If you desire to take your career to the next level, now might be a good time for you to get your Executive MBA. According to the Graduate Management Admission Council, 72% of companies surveyed said they planned to hire those with graduate business degrees in 2015, up 3% from 2014. In addition, senior-level jobs are increasingly hard to fill. Results released earlier this year by recruiting firm Robert Half, found that 68% of 2,100 CFOs interviewed said it was challenging to find skilled candidates for professional-level positions.

While a traditional MBA attracts many interested in switching industries or gaining a unique skill set tailored to their field, an Executive MBA (EMBA) aims to propel mid-level managers to a C-suite position within their company.

Companies seek to hire EMBA because of deeper expertise and industry knowledge of current and emerging business practices. According to the Executive MBA Council, EMBA programs not only help business leaders grow, they help them make significant career transitions, find a new job or achieve a promotion, or launch a new business. That’s why it’s no surprise the Council’s Student Benchmarking Survey reports 41 percent of EMBA graduates in 2014 said they received a promotion during their time in the program.

What makes an EMBA impactful? Advanced training that comes from an EMBA provides integrated and complete business skills fundamental to running an organization. However, not all EMBA are created equal. Ranked 23rd in the world by Bloomberg Businessweek, the Pepperdine Executive MBA program focuses on the development of strategic leadership competencies through a collaborative learning environment. It delivers a full MBA experience in 19 months with a format and curriculum that fits the needs and schedules of busy executives. Meeting every three weeks on Friday and Saturday, the program offers:

Executive mentoring exclusive to you. Unique to Pepperdine’s EMBA, each cohort is assigned a class advisor to offer guidance throughout the program. These entrepreneurs and business executives are graduates of our EMBA program and bring a wealth of valuable experience and connections to you.

Learning focused on your business. Pepperdine’s “live case study” program makes your company the focal point of an intensive research and consulting project. Making your business part of the curriculum allows you to bring what you are learning directly into your firm to solve real challenges in real-time.

A global perspective. An international research excursion gives you keen insight into developing markets and a deeper understanding of global business. Students visit two countries and meet face-to-face with company executives to experience first-hand how global business is done.

Experienced faculty from all areas of business. Pepperdine’s EMBA faculty includes respected scholars, seasoned executives, consultants, and entrepreneurs. The low student-to-faculty ratio ensures students have ample opportunity to ask questions, share ideas, and build relationships with leaders and peer executive cohorts.

While an Executive MBA is intended to get you that senior executive position, Pepperdine’s Presidents and Key Executives (PKE) MBA is for top-level executives charged with strategic decision-making and bottom-line results. The only MBA program in the world designed for C-level, senior and business owner executives, the Pepperdine PKE focuses not only on the operational and financial aspects of business, but on your personal development as a leader. With a special focus on the strategic challenges faced by company presidents and senior executives, classes are limited in size and structured in an intimate boardroom setting where top-level peers exchange ideas and problem-solve as a group.

Along with this, the Pepperdine PKE MBA focuses on ethical leadership and corporate social responsibility, which is at the core of the Graziadio Business School mission and is incorporated into all facets of the PKE program. Similar to the Pepperdine EMBA, the PKE is a degree that will get you beyond C-suite success and into personal prosperity.

Pepperdine’s EMBA meets at campus locations in Southern California. In these locations, students have access to executive-style classrooms, faculty offices, computer labs, and reference facilities. In addition, the West Los Angeles Graduate Campus offers a Part-Time MBA, M.S. in Management and Leadership, M.S. in Human Resources, and its Bachelor’s Completion Program.

Whether you’re a mid-level professional looking to advance your career to the next level or a seasoned executive looking for professional and personal growth, an EMBA or PKE with Pepperdine will ensure you reach your goal.

Information for this article was provided by Pepperdine’s Executive MBA program. For more information or questions, please contact the program at (800) 766-5062 or email execpgms@pepperdine.edu.
Helping Professionals Reach Their Highest Potential

By ANGIE MATHEWS

The College of Continuing and Professional Education (CCPE) at California State University, Long Beach, believes in the transformational power of education. One of eight academic colleges at the university, it is a self-support, interdisciplinary college that provides expanded access to CSULB’s exceptional academic programs and educational resources. CCPE offers professional development certificates and a diverse range of degrees, including a number of Master’s degree programs geared towards working professionals.

A leader in the adult education market for more than 40 years, CCPE understands how professionals learn, as well as their needs and preferences. Offering an array of graduate-level degrees in a selection of formats, students can find programs to fit their personal objectives and lifestyle. From traditional face-to-face programs, to programs completely online, to hybrid programs blending both, CCPE’s Master’s degree programs allow students to continue to work while they prepare to achieve their career goals.

“I had aspirations of becoming a health care leader, particularly in the acute care hospital setting,” said Angel Avellino, graduate of the Master of Science in Health Care Administration (MSHCA) program and current Associate Hospital Administrator at St. Mary Medical Center in Long Beach. “Given the competitive nature of the job market, I recognized that I needed both practical and academic experience. This motivated me to pursue higher education, as I knew it would help get me to where I wanted to be professionally and personally.”

Avellino said that in today’s health care industry, administrators require extensive training and education in order to advance. He attributes the MSHCA program with providing a real boost to his career goals. “Soon after I received my Master’s degree, I was promoted to a managerial role,” he said. “All the theoretical knowledge I acquired from the MSHCA program is applied on a daily basis in my role, whether it be deploying concepts of finance and monitoring daily productivity, ensuring safe patient care through quality improvement frameworks, or dealing with human assets and human resources.”

An advertisement supplement to the Los Angeles Business Journal August 3, 2015

Given the competitive nature of the job market, I recognized that I needed both practical and academic experience.

Scott Taschner, graduate of the Master of Science in Geographic Information Science Degree Program (MSGISci) and GIS practitioner, was looking to augment his existing skillset and enhance his personal marketability. He discovered the yearlong MSGISci program and with its hybrid format designed to accommodate working professionals, it was a perfect fit. As a result, his role strengthened within the GIS community. Recently, he decided to leverage his knowledge and take his GIS-based company to the next level by way of the GISP Certification from the GIS Certification Institute.

“The [MSGISci] program was excellent, Taschner said. “It did not spend a lot of time on some of the GIS basics. It provided project management education/training, ethical insights and practices, current remote sensing techniques, and some of the advanced GIS methods and technologies. It helped me meet the [certification’s] educational requirement, volunteer requirement, and my thesis project helped me to meet the publication requirement.”

The accelerated Master of Public Administration Distance Learning program (DLMPA) is also developed with working professionals in mind. Completed without career interruption and delivered in real-time, entirely online, students experience an innovative learning environment without needing to put too much of their life on hold.

“I think we both felt that CSULB created this program specifically for people like us,” said Stephanie Talavera, DLMPA 2015 graduate. “Without the MPA program, we would never have been able to pursue our dream of higher education.”

A testament to the flexible nature of the program, Talavera and her husband Chris decided to enroll together while both working full-time and caring for their two children, as well as one on the way. With a desire to support a family, contribute to public service in an impactful way, and set an example for their children, they both felt ready to take the next step in their education.

“We are both still at our supportive employers, but with a greater level of responsibility,” Talavera added. “Christopher is now in a management level position and I have been given higher level work that will really be career-defining.”

CCPE strives to meet the needs of its students. As a leader in continuing higher education, the college provides individuals with the path to more easily enrich their lives and reach their highest potential. Believed to be measured by the success its students achieve, CCPE is honored and proud to be part of the journey for so many students in attaining new heights in their careers and new levels of fulfillment in their lives.

Angie Mathews is a Copywriter and Online Content Specialist at California State University, Long Beach’s College of Continuing and Professional Education. For more information, visit www.ccpe.csulb.edu.
Experience an MBA that offers a dynamic mix of theoretical knowledge and hands-on, applied learning. With small classes, an exclusive ‘executive’ network, dedicated faculty and class advisors, Pepperdine provides an unparalleled, personalized MBA.

Executive MBA
- 19-month program, meet every third week
- Designed for mid- and senior-level business executives

Presidents & Key Executives MBA
- 15-month program, once-a-month weekend schedule
- Designed for C-level business executives and owners

Get Connected
800.933.3333 • bschool.pepperdine.edu/mba-la

MALIBU • WEST LOS ANGELES • IRVINE • ENCINO • WESTLAKE VILLAGE • SANTA BARBARA • SILICON VALLEY • DALLAS
EXECUTIVE EDUCATION

Preparing Our Future Business Leaders

The mission of Woodbury University's School of Business is to prepare the future leaders of organizations to communicate effectively, act ethically, and think globally in a strategic manner.

Founded in 1884, Woodbury University has been empowering students to do extraordinary things for 130 years. The school's motto is "transform the world by transforming yourself." As such, Woodbury transforms students into educated professionals and socially responsible citizens by integrating its Four Pillars into the MBA program—Transdisciplinarity, Design Thinking, Entrepreneurship, and Civic Engagement.

Woodbury's MBA program is designed to prepare future leaders by cultivating their authentic voice and developing their distinctive talents. Like most successful MBA programs, one of Woodbury's key factors of success is the personal mentorship that students experience from faculty members who are also accomplished businessmen and women.

Woodbury's intensive MBA program also prepares business leaders to compete in a dynamic, global environment marked by rapid technological and social change. Whether students are looking to transition into a new industry, start their own business or further a career in their current field, an MBA from Woodbury University gives students a competitive edge.

During their MBA studies, degree candidates participate in unique service learning initiatives. In their projects, students take on a leadership role by identifying a topic, finding an organization to work with, and creating a connection in order to engage in a morally responsible venture. This uniquely designed degree requirement marries the foundational pillars of the university with developing the skills—statistics, communication, presentation, team management—that our students will need in the current business landscape.

Woodbury's program proudly offers Capsim Simulations, which are used by the world's best companies (e.g., Johnson & Johnson, Microsoft, Lockheed Martin, and Sony Music Entertainment) to train emerging leaders in the management of a multi-million dollar company. Capsim is designed to teach all the elements of running a business: finance, the cause and effect relationships between functional departments, satisfying customer demands, competitive analysis, leadership, management development, and team-building skills.

Woodbury's students represent the cultural diversity of Southern California and personify the American dream of education and hard work. With an average class size of fifteen, Woodbury students learn from a combination of full-time and part-time faculty. This mix of highly credentialed, academically trained professors with extensive practical business experience is led by the Dean of Woodbury's School of Business, Andre van Niekerk, who is a specialist in international and luxury brand marketing. Dr. van Niekerk's long history of work as an academic researcher and a strategy consultant for Mercedes-Benz demonstrates how Woodbury provides its students with the best of both worlds.

Woodbury University is an accredited member of AACSB International—the Association to Advance Collegiate Schools of Business. It is also accredited by the Accreditation Council for Business Schools and Programs (ACSBP) and the Western Association of Schools and Colleges (WSCS) since 1961. Woodbury students attend classes on a 22-acre residential campus nestled at the foot of the Verdugo Mountains on the border of Burbank and the City of Los Angeles.

Woodbury University has educated more than 75,000 alumni. Three-quarters of its graduates have resided in Southern California and Woodbury alumni can be found in all 50 states and in 49 countries. Notable alumni have founded and built businesses, led national publications, held public office, led non-profit organizations and much more.

Today's world requires a total different breed of leaders; leaders who are centered but not self-centered; who are socially conscious, entrepreneurial, holistic, and creative design thinkers. Woodbury's MBA program is specially designed to help students discover, polish, and share their unique gifts and talents. The school believes that a successful MBA education embodies learning, living, and leaving an enduring legacy.

To learn more, visit business.woodbury.edu.

Your Career Path is a Journey, Not a Destination

So your dream was to shake up the world, and earning a degree in political science seemed like a really good idea. But here you are, slogging away as a real estate agent when what you’d really like to do is work in entertainment. Or maybe you’ve shifted between what appeared to be long-term careers at the time. First it was CPA, moving sideways to head up HR at a law firm, then finally managing a marketing department. Only you feel like you missed out by never giving the tech industry a shot. Sound familiar? It should.

But here’s the good news: Because you’re living in 2015, increasing your proficiency and remaining flexible in your professional options has never been deemed both more crucial and accessible. It wasn’t so long ago that job hopping was the mark of a poor work ethic. Today, for millennials and those simply looking to remain competitive and employable in an ever-changing corporate environment, moving around a lot and keeping an eye peeled for career reboot opportunities is the new normal.

A recent study published by the University of Illinois at Chicago established that acquisition of new skills and staying “professionally nimble” are the career advancement keys to a successful working life. This, at a time when the average occupational path is less likely to involve 40-plus years with a single company than the essential ability to productively pivot through 4 to 7 different mini-careers.

Further data from the Bureau of Labor Statistics (BLS) reveals that the average worker today stays at his or her job a mere 4-4.5 years. Consequently, you’ve got to be prepared to bounce from profession to profession as well as perpetually enhance and upgrade your skill set to stay ahead of the curve. Employers simply demand it.

This is why UCLA Extension is committed to helping you get there from here. Whether you’re looking to transition to a more fulfilling new gig, climb the ladder in your present job or enrich your career by staying on top in a longtime field, the Professional Development division of the University of California at Los Angeles (UCLA) has the perfect solution as Southern California’s most comprehensive instructional resource.

No institution better understands the necessity of lifelong learning, or the constancy of change, than does UCLA Extension. It offers flexible, focused, affordable professional certificates both online and in the classroom (or as a hybrid of the two) via master classes, intensive short courses, conferences and workshops to countless areas of study—from business and management, to public policy, to the arts and everything in-between.

“There is a revolution going on in higher education,” emphasized Wayne Smutz, Dean of Continuing Education and UCLA Extension, “and if you don’t keep learning you are not going to be market-ready in your career. We excel in promoting personalized learning tailored to professional goals, reimagining the learning experience to benefit employers and employees alike in the fluid dynamics of 21st century business.”

Yet while you understand the need to continue your education, it isn’t easy finding the right path. That can be remedied by checking out the hottest careers in the BLS Occupational Outlook Handbook—which line up exceptionally well with UCLA Extension’s programs.

• Information Technology – It still sizzles in California, which boasted nearly

Continued on page 30
aspir

Advance your career by enrolling in a degree program at CSULB.

Master’s degrees include:

- MBA (Full and Part-time)
- MS Health Care Administration
- MS Emergency Services Administration
- MS Supply Chain Management
- MS in Geographic Information Science
- Master of Public Administration (Distance Learning)

…and many more.

Visit www.ccpe.csulb.edu/LABJ
or call (800) 963-2250 for more information.

California State University, Long Beach
College of Continuing and Professional Education
Education and Accountability in the Workplace

Organizations coping with smaller staffs and fewer resources need greater personal accountability from their employees, but it’s often difficult to achieve. The Center for Creative Leadership (CCL) is offering tips on how to foster this valuable workplace skill in its 50th practical and easy-to-read leadership development guidebook – part of its long-running series of educational guidebooks and tools for the workplace.

The recently published “Accountability: Taking Ownership of Your Responsibility” is the newest in the Center’s series of Ideas Into Action Guidebooks, which offer practicing managers information on topics including coaching, active listening and managing conflict. CCL published its first Ideas Into Action guidebook in 1998, and the series has been distributed globally.

Henry Browning, a senior faculty member at CCL and the lead author, said the newest edition can help practicing managers “see how to turn the biggest fear, people tend to hide, hold back and note in the guidebook, when there is build it consistently over time. As we lost, it takes a long time to rebuild,” Browning said. “The best advice is to trust.”

“Trust is built slowly, and when it is lost, it takes a long time to rebuild,” Browning said. “The best advice is to build it consistently over time. As we lose trust, people tend to hide, hold back and do only what is expected.”

The accountability guidebook clearly and concisely explores why employees often don’t take ownership of their decisions, play the blame game or are crippled by fear of punishment. It offers ways for organizations to develop a culture of accountability — a willingness to face the consequences that come with success or failure — that begins with top management and spreads to all levels of managers and employees. The guidebook, based on five years of study with major companies around the world, also features an accountability scorecard that can help managers figure out the problems in their organizations.

Browning and his co-authors outline five major strategies for creating an environment that encourages accountability:

- Be clear about to whom an employee is accountable and for what outcomes.
- Offer control over resources.
- Provide access to all information needed to make decisions.
- Offer some control over resources.
- Be clear about to whom an employee is accountable and for what outcomes.

Ultimately, according to the guidebook, “A culture of accountability is one that provides a free flow of information, works to secure viable resources, keeps fear to a minimum, rewards risk-taking and treats mistakes as learning opportunities and not career-ending events.”

The Center for Creative Leadership is a global provider of executive education that accelerates strategy and business results by unlocking the leadership potential of individuals and organizations. Founded in 1970 as a nonprofit educational institution focused exclusively on leadership education and research, CCL helps clients worldwide cultivate creative leadership — the capacity to achieve more than imagined by thinking and acting beyond boundaries — through an array of programs, products and other services. CCL is headquartered in Greensboro, N.C., with campuses in Colorado Springs, San Diego, Brussels, Moscow, Singapore, Pune, India and Addis Ababa, Ethiopia. Its work is supported by 500 faculty members and staff.

To learn more, visit uclaextension.edu.
BREAK BOUNDARIES
WITH A WOODBURY MBA

Woodbury University’s MBA is designed to help you discover, polish, and excel with your unique talents. Schedule a campus visit today!
818-252-5224
#woodburyuniversity