The era of Big Data is here, and successful businesses are now relying on highly-trained data analysts to help them drive corporate strategy and make smart decisions.

According to CareerCast 2017, data science is the seventh fastest-growing career, with a 19 percent rise between 2016 and 2017. Those entering the field are being highly rewarded. Glassdoor says the pay range for entry to mid-level data scientists is $94,000 to $133,000, significantly higher than the average college graduate pay, which is $48,850, according to the Society for Human Resource Management.

"Simply put, supply does not meet demand for this profession," said Abe Helou, Dean of the College of Business and Public Management at the University of La Verne. "The modern business world needs professionals with the skills to gather, analyze, and make data-driven decisions that drive corporate strategy and execution.

To prepare students to excel in the growing field of data science, the University of La Verne offers a Master of Science in Data Analytics (MSDA) degree, with the next class starting in the fall 2019.

The MSDA, offered by the university’s College of Business and Public Management on the La Verne campus, provides two specializations: Marketing Analytics and Supply Chain Management Analytics.

While other programs in the region take 18 to 24 months to complete, La Verne’s can be completed in just 12 months. That allows students to graduate quicker, at less cost, and enter the workforce with the skills they need sooner.

Additional features of the program include: a career advisor who will help in placing students in internships and jobs, a program advisor who will ensure students remain on track for graduation, and complimentary workshops to help students prepare for exams that would enable them to earn certification by SAS in Advanced Analytics and Predictive Modeling.

"Graduates of the MSDA will be equipped with a comprehensive understanding of business intelligence and data analysis, including a holistic view of business analytics from both company and consumer points of view," Helou said. "They will also have the ability to develop a big data strategy within a corporation, build a model to see how digital analytics and big data can be used for market predictions, and a develop practical knowledge of how to develop performance measurement tools and assess return on investment."

Four courses are shared between the two concentrations, and six courses are tailored to each of the two specializations. The curriculum includes SAS programming; data mining and predictive analytics; multivariate statistical analysis; marketing research methods; problem-solving methodologies; analytics in operations and planning; analytics in logistics and sourcing; experimental design and market testing; theory and practice of consumer behavior; marketing analytics; digital marketing; and social media analytics.

The university is now accepting applications for the fall term. Founded in 1891 and located 35 miles east of Los Angeles, the University of La Verne is a private, nonprofit, comprehensive institution founded on four core values: lifelong learning, ethical reasoning, civic and community engagement, and diversity and inclusivity. The university serves more than 8,100 students on the historic La Verne location as well as across nine regional campuses and online.

Learn more at laverne.edu/data.
Learning to Lead: Top 20 Leadership Tools You Can Use

By BARTON GOLDSMITH, PH.D.

Wether you are studying to be a corporate leader or already are one, here are some best practices that I have seen used by the most successful leaders. Some of these are already in your toolkit, others you may have forgotten. Keep this list handy as a reminder of tested solutions that will make you and your team shine.

1. Use the Power of the Pen. Recognition is the number one motivator. A simple thank you note is more important than money to most people. Break out the fancy pen and A simple thank you note is more important than money to most people. Break out the fancy pen and A simple thank you note is more important than money to most people. Break out the fancy pen and A simple thank you note is more important than money to most people. Break out the fancy pen and A simple thank you note is more important than money to most people. Break out the fancy pen and A simple thank you note is more important than money to most people. Break out the fancy pen and A simple thank you note is more important than money to most people. Break out the fancy pen and A simple thank you note is more important than money to most people.

2. Understand the Importance of Emotions. Feelings are a part of daily life and daily business. When people get hurt feelings they become poor performers, so make sure you deal with these issues sooner rather than later.

3. Great leaders have one thing in common - Passion! If you’re not turned on about what you’re doing or your team won’t be either, so show them that you’re excited and watch them get fired up.

4. Communication is the most important tool in any business relationship. If you don’t use effective Business Communication Skills you’re leaving money on the table and not getting the most out of your people. Don’t be afraid to take a brush-up course and listen to hints from those who are in the positions you want.

5. Do a Company Evaluation at least once a year. Ask your team members to respond in writing to important questions like, “What do we need to change?” and “What do we need to keep doing more of?” This is your most powerful tool for a fifty thousand-foot view of your business.

6. Create a Company Mentoring Program. Everyone on a team is an entrepreneur, nothing will get done. Similarly, a team of only Implementers will create nothing new. To make sure you have a balanced team, utilize the free test called the g3h on the web site www.BartonGoldsmith.com

7. Make sure your teams are balanced with both Innovators and Implementers. If everyone on a team is an entrepreneur, nothing will get done. Similarly, a team of only Implementers will create nothing new. To make sure you have a balanced team, utilize the free test called the g3h on the web site www.BartonGoldsmith.com

8. Remember that Customer Service Rocks. The two most profitable customer service tips I have used are: first, a full return/refund policy, which eliminates risk on the part of your client and encourages them to “step up to the plate.” (By the way, I have never had to give a refund because I always give my clients more than they expected.) Second, never say “NO!” to clients. This policy creates the opportunity for you and your client to find other ways to do business together, rather than tell them you can’t or don’t provide a particular service or product.

9. Achieve goals by getting team member buy-in. If your people have input into your goals they will put more energy into helping you achieve them. Ask them what they think and you’ll get your dedication in return.

10. Implement a Knowledge Lunch. Everyone in the company should have a mentor. A mentor’s job is to help a new or junior staff member feel welcomed as well as answer any questions. Having a mentor builds confidence and creates motivation to go above and beyond.

11. Deal appropriately with Fear in the Workplace. When team members are in fear for their livelihoods (and in these times perhaps fear of their lives) they do not perform at their highest level. Providing a forum to safely talk about these fears will go a long way toward helping achieve superior performance.

12. Don’t just be a manager, be an Evangelist. You need to believe in what you and your company are doing and to share the power of that belief with your team members. A good leader can’t become great if they don’t inspire faith in their company.

13. Pursue Failure. Failure is not an ending it is a stepping stone to the right answer. Stop hating yourself for mistakes and see them as an opportunity to begin again with additional information, knowledge and experience.

14. Remember that the Fish Stinks from the Head Down. That means everything that you are responsible for everything that goes right, and anything that goes wrong. Remembering that leadership is the most important component of your business, and that the boss with you will help you keep your “fish” fresh.

15. Having Fun Increases Productivity and Profit. In companies where people have fun, the productivity and the profit are higher. The American Psychological Association has published surveys about this, and it’s a fact. Take the example of Southwest Airlines - do you know that “a sense of humor” is on their job application?!

16. Beware of Invalidation. The number one motivation killer is making a team member feel “less than.” If you mistakenly say the wrong thing to someone, apologize immediately. You’ll look like a responsible leader rather than an insensitive bully.

17. Learn to maintain your composure under pressure. Thomas Jefferson said, “Nothing gives one person as much advantage over another as to remain cool and unruffled under all circumstances.”

18. Join a Mastermind group. To keep your skills sharp and get answers to difficult questions get into a group of non-competing peers. The greatest minds in business have used Mastermind Groups to help them excel in their chosen fields.

19. Learn to ask Powerful Questions. The right question at the right time can eliminate major problems or help a team member find the best answer available.

20. Learn to Deal with Difficult People. There are specific techniques to deal with different types of people. Learn how to tell avoidance from arrogance and denial from sincerity. For a list of these types and some hints for handling them, send an e-mail to Barton@BartonGoldsmith.com with the words “Difficult People” in the subject line.

Leadership is an art form, and the best of the best use many of these proven techniques.

Dr. Barton Goldsmith is a keynote speaker, business consultant and nationally syndicated author. He may be contacted through his web site BartonGoldsmith.com or at (818) 879-9996.
LA’s Visionary Educator Paul Cummins Makes a Case for the Importance of Poetry

Dr. Paul Cummins is making a powerful case for the relevance of poetry (and how to teach it) with his latest book, *Voice & Verse: Joys and How-To’s of Teaching, Reading and Writing Poetry*. Cummins lovingly shares practical and accessible advice and perspective on how best to share the art of reading and creating poetry with students, including explorations of the tremendous benefits poetry brings and how teachers, parents and poets of all ages can impart the joys of the art with the next generation.

Cummins believes that poetry is an art form worth fighting for, and the best way to keep it alive is by teaching it in meaningful and lasting ways to a new generation.

In his book, Cummins shares examples of poetry’s ability to transform lives. For 14 years, he and his nonprofit organization have been involved in bringing arts electives to incarcerated juveniles at Camp Gonzalez in Southern California. One of the most influential classes has been creative writing: usually beginning with rap, but almost always evolving into other forms of poetry. Boys who have never liked school find they love these electives. They gain opportunities to discover and hurl their voices out into the world in a positive way, many for the first time, and the results, Cummins says, are stunning. They live their lives no longer as a “broken-winged bird that cannot fly” but as dreamers who leave their cages transformed and inspired to rebuild their previously dysfunctional lives.

Poetry, for example, led one student to leave camp, enroll in a two-year college, transfer to UC Berkeley, graduate in June 2016, and receive a full scholarship to a Ph.D. program at Duke University in September 2016. This is, of course, just one example of how poetry can make things happen.

Practicing what he preaches, Cummins’ *Collected Poems*, an assortment of his own finest and most beautiful poems, will be published by Griffith Moon early next year, demonstrating that Cummins is not only a supporter and educator of verse, but also a genuine, inspiring poet himself.

Cummins received his bachelor of arts from Stanford, his MAT from Harvard, and his doctorate from the USC. In 1971, he co-founded Crossroads School in Santa Monica and built it into one of Los Angeles’s most successful educational institutions and a national model for innovative, independent schools. In 1995, Cummins stepped down as Headmaster of Crossroads and founded New Visions Foundation (now Coalition for Engaged Education) to offer opportunities for Engaged Education to all youth. The first venture was New Roads School, a diverse, K-12 independent school in Santa Monica that has a deep commitment to social justice.

Since 2016, Cummins has helped co-create two new progressive schools: Pine Ridge Girls School in Pine Ridge, South Dakota, and Tree Academy in Los Angeles. Both schools serve grades 6-12 and are diverse, providing substantial financial aid.


Paul Cummins’ latest book, *Voice & Verse: Joys and How-To’s of Teaching, Reading and Writing Poetry* is now available via Amazon and *The Collected Poems* of Paul F. Cummins will be published in early 2019.

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**Analyze this. Sharpen your competitive edge.**

University of La Verne
Nailing That Business School Application Essay

By JOHN POLLARD

Business school students face a uniquely challenging essay, because most programs require a series of essays rather than a single, comprehensive personal statement. This fact also should rate the importance that business schools place on your written responses. Here are some business school essay writing tips:

1. Don’t Use Company Jargon.
   As a prospective business student, you have probably spent the past few years in a corporate environment with its own in-house terminology. Remember that you are writing for a reader who hasn’t attended your company’s meetings or contributed to its products. You should certainly describe various aspects of your professional life—your leadership skills, your career trajectory, your triumph in the face of obstacles, and so on—but do so in language that is as accessible to your reader as it is to you. Imagine that you are composing a document for a customer who must decide whether to buy a particular product: you. The best essays contain a variety of sentence lengths mixed within any given paragraph. Also, remember that transition is not limited to words like nevertheless, furthermore or consequently. Good transition flows from the natural thought progression of your argument.

2. Don’t Bore the Reader. Do Be Interesting.
   Admissions officers aren’t looking for a new way to view you, the applicant. The best way to grip their attention is to begin the essay with a captivating opening. The best essays are concrete and grounded in personal detail. They do not merely assert “I learned my lesson” or that “these lessons are useful both on and off the field.” They show it through personal detail. “Show, don’t tell” means that if you want to relate a personal experience, do so through your experiences without merely asserting it.

3. Do Use Personal Detail. Show, Don’t Tell?
   Good essays are concrete and grounded in personal detail. They do not merely assert “I learned my lesson” or that “these lessons are useful both on and off the field.” They show it through personal detail. “Show, don’t tell” means that if you want to relate a personal experience, do so through your experiences without merely asserting it.

4. Do Be Concise. Don’t Be Wordy.
   Wordiness not only takes up valuable space, but also confuses the important ideas you’re trying to convey. Short sentences are more forceful because they are direct and to the point. Certain phrases, such as “the fact that,” are usually unnecessary. Notice how the revised version focuses on active verbs rather than forms of “to be” and adverbs and adjectives.

5. Do Address Your Weaknesses.
   Don’t Dwel on Them.
   At some point on your application, you will have an opportunity to explain deficiencies in your record, and you should take advantage of it. Be sure to explain them adequately: “I partied too much to do well on tests” will not help your application. The best tactic is to spin the negatives into positives by stressing your attempts to improve; for example, mention your poor first-quarter grades briefly, then describe what you did to bring them up.

6. Do Vary Your Sentences and Use Transitions.
   The best essays contain a variety of sentence lengths mixed within any given paragraph. Also, remember that transition is not limited to words like nevertheless, furthermore or consequently. Good transition flows from the natural thought progression of your argument.

7. Do Use Active Voice Verbs.
   Passive-voice expressions are verb phrases in which the subject receives the action expressed in the verb. Passive voice employs a form of the word “to be,” such as was or were. Overuse of the passive voice makes prose seem flat and uninteresting.

8. Do Seek Multiple Opinions.
   Ask your friends and family to keep these questions in mind:
   • Does my essay have one central theme?
   • Does my introduction engage the reader?
   • Does my conclusion provide closure?
   • Do my introduction and conclusion avoid summary? 
   • Do I use concrete experiences as supporting details?
   • Have I used active-voice verbs wherever possible?
   • Is my sentence structure varied, or do I use all long or short sentences?
   • Are there any clichés, such as “cutting edge” or “learned my lesson”?
   • Do I use transitions appropriately?
   • What about the essay is memorable?
   • What’s the worst part of the essay?
   • What parts of the essay need elaboration or are unclear?
   • What parts of the essay do not support my main argument?

   Many applicants try to turn the application essay into a complete autobiography. Not surprisingly, they find it difficult to pack so much information into such a short essay, and their essays end up sounding more like a list of experiences than a coherent, well-organized thought. Make sure that every sentence in your essay exists solely to support one central theme.

10. Do Revise, Revise, Revise.
   The first step in improving any essay is to cut, cut, and cut some more. The first step in improving any essay is to cut, cut, and cut some more.

Recruiters around the world are widening their search and casting their nets into a growing pool of international talent. At the same time, demand for business leadership talent with experience outside the United States has increased exponentially. As the trend toward global talent increases, the makers of virtual MBA recruitment technology continue to expand their global networks. “Today, leading MBA employers can search the aggregated database including students and alumni from 74 top-ranked business schools, including 20 MBA programs located outside the United States. These new international schools have joined the network this year: HEC (Paris), IESE (Barcelona), and IE (Madrid). And Hult International Business School expanded its GTS partnership to include five new global campuses in Dubai, Shanghai, London, San Francisco, and Boston. These new school partners, and the 73 other top-ranked graduate business schools, make MBA Focus the most comprehensive global recruiting network available.

Currently, 90% of the companies using the Global Focus recruitment tool are multinational corporations. This has helped MBA Focus deliver an ever-expanding range of MBA-preferred opportunities to MBA talent in North America, Europe, and Asia. Currently, 56% of students registered with MBA Focus have experience outside the US, while 57% of those students are seeking employment abroad.

The growing demand for MBA talent with international work experience and work authorization is expected to continue. As a responsive and trusted partner to the world’s top employers and leading graduate business schools, MBA Focus plans to further expand its international network.

MBA Focus is the market leader in MBA recruiting — connecting leading employers with the world’s top-ranked graduate business schools.

The Global Appeal of an MBA Degree

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