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Professor Milton Drandell addresses students during Week of Welcome on O’Neill Green in 1985.

University Archives, Cal Poly
ORFALEA AT A GLANCE

UNDERGRADUATE PROGRAM

Applications

| Year | Fall 2015: 8,393 Applications
|------|-----------------------------|
| 2011 | 720 Business Administration
| 2012 | 79 Economics
| 2013 | 38 Industrial Technology & Packaging
| 2014 | 2,280 Business Administration
| 2015 | 232 Economics
| 2016 | 232 Industrial Technology & Packaging

Fall 2015 Entering Class

- 837 Students

Fall 2015 Total Enrollment

- 2,744 Students

Four-year Graduation Rate

- 70%

Five-year Graduation Rate

- 87%

Employed or Earning a Master's Degree (Grad Status Report 2014-15)

- 90.6%

Average Starting Salary (Grad Status Report 2014-15)

- $56,500

GRADUATE PROGRAM

- 220 Fall 2015 Applications

- 116 Fall 2015 Entering Class

- 97 Fall 2016 Continuing Enrollment

Employed or Earning an Advanced Degree (Grad Status Report 2014-15)

- 96%

Average Starting Salary (Grad Status Report 2014-15)

- $58,000

ORFALEA COLLEGE OF BUSINESS FINANCIALS

- Overall Budget: $15,351,627
- Funds Raised Through Philanthropy Fiscal Year 2015: $2,545,919

70% Four-year Graduation Rate

87% Five-year Graduation Rate

96% Employed or Earning an Advanced Degree (Grad Status Report 2014-15)

$56,500 Average Starting Salary (Grad Status Report 2014-15)
One of the best experiences I’ve had in my career happened just months ago.

Twenty-five Orfalea students and I ventured to Saigon and Shanghai for 10 full days that included a visit to a Nike shoe factory, a tea company, the War Museum in Saigon, a new Disney amusement park, the U.S. Consulate in Shanghai, and an EY fraud unit. By the end, the enhanced worldview and maturity of students was palpable.

These global experiences play a major role in enhancing how career-ready our students become. This effort starts with our seasoned faculty, who continuously bring their own international perspective into the classroom. Roughly 25 percent of Orfalea students study abroad, while hundreds more engage in short field studies to absorb the cultural and economic atmospheres. So many of our 28,000 alumni have embraced opportunities worldwide — not just to travel, but to leverage supply chains, target markets and talent pools that lie beyond borders.

Our trip to Asia was just one of many international opportunities fueling growth at Orfalea. The following pages include stories about these experiences and the outstanding achievements of our students, faculty and alumni.
CLUB SPOTLIGHT

Women in Business Club Sees Major Growth

In spring 2015, business administration students Hannah Poplack, Shelby Sly, Megan Johnson, Kayla Lake, Jessie Goodrum and Courtney Jacobson established one of the nation’s first dedicated organizations for the empowerment of female leaders across campus — the Cal Poly Women in Business Association (WIB). With the new club came a movement to empower female leaders. The club quickly grew to 200 members from a variety of majors looking to network and develop personal and professional skills to help them thrive in their careers.

“The most important goal of the organization is to effectively represent and address the needs of young women in college to empower them from the day they arrive at Cal Poly until the day they leave,” said Poplack, WIB’s co-president.

To support the groundswell of interest from students, WIB has introduced a series of professional development programs that extend beyond campus. In 2016, the club launched the Women’s Business Leadership Academy, a certificate program that includes professionalism workshops, executive roundtables, mentorship opportunities from leading alumni, and industry tours. It also hosted nearly 500 students at its first Defining Her Future Conference, featuring keynote speaker Blake Irving of GoDaddy.

For more information about Women in Business, visit www.cpwomeninbusiness.com.

AWARDS AND ACCOLADES

ORFALEA RANKED AMONG NATION’S TOP UNDERGRADUATE PROGRAMS

The Orfalea College of Business has again been named to Bloomberg Businessweek’s list of the nation’s top undergraduate business programs, moving up 11 spots this year to No. 59. This marks the seventh year the Orfalea College of Business has been ranked in the list of 114 colleges and universities. Cal Poly was one of only four universities in California to make the list.
LEARN BY DOING
Student-Managed Portfolio Project Continues to Outpace Market Trends

Cal Poly's Student-Managed Portfolio Project (SMPP) thrives amid a year of market volatility.

This Learn by Doing senior project tasks a team of Orfalea’s top finance students with investing nearly half a million dollars of Cal Poly Corporation funds in dividend-yielding stocks. The goal: to outperform the Vanguard Dividend Appreciation (VIG) by one percent.

This year, students earned hands-on experience navigating uncertain financial territory, including historically low oil prices, a weakening Chinese economy, and geopolitical shifts. Even as the VIG has recovered from a sharp dip in the first quarter of 2016, Cal Poly’s portfolio has maintained a stronger growth trend of nearly 10 percent. Historically, the SMPP has outpaced market indices, including avoiding major losses in 2007 and 2008 by converting Cal Poly’s assets to cash.

The yearlong class operates much like a managed investment fund, with the cohort acting as an advisor to the Cal Poly Corporation. With guidance from Professor Cyrus Ramezani and local financial advisor Phillip Cohl, students evaluate last year’s SMPP investments, reallocate funds, survey new opportunities, and make regular presentations to the Cal Poly Corporation board.

COMMUNITY
STUDENTS HONORED FOR VETERANS’ HOUSING PROJECT

A team of Cal Poly students tied for first place in Bank of America Merrill Lynch’s annual Low Income Housing Challenge. The group created a comprehensive proposal for a veterans’ housing project titled Sanctuary 6 in partnership with San Luis Obispo nonprofit Peoples’ Self-Help Housing. The proposal outlined design, municipal planning, construction and financing for the 1.4-acre project that would house 44 homeless or at-risk veterans.

Architecture Professor Bryan Shields and finance Professor Pratish Patel advised the students throughout the research and planning process, which included interviews with local veterans about their needs. After coordinating with the city, veterans’ organizations and community partners, the team created a design for Sanctuary 6 that was LEED Platinum-certified, pet friendly, and home to amenities like a gym and counseling center. Peoples’ Self-Help Housing now has the opportunity to take the project forward to construction.

BY THE NUMBERS

$457,030
The amount of Cal Poly Corporation funds the SMPP team invested.

25
student investors who Learn by Doing throughout the year.

9.91%
The growth of SMPP's portfolio, compared to VIG's 8.17 percent growth as of May 1, 2016.

1992
The year the SMPP launched at Cal Poly with Professor John Lindvall.
SENIOR PROJECTS

Entrepreneurship and Engineering Launch Joint Senior Project Courses

Cal Poly Professors Thomas Katona, Lynne Slivovsky and Jonathan York have launched the university’s first series of joint senior project courses between business and engineering students. The journey began in the spring of 2015 when students formed interdisciplinary teams and pitched projects involving robotics, clean tech, the Internet of Things, wearables, data analytics, virtual reality and bitcoin. Business and engineering students spent fall quarter developing low- and high-resolution prototypes. At the same time, they conducted consumer market validation testing for their concept.

According to entrepreneurship senior Kali Lauhon, many groups pivoted their idea during this exploratory time. “Our team refocused its strategy after we had done multiple interviews and thorough customer development. We shifted our sights from a medical device to enhancing the communication stream between doctors and patients, a major opportunity to help people.”

During winter quarter in BUS 488: Planning and Managing New Ventures, the teams formed more stable business plans and explored larger-scale production of their products. Spring quarter gave each team the chance to work more independently on their concepts, many of them entering Cal Poly’s Innovation Quest competition. ObserVR, a startup that adds streaming video to virtual reality content, placed third and won a $5,000 cash prize.

This intensive experience provided the platform to help launch an entrepreneurial career and better understand the journey of entrepreneurial teams. Several startups will continue growing in the Cal Poly Center for Innovation and Entrepreneurship (CIE) Summer Accelerator Program.

STUDENT SUCCESS

CAL POLY SHINES AT MARKETING CONFERENCE

Cal Poly’s chapter of the American Marketing Association (AMA) took home several awards at AMA’s annual Intercollegiate Conference in New Orleans. Cal Poly placed in the top three in the International Sales Competition, the Pitch Perfect Competition, the Marketing Strategy Competition, and the Strategic Allocation of Business Resources Simulation. Overall, Cal Poly ranked among the top 25 collegiate chapters worldwide.

ON THE HORIZON

ACCOUNTING PROGRAM EYES GROWTH

The Accounting Area has set a goal of preparing 200 quality graduates each year by 2017, nearly doubling the program’s size. The initiative aims to meet the increasing demand for CPA-eligible professionals from public accounting firms. How will one of Cal Poly’s most prestigious programs grow without sacrificing quality? According to Executive Director for Accounting Excellence Sheri Boscaro, the answer is smart growth. In the coming year, the Campaign for 200 will start with hiring more faculty. In 2016, the Accounting Area welcomes Professor David Maber, who earned experience at USC and the University of Michigan, to teach at the undergraduate and graduate level. The area has also begun to educate more students by adding an accounting minor and allowing students in other disciplines to add a second concentration in accounting. The program will continue to expand its Learn by Doing capstone courses, including the Low-Income Taxpayer Clinic (LITC) and Volunteer Income Tax Assistance (VITA) program, to ensure each student can tackle an immersive experience in the industry.

To support the Campaign for 200, contact Sheri Boscaro at sboscaro@calpoly.edu.

In Brief

Check out a week-by-week diary from Kali’s multidisciplinary team. bit.ly/jointheseniorprojects
FACULTY FACTS

Get to know a few of the professors and lecturers who drive Cal Poly’s unique brand of experiential business education.

Tad Miller
Professor of Accounting
SPECIALTIES: Audit and financial accounting

How has your field changed recently? The American Institute of CPAs and the Financial Accounting Standards Board have totally rewritten standards that affect the profession.

How do you know when a student is career-ready? When I see the number of firms that recruit our students, the number of our students they hire, and the starting salaries our students command, I know our accounting graduates are career-ready.

What’s your favorite thing about San Luis Obispo? It was an absolutely wonderful place to raise our two daughters.

Jackie Doremus
Assistant Professor of Economics
SPECIALTIES: Principles of microeconomics and resource economics

What industry position has made a big impact on you? I was a monitoring and evaluation specialist at the U.S. Agency for International Development in Kinshasa in the Congo. Collecting data there helped me better understand the data generation process.

What has been your favorite moment from this last year of teaching? Watching my students dig into their group work and seeing students help each other.

What’s your favorite thing about San Luis Obispo? Montaña de Oro. It is the most beautiful place I’ve ever been.

Mahdi Rastad
Assistant Professor of Finance
SPECIALTIES: Corporate finance, corporate governance and fixed income securities

How have you Learned by Doing personally? I try to plug my students’ senior projects into my own research. This has been mutually beneficial to the students and to me.

What is your research focus at the moment? Among other things, gender diversity of corporate boards.

How has your field changed recently? There is a strong demand for classes on mergers and acquisitions given that many of our graduates find their ways into the corporate world, where they routinely evaluate acquisitions of smaller or startup companies.

Manocher Djassemi
Professor of Industrial Technology and Packaging
SPECIALTIES: Manufacturing processes and materials, power systems and industrial automation

What are your favorite parts about teaching at Cal Poly? It is a satisfying experience to see year after year how our freshmen grow through our program, gain knowledge, skills and confidence. They leave with good, high-paying job offers, many of them months before graduation.

What is your research focus at the moment? Developing a computer-aided decision support expert system for manufacturing processes selection and environmental/sustainability issues in manufacturing.
What are your favorite parts about teaching at Cal Poly? The great amount of hands-on experience students earn through projects. I manage mostly labs, which is where students get to really create and test their ideas. It is amazing how much their abilities and mindset change in just one quarter.

How do you know when a student is career-ready? Students are career-ready when they put themselves in charge of learning. When, instead of waiting for someone to challenge them, they take the lead and challenge themselves.

Why do you like teaching at Cal Poly? Through the Center for Innovation and Entrepreneurship I have the opportunity to teach and work with students from the point of forming an initial idea through creating a company. It’s pretty amazing to watch the level of personal growth that occurs during that process.

How has your field changed recently? Additive manufacturing advances have been a game-changer for hardware development by reducing the time and cost associated with prototyping. This, combined with the dramatic cost reduction and increased capability in both computing and embedded systems, has completely changed the way we develop and monetize these technologies.

What’s the biggest challenge in your career? I managed a team of 17 people through an outsourcing effort. Many employees on my team were losing their jobs.

How has your field changed recently? The field has focused on employee well-being or “happiness” and creating and managing a diverse workforce.

Who is your go-to for faculty collaboration at Cal Poly? I’m developing a study with Bruce Greenbaum, another assistant professor in the Management Area. We are interested in studying leadership — is it better to be feared or loved? Stay tuned.

What has been your favorite moment from this last year of teaching? At an Information Systems Association gathering last year, I saw many students that I had in my class before. They were all graduating and had found their dream jobs in prestigious companies. It was a proud moment.

What industry position has made a big impact on you? When I worked as a senior program manager at Microsoft Asia Pacific Research and Development Group, I managed a number of projects that provided “smart city” solutions by leveraging big data.

What has been your favorite moment from this last year of teaching? In my Biomimicry Senior Project course, I really enjoyed seeing students uncover some really cool biological strategies and realize that we actually can learn from nature.

How do you know when a student is career-ready? Each quarter I meet with my teams and grill them for two hours during a management meeting. This gives me a pretty good idea of who is ready.

How have you Learned by Doing personally? Dancing. My wife still has a fantasy that I will be the next Fred Astaire.
Alumnus Sal Cesario’s climb up the packaging value chain
Football. And football.

Those were Sal Cesario’s clearly defined priorities when he set foot on Cal Poly’s campus in 1981. The 6-foot-4-inch offensive tackle gravitated toward the football program, which had just won the Division II national championship the year before. Soon after successfully walking on to the team, Cesario earned a scholarship and began working toward his degree in business administration with a concentration in marketing.

“I did well and had a good GPA, but I was focused on football. After four years as a Mustang, my hope was to make a career out of it,” said the all-American, who graduated in 1986. “Business was barely on the map, let alone packaging.”

At the time, Cesario admits that he was more concerned with his cleats than the box they came in. But after a three-year try in the National Football League came to an end, he headed west for life-changing opportunities in the emerging world of packaging.

The San Jose native returned home to California, where he was offered a job at the Hayward division of Kent Landsberg Corp., one of the nation’s largest distributors for packaging supplies and solutions.

“I started as a sales guy in the Bay Area, as green as could be.” Cesario described his formative years as pure business development. He soon found his footing in Silicon Valley, appealing to thriving technology companies like IBM and Hewlett Packard.

With no formal training to speak of, he relied heavily on the resourcefulness and work ethic that Cal Poly’s Learn by Doing philosophy instilled in him. “I started to recognize the number of opportunities there were to differentiate myself by being creative, by coming up with a better mousetrap, by reducing the materials in something.” Cesario said he shadowed Landsberg’s lead designer. The insight gave him leverage as he connected with new clients to address their packaging needs.

After seven years, Cesario led the charge to broaden Landsberg’s reach into the Pacific Northwest, otherwise known as the “Silicon Forest.”

“All you had to do was go east of Portland to the Hillsboro area, and you had all the big players out there — HP, Epson, Fujitsu.” Cesario and one teammate moved north to set up an office and build a list of clients based on the wealth of technology packaging experience they had.

Cesario quickly sensed major shifts in the world of manufacturing; the opportunities that were ahead did not reside in electronics.

“Those places were closing down, taking business offshore, moving manufacturing, moving to contractors,” he said. By 2005, he could see domestic packaging’s days were numbered, and the most potential for growth lay overseas.

Armed with his design-savvy sales approach, Cesario made the move to PACCESS, a global packaging service firm that sourced materials and provided packaging optimization for manufacturers in Asia. Soon he was leading a global sales team working with footwear mainstays like Nike and Adidas.

It was at PACCESS that Cesario was presented with his biggest break: helping sportswear’s newest brand, Under Armour, unveil its first shoe line. The anticipation was swirling around what the shoe itself would look like, given Under Armour’s avant-garde style. Cesario decided the packaging shouldn’t get in the way of that curiosity. So he designed, tested

(Clockwise from top) Cesario sits in on a packaging lab in action. Cal Poly football stays close to his heart. A close-up view of Cesario’s innovative “clear” shoebox for Under Armour.
and even patented a protective thermoformed plastic concept that would give birth to the first-of-its-kind transparent retail shoebox.

“They had commercials on TV during the Super Bowl, all featuring the box,” Cesario recalled. “They had a billboard in New York that was made to look like the shoebox that I had developed and designed for them. It was really cool.”

Cesario’s success continued, affording him the opportunity to optimize packaging for Gap, which was facing problems with its supply chain. The retailer was manufacturing much of its apparel in Asia, but inefficient packaging systems resulted in Gap shipping more air and cardboard and less clothing back to the States.

“They had been getting less than a 70 percent container efficiency because these ultra thick boxes didn’t fit very well.” Cesario implemented a new single-walled box in three sizes. Instantly these boxes fit more efficiently into a container and allowed Gap to move more product per shipment with less materials. The results? Massive savings.

“The boxes that we designed reached more than 95 percent efficiency in the container. If you start to do the math on how many units they ship, it’s enormous. It equated to millions of dollars in freight savings every year.”

Cesario says that the next frontier in packaging is all about packaging value chain, which weaves Under Armour-style creativity with Gap-style optimization. Professionals embracing the shift, including Cesario, look at all ways to maximize value, efficiency, branding and product safety in the journeys the products take around the globe.

Cesario has now taken the lead of global sales and marketing for Micro-Pak Ltd., an innovative supply chain player creating antimicrobial stickers and sheets to prevent mold in product containers. Mold is a major threat to the successful shipment of more than just food. Apparel, accessories and luggage in damp shipping containers that take up to 45 days to cross an ocean risk mold as well. Instead of trying to control inevitable moisture, Micro-Pak’s product disinfects the atmosphere inside the package, killing mold spores and ensuring a usable product reaches the consumer.

“I started thinking, ‘This is an infinite opportunity,’” he said. “Everyone that makes a product in Asia needs this.”

While Cesario had no formal training, collegiate packaging programs today educate packaging engineers, materials scientists, marketing managers and logistics leads for success in the $450 billion industry. Cal Poly has asserted itself as one of the nation’s best in the field with its packaging program uniquely housed in the Orfalea College of Business. Today Cal Poly remains an outpost for packaging expertise on the West Coast, building strong relationships with major employers and ensuring a nearly 100 percent placement rate for its graduates.

“The fact that my school is a player in the business that I will have a long career in is awesome,” remarked the proud alumnus. “For me to be able to wear a Cal Poly Packaging shirt is as cool as donning the Mustang logo.” Cesario now sits on Orfalea’s Packaging Advisory Board as it plans for a major growth spurt.

Under the leadership of Director and Professor Jay Singh, the Orfalea College of Business looks to establish a Center for Packaging Value Chain in the coming years. The center will house everything, including a reinvigorated packaging master’s program, a research consortium, professional development programs, and industry partnerships. As an industry veteran, Cesario thinks this move is essential to staying on track with where the discipline is headed.

Now nearly 30 years into a career in packaging, Cesario has never been more passionate about his job. And maybe one day, he’ll get back to his first passion: football.

“At some point I may retire from packaging and try something new I may be really good at, which is coaching football. But that will be something that I do later,” Cesario said. “When it comes to packaging, I’m a lifer.”

“I STARTED THINKING, ‘THIS IS AN INFINITE OPPORTUNITY.’ EVERYONE THAT MAKES A PRODUCT IN ASIA NEEDS THIS.”

— Sal Cesario, Global Sales and Marketing Manager at Micro-Pak Ltd.
In Focus

1. Industrial technology and packaging students win the Viewers’ Choice Award for their structure in Cal Poly’s Design Village.

2. Information systems and accounting alumnus Ty Lee, vice president of the Americas for Johnson & Johnson Diabetes Care, works with students as an Executive in Residence.

3. Cal Poly finance and agribusiness students win the local Chartered Financial Analyst (CFA) Institute Research Challenge for the third year in a row.

4. EY’s Americas Director of Inclusiveness Recruiting Ken Bouyer talks about inclusive leadership in the Business Silo.

5. Orfalea College of Business students Jimmy Phung, Janel Takeda, Reese Woodard and Elaine Cohen join President Jeffrey Armstrong at the State Capitol.

6. Members of co-ed business fraternity Alpha Kappa Psi attend Orfalea’s Leadership Beyond the Resume conference on diversity and inclusion.
Marketing student Michelle Renolayan visits the Berlin Wall while studying abroad thanks to an Orfalea Travel Grant. She was one of nearly 200 students to study abroad in 2015.

Professor Jean-Francois Coget leads graduate students in a cost-benefit analysis exercise with Legos.

Industrial technology and packaging student Jeffrey Norton uses the new Haas mill in Orfalea’s metal’s lab while manufacturing parts for his senior project.

Accounting graduate Jose Paolo Dela Cruz celebrates fall commencement with his mother, Rita.

Alumna Joanne Smith, executive vice president of Delta, visits campus as an Executive in Residence to speak with Cal Poly’s Women in Business club.

Low-Income Taxpayer Clinic students and faculty assist clients at the United States Tax Court’s Calendar Call in January 2016.
his could be a story about missed opportunities, but it’s not. Rather, it’s an unusual tale about two professors and their business schools coming together to collaborate in creative ways that benefit students and research.

Cal Poly business law Professor Chris Carr has been a longstanding Fulbright Senior Specialist. That program funds and sends select U.S. scholars to elite foreign institutions to consult on issues such as capacity building, rule of law, entrepreneurship, and academic program development. After serving in Tunisia and Mongolia, Carr was invited to visit Pakistan’s top engineering school, the National University of Science and Technology (NUST) in Islamabad, in 2015.

“When I told people of the invitation, let’s just say more than a few people didn’t get it and politely questioned the value of a visit to Pakistan,” said Carr. “But that in-the-box thinking and feedback confirmed to me that I should go.”

While at NUST, Carr met Professor Majid Raja, a faculty member in the NUST Business School specializing in entrepreneurship. The two worked with students pursuing concepts for new ventures and noticed the same kinds of students taking advantage of entrepreneurial resources: men from wealthy families and urban areas.

The duo discussed the overwhelming need for increasing Pakistani women’s economic participation rate, which currently hovers at 24 percent. Raja and Carr saw the 65 million Pakistani women between the ages of 18 and 35 as the nation’s greatest untapped resource.

Thanks to the Orfalea College of Business’ visiting professor program, which is designed to attract leading business educators from around the world, their collaboration didn’t end. Upon his return to California, Carr invited Raja to Cal Poly to collaborate on research that maps out the possible economic ecosystem needed to support more female entrepreneurship in Pakistan. The two hope Pakistan’s policymakers can embrace their findings to enhance opportunities for rural and urban women and significantly increase Pakistan’s gross domestic product.

Orfalea also welcomed Raja to teach and share his perspective with students. Raja dove right in, teaching IT 371: Supply
Chain Management in Manufacturing and Services, where students learn how to work with a variety of value chains, including those that connect with emerging markets such as Pakistan. Raja confirms that his nation is experiencing a flood of entrepreneurial activity, in part to offer services desired by citizens when major U.S. brands such as Paypal and Amazon hesitate to engage in the region.

Raja’s main message for students: how much hubs like Islamabad, Lahore and Karachi have in common with American business culture. They also offer a wealth of talent, resources and potential customers for Western companies.

“Pakistan houses one of the biggest populations of millennials in the world. Most of them have easy access to all modern connectivity tools and fairly understand the American culture and business environment,” said Raja. He reiterates that most business and STEM education in Pakistan is taught in the English language, with most of the curriculum coming from American or British models. He says many students are unaware that English is also Pakistan’s official and business language.

“Having worked with business and young people in multiple countries, I can confirm that many of Pakistan’s entrepreneurs, engineers, scientists and product developers are at par with their American counterparts in terms of their skill level, creativity, work ethic, understanding of law and other elements that you’d look for in a business partner overseas,” Raja said. “People would be surprised how often Pakistani kids come up with winning products for the U.S. market. They can also make a market of 200 million people accessible to U.S. sellers.”

Orfalea students are readily embracing the perspective Raja brings. “I gained more from this class than I had expected to,” said marketing student Emily Rakhmilevich. “This course was a great opportunity to make me a more well-rounded individual who can also be a well-rounded team member.”

Raja and Carr are optimistic that their collaboration is already yielding positive impacts in the U.S. and Pakistan.

“Just reflect for a moment. What would have been lost if I had listened to the naysayers about Pakistan and not gotten on that plane? You would not believe some of the tech startups and entrepreneurs I met there. Changing these perceptions is what the Fulbright program and others such as the United States Educational Foundation in Pakistan are all about. It’s a great bang for the American taxpayer buck,” said Carr.

“Exactly,” Raja echos. “It’s best that we step away from the fear of this region and begin to embrace our commonalities, potential, and the many opportunities that lie ahead.”
Far and Wide Orfalea students, staff and faculty circle the globe while engaging in immersive learning experiences throughout the year.

ORFALEA GOES GLOBAL

Students and faculty embrace opportunities waiting half a world away.
On a foggy morning in December, a plane left the tarmac in San Francisco bound for Saigon with 25 Orfalea College of Business students on board. Two weeks later, those students landed in San Francisco again; each claiming they’d been changed forever by the experiences they had abroad. Exploring the cultural sites and business hubs of an emerging Vietnam and a thriving China gave each student the chance to learn that the world of business was bigger than they thought.

“My biggest takeaway was how much there is for me to learn about the world,” said Trenton Scharrenberg, a business administration sophomore. “But by traveling, meeting new people, and exploring, I’ll continue to become a more well-rounded and successful individual — both personally and professionally.”

Dean Scott Dawson, who led the trip to Asia, said that kind of big-picture perspective can’t always be taught in a lecture hall. He sees immersive international experience as a core component of Orfalea’s polytechnic edge over more traditional business programs.

“I think it’s essential that our students have opportunities to experience for themselves business within other cultures before they graduate,” said Dawson. “There are so many challenges and opportunities that globalization brings, and being career-ready means you aren’t afraid to embrace it all.”

Orfalea’s adventure to China and Vietnam was the first of a new wave of international excursions that are intended to encourage students to Learn by Doing in a global context. In 2016 alone, the college will offer five international field studies inside and outside of class to Brazil, Cuba, New Zealand, Germany and Argentina.

These trips are just one facet of the college’s efforts to infuse global insights into its learning community.

International Perspectives
The college has a long track record of weaving global concepts into its curriculum. More than 50 percent of Orfalea’s tenured or tenure-track faculty have strong international experience — studying, teaching or doing business in different countries. This translates into more diverse case studies, authors, guest speakers and resources integrated into the Cal Poly classroom setting.

And each year Orfalea’s faculty continue to seek new experiences beyond borders. This August, economics Professor Matt Cole and accounting Professor Kim Westermann plan to work with educators at the University of Aarhus in Denmark before Cole presents at the European Trade Study Group conference in Helsinki, Finland.

Scholarly Partnerships
Dean Dawson and Orfalea’s associate deans have established lasting partnerships with academic institutions across Europe and Asia. In the past year, college representatives have forged connections with the Stockholm School of Economics, the University of Milan, Munich University of Applied Science, Shanghai University of Finance & Economics, and the Central University of Finance and Economics in Beijing.

As a result, Orfalea attracts multiple visiting professors each year who teach courses and team up to conduct meaningful research.

Collaboration continues to thrive with Orfalea’s closest partner, Politecnico di Milano in Italy. The two programs exchange students throughout the year and connect like-minded faculty; last year, Cal Poly management Professor Jean Francois Coget partnered with Milano’s Professor Michela Arnaboldi on a social media study that appeared in the peer-reviewed journal Organization Dynamics.

Study Abroad
For years, Orfalea Travel Grants have supported study abroad opportunities for students. Roughly 200 students from the college travel abroad each year, thanks to additional philanthropic funds. In 2015, a generous donation from alumnus Scott Cooper (Business Administration, ’91) sent 11 additional students to study in Australia, Spain, France and Italy.

“The experience opened my eyes to all the different pathways my career could take, which made me more optimistic about my career prospects.”

— Jordan Willis, business student
Alumni Abroad

International programs have allowed Orfalea to reconnect its many alumni living and doing business abroad. Bill Chillingworth (Business Administration, ’78), co-founder and director of Dash Brands, organized an insider’s tour of Domino’s Pizza headquarters in China during the college’s trip in December. Chillingworth also shared valuable insights on breaking into the growing Chinese market — and culinary culture — with a new product. In Japan, alumnus Ayano Kumazawa (Business Administration, ’12) is helping Costco establish stores. Her real estate development position also closely surveys how wholesale shopping can mesh with the country’s culture and established shopping habits.

Once-in-a-Lifetime Field Studies

In addition to Asia, Orfalea sent students on the college’s first official trip to Cuba over spring break. The visit, which coincided with President Obama’s time in the country, gave students a rare glimpse into a nation emerging from isolation and searching for economic opportunities. Business meetings were paired with opportunities for students to experience Cuba’s cultural and historic legacy firsthand. Information systems Professor Barry Floyd, who led the excursion, plans to take another group of students in late 2016.

“After taking this trip, I want to spend at least some portion of my professional career working abroad. I want to be a small force in a movement to break down stereotypes about various cultures.”

— Brittany Oliveria, business student

MY MEETING WITH RENA PEREZ OF THE CUBAN MINISTRY OF SUGAR

By Kala Babu, information systems student

With the help of a very dedicated tour company, Distant Horizons, I was able to set up a one-on-one meeting with Rena Perez, who had once worked with the Ministry of Agriculture in Cuba and is now a retired advisor to the Ministry of Sugar. The purpose of our meeting was to discuss a personal business venture idea regarding toxic by-products of the sugar industry and distilleries in Cuba. But after speaking with her, I had completely changed from a business-focused perspective to an empathetic one.

She helped me understand just how rapidly Cuba has been changing, despite a lack of foreign affairs coverage. The sugar industry has been shrinking over the past few years as the rural labor force steadily decreases. Though the literacy rate in Cuba has been a high 97 percent, Cuba’s state-run programs do not have the infrastructure or the resources necessary to employ skilled citizens. While educated people try to leave the country, the lack of technology to create more efficient processes has left Cuba behind. All of that — combined with the recent growth of the tourism industry — seems to be pushing the agricultural sector down.

Yet, Perez also expressed great hope for the country in the long term, stating that she was confident Cuba would eventually come back to its roots in agriculture. It was humbling to talk to such an influential political leader in Cuba and even more humbling to understand a true perspective of a Cuban.
Imagine if marketers could create advertisements that turn viewers into active protagonists who experience a brand’s story firsthand. What if vendors could enable potential customers to try products right from their homes — no shipping required? Well, they can.

Augmented reality (AR) is a new marketing technology that allows marketers to merge digital content with the physical environment of the real world. This kind of technology enables consumers to try different makeup styles using photo-realistic 3-D effects and enables consumers to watch the Super Bowl in completely new ways by wearing Microsoft’s Hololens.

Many of the world’s largest businesses — including Coca-Cola, McDonald’s and IKEA — have already incorporated augmented reality into their marketing strategies. Analysts predict that augmented reality will “disrupt anything with a screen” and grow into a market worth as much as businesses in 2015 spent on TV, print and radio advertisements combined.

As someone who has researched digital marketing trends and the growth of AR, I know that augmented reality offers tremendous branding opportunities — for...
companies and for Cal Poly students. In a few months, a new cohort of intelligent, young people will take their first classes at Cal Poly. By the time they graduate, the augmented reality market will have exploded into a $120 billion industry. How do we prepare these bright minds for the jobs that will not only be hot in 2020 but will alter the trajectory of marketing for good?

Cal Poly is one of the few universities nationwide that introduces students to this new marketing technology through our Learn by Doing philosophy. As part of my Digital Marketing and New Media course, I challenge my students to explore how augmented reality can help marketing managers overcome various business problems by conducting a deep-dive analysis on today’s most creative campaigns.

One group researched the “Arctic Home” campaign from Coca-Cola to show how augmented reality initiatives can build emotional connections between customers and brands. Another student team analyzed the “Try Something New with Visa” campaign to demonstrate the importance of leveraging brand meanings when designing AR campaigns. And other teams explored how augmented reality can improve gamification strategies, stimulate product trials, and explain complex products.

These and many more articles on augmented reality marketing will be published throughout the coming months on www.marketingsquad.net, an online magazine I started to showcase our students’ articles alongside my own research on augmented reality.

Earlier this year, co-author Andrew Smith of Suffolk University and I published in the journal Business Horizons the first academic article that specifically guides managers in incorporating augmented reality into their marketing strategies. In the lead article for the issue, we explain how marketers can design AR initiatives that create valuable, immersive customer experiences to achieve their communications goals. We know this is just the beginning for AR and the professionals who will harness its power to connect with consumers.

Augmented reality has tremendous potential for businesses to invigorate their brands, for students who gain a competitive advantage by mastering this new marketing technology, and for Cal Poly to become a leader in augmented reality research and education.

Every year, hundreds of Orfalea College of Business alumni, friends and corporate partners give back to the college to ensure Learn by Doing continues to thrive. Of the $2.5 million raised during the 2015-16 fiscal year, small donations and matching gifts from the Cal Poly Fund added up to a record-setting $250,000.

Generous contributions to the Orfalea Dean’s Excellence Fund have already been put to good use to support the college’s efforts to help every student feel career-ready well before graduation. Get to know the key programs that your contributions have supported in 2016.

Launching Industry Tours for Students

Each quarter, the Orfalea College of Business helps its student clubs take trips to industry hubs in the Bay Area and Southern California. These trips acquaint students with potential employers and allows them to connect with leading alumni in the industry.

Cal Poly’s Financial Management Association (FMA) has taken three trips in the past year to tour firms like PIMCO, Goldman Sachs, Bernstein Global Wealth Managers, and Prudential Real Estate Investors. FMA President Jackson Kuhn says that he and several finance students leveraged insights from the tours during important interviews for their first jobs.

Hiring a Career Readiness Advisor

The Orfalea College of Business welcomed its new career readiness advisor, Chelsea Kidwell, to campus this year. As the first advisor of her kind at Cal Poly, Kidwell creates new professional development programs specific to business disciplines, including resume writing workshops, internship panels, and one-on-one career advising.

Kidwell is at the helm of BUS 206: Business Professionalism and Career Readiness, a new course she designed that helps sophomore students explore their goals, refine their communications skills, and make a personal career development plan.

Welcoming Executives in Residence

In 2016, the Orfalea College of Business brought more than 40 executives to campus for a full day of class lectures, student roundtables, meetings with faculty, and tours of Cal Poly’s innovative learning spaces.

Alumni like Meredith Schmidt, executive vice president of Salesforce, and Chris Penner, vice president of BOX, shared how they have built upon their Cal Poly education in the professional world.
For many years, Rob Croxall was on a straight and narrow path. His success in high school baseball brought him to Cal Poly, where the right-hander pitched for the Mustangs from 1992 to 1995. During that time, he studied finance at the Orfalea College of Business and went on to earn his master’s degree in industrial technology. The next step came naturally: managing finance for a leading aerospace firm in Southern California for more than 10 years.

Croxall’s linear path toward success had led him right where it was supposed to go. “I had great career opportunities and my career was on track, but I felt I was just passing time,” he said. “I felt there was more out there for me, so I made a change and took a risk.”

In 2010, Croxall decided to throw a curveball and turn his favorite hobby, home brewing hop-centric beers, into a full-time job. With his Learn by Doing spirit in full force, he entered the Master Brewers Program at UC Davis and hired cicerone Tom Kelley. Thanks to help from Croxall’s family, including his father Dick, his brother Dan (B.S. English ‘99; M.A. English ‘01), and a small group of well-connected, local partners, the team soon raised the money to establish a brewery on Main Street in El Segundo, Calif.

While it may seem like a big leap to go from aerospace to brewing, Croxall says that he continues to employ lessons learned at Cal Poly and in aerospace today. “Scheduling, cost modeling, forecasting [were] all things I learned in my time at aerospace companies,” he said. “The experience was invaluable.”

“THIS WHOLE EXPERIENCE HAS BEEN A STUDY IN THE CAL POLY LEARN BY DOING PHILOSOPHY.”
— Rob Croxall, Founder of El Segundo Brewing Co.

El Segundo Brewing Co.’s first line of flavorful craft beers, some named Blue House Ales after the color of the Croxall home nearby, began flowing in local tap rooms in 2011 to rave reviews. From the start, the brewery captured the unique flavor of West Coast-style India Pale Ales (IPA), a style that’s been honored among the best at beer competitions throughout the state.

Five years later, Croxall has used his business acumen to scale operations up quickly, now serving more than 950 accounts in Southern California and nationwide. He manages a team of four full-time brewery staff and 20 support personnel, including sales and marketing, distribution, and taproom staff. The brewery has also pushed the boundaries of freshness in the industry, pioneering the Day One program that bottles and trucks beer to local pubs from Ventura to San Diego the same day.

The brewery is committed to freshness through its entire line of products. According to Croxall, “Bottled On” dates stand front and center on the label. Batches are designed to be on and off shelves within six weeks — and if by chance beer gets to the 90-day mark, the team pulls it from shelves and replaces it with a fresh product.

“This whole experience has been a study in the Cal Poly Learn by Doing philosophy,” said Croxall. “I didn’t know how to run a brewery and produce beer on a professional level. I learned all I could about the industry, and then went in head first.”
Make plans to meet up with your classmates at Cal Poly alumni events throughout the year.

Cal Poly Mustang Family Weekend and Homecoming Football Game
Oct. 20-23, 2016

Cal Poly Open House Alumni Beer and Wine Garden
April 6-8, 2017

For more information on upcoming events, visit www.cob.calpoly.edu/alumni.
Alumna Saira Malik keeps a level head while navigating the sometimes volatile world of investments.

As the managing director of global equity investments at TIAA Global Asset Management in San Francisco, she uses the Learn by Doing philosophy honed at Cal Poly to face unprecedented market conditions with a nimble and collaborative attitude.

Learn how Malik charts her course for success.

**Why did you choose a career in finance?**
My parents emigrated from Pakistan and had a very strong work ethic, which they also instilled in me. When I was in high school, we often had the financial news channel on in our house. This sparked my interest in the stock market and prompted me to choose economics as my major at Cal Poly.

**In such a competitive industry, how do you stand out?**
In my junior year of college, I earned my stockbroker’s license and ran my own newsletter and brokerage business. I eventually turned that newsletter into my Learn by Doing senior project. I decided to learn investing on my own by rolling up my sleeves and taking a hands-on approach as a means of increasing my marketability.

**Where do you look for inspiration?**
My grandmother grew up in India and was one of the first women accepted into medical school. I have her diploma hanging in my daughter’s nursery as an inspiration for both of us. Like my grandmother, my goal is to set the right example for my children in both work and life by acting with integrity and working hard to achieve my goals.

**What’s the most important thing you learned from the Great Recession?**
The Great Recession taught me to remain flexible while maintaining a disciplined investment process. The global markets and economies are constantly changing, and we need to be able to filter the noise so that we aren’t constantly reacting to short-term data points.

**How do you measure your own success?**
In the investment industry, workplace success is measured in real time as the markets are always moving. This keeps the job interesting. I also value qualitative measures of success in terms of maintaining a satisfactory work-life balance.

©Saira Malik graduated from Cal Poly with a degree in economics and a concentration in finance in 1992.
## HOW TO GIVE BACK
TO THE ORFALEA COLLEGE OF BUSINESS

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<td>Make your yearly donation to the Orfalea College of Business. Your gift offers timely support to the college’s most pressing needs.</td>
<td>It’s easy to make an automatic contribution to the college every month with a credit card. By the end of the year, your generosity really adds up!</td>
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| Support Your Favorite Academic Area | Establish a Scholarship |
| Direct your gift to one of Orfalea’s programs, like finance, accounting or marketing, to bolster student and faculty projects. | To make a lasting impact on students, establish a scholarship endowment that will support a student every year with its dividends. |

| **5** | **6** |
| Match Your Gift | Add Cal Poly to Your Estate Plans |
| If you or a partner work at one of the hundreds of companies that match philanthropic contributions, you can double your impact at Cal Poly. | Define your legacy by including Cal Poly in your will or trust. Our experts will help guide you through the process. |

| **7** |   |
| Help Your Company Become a Corporate Partner |   |
| Review options for organizations large and small to connect with the college and students. |   |

**READY TO MAKE AN IMPACT?**
Get started at [www.cob.calpoly.edu/giving](http://www.cob.calpoly.edu/giving).
Want to share your industry insights with Orfalea College of Business students?

NOW IS YOUR CHANCE.

Cal Poly needs your perspective for:

- Alumni Panels
- Industry Tours of Your Company
- One-on-One Mentoring

Fill out a quick interest form, and the college will keep you informed about ways you can connect to the next generation of business leaders.

www.cob.calpoly.edu/involved