting an MBA."

Nguyen chose to enroll in the EMBA program at Sac State.

"One of my goals with the MBA program was to force myself out of my comfort zone and challenge myself to new ideas – even those ideas that I disagreed with," he said.


Nguyen said the personal interaction afforded by the cohort model provided him with opportunities to develop a strong sense of community with like-minded peers.

"At my previous job, my sphere of networking was limited to people who I worked with on a regular basis," he said. "As I was going through the MBA program, I started networking with other EMBA graduates and professors in completely different industries. My colleagues and I were able to share and learn from each other's diverse work experience. This shared real-world experience complimented the formal classroom education and laid a foundation for me to build a community network."

Nguyen said building those connections helped him when he entered the job market.

"When I applied for a CIO position with a state agency, one of my EMBA professors set up an informational meeting with a CIO from a different state agency," Nguyen said. "I feel very confident that if I were to apply for just about any job in the Sacramento region, someone from the EMBA alumni organization can help me connect with the right person."

A few months after completing the EMBA program, Nguyen applied for four jobs, ultimately selecting the CISO position at Cedaron Medical. He calls his current a job both challenging and dynamic.

"In order to keep up to date on new best practices, I am constantly reading and absorbing new ideas," he said. 





# Kim Coughlin

## Creating a Fusion of Skillsets

Kimberly Coughlin received a bachelor's degree in psychology from Sac State. But when graduation day came and went, she wasn't sure she wanted to focus on psychology as a career. At the time, she was working as a medical assistant in an outpatient physical medicine and rehabilitation clinic, and through that experience she realized in a capitated system the people who require the most care typically have the least access to affordable quality care.

"I understood the people component and gained valuable skills in my pursuit of the psychology degree, but I thought pairing that with a business perspective would be a powerful combination," she said. "Maybe pairing the two could lead me to a seat at the table in creating a more efficient care delivery model."

### Coughlin enrolled in Sac State's EMBA program.

"I enjoyed the pace of the program," she said. "It moved fast, and that suited me well because I was working and I had real-world experience to apply. It was a perfect synergy for me. I don't think I would have thrived as much in a traditional MBA program."

Coughlin graduated from the EMBA program in February 2015 with a clearer vision of what she wanted to do.

"I'm a people person at heart, but now I have the business acumen to pair with that," she said. "Having an MBA in my tool belt also gives me the confidence to pursue everything I want to."

After graduation Coughlin joined Blue Shield of California's Management Trainee program, a coveted one-year intensive program where six individuals are chosen based on their drive and merit. She spent three months learning a claims operations environment, three months in customer service production and three months in performance and data intelligence.

"That gave me an awesome opportunity to network across the business, let the dust settle from business school and think about where I could have the biggest impact," she said.

After the management trainee program, Coughlin was hired as a senior business analyst in Blue Shield's Enhanced Clinical Programs organization. After a year she was promoted to program manager.


"I don't know that I could have dreamed of a better fit for myself in a working environment," she said. "My work in Enhanced Clinical Programs focuses through three lenses: we look at variations in guideline-based care; failures in care delivery; and overall increases in the cost of healthcare. It really is a beautiful fusion of my skillsets."

Coughlin said she enjoys her position and the challenges that come with working in the healthcare world.



"The payer environment is archaic," she said. "It requires creativity to look at existing processes and procedures and think about how we can do it better and more efficiently for our members."

Coughlin says without the EMBA program she likely would not have taken on a career as complex and challenging as healthcare and certainly would not have had the impact that she has in such a short time.

"My hospital experience prior to joining the payer world contributed greatly to my understanding of the nature of the healthcare business," she said. "But the acumen I derived from the EMBA program helped me understand it more completely." 

## Intel #12 Cohort EMBA Graduating Cohort – Congratulations to the 24th EMBA Graduating Class!



**Amina Bermani**  
*Pharmacy Intern, CVS*

**Suzanne Changus**  
*Sr. Business Consultant, SaaSFocus*

**Jason Fleming**  
*Business Analyst, Intel*

**Terry Grayson**  
*Regional Director of Development and Engineering Management, Waste Management*

**Steve Hahn-Smith**  
*VP for Quality Management, Anka Behavioral Health Inc.*

**Asma Ishak-Mahdi**  
*Pharmacy Manager, Wal-Mart*

**Heidi Konecki**  
*Director of Operation and Product Support, Lincoln Paving Products*

**Kimberly La Bonte**  
*Research Manager, California Department of State Hospitals*

**Kendria LeBeau**  
*Information Risk Management Specialist, Intel*

**Jessica Medintz**  
*Director of Process Improvement, Union Pacific Railroad*

**Vinod Menon**  
*Software Architect, Self Employed*

**Patrick Miller**  
*IS Service Line Manager, Sutter Health*

**James Mills**  
*IT Director, Sutter Health*

**Daniel Norville**  
*Senior Bio-process Technician, Genentech Inc.*

**Dolores Olivarez**  
*Staff Services Manager, California Prison Industry Authority*

**Charles Pattillo**  
*Executive Officer/General Manager, California Prison Industry Authority*

**Davinder Rama**  
*Software Program Manager, Intel Corp*

**Cynthia Ramos**  
*Loss Control Manager, CompWest*

**Megan Richmond**  
*Lead Application Developer, UC Davis*

**Silvia Rodriguez**  
*Manager, Policy and Legislative Program, Department of State Hospitals*

**Sachin Sane**  
*Engineering Manager, Intel*

**Tarak Shah**  
*Program Manager Technical, Intel*

**Arpit Shah**  
*Engineering Manager, Intel*

**Kathleen Steffanic**  
*Vice President of Finance, Ecology Action of Santa Cruz*

**Chancellor Tzomes**  
*Senior Program Manager, Intel*

**Nisha Varma**  
*Pharmacy Intern, Gordon Laboratories*

**Chintan Vora**  
*Engineering Manager, Intel*

COHORT LIST (In Alphabetical Order by last name)



# Derek Sullivan

## Turning His Dream Into Reality

Derek Sullivan is the head baseball coach and a full-time instructor in the kinesiology, health and athletics department at Sacramento City College.

From Sacramento originally, Sullivan played baseball for Sacramento City College as an undergrad. After two years, his baseball and academic skills were good enough to get him into St. John's University, a Division 1 school in New York.

But after graduating from St. John's, Sullivan realized he missed the west coast. In 2004, he moved back to the Sacramento area and volunteered as a baseball coach at Sacramento City College. He dreamed of eventually becoming the head baseball coach, but the California Community College system requires coaches to be qualified instructors, which meant Sullivan would need a master's degree. So in 2005 he enrolled in Sac State's MBA program.

Sullivan said he enjoyed the negotiations class he took as well as an organizational development class.


"Each of those classes really forced me to grow and think," he said.

Sullivan said the MBA program also helped him grow as a coach and as a baseball player.

"I didn't realize it at first, but the MBA program really lends itself to what I do: coordinating a high-level community college program," he said. "I think if you have an MBA, you have a very good base for anything that you do dealing with people."

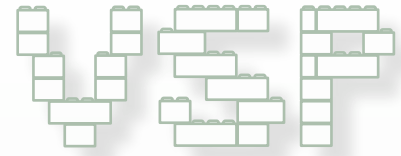
Sullivan graduated from the MBA program in 2008, but the head baseball coaching position at Sacramento City College was already filled. He got his break in 2012, when the current head coach was recruited into the major leagues.

Today, Sullivan is in his seventh year as head baseball coach at Sacramento City College and loves every moment of it.

"I'm one of the lucky ones," he said. "I really love what I do, and I can see myself doing it for another 20 or 30 years." 



# George Claire VSP's Lego Builder



George Claire leads the Human Centered Design program for VSP Global's innovation lab, better known as The Shop. The Shop is tasked with developing cutting-edge ideas and concepts to help VSP stay years ahead of the market and positively impact people's lives.

"VSP has done well over the years because we have evolved and been innovative," said Claire. "But the pace of innovation has drastically changed. Human Centered Design is a tool and methodology which can be used to come up with creative and innovative solutions to existing or emerging needs or challenges."

When Claire first started at The Shop, he was given the unofficial title of "Lego Builder."

"The title fit because I was charged with taking in ideas and using those ideas as building blocks," he said.

"Can we do this idea? Should we or shouldn't we move forward with that? Or do we need to break apart this idea and break apart another idea and put them together?"

When Claire was asked to shift his focus exclusively to Human Centered Design, he found a new passion. His effort to infuse this methodology into VSP's culture, which started about five years ago, has been a self-taught, grassroots effort.

"I consumed anything and everything that I could find about it," he said. "I built my own knowledge base, I leaned on others, I read books, attended lectures, networked, researched it online and took online courses."

Claire was born and raised in England and moved to the U.S. in seventh grade. He received his

undergraduate degree in business administration and marketing from Stanislaus State, then enrolled in Sac State's MBA program, joining VSP during his second year in the MBA program. His biggest takeaway from the MBA program was the camaraderie and working in team environments.

"When you're in the workforce, there are very few things that you're working on as an individual. It's a group or team effort," he said. "Almost all of the MBA projects were group projects, so the program very much lends itself to what the real world is like."

Over the last five years, Claire has helped make Human Centered Design more mainstream at VSP. Today, in addition to leading teams and divisions through challenges they want to address using the methodology, he conducts internal "train the trainer" sessions to teach other VSP employees how to facilitate Human Centered Design within their business areas. He's also charged with growing The Shop's Human Centered Design consulting arm, and enjoys lending his expertise to the community by serving as a member of the board of directors for local non-profit consultancy Valley Vision.

"I've always been fascinated and intrigued by creativity, so it's really cool that I've landed in a place where I'm now inspiring other people to push their creativity to come up with innovative solutions," he said. 





# Hudson Berkhouse

## IMBA: Preparing Business Leaders for the Global Marketplace

When Hudson Berkhouse tells people he's enrolled in the International MBA (IMBA) program at Sac State, he sometimes gets a confused look. That's because many people believe the IMBA program is specifically for international students. But the program was actually created to prepare both students from the United States and students from around the world to be business leaders in the global marketplace.

"At first, I wasn't sure either, because almost all my classmates are from other countries," said Berkhouse. "But that is the thing that stands out the most. I love the fact that the cohort is so international, I have classmates from all over the world and we all have different experiences to share and learn from."

Berkhouse received an undergrad degree from Texas A&M in 2016 and had a strong interest in global health. He then enrolled in Duke University's Master of Science in Global Health program based at Duke Kunshan University in Jiangsu, China, where he focused on global health research. After returning to Texas from China, Berkhouse began looking to expand his international education beyond research and eventually found Sac State's IMBA program.

In addition to his current classroom experience, Berkhouse recently completed a four-month internship with the Northern California World Trade Center, where he helped



identify small businesses in the Sacramento area that could benefit from exporting, and helped collect information to determine if doing so was feasible.


"My job was to gather data for our CEO and to create presentations for him about the benefits of exporting," said Berkhouse. "We covered the economics of it, how to get started, etc."

Berkhouse also helped with the organization's international visiting leadership program.

"U.S. embassies from all over the world solicit delegations from other nations to come to the United States to learn about specific topics, whether it's business development,

government, nonprofits, etc.," he said. "The delegations will visit several cities in the United States over a period of several weeks. We find out who the delegation is and what topics they want to learn about. We then create an itinerary and recommendations for who they should visit and talk to while they're here."

Berkhouse expects to graduate in April 2019 and hopes to eventually work on the business development side of a healthcare organization or an international organization that oversees research projects with other countries.

Outside of school, Berkhouse is involved in his church and enjoys hiking and exploring nature. 

# Yvonne Brubacher

## Mentoring the Next Generation of Accountants

Yvonne Brubacher is a group controller for Schauenburg International, a company based in Germany. Schauenburg International is the majority owner of many companies that manufacture machinery and industrial equipment for various industries worldwide. As group controller, Brubacher is responsible for the financial activities across all five North American operating companies of Schauenburg International.

"As the only direct U.S. employee," said Brubacher, "I'm essentially the management bridge between North America and Germany."

Brubacher oversees the accurate and timely submission of monthly management reports, identifies and tracks key financial and

non-financial metrics, reviews the effectiveness of internal controls, reviews cost structures and recommends performance improvements. She also provides operational support for business development, identifies acquisition candidates and participates in all aspects of North American acquisitions, including due diligence and integration post-acquisition.

Brubacher said she loves her position at Schauenburg, but after 20 years of experience in the job market, she wanted to expand her education.

"I'm not necessarily happy with status quo, I like to continue to grow," she said. "I also knew if I wanted to continue to grow professionally I needed to go beyond a bachelor's degree."

Brubacher first studied for and received her CPA credentials. Once that was complete, she decided to pursue a master's degree as well.

"I was looking for something that was flexible and online because my extensive travel schedule means sitting down in a classroom was not going to be an option for me," she said. "I needed a fully autonomous and fully online program."

Brubacher began examining her options and soon found Sac State's Master of Science in Accountancy (MSA) program, which uses a combination of online course materials, streaming video and instant messaging to deliver a completely web-based degree.


"I felt a better connection with the courses and the program at Sac State versus some of the others out there," she said.

Brubacher said Sac State's MSA program makes it easy for her to study, whether she is traveling abroad or sitting at home.

"It's been an extremely rewarding process," said Brubacher. "I'm already applying the knowledge I've gained to problems I encounter every day at work. The critical thinking skills I've learned have also been invaluable. I can now look at issues more objectively, and the confidence I've gained through the program has been immeasurable."

Brubacher will complete the MSA program in December 2018.

"I hope to build on my experience and further develop a skillset that would enable me to be considered for a CFO position where I might be seen as an indispensable part of the team and help drive growth," she said. "Along with this, I would like to serve on a few advisory boards and as an advisor and mentor to the next generation of accountants and non-financial managers. I know the MSA experience will help me achieve those lofty goals."

In addition to working hard as a student and an employee, Brubacher is also a wife and the mother of a fifth grader and a seventh grader. In her off time she adopts retired racing Greyhounds and enjoys riding her Harley Davidson. 





# John Cortez

## Making Lemons Into Lemonade

John Cortez always dreamed of playing college football. So when he got the chance to walk-on to the Sacramento State football team, along with an academic scholarship, he was thrilled. Originally from Southern California, Cortez moved to Sacramento and took his spot on the Sac State Hornets football roster.

"That was probably one of the happiest moments of my life," said Cortez.

But after two and a half semesters, Cortez suffered a career-ending injury. His football days were over.

"It was devastating. I couldn't pursue my dream of football anymore," he said.

Cortez found himself at a crossroads.

"I needed to figure out my life's purpose and what I was now going to work toward," he said.

Cortez was a business major and connected with CBA's Graduate Career and Development Director Stephanie Francis when she was writing an article about business majors on the football team.

"I was actually the only one studying business, so it was slim pickings, but she profiled me and we really hit it off. From that point on she served as a mentor and advisor to me," he said.

Francis helped Cortez develop as a professional.

"She helped me learn skills like marketing myself in an interview, preparing for a career, tailoring

resumes, etc. She was a champion for me every step of the way," he said.

Those efforts paid off. After Cortez graduated with a concentration in finance in December 2017, he was selected for Google's new Associate Finance Analysts rotational program, a program Google developed to help inject more youth and diversity into the company's finance teams. The two-year program allows new college graduates to conduct rotations within four different Google finance teams. After the two years are up, graduates begin a permanent role with one of the four teams.

"I'm happy Google is giving young people the work experience we need and allowing us to come in and play in their sandbox of sorts," he said.

Cortez is currently in the middle of his first rotation with Google's strategy and operations group.

"The culture at Google is incredible," he said. "Everyone is very open and accessible. The diversity of the employees is also great. The company strives to attract smart people, but they also want people who are unique and interesting."


Cortez credits CBA for helping him prepare for the rigors of working at Google.

"The education I received was superb," he said. "But for me, the greatest value was the professors and staff. In addition to Stephanie Francis, Dr. David Moore was a huge influence. He nurtured my passion for finance through the Student



Investment Fund and his Finance 101 class. He helped me develop my quantitative ability and analytical acumen. I wouldn't be here without him. Overall, Sac State has genuine faculty who take serious interest in students' aspirations and dreams and are willing to go above and beyond to help them get where they want to go."

In addition to his work at Google, Cortez recently launched a non-profit organization called Project Supply Finance.

"The goal of the organization is to influence the next generation to be great personal financial stewards for themselves," he said. "Finance also tends to be male-dominated and homogenous, so another goal we have is to influence people to take interest in finance so we can better advocate for diversity." 

## Kendell Craycraft Moving up the Ladder

Kendell Craycraft graduated with a B.S. in Accountancy in spring 2018. She currently works as an internal auditor at The Swan's Nest, a small interior design firm in Sacramento.

"The Swan's Nest has one client, but that client has many, many properties," said Craycraft. "My boss has been their interior designer for about 13 years. They're constantly redoing properties or buying new properties and redoing them. We are kind of a project management and interior design company because we oversee builds from the ground up or remodels from the inside out."

Craycraft started at the Swan's Nest two semesters before she graduated.

"It was great to enter the job force at that time because I was able to put the accounting skills I was learning in school into practice and get sort of a double learning experience," she said.

Prior to attending Sac State, Craycraft received an associate degree from Sacramento City College, where she was first exposed to accounting and other business courses. By the time she transferred to Sac State, she realized she wanted to focus exclusively on accounting.

"I loved the rigor of the classes, to be able to be challenged constantly, to have to dig further to find the

answers," she said. "A lot of students aren't fond of really challenging classes, but I found it to be the opposite. The challenge made me more engaged and helped motivate me."

Craycraft is currently studying for the CPA exam, and she hopes to return to Sac State to pursue a master's degree in the next year. She is the first person on either side of her family to attend college.

Eventually, she hopes to land a forensic accounting job.

"Forensic accounting is more in-depth than internal auditing, and there's a lot more that goes into it, so that's my dream job," she said. "I'd also like to get my Ph.D. and teach at Sac State someday."

In addition to work and family, Craycraft is also an active volunteer with the Leukemia and Lymphoma Society and has run as far as 100 miles at a time to raise funds for them. 🏃‍♀️





# Business Alumni Chapter Hosts Inaugural Putting Tournament

The Inaugural Putting Tournament event took place June 2, 2018 at Haggin Oaks Golf Complex. The Business Alumni Chapter, in partnership with the Engineering Alumni Chapter, hosted the tournament to raise money for scholarships and events for both chapters. A number of alumni and community partners participated. All proceeds from the event will be dedicated to the 2018/19 scholarship funds for both chapters. The second annual Hornet Putting Tournament is planned for May 4, 2019. See details below.



**Save the Date!**  
**2nd Annual**  
**Hornet Putting**  
**Tournament**

May 4, 2019, 8:30am-11:30am  
Haggin Oaks Golf Complex

Email [business.alumni@csus.edu](mailto:business.alumni@csus.edu)  
for participation and sponsorship  
opportunities.



## CBA Events

- 1 CBA Dean William Cordeiro, & MBA students Wendy Tram, Derek Garvin, Sara Wolfgang, and Alexander Nichols at the Julia Morgan House.
- 2 CBA Dean William Cordeiro with Leon Pannetta at the Sacramento Speaker Series
- 3 EMBA Intel 12 graduate Jessica Medintz celebrates with parents Jeffrey and Daniela Medintz
- 4 EMBA Student Orientation at Peak Adventures: Claudio Cisneros, Chad Thomas, Maricela Chaidez, Vasantha Eswara, Keith Kreider, Yen Marshall, Sara Miles, Amy Thai
- 5 EMBA Student Amina Bermami, Professor Rajiv Donde and EMBA student Cindy Ramos at the EMBA final project presentation.
- 6 MBA student Licia Dean, MBA student and MNA president Laura Rincon, & Biz Grad Career Services Director Stephanie Francis
- 7 MBA Students Laura McFadden, Brandon Moua, and guests Jaspreet Lochab and Chirstopher Beaubien at the Julia Morgan House.





# A Look Back



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