Executive Education

Five Inspiring Ways Business School Graduates Are Changing the World

Today, business school graduates are increasingly using their degrees to make a difference, not only in the corporate world, but across society. As business school alumni push past the boundaries of the status quo, AACSB International (AACSB) has identified five inspiring ways business graduates are driving positive social change in communities around the globe.

The contributions of 30 such individuals were recognized late last year at AACSB’s Annual Accreditation Conference in Minneapolis, as part of the 2016 AACSB Influential Leaders Challenge, which launched in 2015 to honor notable alumni for the inspiring examples they set, and their impact on society.

“The 2016 Influential Leaders illustrates how the impact of business schools goes beyond the boardroom and reaches lives in every part of the world,” said Thomas R. Robinson, president and CEO of AACSB. “From around the world, these leaders are an exemplary force in driving positive impact on business and society by applying their leadership, knowledge, and skills to address some of society’s toughest global challenges.”

More than 15 industry sectors—from social enterprise to healthcare to technology—across 11 countries are present in this year’s Influential Leaders class. While the leaders differ in their fields and paths to success, the challenge reveals commonalities in the way business school alumni positively impact society.

The five trends representing the contributions of this powerful group include:

• Harnessing ingenuity for innovation and technology: By expanding their footprints through innovation and technology, business graduates harness the power of ingenuity by making meaningful, lasting social change. From building successful startups, leading cutting-edge brands such as Airbnb’s Jonathan Mildenhall, to serving as the minister for Internet Safety and Security for the United Kingdom, they are at the forefront of innovation and development.

• Advancing education and employment through entrepreneurship: Alumni use their entrepreneurial talents to create education and employment opportunities for underserved communities. Zibuso Mthyiane for example, was born during Apartheid in South Africa and since has founded two businesses, one of which empowers rural women to set up their own businesses. Others have developed mentoring programs for inner city youth, and built global entrepreneurial conferences to inspire others to build a better world.

• Fostering diversity, inclusion, and equality: Knowing the importance that diversity, inclusion, and equality play for socio-economic development, business school alumni are creating positive environments to combat inequality. Nashwa Taher, a successful businesswoman in Saudi Arabia, co-founded two organizations aimed at creating jobs for young people and women who are underrepresented, and Netflix’s Tawani Cranz has served instrumental in implementing a groundbreaking equal/unlimited parental leave policy. Similar other graduates are advocating for equal opportunities for African Americans, veterans, and the disabled.

• Creating a more sustainable future: Business school graduates are adopting sustainable business practices for the betterment and protection of our globe. Rahul Pushp co-founded i-Solarlite, which addresses the issue of unreliable electricity among rural populations through energy efficient solar lamps. Similar, as Argentinian Transport Minister Guillermo Dietrich has created a sustainable infrastructure of alternative and public transportation in Buenos Aires.

• Ensuring healthy lives: Another top priority is using expertise to find solutions to global health issues. After losing a son to sudden infant death syndrome (SIDS), Pete Petit developed the first home physiological monitor for at-risk infants. Similar, Analjit Singh has worked to transform India’s healthcare system by building hospitals that provide affordable care for all, no matter their income level.

For more information on the Influential Leaders Challenge, including a full list of honorees, visit: www.aacsb.edu/influential-leaders.
**EXECUTIVE EDUCATION SPOTLIGHT**

**For Prospective MBAs and Architects, Woodbury Breaks Boundaries**

By DAVID STEELE-FIGUEREDO

How do you turn a job into a profession, and turn a profession into a career? Especially when you’re already working? How do you sustain yourself and advance yourself – while actually retaining quality of life?

For many, graduate school is one answer, one avenue. While grad school is never a one-size-fits-all proposition – a graduate degree is not required or appropriate in every field – it’s invaluable, even essential, in many. Earning power over a lifetime is a clear, compelling rationale; statistics indicate that those with graduate degrees can expect to make 50 percent more than those without.

But there are psychic rewards as well, some of which accrue from building expertise and gaining (yes, marketable) experience. At Woodbury University, we offer graduate degree programs in business and architecture. Although the programs, substantially, are quite different, the common thread is flexibility – taught by some of today’s top working professionals for tomorrow’s top professionals, both programs deliver an experiential, advanced degree while recognizing that many students are themselves immersed in the working world.

The MBA program at Woodbury is designed to prepare you for the next stage of your career, setting you on a course as a leader with a distinctive, highly informed view of the business world. It will fit into your busy professional life while providing the quality you demand of an MBA. Woodbury has been doing this for a very long time; ours is the oldest business program in the West – an intensive 36-credit curriculum, with one-year and two-year program-completion options, structured around seven-week sessions, with evening and weekend classes available. Accredited by the Association to Advance Collegiate Schools of Business, our School of Business is among the top 5 percent of business schools globally.

Obtaining a Woodbury MBA is about gaining a competitive edge: learning how to think through problems from a creative, results-oriented approach called design thinking; integrating ethical leadership and civic engagement in business decision-making; understanding how to view business from a 360-degree perspective, whatever your field, and thereby reach innovative, effective solutions; and focusing on entrepreneurship, placing you at the forefront of your field by giving you the tools and confidence needed to turn vision into action. Our 18:1 student/faculty ratio creates a highly person-centered setting where you receive the mentoring you need to achieve success in your career. From Burbank to Bangalore, commerce is now international, multicultural, and challenging in fascinating ways. Woodbury reflects this diversity and will equip you to harness the power of multiple perspectives. You will emerge from the MBA program with a sound knowledge base in accounting, finance, marketing, leadership, strategy, and the networking skills necessary to take your career to the next level...and beyond.

At Woodbury School of Architecture, we support students in building a strong foundation for professional practice while investigating the nature of practice itself. Throughout our architectural fieldwork, research projects and/or teaching assistantships that will give you an up-close and personal exposure to the practice.

Our NAAB-accredited Master of Architecture is among the first four graduate programs nationwide to be accepted for participation in the National Council of Architectural Registration Board’s NCARB Integrated Path to Architectural Licensure (IPAL) initiative. Within the School of Architecture, five distinct graduate programs are available on the Los Angeles and/or San Diego campuses: Architecture, Interior Architecture, Landscape Architecture, Master of Science in Architecture and Master of Science in Architecture in Real Estate Development.

The professional graduate program embodies a fresh approach to architecture, Southern California, and global urban conditions. Our faculty is comprised of architects, designers, academics and policy makers practicing in Los Angeles, San Diego and Tijuana. This award-winning, internationally recognized group works closely with students, imparting the skills needed to push the limits of practice and explore disciplinary possibilities, both theoretical and professional. Our professional Master of Architecture degree requires 63 graduate credits plus a pre-professional degree for the two-year program, and 93 graduate credits plus a non-pre-professional degree for the three-year program.

Within our intimate and immersive program, Woodbury School of Architecture’s innovative coursework will encourage you to engage in the architectural discourse of the city, making connections between your work, new technologies in both representation and realization, and built and natural environments. It just may be the ideal framework around which to construct your career.

David Steele-Figueroa, Ph.D., is President of Woodbury University in Burbank. Learn more about Woodbury University’s graduate programs at www.woodbury.edu.

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To accomplish big goals, you need to perform consistently at your peak potential. For people who have already achieved significant success in their field, Cal Lutheran’s MBA for Experienced Professionals combines personalized assessments and coaching with a leadership-focused curriculum to dramatically increase your professional impact. The world needs more leaders who can tackle the biggest business problems - you should be one of them.

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California Lutheran University
School of Management
MBA for Experienced Professionals

MARCH 6, 2017
CUSTOM CONTENT – SAN FERNANDO VALLEY BUSINESS JOURNAL 21
Getting Into Business School with a Great Application

By JOHN POLLARD

Business school students face a uniquely difficult challenge, because most programs require either a series of essays rather than a single, comprehensive personal statement. This fact alone should indicate the importance that business schools place on your written responses. Part of the reason for this extra required writing is that business schools also place a stronger emphasis on personal experience. Academic ability may still be the number-one factor, but it’s not enough to get you into a school, just as it’s not enough to guarantee your success in the business world. Business schools pay close attention to personal qualities, including your leadership, communication skills, initiative, vision, and many more. Grades and scores do not explain this side of you, and neither does a resume.

Thus your admission will depend largely on your ability to convey your experiences and goals in written form. Self-assessment is a significant part of this process, as is a careful review of both your life and what you have done professionally. Many successful professionals have simply never had to articulate their accomplishments before and now for the first time must communicate this information in a very clear, concise, powerful manner that is accessible to anyone, even without knowledge of their field. Being able to convey both the substance and significance of one’s work life is crucial for all applicants.

This article has been written to help you avoid the most common essay flaws. If you remember nothing else about this article, remember this: Be honest. Be Concise.

Nearly all applications will feature a question that asks about your reasons for wanting to obtain an MBA at this stage of your career. Some will explicitly ask you to tie these reasons into your back- ground and your goals. Even for schools that don’t offer this specific direction, you should plan on such a discussion of past and future, as it provides essential context for your application.

"Why MBA?" is one of the first questions asked and without a doubt the most important essay you will write. It includes essential information about whether you’re qualified, whether you’re prepared, and where you’re headed. The other essays fill in details rather than frame the essay, but a strong answer about, for example, how you overcame a failure will not revolve a candidacy that failed based on this lack of focus.

Every answer should contain the following elements, unless the application has separate questions addressed individually:

1. Your long- and short-term goals.
2. Your relevant past experience.
3. An assessment of your strengths and the gaps in your experience/education.
4. How an MBA program will bridge your past and future and fill in those gaps.
5. Why this particular MBA program is a good match for your needs.

There are no ground-breaking reasons for pursuing an MBA. This is not a place to aim for bold originality. Rather, you should focus on articulating detailed reasons that are specific to your situation. Moreover, there is plenty of room to distinguish yourself when discussing past experience and future goals; the reasons themselves, however, come from a more limited set. That said, you should not try to drop buzzwords for their own sake. Make sure you tie your specific objectives to other aspects of your application.

Here are ten business school essay writing tips:

1. DON’T USE COMPANY JARGON.
2. DON’T BORE THE READER. DO BE INTERESTING.
3. DO USE PERSONAL DETAIL. SHOW, DON’T TELL!
4. DO BE CONCISE. DON’T BE WORDY.
5. DO ADDRESS YOUR WEAKNESSES. DON’T DWELL ON THEM.
6. DO VARY YOUR SENTENCES AND USE TRANSITIONS.
7. DO USE ACTIVE VOICE VERBS.
8. DO SEEK MULTIPLE OPINIONS.
9. DON’T WANDER. DO STAY FOCUSED.
10. DO REVISE, REVISE, REVISE.

Ask your family and friends 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?
• 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?
• Is every single sentence crucial to the essay? This must be the case.
• What does the essay reveal about my personality?

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 triumphs 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. Write clearly and personally.

8. DO SEEK MULTIPLE OPINIONS.

Many applicants try to turn the application essay into a complete autobiography. Not surpris- ingly, 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 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 otherwise. Good transition flows from the natural thought progression of your argument. Before I started playing piano when I was eight years old, I worked hard to learn difficult pieces. I began to lose music. After I started playing the piano at the age of eight. As I learned to play more difficult pieces, my appreciation for music deepened.

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. Use of the passive voice makes prose seem flat and uninteresting.

Before: The lessons that have prepared me for my career as an executive were taught to me by my mother.
After: My mother taught me lessons that will prove invaluable in my career as an executive.
CSUN Nazarian MBA Leads to Fulfilling and Satisfying Careers

California State University, Northridge’s AACSB-accredited David Nazarian College of Business and Economics is recognized by Princeton Review as a 2016 “Best Business School.” Its part-time evening MBA program improves management and leadership skills so that mid-career professionals advance more quickly in their careers.

Better decision-making results from training in data literacy, analytical reasoning and critical thinking. Students develop acumen in business disciplines such as finance, strategy, marketing and entrepreneurship. The program culminates communication and teamwork skills, along with a commitment to ethical, legal, and social responsibility – all within the context of global and multicultural awareness.

Graduates describe their highly qualified professors as a highlight of the program, noting the instructors’ ability to combine academics with real-life applications. Faculty members, who are hand-picked for excellent teaching, research and business credentials, facilitate active learning, which requires students to interact and apply rigorous academic and theoretical training to practical situations.

Faculty foster active learning by: leveraging students’ credentials, facilitate active learning, which requires students’ ability to view comprehensively what was needed to improve our counseling center and bring it to its fullest potential,” remarked Dr. Debra Sharon, executive director. “I utilized many of their recommendations and have seen growth in our organization.”

As reflected by the award-winning team, students in the CSUN Nazarian MBA program join a highly diverse group of intelligent and accomplished professionals from the San Fernando Valley, Los Angeles County, and Ventura County regions.

The Wall Street Journal recently ranked CSUN among the top three universities nationwide for diversity.Few MBA programs can equal CSUN’s in graduating MBAs prepared to work and lead in a diverse and global business environment.

Not only is the Nazarian MBA among the few in the region to have attained recognition by U.S. News and World Report as a “Best Graduate School in Business: Part-time MBA Programs,” but within that elite group it offers great value to students in a time of radically increasing tuition and student debt at other institutions. As noted by Princeton Review’s student survey, the program “comes with a reasonable price tag which ensures that graduate school is actually financially feasible.”

Housed on a beautiful 36-acre campus, CSUN is the fourth-largest university in California and one of the most diverse in the nation. Its 33,000 alumni include prominent business leaders, such as the man for whom the business college was recently named, David Nazarian. The university is home to the award-winning Valley Performing Arts Center, which has seen performances by luminaries such as Sting, Yo-Yo Ma, Bonnie Raitt and Stewart Copeland, and the LEED Gold-certified Student Recreation Center.

CSUN is a place where students rise, and take their region with them.
For Today’s Professional, Adaptability is Crucial

Fifty years ago, in the 1967 movie “The Graduate,” Dustin Hoffman received a one-word recommendation for his future career: “Plastics.” At the time, and whether or not he was ever going to take it, that probably wasn’t bad advice. Today, the best advice may come mid-career, and if that advice came in just one word, it might be Adapt. As the business world becomes increasingly complex — through burgeoning technologies, adaptive methodologies, and cultural shifts — opportunity becomes more of a moving target. Charting a course for a long and successful career requires the ability to adapt and the preparation to lead.

This is the thought process behind the MBA for Experienced Professionals from California Lutheran University’s School of Management. The MBA-EP delivers an 18 month program for working professionals with at least 5-7 years of relevant professional experience, who have already achieved some success, and want to reach their next big goal. “The idea is to focus experienced professionals toward bringing their peak potential to their career path,” explained School of Management Dean, Gerhard Apfelthaler. “Beyond the functional skills you might expect from any business school program, our students also learn how to lead through change.”

By limiting cohort enrollment to early or mid-career professionals, the program fosters sharing of similar abilities, life experience and motivations, creating a focused classroom environment and rich opportunities for lasting professional relationships.

The curriculum is interdisciplinary, experience-driven, and organized around five key areas – leading operations, managing process, leading strategy, leading people, and professional advancement. Each key area features relevant course topics including: innovation and organizational entrepreneurship, global economics for executives, strategic decision making for high performance, organizational design, and leadership and change management.

“By learning how to create and stimulate ideas, how to communicate them, how to function as individuals and in groups, they learn how to get things done,” Apfelthaler continued. “Adding to that solid knowledge, we equip them with a proper set of ethics, values, and global outlook.”

The program covers issues faced in today’s business environment, making the studies immediately relevant and impactful to each student’s current job. Students can expect to receive personal attention every step of the way from our world-class faculty, small class sizes, professional skills workshops, and personalized assessments and coaching sessions throughout.

Designed with busy lifestyles in mind, the program features 15 courses delivered in a hybrid model (8 on-campus courses, 7 online courses). The on-campus courses are offered in a compressed weekend format.

Career building is a continuing process. The modern business landscape offers unprecedented opportunity for those who can adapt. The Cal Lutheran MBA-EP provides the tools to maintain an upward trajectory. Learn more at Callutheran.edu/EP.

Apply Now for Fall 2017