



Advancing knowledge and  
developing leaders who create  
value for business and society

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**PEPPERDINE UNIVERSITY**  
Graziadio School of Business and Management

# Distinctive Leadership 2015 .:



The Graziadio School of Business and Management's vision for the future advances knowledge and develops leaders who create value for business and society. *Distinctive Leadership 2015* articulates a strategic five-year plan that affirms the Graziadio School's dedication to strengthen students for lives of purpose, service and leadership. It serves as the roadmap that guides our delivery of a rigorous, values-centered academic experience, grounded in applied and personal learning provided by faculty deeply committed to unparalleled excellence in the classroom and research that shapes business practice.

**Five key objectives** form *Distinctive Leadership 2015*, anchoring our mission to develop values-centered leaders and advance responsible business practice through education that is entrepreneurial in spirit, ethical in focus and global in orientation.

**1. Enrich Student Learning**

Learning goals and curriculum effectiveness align in every program with the school's mission, assuring innovative and personal learning experiences and services.

**2. Enhance Thought Leadership**

Scholarship, programming and student engagement drive real, tangible benefit both inside and outside the classroom. We advance research that lives in the real world managers and industry inhabit every day.

**3. Cultivate Community**

We grow the connections between and among faculty, students, graduates and staff. We nurture experiences that cultivate an engaged, vibrant learning community, and that realize the other objectives of the strategic plan.

**4. Build Partnership**

We widen and deepen engagement with corporate and community partners to expand learning, foster collaboration and drive focused business development locally and globally that serves a greater purpose.

**5. Advance Reputation**

Through the *Distinctive Leadership 2015* objectives we create a framework for advancing the Graziadio School that will result in educational excellence, academic excellence, career services excellence and network excellence.

Graziadio Magazine celebrates the advancement of knowledge and the development of leaders who create value for business and society.

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*Diane Jenkins, Fully Employed MBA student, won the grand prize at the 2012 Pepperdine Business Plan Competition this spring. Learn more about her award-winning venture in the Cultivate Community section of this magazine.*

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# Turning Options into Opportunities



**Linda A. Livingstone, Ph.D.**  
Dean  
Graziadio School of Business and Management  
Pepperdine University

**S**ince announcing the five-year strategic plan *Distinctive Leadership 2015*, the Graziadio School has re-tooled its entrepreneurship program, established centers of excellence, launched affinity groups serving black and Hispanic alumni, expanded Career Services, inaugurated the Certificate in Socially Environmentally and Ethically Responsible (SEER) Business Strategy and built a broad-based community around private capital markets and small business research, among many other successes. We continue to make bold, strategic advances toward our vision of creating enduring value for future generations of graduates.

Many in today's workforce pursuing an advanced business degree seek a business school that provides a superior learning experience in a manageable period of time, but also one that minimizes the impact on work and home life schedules. The faculty, staff and administration are working together to position the Graziadio School as the business school of choice in Southern California and beyond for the working professional who must balance increasingly demanding schedules with meaningful, high-quality self-advancement. To this end, we are launching several new initiatives in the coming months.

This summer, we begin recruiting for an online MBA option within the Fully Employed MBA and look forward to welcoming our inaugural cohort in January 2013. The same on-the-ground

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faculty will deliver the existing curriculum virtually in parallel with classes offered face-to-face on-campus. The Online Fully Employed MBA option places the Pepperdine degree within reach of working professionals outside California and beyond the convenience of one of our campus locations.

This fall, the Fully Employed MBA Program offers the option to earn a degree in general management meeting once a week on Saturdays at our West Los Angeles campus. Students attend one course in the morning and one in the afternoon. By taking two courses at a time on Saturdays, the entire 52-unit program of 15 courses may be completed in as few as 24 months. In spring 2013, the Saturday option expands to the Irvine Graduate Campus.

Finally, the Graziadio School also returns to Pasadena this fall. Professionals in the area will be able to take a class locally with the opportunity to leverage courses and concentrations offered in Encino and West Los Angeles.

Rigorous, high quality learning experiences that blend technology-driven delivery with traditional classroom instruction and applied learning experiences propel *Distinctive Leadership 2015*. We are positioning the Graziadio School to emerge from the global financial crisis and a sluggish economic recovery as a stronger and more vital institution, distinguished for values-centered, entrepreneurial academic excellence and dedicated to providing transformational experiences for our students and graduates, as well as adding significant value to the organizations and communities we serve. ..



Professor Doreen Shanahan was honored with the George Award for faculty this spring, recognizing her leadership in originating and directing the E2B (Education-to-Business) MBA consulting program. The program has benefited more than 5,000 students over the last 11 years and U.S. News & World Report praises it as one of "10 college courses that will pay off at work."

PEPPERDINE UNIVERSITY  
Graziadio School of Business and Management

Enrich Student Learning

# EMBA and PKE Programs Innovate

By Gary Mangiofico

Associate Dean of Fully Employed and Executive Programs



Gary Mangiofico, Associate Dean of Fully Employed and Executive Programs

**A** schedule change, relationship building with other universities and course materials delivered electronically are all actions that have recently been taken to enhance the MBA program.

**iPad initiative** – In January 2012, the Graziadio School's new EMBA class was the first full cohort to experience entirely digital delivery of required books and case studies via school-purchased iPads. This initiative is designed to provide students in our Executive Programs with a learning experience that leverages the same convenience and cost savings delivered by technology innovation that is ubiquitous in today's business world. While digital content delivery provides an eco-friendly alternative to printed materials, it is also available immediately. Printed material can take one to two weeks to deliver and often requires expedited shipment to ensure on-time receipt.



Faculty, class advisors and students enrolled in the Executive MBA program (EMBA) and Presidents and Key Executives MBA (PKE MBA) program will now receive course materials in digital format.

**New Curriculum Design** – The Presidents and Key Executives MBA program is now delivered over a 15-month schedule rather than the traditional 20-month format. This change has better aligned the program with the needs of C-level executive students, and also provides what we believe is a competitive advantage in the marketplace.

**Relationship building** – We continue to establish relationships with other world-class universities. Dr. Leigh Hafrey, who teaches business ethics at MIT Sloan School of Business and Management and Harvard Business School, lectured on the topic in the PKE program. ∴

# Melding Experience & Scholarship to Build Students' Skills

*Continued on next page...*



*Professor Charles J. McPeak makes it a point to get to know his students and help build the esprit de corps that defines the full-time MBA program.*

*f accounting is the language of business, **Charles J. McPeak** is an expert linguist. With 30 years of applied experience in the accounting field, McPeak has bridged industry to academia, bringing relevancy to the classroom for his MBA students of finance.*

McPeak received his first taste of teaching more than two decades ago, when he taught a few courses at El Camino Community College while he was still a controller at Mattel.

"I fell in love with teaching. I told the dean that I wanted to teach full time and he told me 'Wait until you are financially secure then drop out of industry and look for a teaching job.'" explains McPeak.

He followed that advice and started with Pepperdine as an adjunct professor in 1991. Since then, he has become a mainstay in the Graziadio School of Business and Management. His research interests center on the fields of earnings management, expensing stock options and the relationship of sustainability and financial performance.

McPeak bases his teaching on the tenets of applied scholarship.

"I try to incorporate multiple elements into each class," he says. "After a short lecture, students participate in some online question polling. Next, we work on problems together as a class, and then students work problems on their own. The process ends with another short lecture."

McPeak is committed to helping his students develop skills necessary for effective leadership in business. He engages them during class with discussion, interspersing examples of his personal experiences in industry that demonstrate how solid financial principles should be applied to business. That experience is prodigious.

## Melding Experience & Scholarship to Build Students' Skills

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"I enjoy watching their problem-solving, teambuilding, and presentation skills develop. I thoroughly enjoy seeing their joy as they land good jobs in industry; and, finally, I enjoy seeing them when they come back to the school as alumni."

– Charles J. McPeak

In addition to serving as the assistant controller for Hughes Aircraft, he was also the controller for Mattel Inc., and CFO for A&E Plastic Pak. In addition, he continues to conduct seminars in finance and accounting for a varied group of practitioners.

For McPeak, his time spent in the classroom is more than an application of knowledge to a curriculum; he is dedicated to making a difference to each student who takes his classes.

"I enjoy knowing the students for 12-20 months and interacting with them daily during that period," he says. "I enjoy watching their problem-solving, teambuilding, and presentation skills develop. I thoroughly enjoy seeing their joy as they land good jobs in industry; and, finally, I enjoy seeing them when they come back to the school as alumni."

Because he is so vested in his students as individuals, McPeak is able to discern how the skills and aptitudes of MBA students of finance have evolved over the years. Chief among his observations is the advanced level of preparedness today's students bring to the classroom.

"Students in the full-time program today have higher GPAs, higher GMATs, and better quality work experience than students in the past. Therefore, they are better prepared to be challenged," he says. "They have a good plan for what they want to do after graduation and their initiative and leadership skills are vastly improved."

McPeak also sees how those skills enrich the campus and lead to a more active student life. "These students want to practice their leadership skills, so we see the formation and success of numerous student-driven clubs, societies and activities," he says.

One of those activities is the annual Pepperjam talent showcase, which features performances by students, alumni, faculty and staff. McPeak is the long-standing emcee of the highly anticipated event.

"I really enjoy engaging with the students in this non-academic way and experiencing the esprit de corps that underpins the full-time program," he says. ∴



# Nudging Students Out of Their Cultural Comfort Zones

*Continued on next page...*



*Yi Sun, assistant director of the Full-time Master of Science programs, and Qilin He, career counselor for students in the Master of Science programs, help Chinese students move out of their cultural comfort zone.*

**A**s excited and prepared as **Yi Sun** (MBA, '11) was to move from China to study at the Graziadio School of Business and Management, she found it was the little cultural things that caused her the most difficulty.

"Seemingly simple things – like getting a cell phone, purchasing a car and insurance and working with a team of domestic students – were big problems that I needed help with in order to be successful," she explains.

Those lessons she learned in the beginning help inform her daily duties now, as the assistant director of the Full-time Master of Science programs. She takes on the challenges of helping other Chinese students bridge the cultural gap with her colleague, **Qilin He**, career counselor for students in the Master of Science programs.

"Together, we work to help Chinese students gain the confidence they need in order to be successful at Pepperdine, integrate into American culture, navigate the internship process, and successfully interview and secure jobs," says He.

Statistics underscore the importance of Sun and He's jobs. Not only is China the largest country of origin for international graduate students in the United States, but the growth in applications from China in 2012 outpaced that of all other countries and regions included in a recent survey by the

Council of Graduate Schools. Pepperdine is no exception. In 2010, 47 Chinese students matriculated from the Master of Science in Applied Finance program. In 2011, that number increased to 72.

*"Like anyone else, Chinese students find it easier to stay with what they know culturally," explains He.*

## Nudging Students Out of Their Cultural Comfort Zones

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This influx of students delivers a unique challenge to Sun and He; they must make time to help each individual student move out of their cultural comfort zone.

“Like anyone else, Chinese students find it easier to stay with what they know culturally,” explains He.

“If an American student went to China to study, he or she would find an American cultural base, and would find it easier to live, communicate, and spend free time with other Americans. It’s the same for the Chinese students here.”

“If these students want to achieve their goals of earning their degree and gaining employment, full acculturation must take place. They must be able to work within the parameters of American society,” adds Sun.

To help them, He and Sun encourage and coach Chinese students to make more than a first effort at cultural integration.

“This generation of students is open to new experiences and situations,” Sun points out.

“They will make the first attempt at going to a mixer or get-together with their MBA counterparts. But they may find it uncomfortable and become discouraged. We work hard to push them to move out of that comfort zone and to continue the integration process.”

Key to the success that He and Sun have had with their students at Pepperdine is their focus on helping faculty and staff better understand the cultural differences Chinese students are trying to manage.

“We organize workshops at the beginning of the academic year aimed at helping staff and faculty understand the Chinese learning culture and typical home life structure,” says Sun. “In this way we not only pave the way for the Chinese students, but we help expand the global view of our staff.”

During these workshops, attendees learn that the educational environment and the teaching styles the Chinese students have typically experienced differ greatly from those of their American counterparts. For example, Chinese students learn in a very formal environment, are taught to be quiet listeners and that questions are mostly considered inappropriate challenges to the teacher. In the United States,

classes are interactive, informal and questions are considered part of the learning process.

“By explaining this to faculty and staff, we are able to build a strong foundation that helps these students integrate better,” notes He.

When it comes time for the students to apply for internships and jobs, He and Sun help them understand the American hiring culture, train them in effective networking techniques, and guide them in résumé development.

“Career planning is a process and we are here to help our students every step of the way,” says He.

The duo also sees their jobs as important to developing and maintaining the reputation of Pepperdine.

“Pepperdine both welcomes students from diverse cultures and appreciates the distinctive value they add to the educational experience,” states Sun. “We’re not only proud to be part of that tradition, but excited about helping to further that mission.” .:

# Helping Part-time Students Make the Connection

*Continued on next page...*



*Shandell Maxwell, president of Peer Connection, James Grey, assistant director of the BSM/MBA Fully Employed program, and Brandon Yamasaki, Peer Connection marketing manager.*

**T**he Peer Connection program is successfully helping part-time students in the Fully Employed MBA, BSM and MS programs have a more satisfying campus experience.

For part-time graduate business students on most college campuses, fitting in can be a challenge. Unlike their resident student counterparts who study, eat, socialize, and live at school, part-time students find their time on campus limited by distance, full-time employment and family responsibilities. Those limitations can prohibit an enriched campus connection and inhibit the effective completion of assignments that have group parameters.

This is not the case at Pepperdine's Graziadio School of Business and Management, however, where the Peer Connection program is successfully helping part-time students in the Fully Employed MBA, Bachelor of Science in Management and MS programs have a more satisfying campus experience.

"As part-time students, time is our greatest challenge," says Shandell Maxwell, president of Peer Connection. "Our goal is to show students how they can balance academics, work, and life. We help them make the connections that are important for them to not only get their work done, but also to receive guidance, explore ideas, and have a rich overall Pepperdine experience."

Maxwell leads by example. Early in her part-time pursuit of a master's degree in management and leadership at the Graziadio School of Business and Management, she wanted to get a better handle on the campus resources available to help attain her academic goals.

*"Our goal is to show students how they can balance academics, work, and life."*

She found she was not alone and organized a group called Fully Employed Student Services to provide information sessions and webinars specifically designed to help part-time students better understand the breadth of available campus resources.

"Pepperdine offers an abundance of resources for all students, and we want to make it easy for them to know what is available, easy for everyone to access, and welcoming for all students to participate," Maxwell explains. She took that goal and has now applied it to Peer Connection.

"Peer Connection is important because it helps part-time students navigate the Pepperdine experience," says James Grey, Assistant Director of the BSM/MBA Fully Employed program. "I see it as a real catalyst in getting these students involved and connected on a deeper level."

"Peer Connection is important because it helps part-time students navigate the Pepperdine experience," says James Grey (center), Assistant Director of the BSM/MBA Fully Employed program. "I see it as a real catalyst in getting these students involved and connected on a deeper level."

Relationship-building underpins the mission of Peer Connection. "We have partnered with the Graziadio Alumni Network and we are building relationships with other student groups to provide part-time students the opportunity to participate in networking events and social gatherings, get involved with service groups, and tap into peer resources on and off campus," Maxwell says.

## Helping Part-Time Students Make the Connection

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One of the group's most successful recent initiatives has been the series Things I Wish I Knew. Held via webinar and at off-campus locations, current students and alumni share their experiences and provide insight about classroom expectations, how to access campus resources, and how to balance the requirements of work, home and school.

"Students who have attended the webinars found them to be very useful in easing their anxiety about starting school," she says.

According to Peer Connection marketing manager, Brandon Yamasaki, even after part-time students become oriented, they should continue to take advantage of Peer Connection as a resource to help build relationships critical to their academic success.

"When I first started my part-time graduate studies a year ago, I was a little overwhelmed with the important role that networking plays in mastering group assignments," he admits. "One of the goals of the graduate program is to build leadership skills by working in groups." That can be problematic for part-time students who may be in different areas of the country.

Yamasaki hopes to leverage his leadership role with Peer Connection to help other students understand how to use the Pepperdine technology infrastructure to facilitate group interactions. He has helped promote the use of Skype video chat for web conferences,

cloud storage services to sync online documents, and Yammer.com as an academic forum to bring students together.

"What we are doing in Peer Connection is bringing students together, regardless of distance or the time limits that define their classroom experience," he explains.

Because Pepperdine students value community service, Peer Connection provides community service project opportunities that fit with a part-time student's time limitations. One of the first community outreach projects the group undertook was a weekend beach clean-up at Venice Beach.

"Servant leadership is part of the mission and values of our students, and it is imperative we provide such opportunities for part-time students as well as full-time students," says Grey. "Peer Connection coordinates opportunities that can fit well with a part-time student's schedule."

Peer Connection has raised awareness about its presence by using the school's social networking site Yammer as well as Facebook, and is working on marketing a grassroots campaign at the graduate campuses to heighten awareness.

For more information about the Graziadio Peer Connection, contact **James Grey** at [James.Grey@pepperdine.edu](mailto:James.Grey@pepperdine.edu). ..

# Sharing Real-world Experiences Makes Economics Come to Life

*Continued on next page...*



*Known as Professor Demos, Dr. Demothenes Vardiabasis leverages his international business experience to deliver practical and strategic lessons.*

**F**or Professor Demos, who has taught economics in Executive Programs since the early 1980s, the classroom provides him gratification and a personal learning opportunity.

A professor who teaches senior and C-level executive MBAs must be prepared for an audience that expects classes to be interactive and underpinned by academic rigor, topics to be substantive and applicable to their business needs, and professors with real-world experience and theoretic competence. Dr. Demothenes Vardiabasis (simply “Professor Demos” to many) exemplifies rising to that challenge.

“MBA students are eager to learn. They want to immerse themselves in international business and they expect to take away applicable information every class,” he says. “This high caliber of student keeps me on my toes with their challenging questions and spontaneous discussions.”

For Vardiabasis, who has taught economics in the Graziadio School of Business and Management Executive Programs – Executive MBA and Presidents and Key Executives MBA – since the early 1980s, the classroom provides him gratification and a personal learning opportunity.

Finding that balance between business and teaching comes easily to him. “I can’t wait to teach my classes,” he says. “It ends up being an important learning opportunity for me as well.”

That learning opportunity began early in his career as an academic. With keen perceptions about global economics and international trade, and advanced degrees in mathematical economics and applied economics, he soon realized he could improve his teaching by gaining entrepreneurial experience.

“I was great with theory and loved to teach, but I didn’t feel like I was a complete educator. I thought to myself ‘I need the experience of starting my own business to be a better teacher.’ It took time, but I did it and I believe this brings added value to my students,” he says.

That experience included founding several companies, consulting with government and industry, advising multiple start-up companies, being named Commissioner for the California Commission for Economic Development (CED), and chairing the Commission’s Entertainment and Tourism Advisory Committee.

## Sharing Real-world Experiences Makes Economics Come to Life

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“What at the time was a crushing blow actually was a turning point in my life and provided a great opportunity. I began to study and found that I had a natural tendency to help others learn. That’s how I ended up teaching, which, to me, is not a job but a real joy.”

– Dr. Demothenes Vardiabasis

“Starting in business myself and then coaching and supporting other businesses and enterprises as a consultant helped me connect the abstract fundamentals of economic theory with practical, strategic ways to implement economic principles,” he says.

That entrepreneurial experience, which further developed Vardiabasis as a good instructor, continues to inform his academic responsibilities.

“I bring everything I do in my business or in my responsibilities as consultant back to the classroom to help my students,” he says. “In this way, I am a participant in the class as well as the teacher.”

That includes sharing the good and the bad experiences, the successes and the failures.

“I don’t hold anything back with my students in regard to my business experiences,” he says. “I speak about my failures and challenges as well as my successes because every bit can help a student.”

Vardiabasis emphasizes the importance of relationship building in developing a successful business, and clearly demonstrates that attribute through his keen sense of responsibility to mentor as well as to teach.

“I do whatever I can to enhance my students’ careers,” he says. Seeing a student embrace a complex concept is just one thing that brings him satisfaction. Others

include the long-term professional relationships he has with past students. “I have several students I taught 20 years ago who I still talk to and share insight with. It has been a real pleasure to see them grow with their organizations, and the strong relationship we have is very gratifying.”

Reflecting over a teaching career that has spanned national economic growth, stagnation, crisis and rejuvenation, Vardiabasis laughs when he considers that he never planned to take this route.

“I was a very bad student myself, before I became a very good one,” he explains. “I never planned to be an economist or a teacher. My plan was to be a professional soccer player.” That dream was derailed when he broke his knee.

“What at the time was a crushing blow actually was a turning point in my life and provided a great opportunity,” he says. “I began to study and found that I had a natural tendency to help others learn. That’s how I ended up teaching, which, to me, is not a job but a real joy.” ∴

# Faculty Spotlight

*Continued on next page...*

“One of the students’ favorite parts of class is when I hold ‘How to Impress Your Boss’ sessions. They can bring in issues they are dealing with on the job and we work through it.”

**Joetta Forsyth, PhD** | Assistant Professor of Finance

“I break up lectures with group activities or games... This helps give students a clearer, more memorable understanding of the business implications of the market scenarios we are examining.”

**Paul Gift, PhD** | Assistant Professor of Economics

“I enjoy mentoring students... I currently sit on the board of advisors of tech startups launched by students – it is so rewarding to see them applying the principles they learned here in class.”

**Nelson Granados, PhD** | Assistant Professor of Information Systems



“My relationship with students extends beyond the classroom as I evolve into a mentor, advisor, and friend.”

**Charla Griffy-Brown, PhD** | Professor of Information Systems and Technology  
Management Director, Center for Teaching and Learning Excellence

“The simulations I use in my strategy course are invaluable... I’ve been told by former CEOs that this is as close to running an actual company as you can get.”

**Jack Green, PhD** | Professor of Strategy



## Faculty Spotlight

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"In my leadership course, each student completes a 360-degree leadership assessment... It's very individualized and depends entirely on their own challenges."

**Kevin Groves, PhD**

*Associate Professor of Organizational Theory and Management*

"Much has changed in the last few years, and it's vital to adapt and communicate in ways that students are comfortable with. I host discussion threads, make announcements, and address students' questions online."

**Kenneth Ko, PhD**

*Assistant Professor of Decision Sciences*

"In my class, I like to encourage the free flowing of ideas – you could call it 'controlled chaos.' My goal is to create a 'we're all here to help each other get better' atmosphere."

**Dave McMahan, DBA** | *Associate Professor of Marketing*

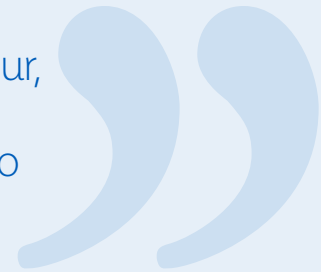


"Every trimester I offer a personal, face-to-face hour of career development for all of my students in the Behavior in Organizations course."

**Ed Rockey, PhD** | *Professor of Applied Behavioral Science*

"I generally like to keep the lecture down to about one hour, then use the other three hours for role playing. It's about giving them real-world circumstances they can relate to so they can own the subject matter for themselves."

**John Tobin, JD** | *Adjunct Faculty, Business Law*







*This spring, Warsaw School of Economics visiting scholars Piotr Zaborek, Cezary Suszynski and Zbigniew Krysiak concluded several months developing their knowledge of teaching business in English. They also engaged with Graziadio School faculty to enhance thought leadership through academic discussion and building relationships for future academic advances and studies.*

**PEPPERDINE UNIVERSITY**  
Graziadio School of Business and Management

# Enhance Thought Leadership

# Spotlight on Graziadio Scholarship

**By David M. Smith**

Associate Dean of  
Academic Affairs

*Continued on next page...*

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*David M. Smith, Ph.D., Associate Dean of Academic Affairs  
and Associate Professor of Economics*

**F**aculty at the Graziadio School advance the quality and influence of research that lives in the real world managers and industry inhabit every day. Our goal is always to drive the school's mission through scholarship, programming, and student engagement that has real, tangible benefit both inside and outside the classroom.

Through our Center for Teaching and Learning Excellence, faculty are working diligently to advance our culture of evidence-based teaching, scholarly teaching, and teaching scholarship. Curriculum matrices and learning goals are now publicly published on the center's website. Alongside several scholarly activities under the Center for Applied Research, Graziadio and undergraduate marketing faculty have joined other schools such as Stanford and UC Berkeley in research projects pertaining to marketing, distribution, and logistics at Safeway and Coca Cola.

Over the spring term faculty published and presented on a wide variety of scholarly topics with a distinct applied focus. Here are just a few.

"Through our Center for Teaching and Learning Excellence, faculty are working diligently to advance our culture of evidence-based teaching, scholarly teaching, and teaching scholarship."

**– Dr. David M. Smith**

## Spotlight on Graziadio Scholarship

Continued on next page...

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# Recognitions

*Dr. John Paglia, Associate Professor of Finance and Director, Pepperdine Private Capital Markets Project*



## MEANINGFUL CONTRIBUTION

**Dr. John K. Paglia**, lead researcher for the Pepperdine Private Capital Markets Project and an associate professor of finance, was awarded the third annual Middle Market Thought Leader Award. The recognition honors “individuals who have made a meaningful contribution to middle market M&A” and was given by the Alliance of Merger & Acquisition Advisors® (AM&AA), the leading association and credentialing body for middle market M&A professionals in partnership with Grant Thornton LLP, one of the six global audit, tax and advisory organizations.

*Dr. Michael Crooke, Assistant Professor of Strategy*



## TRUST BUILDER

Based on his extensive and positive contribution to building trust in business, **Dr. Michael Crooke** was selected as one of North America’s Top 100 Thought Leaders in Trustworthy Business Behavior – 2012 by the national think tank Trust Across America.™ He was named alongside such luminaries as Ram Charan, Bill George, and Howard Schultz. The former President and CEO of Patagonia Inc., Crooke is currently an assistant professor of strategy and coordinates the school’s new Certificate in Socially, Environmentally and Ethically Responsible (SEER) Business Practice Program.



## ROLE MODEL

**Dr. Gary Mangiofico**, Associate Dean of Fully Employed and Executive Programs and Practitioner Faculty of Organizational Theory and Management, was awarded the Strategic Leadership Award from the

World HRD Congress at the Global HR Excellence Awards in Mumbai. The award recognizes the Best of the Best in the HR professional internationally and serves as a benchmark of achievement in talent and human resources practices. The World HRD Congress praised Dr. Mangiofico as a role model and “true believer” in strategic change. ..

Pictured Above:

*Dr. Gary Mangiofico, Associate Dean of Fully Employed and Executive Programs and Practitioner Faculty of Organizational Theory and Management*

# Pepperdine 2012 U.S. Economic Forecast

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In 2011, **16%** of respondents were “more confident” about the economy, rising to **22%** this year.

In January, the Pepperdine Private Capital Markets Project, in partnership with Dun & Bradstreet Credibility Corp., asked private business owners for their projections on how well the U.S. economy will perform. Lead researcher and associate professor of finance **Dr. John Paglia** queried business owners on such topics as confidence in their business growth prospects, hiring, job creation, impediments to U.S. gross domestic product, and government economic policies and their impact on business health in 2012.

Results indicate that small business owners are more confident about their business prospects than they were last year when Paglia conducted a similar survey. In 2011, 16% of respondents were “more confident” about the economy, rising to 22% this year. Among the findings:

- Nearly 7 out of 10 private businesses project bank loans will be the best source for capital in 2012
- 3 out of 10 businesses plan to hire in the next 12 months
- Nearly half predict increased revenues through sales of existing products/services as the more likely strategy to increase business value in 2012.
- 6 in 10 businesses predict government regulations and the economic/political environment will be the biggest impediments to U.S. GDP in the next 12 months
- 3 out of 10 private businesses believe policies that increase access to capital will spur U.S. job creation .:

# Helping to Transform Business Practice Through Technology

*Continued on next page...*

**S**ometimes it takes only a few words to inspire a life-long career.

Such is the case for **John Mooney**, Associate Professor of Information Systems at Pepperdine's Graziadio School of Business and Management. His early fascination with real-world applications of information technology developed because he took to heart a quick, cautionary statement made to him years ago by a professor.

"I was an undergraduate at University College Dublin in Ireland studying computer science and I had one short course on data processing," he says. "The instructor reminded us that unless computing has real-world applications for which people and businesses are willing to pay, the entire field of computing has no long-term viability. That one statement had an enormous influence on me, and still guides my interests and passions today."

While technology has changed over the years, Mooney's interest in IT-enabled business transformation has kept him ahead of the Information Systems curve. "For 25 years, I have been studying and teaching about contemporary and emerging IT: the business innovation opportunities it offers and the management

practices necessary to successfully realize value from it," he says. "Because digital technologies have become a key enabler of business innovation, the field of Information Systems has become more important and more exciting than ever!"

That excitement came to a head for Mooney last year when he was named Visiting Scholar at the MIT Sloan Center for Information Systems Research (CISR). The honor proved a good match; MIT CISR's research projects over the past 37 years have consistently focused on identifying effective management practices associated with realizing value from IT. As Visiting Scholar, Mooney had the proverbial "kid-in-the-candy-store" experience as he led an MIT research project on the management practices associated with effective adoption of cloud computing.

"The opportunity to spend a year at MIT as a Visiting Scholar was fantastic, both personally and professionally. I was able to immerse myself into a community of full-time researchers who are actively engaged in applied research projects, supported by excellent resources and industry connections, and I had access to top executives at leading companies to facilitate this research," he says.



*While technology has changed over the years, Dr. John Mooney's interest in IT-enabled business transformation has kept him ahead of the Information Systems curve.*

# Helping to Transform Business Practice Through Technology

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Mooney's investigation resulted in new theoretical perspectives, conceptual frameworks and almost 60 hours of interview data, which he plans to use to further his research for many years. At the conclusion of his sabbatical, he was asked to continue as a Research Affiliate with MIT Sloan to lead a new, related research project on alternative approaches to building digital platforms.

"For this new project, I hope to complete a number of case studies of firms in Southern California," he says.

Now that he has returned to the full-time faculty at Pepperdine, Mooney is excited to apply his MIT experience in the classroom and to again be part of the institution he is passionate about.

"Pepperdine and the Graziadio School provide a rare opportunity to pursue my passions for student-centered learning, applied research, and business engagement, while being explicit about my personal beliefs and values," he says.

This May, Mooney was named a research fellow at the Irish Center for Cloud Computing and Commerce (IC4), a new technology center to develop new architectures, service models, security and business techniques that assist companies migrating and establishing their business on the Cloud in a secure and compliant manner. IC4 will work with a group of software companies to establish ways to generate business and profit from cloud-based innovation.

"The Center brings together government, enterprise and Ireland's leading academic research institutions to help make Ireland a world leader in the fast-growing cloud computer sector, and significantly contribution to job creation and economic growth," said Mooney. "As Research Fellow, I will guide a selection of empirical research projects."

Located at the Dublin City University Business School, IC4 is funded by Enterprise Ireland and IDA, the agency responsible for industrial development in Ireland, and comprised researchers from Dublin City University, University College Cork and Athlone Institute of Technology.

## THE FOUR PRINCIPAL AREAS INTO WHICH RESEARCH WILL BE CARRIED OUT ARE:

- **Cloud computing technology architecture**, including design, configuration and operation;

- **Service management** – cloud computing is now regarded as a utility service for organizations of all sizes, and there is need for new methods and tools for designing, developing, releasing, maintaining and managing cloud-based applications and services;
- **Business research** – organizational and business models are as important as technology for cloud service providers;
- **Cloud security** – providing security is a key component in building trust in cloud-based services to ensure a quality user experience.

"This is my ninth year at Pepperdine," he says. "I believe that students and student learning should be at the heart of university life."

I also greatly value the importance of applied research and active engagement with business practice. I consider these to be essential pursuits for business school academics. At many other leading business schools around the world, such activities are at best tolerated; at Pepperdine, they are celebrated, and expected." ∴



# Faculty Research Earns Most Innovative Paper Award

*Continued on next page...*

*Dr. Samuel L. Seaman is a professor of decision sciences. His research focuses on the use of mathematical models to solve dilemmas in economics, finance, healthcare, and marketing.*



*Dr. David M. Smith is an associate professor of economics and associate dean of Academic Affairs. He pursues research that includes labor pay and productivity, forecasting, and analysis of specific labor markets.*



**A**t the National Business and Economics Society Conference in Maui this spring, Professors **David M. Smith** and **Samuel L. Seaman** earned the Most Innovative Paper Award. The paper looked for evidence of rational behavior in veterinary labor markets.

"The question as to how economic agents make decisions, and the extent in which their behavior is rational or influenced by other factors, is an important consideration in the fluctuation of labor markets. It also has implications for other markets, such as derivatives," said Dr. Smith.

For example, the authors explained, the irrational behavior of real estate investors contributed to the Great Recession. "If we understand the influences of how people make decisions, there may be an opportunity to help them make better informed decisions, which in the long run better serves the economy," they said.

Dr. Smith is an associate professor of economics and associate dean of Academic Affairs. He pursues research that includes labor pay and productivity, forecasting, and analysis of specific labor markets. Dr. Seaman is a professor of decision sciences. His research focuses on the use of mathematical models to solve dilemmas in economics, finance, healthcare, and marketing. ∴

*"If we understand the influences of how people make decisions, there may be an opportunity to help them make better informed decisions, which in the long run better serves the economy."*

# Six Trends CIOs Must Track and Leverage

By Mark Chun  
For Smart Enterprise Exchange  
*Continued on next page...*



The expectations placed on CIOs to be innovative have risen significantly at the same time that old notions about their role persist. While IT executives have been instrumental in many innovations that have helped firms advance in the turbulent economy, they are sometimes still seen as hindering innovation because of the costs and lethargy associated with data centers. Simply put, they are often unable to quickly integrate legacy systems or to implement new technology or business processes.

How can CIOs disprove the stereotype? New research being conducted at Pepperdine University's Graziadio Business School with IT executives both in Asia and the U.S. indicates that successful CIOs must be savvy in both technology and business. They must leverage technology solutions for cost reduction as well as generating revenue.

As discussed on a recent Pepperdine-sponsored panel, the business-savvy CIO will sustain the current IT infrastructure and portfolio, while attempting to invigorate the firm's business operations with new or improved processes. Interestingly, my investigations have found that only when the CIO provides a sustained, consistent and uninterrupted technology service can innovation be considered within the

organization. Not only can legacy systems be a good foundation, but we found that without an integrated and mature architecture and infrastructure, many innovation efforts have been short-lived.

## SIX KEY TRENDS

Our full research will be released shortly but in the meantime I offer six key developments in the last decade that—from a technology perspective—have had an impact on how CIOs craft and develop their roles and responsibilities. These include:

## Six Trends CIOs Must Track and Leverage

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### SIX KEY TRENDS

- 1. Portals or “Web front ends.”** These portals, used as functional and content-aggregator tools, have allowed CIOs to temporarily piece together processes and data from legacy or siloed applications that had to be redesigned in the past. Instead of replacing entire back-end infrastructures and architectures, portals have enabled a quick and easy solution to data access problems. For example, the My Health Manager offered by Kaiser Permanente (aka “My Kaiser”) lets Kaiser Permanente patients easily access their own medical information from anywhere in the world via the Internet or on their mobile devices.
- 2. The emergence of chief technology officers and enterprise architects has given the CIO more time to focus on the business.** These IT executives are often responsible for managing the technology architecture and infrastructure planning, and operational responsibilities once assigned to the CIO. Some enterprises have positioned the technology role as either equivalent to or in direct support of the product / service innovation function.
- 3. Social networking technologies.** We’re well aware that consumer-based technologies are transforming how users access and disseminate

information across multiple constituencies and platforms. Yet, these new open technologies—such as Facebook and many mobile apps—have presented security risks to the corporation’s knowledge assets as well.

- 4. Cloud computing offers a new alternative for mass collaboration and services.** Corporate executives must now decide how to leverage and use pervasive Web-based technologies and adapt business processes across their constituent bases to accommodate these platforms.
- 5. Affordability.** Doing work “better-faster-cheaper-NOW” has been a common topic of discussion among corporate executives tasked with driving the organization to do even more with less. The 2008 global financial crisis forced firms to cut IT budgets while still expecting the organization to use technology resources for competitive advantage. In 2012, speed-to-market is a benchmark for service delivery to the business.
- 6. Real-time analytics capabilities.** Firms are now demanding immediate access to current data to make real-time decisions. The ability to provide enterprises with real-time analytics is only one example of how CIOs are being held to a higher standard of service and a greater expectation of business responsiveness.

All of these opportunities for change—or failure—constitute the new landscape that business-savvy CIOs need to address and understand to move forward. CIOs can achieve these goals if they are just as business-savvy as (and sometimes, more savvy than) other members of the C-suite. Often, they must acquire new skills that include: Envisioning and understanding corporate strategy; change management; leadership; innovation (including leading improvements to the business operations and growing the business); process improvements; and an ability to manage the organization and talent.

The good news is that it’s not necessary to discard all past practices; what’s needed is a mix of old and new techniques. Some of IT’s historical ability to create business value via the reduction or elimination of costs embedded within the organization is surely important, along with a huge dose of aiding the organization in increasing or generating new revenue.

*Mark W.S. Chun is director of the Center for Applied Research at Pepperdine University’s Graziadio Business School, as well as the Denney Academic Chair; editor-in-chief for the Graziadio Business Review, and associate professor of information systems. ..*

# Graziadio Business Review Revisits Most Popular Articles

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Several older articles by the school's online quarterly practitioner journal *Graziadio Business Review* enjoy long shelf life and are often visited by our readership. "We wondered what the authors would share if the article were printed today," said academic editor Nancy Dodd. In the spring GBR issue, authors updated eight of the most popular and most timely articles, exploring how the economy and world events have impacted the information from their original article.

## **Economics and Finance:**

- "The Top 10 U.S. Economic Issues to Monitor," Darrol J. Stanley, DBA
- "The Dollar vs. the Euro," updated by Peggy J. Crawford, PhD, Linnea B. McCord, JD, MBA, and Terry Young, PhD

## **Strategy:**

- "Airline Industry Key Success Factors," Richard M. McCabe, PhD
- "Making Mergers a Growth Strategy," Kent Rhodes, EdD

## **Business Law:**

- "Reforming Corporate America," Larry Bumgardner, JD
- "The Employers' Legal Obligations to Employees in the Military," Charles P. Leo

## **Management:**

- "Management Skills for the 21st Century," Mark Mallinger, PhD

## **Ethics:**

- "Creating and Sustaining an Ethical Workplace Culture," Charles D. Kerns, PhD, MBA



*Twenty-nine full-time MBAs graduated this April with a Certificate in Socially Environmentally and Ethically Responsible (SEER) Business Strategy. The certificate program's second graduating class transition to professional careers armed with the tools and mindset to help organizations they join drive profitability and positively impact society.*



# Introducing Generation C



*Dr. Michael Williams, Associate Dean of Full-time Programs  
and Assistant Professor of Information Systems*

**By Michael Williams**  
Associate Dean  
Full-time Programs

**D**ad, how do you measure the mass of gas?" That's the question my 14-year-old asked as we were enjoying an evening at home. It seemed like an unlikely question coming from a kid whom I assumed was playing "Where's My Water?" on his Android phone. However, he was actually reading a Wikipedia article on quantum mechanics on his three-inch screen while listening to streaming music from Pandora and Facebooking with a dozen different people—including the minister at church!

What a connected world we live in. In fact, Nielsen recently declared a new term for those between the ages of 18 and 34: Generation C. The "C" is for "connected." Generation C represents 23 percent of the U.S. population, according to the U.S. Census, and has some interesting consumption habits. For example:

- 39 percent own a smartphone (and pay the necessary \$15-\$30 monthly data plan)
- 27 percent consume their video content online (as opposed to television)
- 33 percent utilize some form of tablet (e.g., iPad, Android tablet), and tablets are the only digital category where males make up the majority (53 percent of tablet owners are male)

While we may choose to quibble over the psychographic definitions being offered, there is ample evidence that our world (and certainly the worlds of our full-time students) are more connected than ever. As an educator and leader, I'm increasingly aware of the communications and consumption differences between my students and me. It's rewarding to be a part of a community of scholars like those at Graziadio who can help develop my thinking and practice to more effectively work with Generation C. ∴

39%

own a smartphone

27%

consume their video  
content online

33%

utilize some form of tablet

# Alumni Office & MGBS Inaugurate Golden Torch Awards



*The first annual Golden Torch Awards honored excellence by business alumni who have made significant contributions to the Graziadio School of Business and Management.*

In early 2012, the Golden Torch Awards were introduced at a luncheon sponsored by the business school's Office of Alumni and Career Services and the student government association Malibu Graduate Business Society (MGBS), whose members and President **Andrew Mescon** (MBA '12) originally proposed and helped developed the award.

The Golden Torch Awards honor excellence by business alumni who have made significant contributions to the Graziadio School of Business and Management with program support and student development. Each recipient has lent their time and expertise, serving as ambassadors for the Graziadio School by facilitating the career development of students and strengthening the alumni network. Each award winner was recognized by Dean Linda A. Livingstone and each was celebrated by students with personal testimonials.

## AWARD WINNERS WERE:

**Rajan Bansi** (MBA '03), Head of Canadian Fixed Income Strategies at RBC Dominion Securities in Toronto.

**Jim Emerick** (EMBA '02), National Customer Experience & Regulatory Relations Executive, Bank of America Consumer Banking, serves as an adjunct faculty member in Pepperdine's Executive MBA program.

**Cynthia "Cindy" Holland** (MBA '08), Senior IT recruiter at Robert Half International, serves as chair for the Pepperdine Graziadio Alumni Network Leadership Council, Orange County Chapter.

**Steve Milovich**, Senior Vice President, Human Resources, Disney/ABC Television Group, serves on the Graziadio School's Board of Visitors. .:

# Graziadio Alumni Network Breakfast Series Serves Up Small Business Feast

**S**mall businesses have big appetites for learning how to better manage the business of business. Now, the Graziadio Alumni Network (GAN) in Orange County is meeting that need for local small business owners, managers and nascent entrepreneurs—and provides a breakfast to boot—in a regular Small Business Breakfast Series on the Irvine campus.

“We recognized that a good portion of our constituents are either employed with or have started a small to medium-sized business,” says MBA student **Kris Carter**, the Orange County alumni network’s director of small business outreach. “This observation, combined with increased awareness of this segment by the University, led us to initiate the program.”

Both the Los Angeles and Northern California GANs have taken notice of the Orange County chapter’s success. The Los Angeles GAN chapter is currently coordinating with the Los Angeles Small Business Development Centers (LASBDC) on a series of workshops, and the Northern California GAN chapter is beginning to formulate their own local spin.

*Continued on next page...*

“Our speakers are subject matter experts who provide current, relevant information on topics that face a small business or entrepreneur,” explains Carter. “The greatest value is that attendees get access to individuals who have ‘been there, done that’ and can share what they learned through the process.”

Topics at Orange County events have included how to manage business and legal risks, how to assess and align a business for high growth, how to build winning teams for corporate growth, taking advantage of a favorable tax environment, and improving one’s revenue strategies. They are chosen to cross traditional industry or segment boundaries. Presentations are geared for discussion and feedback, a tactic that speaks directly to the heart of small business owners who are community- and relationship-oriented.







## Graziadio Alumni Network Breakfast Series Serves Up Small Business Feast

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"This is peer networking without the social awkwardness that can come with traditional networking events. This is a group that is very serious about business and staying current," says Carter. "The speakers usually remain for as long as guests are present and want to chat. The ideas that are shared spark new ideas in the minds of the guests, leading to some very interesting conversations."

GAN-LA and LASBDC inaugurated their Breakfast Series with sessions on day-to-day operation tips and another on social media brand building, providing a new event format with a more intimate group.

According to Los Angeles GAN chapter chair **Nick Norris** (MBA '09), by hosting these events within a workshop setting, GAN-LA adds value for guests by providing new information and recurring training, keeping the MBA education ongoing long after alumni graduate. The breakfasts are also an opportunity to highlight successful Graziadio alumni as presenters, putting them on display as dynamic businesspeople who are creating opportunities within the community.

"Our efforts have benefited greatly by partnering with the SBDC," adds Norris, "Not only are we using their facilities to host the events, but we've been given access to their consultants as speakers, promoted the event to their network in order to diversify our audience, and solidified a relationship between the

Graziadio school and SBDC for years to come. Nothing but positive synergies can come from this alignment."

The speakers have the same goal in participating in the series: They want to help small businesses grow and new entrepreneurs become successful. And they all choose to share, in depth, their experiences in order to educate.

The Graziadio School Alumni Network Councils work with the School's Alumni Services Office to plan and facilitate regional business events and programs. For more information, call (310) 568-5639 or e-mail [gsmalum@pepperdine.edu](mailto:gsmalum@pepperdine.edu). ∴

"This is peer networking without the social awkwardness that can come with traditional networking events. This is a group that is very serious about business and staying current."

– Kris Carter

# Sandra Moore: Reflections on a Lifetime of Service to Part-time Students

*Continued on next page...*



*Dr. Sandra Moore, Fully Employed Program Director, celebrates 26 years of service to Pepperdine's part-time business degree students.*

**A**fter nearly three decades as FEMBA program director and five decades at Pepperdine, **Sandra Moore** reflects on a career of accomplishment and the road ahead—an active retirement with bags packed.

In January 2012, a woman who has influenced the Fully Employed Bachelor of Science in Management (BSM) and Master of Business Administration (MBA) programs for 26 years closed a chapter of her life that has been dedicated to serving Pepperdine's part-time business degree students.

Sandra Moore, director of the Fully Employed BSM/MBA program at the Graziadio School of Business and Management, considers this step less of a change and more of a natural progression, a process she has observed over and over for the students she has helped through the years.

"One of the joys of this job has been seeing the growth students make as they journey through the program," explains Moore. "Over the years I have seen many of the BSM and MBA students make life changes that have catapulted them into a higher career level or a different career altogether. Often, that change happened because of the colleagues they have met and worked with in their classes, the influence of the professor, or the subject matter of the course."

Moore's tenure with Pepperdine goes back to her freshman year in 1959, when she attended classes on the George Pepperdine College campus at 79th and Vermont streets and needed a job to pay for college. She was hired as the alumni secretary. Little did she know that part-time job would set the course for the rest of her life. When her boss left his position in 1961 to sell life insurance, he asked if he could date Moore. "We were married in 1961 and Mrs. Pepperdine gave us our wedding reception," she says.

Moore's venture at Pepperdine began in 1959, as both a freshman and an employee.

## Sandra Moore: Reflections on a Lifetime of Service to Part-time Students

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Pepperdine continued to be part of Moore's life, even when she left to become a full-time mother to her husband's three young daughters. She was active with the Associated Women for Pepperdine and served as a district officer and a national officer. Then, in 1985, after earning her bachelor's degree and working in the alumni office at Seaver College, Moore accepted a position at Pepperdine as the MBA Program Administrator at the Graziadio School of Business and Management. In 1994 she was named director of the MBA and BSM programs.

As the higher education landscape changed, Moore made sure her program changed right along with it. For example, in 1985, 75 percent of the program's students had their tuition paid for by their companies. When that started to change in the 1990s, so did part-time students' needs for job-search information. Moore authored a proposal for a career services staff person specifically for part-time students.

Moore is particularly proud that the school to which she has devoted a life's career remains dedicated to changing with the times and providing an education that is immediately useful to students.

"This program was the first to help students use real-world experiences as a way to learn and apply knowledge and skills," she continues. "I have seen many students take a problem that is troubling their employer, use it as a class exercise in problem solving, and then provide their employer with the solution."

"The school's commitment to be in the here-and-now of business has continued to be our distinctive competency," she adds. "Theory is critical but useful only when applied." ∴

"One of the joys of this job has been seeing the growth students make as they journey through the program."

– Sandra Moore

"Over the years I have seen many of the BSM and MBA students make life changes that have catapulted them into a higher career level or a different career altogether."

– Sandra Moore

# Small-school Culture Still Supports Fast-growing Full-time Programs

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*Diane Singel (MBA '02) Executive Director of Full-time Programs and Career Services, leverages personal experience as a graduate student to help current students.*

**R**ated among the top MBA programs in the country and called a “hidden gem” by *The Wall Street Journal*, Pepperdine University’s full-time programs in Malibu maintain a close-knit culture from when it was a much smaller school. Here, everybody still knows your name.

“I remember being a new student on campus in 2000. Everyone was very supportive,” says **Diane Singel** (MBA '02), executive director of full-time programs and career services for the Graziadio School of Business and Management. “We were set up in trailers and only had three classrooms. Everyone got to know everyone else very quickly. Today, even though we are twice as large as when I graduated, we still have that culture of camaraderie and that includes staff who are there every day, who know people’s names and faces.”

Singel returned to the campus and a new building in 2004 when she became the assistant to the director of the full-time programs. She has had responsibility for the programs since 2007 and recently assumed responsibilities for Career Services as well.

“Coming back, people were very welcoming because they knew and remembered me as a student,” Singel recalls. “It was a very comforting feeling and illustrates the supportive culture we have here in the full-time programs.”

Full-time students can take one of three paths to earn a Graziadio School MBA:

the **accelerated one-year program**,  
the **traditional two-year path**, and  
a **relatively new five-year MBA**,

which was introduced four years ago in collaboration with Seaver College.

The primarily daytime MBA classes focus on real-world application, not just theory, and give full-time students an edge in their careers. Highly-accessible faculty members are considered partners in their students’ education. Every student works directly with a real business in the renowned E2B (Education to Business) MBA consulting program, which has been featured in *The New York Times* and *Business Week* and has been named one of the “10 College Courses That Will Pay Off at Work” by *U.S. News & World Report*.

## Small-school Culture Still Supports Fast-growing Full-time Programs

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In the five-year MBA program, undergraduate students complete three years at Seaver College and then go directly into two years at the Graziadio School, graduating with both a Bachelor of Science degree and an MBA.

“One of the greatest challenges with the five-year MBA program has been to help these students transition to the Graziadio School from their undergraduate campus at Seaver College, where they have already established peer groups,” Singel says. “We have collaborated with our student government to reach out to them, and these five-year students have taken initiative in accepting programming and leadership roles here. They succeed because they make the effort to be a part of the community and realize they have a support system to help them succeed.”

Four years ago, the Graziadio School added two full-time Master of Science programs: a Master of Science in Applied Finance and a Master of Science in Global Business. The Master of Science in Applied Finance, designed for recent college graduates, is a 12-month curriculum where students gain real-world skills and knowledge for careers in finance. The Master of Science in Global Business is a 15-month program where students gain international business experience. This program is designed for those with limited work and business experience who want to expand their careers into global/international and multinational firms.

“The addition of these two Master of Science programs has been a huge shift for us because we now have different types of student populations to serve,” Singel notes.

Creating and maintaining a collaborative, unified cultural experience that satisfies all of these very different student populations is the immediate challenge Singel is addressing.

She also constantly reviews support services for the students, keeping offerings fresh and relevant to students’ needs.

“As we have grown, we have encouraged the students to let us know what works and what doesn’t,” Singel points out. “I have an open door policy here. Having that culture, the students know they can speak up and that we listen to them.”

Because she was an MBA student, Singel knows well how students think and study. Over the years, she has noticed a shift in their approaches.

“The biggest challenge is that today’s students are overwhelmed with information,” Singel emphasizes. “We must get the students’ attention to make them aware that Career Services’ training and support is there for them.”

Her experience is helping reframe how Career Services reaches students and how to teach them the outreach skills they need to succeed in their chosen careers.

“I advise new students to start networking from the first day they get here. I tell them to not overlook the long-term goal—to get a job—and remember it in all their approaches.” ∴

– Diane Singel

# Diane Jenkins Charms 2012 Pepperdine Business Plan Competition



*Monica Hwang, Rachel Siok, Diane Jenkins, and Isaac Agyeman dazzled the judges at the 2012 Pepperdine Business Plan Competition.*

**A**fter winning Pepperdine's Fast Pitch Competition at Entrepreneur's Journey in January, Fully Employed MBA student **Diane Jenkins'** Charm Alarm took first place in finals for the 2012 Pepperdine Business Plan Competition this spring. Jenkins earned the competition's \$10,000 grand prize. Her award-winning venture offered a fashionable theft-prevention bracelet that sounds an alarm should you and your purse or wallet become separated by a few feet.

Business plans by full-time MBA students **Monica Hwang** and **Rachel Siok**, Mint Modernization, and law school student Isaac Agyeman, Cite Anything, were so good that judges awarded a tie for second place to both, determining to forego the traditional third-place runner-up category for the first time in the competition's seven-year history.

Cite Anything and Mint Modernization were each awarded \$3,750, the remaining cash purse. **Isaac Agyeman** presented a business plan for a software product that would allow customers to cite any source in a document accurately and automatically—perfect for lawyers writing a brief or students crafting research papers.

Monica Hwang and Rachel Siok pitched a business plan that markets a line of "animal kingdom" scooping wands for getting at the remains in bottles such as lotions and other packaged goods.

The competition's Socially Minded Entrepreneur Award was given to the team of **Jason Locklin** and **Jason Orbison**, students in the MBAJ and BSM programs respectively, for Imcompli, a storm water and erosion control company whose proprietary software dramatically reduces the carbon footprint and costs of environmental compliance for contractors, builders, engineers, and municipalities. The Socially Minded Entrepreneur Award includes a \$1,000 cash prize. ∴

# George Would Be Proud

*Continued on next page...*



**T**he tremendous academic and professional accomplishments, combined with dedication to excellence of six students, two alumni, one faculty member, and a corporate partner were celebrated at the 2012 George Awards in April. The Graziadio School's highest honor acknowledges commitment to personal excellence and leadership, as well as generosity of spirit and drive to inspire others by striving for the highest standards in oneself—qualities admired by namesake George Graziadio. ∴

*“When people ask me about the Graziadio School, I don’t often talk about the collaborative student environment, the faculty accessibility, or the great views along PCH. But what I do talk about is the people. This award is equal parts exalting and humbling.”*

**David Denicke** | Outstanding Full-time MBA Student

*The 2012 George Awards acknowledged commitment to personal excellence and leadership, as well as generosity of spirit and drive to inspire others by striving for the highest standards in oneself.*

*“Every day I get to wake up and work with brilliant minds, like the ones you see here in this room, and be a part of their journey toward higher education. How can that be a bad day?”*

**Doreen Shanahan** | Founder, Director, E2B Program, Outstanding Faculty Member

# George Would Be Proud

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*"I appreciate the importance of balancing family with everything that we do. I certainly couldn't have done this without a fantastic mentor at work, an amazing circle of friends who supported me, and a fantastic family."*

**Angie Namenuk** | Outstanding Executive Student

**"I'm really a living testimony that it's not about where you come from, but it's about where you're going."**

**Betty LaMarr** | Waves of Service Award

*More than 200 Pepperdine graduates have been a part of the **Edison and/or Southern California Edison (SCE)** work force in a variety of roles, and accordingly, SCE is the deserving recipient of the **Outstanding Corporate Award**, which was graciously accepted by **alumni Craig Inway**, senior program manager and performance manager.*

**Southern California Edison**  
Outstanding Corporate Partner Award

*"My parents always told me, 'If you surround yourself with great people, good things will come to you. And that's your fortune.' Looking around this room, I cannot see how we cannot be great."*

**Scot Hutton** | Outstanding Part-time Student

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**"Receiving this honor is an emotional experience for me. I cannot stress enough the importance of the strength and influence of the Graziadio School alumni community, which is just like family."**

**Dat Do** | Outstanding Alumnus

*"Pepperdine is my American Dream. This will push me to continue working very hard in the future ... and I can tell people proudly, 'I graduated from Pepperdine, and I'm a member of the Graziadio School.'"*

**Yan Zhang** | Outstanding Bachelor of Science Student

*"It's through the Presidents & Key Executives Program, which is just a life-changing experience, that I am able to do something that has been a magnificent obsession for me."*

**Linda LoRe** | Outstanding Presidents & Key Executives Student

*"What sets [the Graziadio School] apart is that we learn to work with integrity for the communities we represent, with dignity for the people entrusted to us. It runs throughout the program, and I'm proud to be a part of it."*

**Christopher Prazak** | Outstanding Bachelor of Science Student



# RAND

www.rand.org

The Graziadio Alumni Network partnered with RAND Corporation for the Annual Healthcare Forum. This year's event focused on the current state of healthcare delivery and the benefits of integrated information technology.



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Graziadio School of Business and Management

## Build Partnerships

# Dun and Bradstreet Partnership Expands Private Capital Research

In January, Dun & Bradstreet Credibility Corp., the leading provider of credit building and credibility solutions for businesses, partnered with **Dr. John K. Paglia** to expand his ongoing research for the Pepperdine Private Capital Markets Project. Leveraging the company's massive database of small businesses, the multi-year collaboration allows for a detailed analysis and assessment on a wide range of important issues to the small business community including demand for financing needs, the level of accessibility of private capital, and the transparency and efficiency of private financing markets.

In addition to conducting an annual national economic forecast survey, the partnership centers on the development of a quarterly Private Capital Access (PCA) Index. This new index is designed to measure the demand for, activity, and health of the private capital markets, plus provide actionable data to these business owners not generally available in the past.

Nearly 6,000 small businesses contributed to a first quarter survey. The official PCA Index will be published following the completion of a second quarter survey, with quarterly releases thereafter. The reports will provide separate indices for small business capital and middle market capital. Each index will be further segmented into current conditions and expected conditions indices. ∴

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6,000

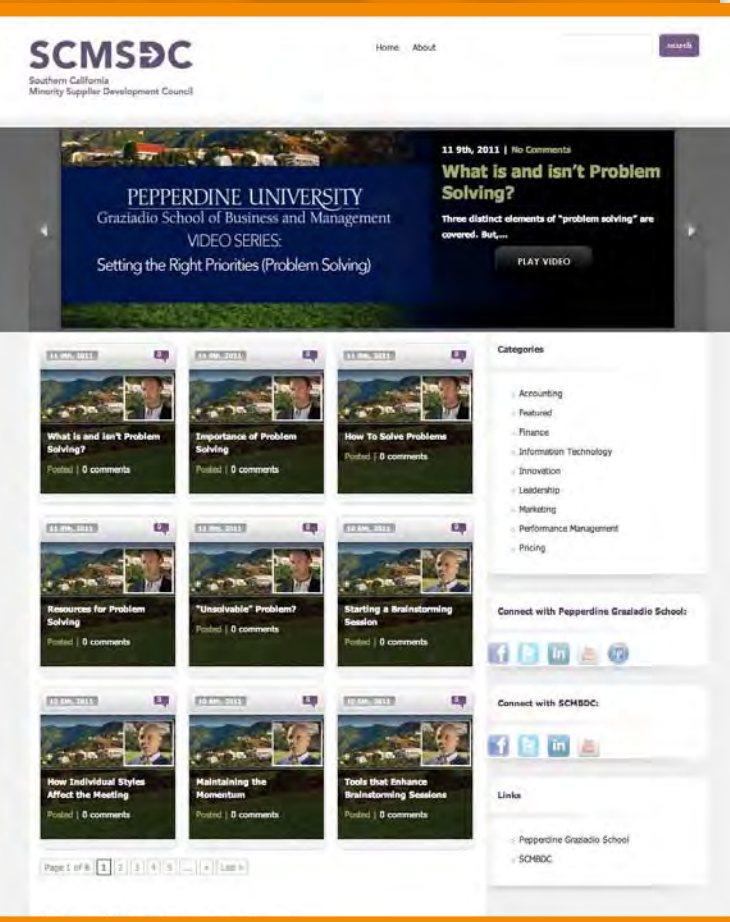
Nearly 6,000 small businesses contributed to a first quarter survey.



PEPPERDINE  
PRIVATE CAPITAL  
MARKETS PROJECT

[bschool.pepperdine.edu/privatecapital](http://bschool.pepperdine.edu/privatecapital)

# Small Business Video Series



**D**oreen Shanahan, director of the MBA consulting program E2B (Education-to-Business), led the school's continuing partnership with the Southern California Minority Business Development Council, recruiting fellow faculty members **Andrea Scott, Joe Hahn, Charles McPeak, and Stephen Rapier** for a third series of educational webinars on small business topics. The web series breaks down expert business insights into short, shareable tips covering customer segmentation, brainstorming, problem solving, budgeting and break-even analysis, and competing effectively. The videos are available on-demand at [scmbdc.tv](http://scmbdc.tv).

SCMBDC is the largest nonprofit minority business advocacy organization in the region, serving 1,300 minority business enterprises and 300 corporate members throughout 13 counties. Its mission is to groom minority suppliers and help them find large company clients. ∴

SCMBDC SERVES:

1,300  
minority business enterprises

300  
corporate members

13  
counties

# Hollywood Comes to Campus



**T**he Graziadio School partnered with the Media & Entertainment Services Alliance and Hollywood IT Society to host the 2nd annual Hollywood IT Summit (HITS) in March. This co-produced variety event is the largest single gathering of IT professionals in Hollywood.

“HITS has become a unique, collective experience for the entire entertainment IT ecosystem,” said conference chairman and Pepperdine adjunct professor **Devendra Mishra**. “From the content holders to their service and technology solutions providers, we all gather together once a year with an open mind toward facilitating growth and profitability for our industry.”

The conference awarded scholarships to a selective group of MBAs to attend and participate alongside executives from Fox, Warner Brothers, Sony, Paramount Pictures and industry giants.

*“It was encouraging to hear key IT executives reiterate concepts introduced in my IT courses work at Pepperdine; namely how IT initiatives serve as the enabler for key strategic business initiatives.” – **David Bickham**, MBA Candidate 2013*

*“My biggest take away is the need and ability for companies to leverage IT as business partners in being proactive instead of reactive in the organizations they reside in.” – **Bradi Harleaux**, MBA Candidate 2012*

*“For an information junky such as me, it is an incredible experience hearing about upcoming innovations within the entertainment industry that will be directly affecting the end consumer in the near future.” – **Rehman Kurji**, MBA Candidate 2013 .:*

# Which Southern California CEOs Create the Most Value For Their Companies?

*Continued on next page...*

**O**ccidental Petroleum's CEO **Stephen Chazen** is the top value creator in Southern California, according to the 2012 CEO Performance 100, which ranks CEO performance of Southern California's largest companies. Released by the Graziadio School and global management consulting firm SCCO International, Occidental had the highest absolute value creation in 2011 with \$3.4 billion in economic profit, an increase of \$1.6 billion over its 2010 results. Occidental was followed closely by Amgen, with an absolute economic profit of \$3.2 billion.

The absolute value creation for each company was achieved by measuring profits earned above the cost of capital. The report highlighted strong profitability for many companies; 58 of the 100 CEOs reached positive economic profit. Conversely, 42 delivered negative economic profits.

Southern California's corporate landscape is dominated by mid-size companies. Excluding the largest ten companies in the ranking, average annual company sales in 2011 was \$1.2 billion. To identify performance over this broad corporate landscape, the study measured companies based on their value spread, the difference between a company's 2011 return on capital and their cost of capital. Measuring value spread allowed the authors to standardize the companies regardless of their size and measure CEOs based on how well they have employed investors' capital.

Occidental Petroleum had the highest absolute value creation in 2011 with \$3.4 billion in economic profit, an increase of \$1.6 billion over its 2010 results.

SCCO International in association with Pepperdine University

## Strategy and Value

- 1 Who's Really Winning?
- 3 Who Are the Return Champs?
- 5 Perspectives on Performance
- 7 Becoming Value-Oriented
- 9 The Value Creation 100

Graziadio Business Review

April 2012

SCCO International  
CEO Performance 100  
CEO Performance of Southern California's Largest Companies



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Graziadio School of Business and Management

## Which Southern California CEOs Create the Most Value For Their Companies?

"A company can have a great idea or product, but without the right strategy and leadership they may not create value."

– John Paglia

Monster Beverage, the maker of Monster Energy Drinks, achieved the top value spread of companies reviewed with a value spread of 171 percent. Monster CEO Rodney Sacks continued to lead the company's strong returns and by doing so was rewarded with a market-to-book multiple of nearly 50x. Over the past three years Monster has averaged a value spread of 143 percent. Herbalife CEO Michael Johnson drove a 2011 value spread of 52 percent up from 37 percent in 2010. Herbalife was rewarded with a market to book multiple of 9x at the end of 2011.

The ranking makes clear that those companies that generate returns above investors' required returns are rewarded with increases in share price. However, it is not enough to do it for a single year; the market rewards sustainable performance that is expected to continue to grow and improve into the future.

It is worth noting that Herbalife and Qualcomm were the only companies among the top 10 on both the Value Creators ranking and the Value Spread ranking.

"A company can have a great idea or product, but without the right strategy and leadership they may not create value," said co-author John Paglia, an associate professor of finance and the Director of the Pepperdine Private Capital Markets Project, which investigates privately held businesses' access to capital and the lenders and investors that serve them. "Securing capital and using it wisely are absolutely pivotal for companies to maximize value for shareholders." ∴

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Over the past three years Monster has averaged a value spread of 143%



# Celebrating E2B

**M**ore than 5,000 students have completed in excess of 250 projects in the Education-to-Business (E2B) MBA consulting program, since its inception in 2001. Originally integrated into marketing classes, today MBAs identify new market opportunities and develop marketing plans for businesses as class projects. They also provide company financial performance analyses in finance courses and conduct cost benefit analyses and implementation plans for technology solutions that improve enterprise efficiencies in IT classes. The Graziadio School thanks its Academic Year 2011–2012 E2B clients for their participation in the program’s continued success. ∴

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5,000

students have completed in excess of 250 projects

Acacia, Inc.

Active Life Scientific

AirSplat

American Dawn Inc.

AutoSock

Boot Barn, Inc.

CA Bontana

CallSource

CapEx

CAST Recovery

DOX Solutions, LLC

F. Gaviña & Sons, Inc

Farmers Insurance Group

Forward Industries

HeadBlade, Inc.

Infab Corporation

JBI

Journey’s End Relocation

Legal Aid Foundation  
of Santa Barbara County

Mars Food Division

Merrill’s Packaging

Miso Media

National Positions

NVISION

Olsen Visual

PanCorp

PleinAire Strategies, LLC

Qualcomm

Radlink

Rolkin Systems

SecurityBase / Mesa Safe Company

Sony Pictures Home Entertainment

TRI

Unarco Industries, LLC

Video Symphony

# Partnerships in Executive Education



For more information about executive education partnerships and these programs, please contact Rachel Williams, Director of Executive Education, at (310) 568-5787 or [rachel.williams@pepperdine.edu](mailto:rachel.williams@pepperdine.edu)

The Graziadio School partners with **Dalton Education, LLC**, a leading provider of innovative education solutions in financial planning, to offer the **Online Executive Certificate in Financial Planning**. Designed to fulfill the education requirement to sit for the CFP® Certification Examination, the program's six modules can be completed in nine months, but may be finished faster.

Students complete the program at their own pace via highly interactive content, including video introductions for each module, instructor whiteboard examples and lectures, interactive games, exercises, homework and exams. This program is appropriate for anyone who cannot attend a regularly scheduled class or is a disciplined, self-study student. Access to the online course materials can be extended in three-month increments at no additional charge.

#### The six modules include:

- Fundamentals of Financial Planning and Insurance
- Investment Planning
- Income Tax Planning
- Retirement and Employee Benefit Planning
- Estate Planning
- Financial Plan Presentation

The **Certificate in Financial Management for the Family Office** program trains family office management personnel, family members, individuals from affluent backgrounds, and advisors that work within the family office space. Attendees learn best practices in corporate governance and financial management, and evaluation skills to oversee, manage and make financial, budgetary and investment decisions for their organization.

The two-and-a-half day program is taught by both Pepperdine faculty members and industry experts and was developed by the Graziadio School in association with **Lido Consulting Group**. ∴





*NBA Hall of Fame member Jerry West, head consultant for the Golden State Warriors, was among this season's acclaimed Dean's Executive Leadership Series keynote speakers. Sponsored by Farmers Insurance, the Dean's Executive Leadership Series welcomed Herbalife's Richard Goudis, Coca-Cola's Jerry Wilson, Yahoo!'s Blake Irving and, Los Angeles Angels of Anaheim's Dennis Kuhl.*

**PEPPERDINE UNIVERSITY**  
Graziadio School of Business and Management

# Advance Reputation

**U.S. News** reaffirmed the Graziadio School among the nation's best schools for working professionals.

## Recognitions

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**G**raziadio School was named the second most popular business school in the country by **U.S. News & World Report**. The publication looked at the percentage of full-time applicants accepted to institutions last year who decided to enroll, called yield. At 89.1 percent, the Pepperdine MBA closely follows Harvard Business School (89.3 percent) and places ahead of Stanford Graduate Business School (85.2 percent).

**U.S. News** also reaffirmed the Graziadio School among the nation's best schools for working professionals. The Fully Employed M.B.A. program placed 43rd out of the country's 326 part-time MBA programs surveyed. Among the 400 full-time business programs participating in *U.S. News* annual ranking, the Pepperdine Full-time M.B.A. program secured the #81 spot.

**Chief Executive** magazine selected the Graziadio School for top-ranked placement on its global list of 43 "Leading Executive Education Programs." For custom and open-enrollment Executive Education programs, the School was honored along with Columbia Business School, Harvard Business School, Korn/Ferry International, UCLA Anderson School of Management, and The Wharton School. ∴

# Emphasizing Economic Rebalance Between the U.S. and China

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*Dr. Terry Young, Chair of the Economics Department.*

In February, Wang Zhongqi, president of China Chamber of Commerce, nearly 40 trade delegates from the People's Republic of China and more than 60 members of Los Angeles business community, some representing East West Bank, the World Trade Center Association Los Angeles, and the Port of Los Angeles, were guests of the Graziadio School of Business and Management for a seminar on U.S.-China economic relations at Pepperdine University's West Los Angeles campus. **Dr. Terry Young**, chair of the economics department, delivered the keynote address on the complex but symbiotic relationship between the world's two largest economies.

Dr. Young has an extensive background in finance and economics. As an award-winning educator and a published economist with extensive knowledge about the global marketplace, Young also serves as a consultant on global sourcing and business startups.

In her presentation, Young discussed the state of the U.S.-China economies. Although the United States has officially emerged out of recession, she noted, its recovery continues to drag and unemployment remains stubbornly high. Meanwhile, China's economy is still robust but slowing down.

*"China's slow growth is partly due to government efforts to prevent its economy from overheating," observed Young.*

She went on to say that China's export economy relies on selling Chinese goods to the U.S. and the U.S. relies on China financing its national debt, and that this is a dysfunctional economic relationship that has destabilizing consequences.

"The challenge is how to rebalance global demand where it relies less on U.S. and more on domestic consumption in China," said Young. "The U.S. needs to control its enormous debt, while China needs to build a stronger domestic market.

The relationship between China and the U.S. is under increasing tension as the global economy continues to slow down, warned Young. "Worldwide problems need China and the U.S. to work together for their common interests," she advises. "The cooperation between China and the U.S. are critical for global peace and stability." ∴

# Bulgaria President Taps Faculty Expert on Technology Parks



Dr. Charla Griffy-Brown, Professor of Information Systems and Technology Management and Director of the Center for Teaching and Learning Excellence, advised the president of Bulgaria on how to establish a technology park.

**D**r. Charla Griffy-Brown was invited this spring to advise Rosen Plevneliev, president of Bulgaria, and his government on how to establish a technology park. Arranged through the U.S. Embassy, Dr. Griffy-Brown took part in several high-level meetings involving the University of National and World Economy, New Bulgarian University, the Association of Bulgarian Leaders and Entrepreneurs, American Chamber of Commerce in Bulgaria, Junior Achievement Bulgaria, and International University College. She was interviewed by the newspaper *Kapital Weekly*.

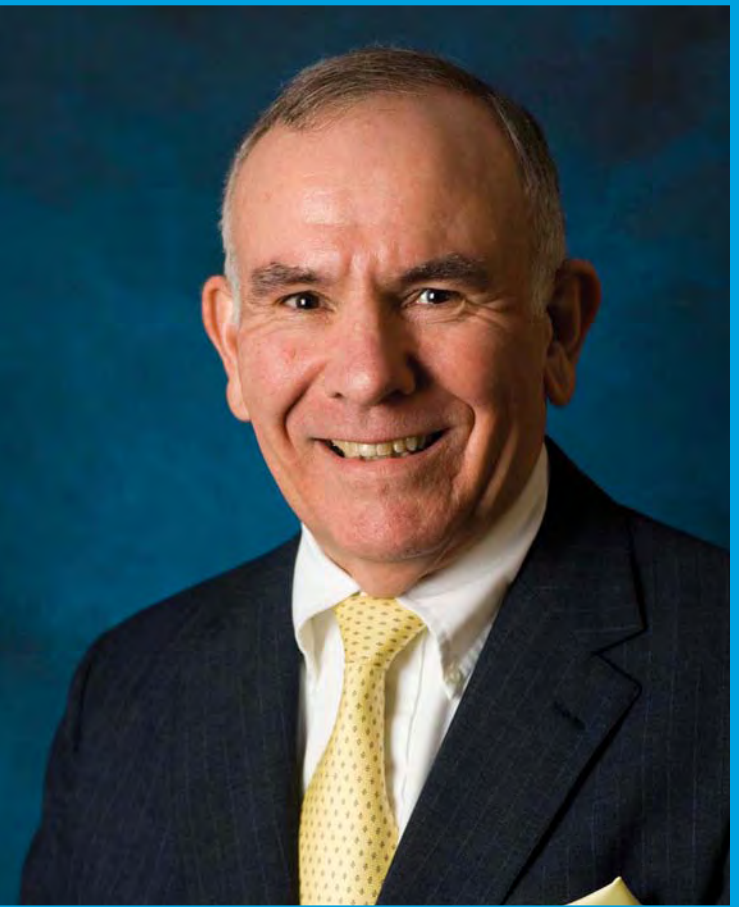
The main goal of the visit was to support and to advise Bulgaria on business innovation, said Griffy-Brown, a professor of information systems, director of the school's Center for Teaching and Learning Excellence, and editor-in-chief of the academic journal *Technology in Society*. She encouraged the Bulgarian government to invest in soft-infrastructure, digital infrastructure, education, and its young people. Her message to Bulgaria: Build on existing strengths. ∴

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"The main goal of the visit was to support and to advise Bulgaria on business innovation."

– Dr. Charla Griffy-Brown

# Grant Funds Cloud-based Network Project



**T**he Graduate Management Admission Council® awarded **Dr. Owen Hall, Jr.**, a professor of decision sciences, a \$60,000 grant to develop requirements and specifications for a cloud-based knowledge-exchange portal that allows business schools to conduct peer-to-peer collaboration to address student learning innovations and related issues.

“The goal of the Management Education Collaboration Network (MECNET), Pepperdine’s GMAC MET Fund project, is to provide the management education community with a dynamic Internet-based vehicle to drive innovation regarding student learning through the sharing and exchanging of ideas,” said Hall. “This effort builds on work that has been conducted at the Graziadio School over the past several years.

The GMAC Management Education for Tomorrow (MET) Fund has awarded more than \$7.1 million in grants to 12 organizations across six countries, including Pepperdine, in the second round of its Ideas to Innovation (izi) Challenge, a \$10 million initiative to advance business education around the world. ∴

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Dr. Owen Hall was awarded a \$60,000 grant to develop a cloud-based knowledge-exchange portal.

*Dr. Owen Hall, Professor of Decision Sciences and Editor-in-Chief, Graziadio Business Report, has been awarded a grant to develop a cloud-based knowledge-exchange portal.*

# MBA's Take Home ACG Cup



Southern California ACG Cup winners are Sean Gray, Jay Kline, Clayton Wyatt, and Justin Griffin.

**P**epperdine MBA students **Sean Gray, Jay Kline, Clayton Wyatt, and Justin Griffin** won the Southern California ACG Cup Final Round at the Skirball Center, competing against MBA teams from San Diego State and Chapman University for the prized title.

Accounting professor and Executive Education director Rachel Williams said the students **"clearly stood out as the best prepared and having the best presentation style."**

Held annually by the Association for Corporate Growth, the ACG Cup is a case study competition between top business schools, held first regionally and then national. The competition tests students' judgment and knowledge about mergers and acquisitions, investment banking, and private equity. Teams take on the role of financial consultants, perform a valuation for a hypothetical company, evaluate an offer to purchase stock, and provide strategic alternatives to the owners. Local finance professionals in investment banking, private equity, and debt judge the presentations. Southern California MBA programs compete for a purse worth more than \$20,000. ..

By Dean Linda A. Livingstone and Associate Dean, Full-time Programs, Michael Williams

*Continued on next page...*

# Faith, Business, and Education

*Bloomberg Businessweek published a version of the following commentary in May.*

In January, former senator and Republican presidential candidate nominee Rick Santorum pointed out an alarming statistic for all of us in higher education. According to Mr. Santorum, “Sixty-two percent of children who enter college with a faith conviction leave without it.” These comments struck a nerve with hundreds of faith-based colleges and universities that seek to nurture faith as a part of the educational process. In these institutions of higher education, faith is explored and embraced as a conversational partner with reason and science.

Anyone familiar with contemporary higher education is aware of the issues Mr. Santorum pointed out. However, it is worth noting that the most robust data on the topic portrays a different phenomenon altogether. In 2004, researchers at the University of California Los Angeles surveyed more than 112,000 freshmen as they enrolled in 236 public and private colleges and universities, and then followed up with 14,527 of these students again in 2007 as they completed their junior years. Their findings indicated that religious engagement during college did languish but overall, students’ spirituality increased. What’s more, according to data collected

by the National Center for Education Statistics, fall enrollment at schools affiliated with the Council for Christian Colleges and Universities increased 12.5 percent between 2003 and 2009.

Over many years in higher education in religiously-affiliated institutions across the nation, we have seen countless ways in which the college experience brings faith to life for not only undergraduates but also graduate-level students.

From our point of view, the college experience provides a unique—and critical—opportunity for students to reflect upon, question, and strengthen their personal faith. Even in the fields viewed as most “secular,” like graduate management education, we believe students are best served by exposure to state-of-the-art thinking about contemporary practice along with moral grounding from deeply held values. At the Graziadio School we refer to this as “values-centered leadership,” and it is core to our institutional mission.

“Sixty-two percent of children who enter college with a faith conviction leave without it.”

– Rick Santorum



From our point of view, the college experience provides a unique—and critical—opportunity for students to reflect upon, question, and strengthen their personal faith.

## Faith, Business, and Education

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Many of our students find their personal religious faith serves as a foundation to help guide life's decisions. The college experience allows students to develop themselves and their skill sets. Allowing one's most deeply held values—which are often grounded in religious beliefs—to shape one's practice strengthens the commitment to these values and provides a safe space to grow in character and virtue.

Values-centered leadership should not be confused as simply doing good without regard to fundamental business principles. Numerous highly successful corporate leaders visibly incorporate deeply-held faith into their business model. These values empower them to respond to the unrelenting pressure to maximize profit at any expense. For instance, John Mackey, CEO of Whole Foods, consistently delivers strong corporate performance by focusing every aspect of Whole Foods' business model on a "higher purpose" than quarterly profit. The company's philosophy guides their practices, which include donating to communities through philanthropic engagements and valuing its employees through generous benefits and compassion. Other companies are more explicit in demonstrating the source of their values. Forever 21, for example, prints John 3:16 on each bag as a "demonstration of the owner's faith." These businesses and thousands of other

small and large ones alike, prove that businesses can be successful at both generating profit, and demonstrating deeply-held values.

Likewise, while it is easy to paint higher education as a destroyer of faith and a purveyor of nihilism to future generations, we should be careful in painting with too broad a brush. In many cases, at both private religious institutions and public-research universities, students actively integrate deeply-held values and religious faith into their education.

It is unwarranted to suggest that modern society is not well served through the values of higher education, or that higher education decays student's religious and spirituality values. Rather, many students and alumni of our universities find that contemporary higher education institutions are often the most fertile space for cultivating and nurturing a robust faith that aggressively seeks deeper understanding of our empirical world and the societies in which we live. ∴





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Class Notes

# Kevin Streeter

*Continued on next page...*



**K**evin Streeter (MBA '12), director of the Ambulatory Surgery Center at Saint John's Health Center in Santa Monica, Calif., delivered the graduating student speech at the commencement ceremony this April.

Streeter earned an MBA with an emphasis in leadership and organizational change. He completed Pepperdine's Bachelor of Science in Management program cum laude last year, in which he earned a 3.7 grade point average and was inducted into the Beta Gamma Sigma Honor Society. He was recognized for "personal excellence and outstanding student leadership" with the George Award, Graziadio School's most prestigious honor.

Streeter is a veteran of the United States Navy, having served six years as a medic for the Marines. Upon completion of his service, he began working as a registered nurse in surgery. For the past five years he has served as director of surgical services, most recently at Verdugo Hills Hospital. He joined Saint John's Health Center last August. ∴



## Lore Harp McGovern

*Continued on next page...*

**S**erial entrepreneur and acclaimed high-tech strategic advisor **Lore Harp McGovern** (MBA '81) accepted the school's Distinguished Alumnus Award at commencement this spring. The award is bestowed on a graduate whose professional and personal accomplishments honor school namesake George Pepperdine's commitment to excellence and upholds the values-centered principles of Pepperdine University.

Ms. Harp McGovern serves as director of the McGovern Institute for Brain Research at MIT and GoFish Technologies Inc. She also serves as chairman emeritus of the Board of Associates of the Whitehead Institute for Biomedical Research at MIT. Ms. Harp McGovern is a founding member of the Committee of 200, a national organization of women business executives. She was named Entrepreneur of the Year by Ernst & Young in 1983, is a strategic investor in 15 high-tech companies, and a member of the Band of Angels.

In 1976, Ms. Harp McGovern co-founded and was CEO of Vector Graphic Inc., one of the first pioneering microcomputer companies. After raising venture capital, she initiated a successful public offering in 1981 and grew the company to more than \$50 million in sales.

In 1981, she co-founded the Pacific Technology Venture Fund, with offices in San Francisco and Tokyo, and directed the firm from 1984 to 1985. In 1985, Ms. Harp McGovern founded Aplex Corp. to design and develop products for the feminine hygiene market. She holds patents for two inventions and sold the marketing rights in 1989. ∴

## 2012

**Brendon Bain** (MBA '12) joined ViaTech Publishing Solutions, Inc. as business manager.

## 2011

**Breno Cesar** (MBA '11) is the new alliances manager at Burger King Brasil in São Paulo Area, Brazil.

**Eric Cohen** (MBA '11) joined The Advisory Board Company, a global research, consulting, and technology firm, as an associate director.

**Frank Hayn** (MBA '11) was recently named vice president of retirement plans at National Planning Holdings, Inc., one of the nation's largest independent broker-dealer networks.

**Blake Terreri** (MBA '11) recently joined Palmer Capital Inc. as a capital markets partner.

**Charlotte Washington** (BSM '11), manager of Technology Services for Sheppard Mullin, recently published an article in the law firm quarterly *Peer to Peer* on cross-cultural awareness and sensitivity.

Entrepreneur **Stephen Yeoh** (MBA '11), cofounder of LearnItByEar, was appointed to the board of the Greater Conejo Valley Chamber of Commerce.

## 2010 – 2006

**Lorin Cha** (MBA '10) recently joined DIRECTV as fulfillment operations project lead.

**Steve Haber** (MBA '07) joined Sears Holdings as senior vice president and president, Home Appliances.

The Orange County Fair Board promoted **Jerome Hoban** (EMBA '07), vice president of operations, to the fairgrounds chief executive officer.

**Tony Leadbetter** (MBA '10) recently accepted a position as a relationship manager at Wells Fargo Capital Finance.

**Laurie Lile** (MBA '10) has been named the new city manager of Monrovia, CA.

**Sandro Olivieri** (MBA '09) is now senior marketing manager at AT&T Foundry. Sandro recently graduated from AT&T's Leadership Development Program.

**Michael Tanenbaum** (MBA '08) joined the full service ad agency Woo Agency as social media strategist.

## 2005 – 2001

**Bob Belt** (EMBA '05) was recently named assistant vice president – Law at Union Pacific Railroad Company.

**Floyd W. Green III** (PKE MBA '01), vice president and head of community relations and urban marketing for Aetna in Hartford, was recognized as one of the “Top 100 Most Influential Blacks in Corporate America” in Savoy Magazine.

**Nicole Hall** (MBA '05) is now director of the Career Management Center for Wake Forest Schools of Business and president of the 2011-2012 Board of Directors.

**Dustin Le** (MBA '01) was recently promoted at HORN, a national distributor, supplier, marketer, and manufacturer of specialty ingredients, raw materials, and chemicals.

**Jason Nazar** (MBA/JD '07), founder of Docstoc, recently launched License123, a new service that helps entrepreneurs and small businesses figure out what licenses and permits they need to operate legally.

**Rick Reed** (MSTM '01) is now Volunteer Trainee at San Mateo County Search and Rescue

**Ashan Willy** (MBA '02) is now sales executive at standards-based unified communications firm Polycom, Inc.

## 90S

**Para Anderson** (MBA '91) was recently featured in the *Asian Journal* for her inspiring professional rise and her contribution to the Filipino-American community.

Small business owner and Marine Corps combat veteran **Drew Bernhardt** (MBA '94) recently announced he is running for mayor of Scottsdale.

**John Ching** (MBA '95), a producer for TalkStory Productions in Hawaii, made his directing debut with the independent film BAIT.

**Allan V. Cook** (MBA '97) was recently appointed head of Technicolor's worldwide media services business unit.

**John R. Hall** (MBA '94), co-founder of customer relationship management solutions firm Greenwood & Hall recently published *Am I Still Autistic?: How a Low-Functioning, Slightly Retarded Toddler Became CEO of a Multi-Million Dollar National Corporation*.

**Bill Humphries** (MBA '98) has joined the board of directors as an independent member at Clearside Biomedical.

**Douglas Kent** (MBA '91) was named vice president of Avnet Velocity, a global technology distributor.

Have a success story or news to share? Visit Class Notes online and complete our form at:

[bschool.pepperdine.edu/alumni/class-notes](http://bschool.pepperdine.edu/alumni/class-notes)

### 90S *(continued)*

**Nancy Kikuchi** (MBA '94) has been selected for the 2012 Women of the Year award from The Downtown Los Angeles Chapter of the Japanese American Citizens League and the Japanese Women's Society of Southern California.

**Calvin Lyons** (MBA '90) was named president and chief executive of the Boys & Girls Clubs of King County.

**Oscar Munoz** (MBA '86) was recently appointed by the CSX Corporation as its new executive vice president and chief operating officer.

**Debra Schueler** (MBA '96) is now Marketing Director for ZipTech Media in Orange, CA. She had Josh Kirby's job at one time.

**Sue Swanson** (MBA '94) was named the new executive director of the nonprofit domestic violence support agency VOICES DV in Freeport.

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### 80S

**Jim Dixon** (MBA '82) recently joined the board of directors at Legal Genie, Inc., an online unbundled legal services provider.

**Daniel Feiman** (MBA '89) was recently nominated for a Global eBook of the Year Award for his *THE Book on BUSINESS From A to Z: The 260 Most Important Answers You Need to Know*, from the Build It Backwards series.

### 70S

**Robert Jurgensen** (EMBA '76) was named to the board of The Rona Barrett Foundation. ∴

## EXECUTIVE EDUCATION

### Certificate in Strategic Corporate Social Responsibility

*Managing Businesses in Sustainable Practices, Environmental Stewardship, Ethical Responsibility and Financial Strength*

The **Certificate in Strategic Corporate Social Responsibility** is a two-day program focused on teaching business leaders the complexities of sustainability, corporate social responsibility, and ethics, and how these tie into producing a superior product that generates financial growth. The program goes a step beyond “the triple bottom line” – *People, Planet, Profits* – and adds a fourth factor to the equation: *Product*. Delivery of a quality product or service is essential for a sustainable competitive advantage in any business. The program is developed and led by Dr. Michael Crooke, the Pepperdine faculty lead for the SEER Certificate.

- ✓ Study the SEER philosophy and model, in the context of the challenges and opportunities facing business and society.
- ✓ Gain in-depth knowledge of the four macro-values – Corporate Social Responsibility (People), Environmental Stewardship (Planet), Financial Strength (Profits), and Product/Service – illustrating the crux of the SEER philosophy.
- ✓ Evaluate the process of making tough decisions, managing the tensions between the four macro-values.
- ✓ Learn how these function as a system with many areas of overlap and interaction versus operating as stand-alone concepts.

#### Who Should Attend:

The Certificate is a training program designed for business managers and executives. The course does not have pre-requisites, but will be taught at a graduate level so attendees should have a basic knowledge of business strategy and operations. The certificate qualifies for continuing education credit for CPAs licensed in California and MCLE for attorneys licensed in California.

#### For more information go online at:

[bschool.pepperdine.edu/programs/executive-education](http://bschool.pepperdine.edu/programs/executive-education)



*Dr. Michael Crooke is a professor of strategy who brings his experience as former CEO of Patagonia and leading other innovative, deeply ethical and profitable firms to educating executives and future managers about how to steward socially, environmentally and ethically responsible organizations.*

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