ALUMNA

Dolores Bernardo

Leading in Rapid Growth

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Alumna Dolores Bernardo was photographed on Pier 7 in San Francisco by Chris Leschinsky.

A Look Back  
A student's view from one of Cal Poly's finance classes in the 1970s.

Photo courtesy of University Archives, Cal Poly.
Scott Dawson explains what — and who — brought him back to the Orfalea College of Business.

Dear Orfalea Alumni, Industry Partners and Supporters,

As you may know, I stepped away from the Orfalea College of Business last fall after a family tragedy. Taking a break this year gave me the opportunity to clarify that being a dean is the best opportunity to fulfill my passion for helping young adults achieve their dreams. In January, the Orfalea Student Ambassadors — some of the finest people one could ever hope to know — came to Portland to tour Nike and Wieden+Kennedy. Twenty-four hours with the ambassadors reaffirmed that I would only consider being dean of the Orfalea College of Business.

When I reached out to Cal Poly earlier this year, I was thrilled to have the opportunity to return. The college is on a very exciting trajectory, and I have deeply missed working with the faculty and staff who make this trajectory possible.

Gifted students with endearing values who have great experiences at Cal Poly, not surprisingly, become successful executives who want to contribute to their alma mater’s success. The thought of continuing to reconnect alumni and deepen relationships with members of advisory committees and other supporters excites me to no end.

CONTINUED NEXT PAGE
“I was thrilled to have the opportunity to return.”

— Scott Dawson

We will continue implementing the strategy we started in 2014, which I felt needed at least three to five years to achieve a meaningful impact. We’ve made excellent progress with our initiatives in career readiness, packaging, innovation and entrepreneurship, internationalization and business analytics — all of which have been chronicled in previous issues of this magazine. We’re well on our way to raising donations for the first phase of the addition and renovation of our building. Generous donors are increasingly supporting students and recognizing our outstanding faculty. The college is well-positioned for a successful accreditation review by the Association to Advance Collegiate Schools of Business (AACSB) this fall.

I will speak for the entire Orfalea College of Business community in thanking Interim Dean Kevin Lertwachara, Interim Associate Dean for Undergraduate Programs Stern Neill, and the rest of the leadership team for the fantastic job they’ve done maintaining our momentum this year. That team, along with the rest of the Orfalea community, is a dean’s dream. I’m deeply grateful for the opportunity to return as dean.

Scott Dawson, Dean
Orfalea College of Business

#WelcomeBackScott

Students, alumni and supporters took to social media to welcome Scott Dawson back to Cal Poly.

“Just made my morning! Thank you for coming back, Scott!”
MATT COHEN

“Welcome back, Scott! This is excellent news, indeed!”
JOHN WILLS

“Great news, so happy about that!!!”
MITRA ZARBAF

“This is GREAT news!!!”
ED COX

“Scott, welcome back, really need your leadership, great move.”
JAMES LACEY

“Fantastic news!”
ROGER McCONVILLE

“Very exciting! Hope to see you soon.”
KYMBERLY FLAIGG

“Such wonderful news!!”
ARIANNA JONES
Multicultural Business Program Spearheads College Inclusion and Diversity

The Orfalea College of Business launched the Multicultural Business Program (MBP) in 2016 to provide personal and academic support for students from traditionally underserved backgrounds and historically underrepresented minorities as well as first-generation, undocumented, low-income students and their allies. MBP students participated in their community through a specialized section of BUS 100: Student Orientation and College Success. Each student created a four-year plan with access to individualized coaching from their dedicated Academic Advisor and Success Coach, Justin Gomez. A Peer Assisted Learning Support (PALS) group lead community building activities, helped students to craft a résumé and author weekly reflective journals.

Thanks to industry partners, MBP students had access to professional development resources ahead of major career fairs and industry tours to employers like EY and KPMG. The program culminated with the Leadership Beyond the Résumé conference, which aimed to promote diversity and inclusion among Orfalea’s student leaders. The conference featured educational speakers as well as workshops on multicultural heroes, unconscious bias and activism to inspire all students to be inclusive leaders.

AWARDS AND ACCOLADES

M.S. IN TAXATION PROGRAM RANKED NO. 1 FOR VALUE

Cal Poly’s Master of Science in Taxation program was recently ranked No. 1 in the nation for value among graduate tax programs by ValueColleges.com. Cal Poly’s program stood out for its affordability, its strong recruiting relationships with major firms, and its Learn by Doing approach, which includes industry internships for students.
LEARN BY DOING PROGRAMS

Cal Poly’s Tax Preparation Program Celebrates 25th Anniversary

For 25 years, Cal Poly’s Volunteer Income Tax Assistance (VITA) program has provided free tax preparation services to low-income community members in San Luis Obispo and Santa Barbara counties. Though Cal Poly accounting students began providing tax help to the Central Coast in the 1970s, official VITA clinics opened their doors in 1992. The clinic has served as a Learn by Doing senior project for accounting students, many of whom go on to work at major public accounting firms.

The clinic had humble beginnings, with just one faculty member and a handful of students staffing the first official clinics in the early 1990s. All filings were initially done by hand until the IRS provided e-filing software.

Today, the 123 student accountants hold IRS certifications to prepare returns. Students volunteer their time on Saturdays throughout winter quarter at a clinic on campus and others co-hosted with United Way throughout the community. Orfalea College of Business faculty and alumni CPAs then review and file the returns electronically.

Since 2005, the clinics have filed nearly 10,000 tax returns, with 649 returns filed in 2017 alone.

VITA BY THE NUMBERS

1992
The year Cal Poly launched annual VITA clinics as a Learn by Doing senior project.

1,549
Students who have volunteered at VITA clinics since 1999.

123
Students who volunteered their time in VITA clinics in 2017 — the most in the program’s history.

4,300
Volunteer hours from students, faculty and alumni in VITA clinics in 2017 alone.

9,634
Tax returns prepared in VITA clinics since 2005.
Cal Poly Announces a Director of New Packaging Value Chain Center

Cal Poly’s Packaging Program announced that packaging industry veteran Brent Moore will lead the newly approved Packaging Value Chain Center beginning in June 2017. In his role as the administrative director, he will lead fundraising efforts for the center while building relationships with industry partners to enhance educational and research opportunities for packaging students.

Moore, who holds a degree in packaging from Michigan State University, has led Mars Inc. and Pharmavite in packaging engineering and lean supply chain roles. His most recent role has been vice president of operations at Corr-Jensen Inc., a leading marketer of health and wellness products, in Denver.

Cal Poly’s Packaging Program recently received approval from the university on its plans to establish a Packaging Value Chain Center in the Orfalea College of Business. The program aims to be the nation’s leader in packaging value chain education and research, which prepares students to leverage packaging’s impact at every step of the supply chain, from materials management to branding. The center will be the only one of its kind housed within a business school.

In addition to bolstering lab space and Learn by Doing projects in its undergraduate program, Cal Poly will debut an online Master of Science in Packaging Value Chain program in 2018. The program will also include specialized certificates in packaging value chain, design, analytics and marketability. With the center in place, the Cal Poly Packaging Program Consortium also aims to grow, adding health care and food and beverage research projects to its current specialty of fresh produce research.

Cal Poly’s Packaging Program continues to make national headlines. In addition to several packaging design competition wins, ValueColleges.com ranked the program No. 1 in the nation based on its affordability and reputation for excellence.
More than 650 Orfalea College of Business freshmen and transfer students gather on O'Neill Green to hear from college leaders during Week of Welcome 2016.

Cyara Solutions General Manager and VP of the Americas Bill Aston (Business Administration ’87) talks to students as part of Orfalea’s Executives in Residence program.

From left, alumni Mark Harris, Brandon Van Buren and Tammy Kiely judge the Goldman Sachs Investment Banking Student Case Competition alongside finance Professor Larry Gorman.

Marketing students host a panel discussion on Islamophobia with campus leaders as part of their Stand Above campaign, a senior project that counters violent extremist narratives via social media.

Women in Business board members Annie deBruynkops and Sara Chen kick off the second annual Defining Her Future conference in Spanos Theatre.

Students in Orfalea’s Multicultural Business Program talk with EY’s Director of the Americas Talent Team Al Carrasco at the firm’s San Jose office during an educational tour.
Students Negin Falahati and Halim Choucair take a ride in a classic Chevrolet during an Orfalea International Business Tour to Cuba over spring break.

Finance students Tyler Paratte and Eric Bet take in the view atop the new Salesforce Tower in San Francisco while touring the 61-story building with Cal Poly’s Real Estate Club.

Students in Cal Poly’s Industrial Technology Society take a behind-the-scenes tour of SpaceX headquarters in San Pedro, Calif. in February.

Students in BUS 304: Establishing International Supply Chains tour a BMW automotive plant in Araquari, Brazil, during an immersive tour of the nation’s supply chains.

Brett Eldridge (B.S. Electrical Engineering ’89, MBA ’95), Executive Vice President of Global Customer Services at Palo Alto Networks, speaks to a class during his day as an Executive in Residence.

Finance student and cross country/track standout Molly Haar was named a Big West Conference Scholar-Athlete of the year. Photo courtesy of Tony Mastres.

Want to keep up with the best photos from campus? Follow along with the Orfalea College of Business on Instagram! @orfaleacollegeofbusiness
LEADING IN RAPID GROWTH

Looking Ahead
Dolores Bernardo (Business Administration '93) takes in the view at Airbnb headquarters in San Francisco.
It is no surprise Dolores Bernardo chose the field of leadership development. She remembers reading the business section as a teenager while sitting around the table with her father, an economics professor, assessing the successes or failures of the day’s economic policies. Naturally, Bernardo majored in business administration when she arrived at Cal Poly in 1991.

Though she concentrated in finance, she remembers several organizational behavior courses ignited her passion. Management Professor Abraham “Rami” Shani, business law Professor Lee Burgunder, and international business Professors Michael Geringer and Colette Frayne led Bernardo’s favorite courses on team dynamics and business strategy. “I loved everything about those classes, and they helped me realize that I wanted to work with people and teams,” she said.

Bernardo soon found another passion in Cal Poly’s multicultural programs and international opportunities. She remembers mentoring and tutoring first-generation college students during summer break, joining an international business club and studying abroad in Spain. A Rotary scholarship even took her to Costa Rica for a full year to study after graduation.

After several years of working in management consulting, Bernardo fulfilled a lifelong goal of earning a Master of Public Administration degree from Harvard’s Kennedy School of Government, one of the most globally diverse programs in the prestigious university. Bernardo said few tech leaders have the perspective Dolores Bernardo enjoys.

As a talent development leader at thriving brands including Airbnb and Google, her mission has been to help build a culture of leadership where everyone from executives to new-hires feel they can make a big impact. Bernardo’s career has taken her through tech campuses of Silicon Valley, helping build programs that inspire and support diverse, high-performing leaders and teams. Her finger is on the pulse of her organization, but her perspective is broad, keeping an eye on the evolving needs of the newest generation of employees — millennials — shaping the job market. She gives her take on how leaders, educators and employees can develop new skills and mindsets to be effective leaders of game-changing companies.
she enjoyed that invaluable perspective while studying business ethics, human rights, global competitiveness and economics. Among the highlights from her year in Boston was studying adaptive leadership with Professor Ronald Heifetz, learning about global business competitiveness with Professor Michael Porter, and examining complex global negotiations with MIT Professor Larry Susskind.

“I realized a lot of what I was learning about successful talent management, culture and women’s advancement efforts came from leadership commitment at the top of the organization,” Bernardo said of the epiphany she had while at Harvard. “And great leaders are able to do that — they’re able to build organizations that amplify all of their talent. Not just for one half of the table; they’re growing everyone around them.”

Steering Silicon Valley
Shortly after graduating from Harvard, Bernardo joined Google’s Diversity and Inclusion team, where she helped establish the company’s early employee resource networks and women’s advancement efforts aimed at enabling a worldwide workforce to thrive.

After two years, she made the move into leadership development with the goal of training thousands of Google’s people managers to grow and scale their teams. But instead of allowing her diversity and leadership programs to remain separate, she combined the two, stressing that good managers build inclusive environments.

“I loved developing new programs to engage leaders as they reflected on their leadership and how to rapidly scale their team’s impact,” Bernardo said. One of the most popular programs she created, called Leadership Impact and Presence, has been taken by more than 500 Googlers. Another program she facilitated, Search Inside Yourself, caught the attention of the New York Times. Many of the programs and strategies in her portfolio were written about in Laszlo Bock’s 2015 book, Work Rules!: Insights from Inside Google That Will Transform How You Live and Lead.

After nearly a decade at Google, Bernardo took her skills to Airbnb — a global platform and trusted community marketplace for people to list, discover and book unique accommodations. She was attracted to the company’s mission to “belong anywhere” because of her own multicultural background. With the move came the chance to develop strategy and programs from the ground up to influence how the company grows its talent.

“When you’re building a brand new organization, there is a lot of opportunity to look at new ways of developing people. I often ask, ‘How can we help foster belonging through our programs? How can we help teams work more effectively together, faster? How can we help leaders model our core values?’”

Bernardo says those questions can be harder to answer on a hyper-growth timetable. Airbnb, which has expanded from one air mattress to listings throughout more than 150 countries in less than a decade, and their leaders must scale their skills up without burning out.

“We’ve helped people stay resilient, build their leadership skills, and take time to reflect on and grow themselves and their teams. It can be quite demanding,” said Bernardo.

Inspired by her experience in Silicon Valley, Bernardo has recently launched her own consulting venture focused on talent development strategy, executive coaching

“OUR ROLE AS TALENT DEVELOPMENT LEADERS IS TO HELP PEOPLE ADAPT QUICKLY AND SEE AROUND CORNERS.”
— Dolores Bernardo

BY THE BOOK
There’s a lot to choose from in the business section of any book retailer — from celebrity authors to those pushing quick-fix strategies on negotiation. Dolores Bernardo recommends these books on leadership, culture and innovation that continue to hold a place on her shelf.

Team of Teams by Gen. Stanley A. McChrystal, Tantum Collins, Chris Russell and David Silverman

Primal Leadership: Unleashing the Power of Emotional Intelligence by Richard Boyatzis, Daniel Goleman and Annie McKee
and leadership development. With each client, Bernardo hopes to capture the essence of what makes the company unique and amplify those essential elements throughout the organization through leadership, innovation and inclusion programs that support the company strategy. With her clients, she helps build an inclusive, high-performing culture rooted in Learn by Doing.

“Looking back, I really learned about team development in Professor Shani’s class, and I’m convinced that effective teaming is more critical now than ever,” she said. “In today’s business climate, which can sometimes be described as disruptive, volatile and uncertain, it’s incumbent on teams to trust each other, experiment and learn from their mistakes. If something doesn’t work or a product fails, teams that can adapt quickly can pivot to the next opportunity.”

What’s Next
Thinking about what’s ahead usually has Bernardo thinking about the past. “Leadership development is a field with lots of history. A lot of the practices have been taken out of military philosophy or spiritual disciplines. Before we talk about executive presence — posture, eye contact, projecting your voice — I start with being present in the moment and introduce participants to a brief mindfulness meditation.”

In addition, Bernardo believes the next generation of leaders will be different than those that came before. “I think we need to produce leaders who are incredibly good at working in a complicated global context. We need people who can see problems from multiple perspectives and who understand that leading is not just about achieving their company goals, but getting involved in the communities in which they operate and giving back.”

Bernardo puts these observations to good use as a member of the Orfalea College of Business Dean’s Advisory Council and a frequent host and mentor for Cal Poly’s student groups. “The rising quality of the next generation of graduates is striking,” she said. “Their questions, insights, and desire to go make a big impact in the world keep me coming back to talk with students year after year.”

Bernardo believes that Cal Poly’s Learn by Doing approach helps graduates prepare for success. “Project-based learning helps someone become really well-prepared for a career in Silicon Valley because so much is done in teams. Learning how to get work done with others is a great way to build empathy, work with different disciplines and collaborate to get something amazing done,” she said. “It is one thing to be a talented founder or leader, but in launching great products, you need a leadership team that works great together.”

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**The Trusted Advisor** by David Maister, Charles Green and Robert Galford

**Thanks for the Feedback** by Sheila Heen and Douglas Stone

**Mindset: The New Psychology of Success** by Carol Dweck

**Teaming: How Organizations Learn, Innovate, and Compete in the Knowledge Economy** by Amy Edmondson

**Thank You for Being Late: An Optimist’s Guide to Thriving in the Age of Accelerations** by Thomas Friedman

**True North: Discover Your Authentic Leadership** by Bill George and Peter Sims
ORFALEA AT A GLANCE

UNDERGRADUATE PROGRAM

Applications

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<tr>
<th>Year</th>
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<th>2014</th>
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<td>Fall 2016: 8,594 Applications</td>
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Fall 2016 Entering Class

- **607** Business Administration
- **74** Economics
- **44** Industrial Technology & Packaging

Four-year Graduation Rate: 72.1%

Five-year Graduation Rate: 85.8%

Total Enrollment April 2017

- **2,876** Business Administration
- **2,393** Economics
- **233** Industrial Technology & Packaging

96% of Graduates are Employed or Plan to Attend Grad School After Graduation

(2015-16 Graduate Status Report)

Median Starting Salary

$60K

(2015-16 Graduate Status Report)

GRADUATE PROGRAMS

Fall 2016 Applications: **255**

Fall 2016 Accepted Students: **141**

Fall 2016 Entering Class: **115**

96% Employment at Graduation

(2015-16 Graduate Status Report)

ORFALEA COLLEGE OF BUSINESS FINANCIALS

Overall Budget FY 2016 (state funds):

$15,464,897

Funds Raised Through Philanthropy FY 2016:

$2,324,951
FACULTY FACTS

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

Kim Westermann
Assistant Professor of Accounting
SPECIALTIES: Auditing and accounting ethics

What is your favorite part about teaching at Cal Poly? I really enjoy the weekly round-table discussions I have with my graduate students – I learn a lot from them!

How do you know when a student is really career ready? I place high importance on professionalism and maturity in the classroom. Showing up on time and contributing thoughtfully in class are good signs that a student is ready to enter the work force.


Carlos Flores
Associate Professor of Economics
SPECIALTIES: Labor economics and econometrics

How has college changed since you were a student? I attended college in Mexico, so my college experience as a student was very different from what Cal Poly students experience today. Technology has been one of the biggest changes. It is now possible to showcase the econometric techniques in real time, so students are able to see right away how to apply those methods.

How have you challenged your students? I teach econometrics tools and methods typically taught in graduate programs to my undergraduate students, and I teach Ph.D. level topics to my master's students. It’s great to see their satisfaction when they master truly advanced concepts.

Jonathan York
Associate Professor of Entrepreneurship and Faculty Director of the Center for Innovation and Entrepreneurship
SPECIALTIES: Entrepreneurship, entrepreneurial finance, senior projects

What industry position has made a big impact on you? CEO of a startup – total fear!

How do you know when a student is really career ready? A career-ready student is one who understands accountability and responsibility — say what you’re going to do, get it done and make sure that you are a valued member of the team.

What qualities do you think are most important in a leader today? I truly believe that the most important characteristic of any leader today is empathy — the ability to understand their customer, their colleagues and even their competitors.

How have your students changed recently? They are even more socially networked and distractible.

Bing Anderson
Associate Professor of Finance
SPECIALTIES: International, managerial and corporate finance; fixed income securities

How have you challenged your students? I’m introducing a currency trading component into my Global Financial Institutions and Markets class. I think my students will love it.

How has your subject changed in the last few years? The world of finance is always changing. Hedge funds and high frequency trading used to be very hot. These days, they are becoming less so.

What is your research focus at the moment? I am working on a few projects. In one of them, we try to use something similar to entropy in physics to measure economic freedom in a Marseille fish market.
What industry position has had the biggest impact on you? I was a manager in the Middle East and had people from Saudi Arabia, Palestine, France, England, Jordan, Canada, Egypt and the U.S. reporting to me. What brought us together was our passion for technology in a field that was growing exponentially.

What is your research focus at the moment? I study women in technology and the difficulties women face in choosing majors and finding jobs. For three years, I’ve worked with wonderful industry partners, including alumni Gina and Brad Roldan, to hold “Preparing for the Workforce” events where women leaders in the tech industry speak at Cal Poly about key issues such as self-advocacy.

What year did you come to Cal Poly? I graduated from Cal Poly in 1967 with a degree in technical arts and went on to earn my MBA at Pepperdine. I joined the industrial technology faculty at Cal Poly in 2003.

What’s the best advice you’ve ever received? Never give up on a goal that is important to you.

How have your students changed in the last few years? They are brilliant, which motivates me to keep on top of my game.

What qualities do you think are most important in a leader today? Understanding how respect is the basis of good leadership.

How has college changed since you were a student? I think there is a greater emphasis on inclusion, collaboration and technological savvy that are a reflection of the changing workplace — one that is more diverse, team-based and global than ever before.

What has been your favorite moment from the last year of teaching? Seeing one of my students in my Human Resources Management class land a full-time HR job! It was very rewarding to see that the information she was learning in my class helped her to prepare for her interviews and impress those at her new organization.

What is your hidden talent or hobby? I snowboard!

What attracted you to Cal Poly? The potential to be part of building a nationally recognized packaging program.

How has your subject changed in the last few years? There has been a major push to create packaging systems that reduce impact on our environment and food waste.

How have you Learned by Doing personally? I had never organized seminars or career fairs prior to Cal Poly. I just picked it up by doing it.

What’s your favorite thing about San Luis Obispo? Having breakfast at Bon Temps.

Who is your go-to for faculty collaboration at Cal Poly? Sharon Dobson and I work closely together to further the Marketing Mentors program which pairs high achieving marketing students and underclassmen in the Principles of Marketing course.

What are your favorite parts about teaching at Cal Poly? I love connecting with students and getting to know the whole person who is sitting in my classroom.

How else are you involved with students on campus? I am honored to be the faculty advisor for Cal Poly’s chapter of the American Marketing Association and faculty coordinator for the Marketing Career Conference, where I work closely with students to develop their leadership, organizational and career-readiness skills.
Stephan Cheek doesn’t just talk about Cal Poly’s philosophy — he lives it. “One of the things that Cal Poly did was prepare me for a lifelong commitment to Learn by Doing,” he said. “I think that having that approach made me feel fearless, in a way. From another person’s perspective, I was willing to take chances and just work it out.”

After graduating from Cal Poly in 1985 with a degree in business administration, Cheek worked in everything from manufacturing, to consulting, to human resources, to finance. Along the way, he earned his MBA from the University of Texas at Austin and started his own business. When the economy went into recession in 2008, Cheek made the move to government work.

“I’ve been through a lot of economic downturns or company reorganizations, and I always seem to land on my feet, pick up the pieces and keep moving,” Cheek said. Today, he leads Sacramento County’s Public Defender’s Office as its chief financial and administrative officer. Cheek’s experience in government has made a big impact on his approach to inspiring his team.

“Stepping back at the time at Cal Poly, he says, he treasures the lasting friendships he made inside and outside the classroom most of all. He aims to help other alumni reconnect so they can use their passion for Cal Poly to pay it forward.

“We are hoping to maintain that kind of connection with people so they feel affirmed, and that maybe we can help each other,” Cheek said. “We want to put graduates in a position to actually come back, share life experiences and potentially mentor others.” When Cheek looks back at his time at Cal Poly, he says he treasures the lasting friendships he made inside and outside the classroom most of all. He aims to help other alumni reconnect so they can use their passion for Cal Poly to pay it forward.

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“For me, it’s about giving back,” Cheek said. “It’s about helping others.”

Stephan Cheek lead by example in business and as president of Cal Poly’s Black Alumni Chapter.
MORE THAN A MENTOR

In the fall of 2016, a new opportunity was born in one of the Orfalea College of Business’ career-readiness courses: the Young Alumni Mentoring program.

News of the program inspired entrepreneurship graduate Connor Koch, a communications and marketing manager at Touch the Top, Inc., to volunteer to guide a young student making the transition to a career. Waiting at Cal Poly was Tyler Sams, a marketing junior who had just transferred to the Orfalea College of Business. The two bonded instantly over their love of the outdoors and parallel career ambitions. Listen in on one of their recent discussions:

SAMS: Why did you choose to be a part of the Young Alumni Mentoring program?

KOCH: Mentoring was very important to me throughout my college career. During my freshman year, I was placed into a mandatory mentoring program, and that ended up being the best thing for me. I found my footing, adapted to the quarter system, and understood what I would need to be a successful student at Cal Poly. Following that, I was asked to be a mentor in that program, and that was really valuable to me. When I got the offer from the college for the Young Alumni Mentoring program, I was immediately in just because I knew the impact mentoring had on me both as a mentee and as a mentor. I saw this as the next step. What was your first impression of me?

SAMS: I felt like the introductory email broke the ice a little bit, but it was kind of strange at first. Facetime has been our method of communication from the start.

KOCH: Yeah, meeting in person is not always possible, but I think it does go a long way that we were able to meet up a few times in San Luis Obispo.

SAMS: Yeah, one time we grabbed coffee for an hour and a half. And I think we honestly just talked skiing the entire time.

KOCH: It was definitely not a mentoring session, but from my perspective, the relationship part of it is really important because you want to be able to trust that person on a personal level. The mentoring stuff really follows. Obviously there are boundaries and you want to main-
tain a professional sense because of the program, but for my mentoring style, it’s very important for me to be friends with my mentees as well.

**SAMS:** What has been your favorite conversation with me this year?

**KOCH:** It was two weeks ago about creating a GoPro portfolio for your marketing class. You had so much passion and enthusiasm for it. It made it really clear what I needed to do to fulfill my role as the mentor and make that a success for you, and it makes my passion for the job just feel validated. I love doing this so much, and when we’re sort of feeding off of each other’s energy, it’s infectious. And that’s really great.

**SAMS:** If I had to answer the question, that would be my favorite too. I had midterms to study for and all these other responsibilities, and I just sat down and was grinding out this portfolio. I was on Illustrator and —

**KOCH:** Yeah, you emailed it to me within an hour. It was to the point where I thought you already had it made.

**SAMS:** I was just grinding. I was thinking, “This picture is going to work perfect,” and “Oh this text looks good.” I was working fast, and I was just so stoked.

**KOCH:** Yeah, we were looking through your Instagram at the same time trying to pick photos. That was fun. Is that where you want to take your marketing career?

**SAMS:** I was just grinding. I was thinking, “This picture is going to work perfect,” and “Oh this text looks good.” I was working fast, and I was just so stoked.

**KOCH:** Are you more drawn to an entrepreneurial environment or working for a really established brand?

**SAMS:** I think at this point I’m more drawn to a bigger company just because I’m still looking for experience and things like that. Entrepreneurship is something that I think is really interesting, but I don’t know how much I like the risk at this point. I kind of feel like I crave stability in a way. But that could really change. Right now, I think starting out at a company is something I really strive for. Something I care about too, not just any old company.

Connor and Tyler had much more to say.

To read more from this interview, visit cob.calpoly.edu/mentors.
Every employee who does not pay attention to cybersecurity potentially puts their company at risk.

Today, students and graduates of all disciplines need to have at least a basic level of cyber awareness. I teach my students that security is not relegated to the technical job titles in an organization but relates to every individual in the organization. I am a firm believer that businesses need to create a culture of security that empowers individuals to safeguard devices and information. My experience and research have suggested those proactive companies will be more resilient in the face of increased hacking, email phishing and ransomware attacks.

While overall spending on cybersecurity has increased, now at approximately $12 billion per year, so have the attacks. No brand wants to be known for an all-caps headline detailing the latest hack. In recent years, there have been significant data breaches at retail stores (think Target) and entertainment companies (think Sony), the latter resulting in the release of executives’ private emails. Hackers even found a way into Disney’s systems and demanded payment to stop the leak of a new, unreleased film. The ramifications of these attacks go beyond the information that was directly compromised. The effects translate into lost revenue, lowered employee morale and a damaged reputation with consumers.

Not long ago, the ransomware cyber-attack known as “WannaCry” infected more than 200,000 users in more than 150 countries through computer networks. As the name suggests, the virus held the infected computer hostage and demanded the victim pay a bitcoin ransom in order to regain access to his or her files. Enterprises, from manufacturers to government agencies, that ran older versions of Windows or had not updated the newest Windows versions were vulnerable. Major institutions — including hospitals — ground to a halt in a matter of hours.

Even at Cal Poly, the threat of hacking is a daily reality. According to our Information Technology Services team, university accounts received 6.4 million emails during the first week of spring quarter. More than 80 percent of those messages were threat emails including spam, viruses or phishing scams.

Prosecuting these crimes is also becoming more complicated as laws and regulations struggle to catch up with advancing technology. While researching my latest article, *Digital Forensics for First Responders*, I found there are very specific procedures that must be followed to ensure that data is preserved in order

*During the first week of spring quarter, more than 80 percent of emails sent to Cal Poly accounts were threat emails including spam and phishing scams.*
On Guard
Professor Patricia McQuaid says Cal Poly is on the forefront of the cybersecurity discussion.

Business professionals who expect to succeed can’t have an attitude of “it won’t happen to me.” Rather, forward-thinking leaders can take a proactive role in keeping themselves, their employees and their company a step ahead of constantly evolving threats.

Those in strategic planning roles can make cybersecurity a long-term priority as a form of ongoing sustainability. Professionals in finance and accounting can allocate resources that support low-cost, common-sense solutions such as data backups in the cloud or via external hardware. Human resources professionals can advocate for safety policies that protect colleagues who work remotely or perform work across multiple devices. And employees in all sectors can adopt best practices to protect themselves and the networks they utilize.

I’m proud to say that Cal Poly is on the forefront of the discussion and is committed to educating more students to fill the significant talent shortage in the cybersecurity industry. It has established the Cybersecurity Center, which includes the Northrup Grumman Cyber Lab and infuses technical curriculum into courses, including those in the Orfalea College of Business. Just this year, I became a research and education coordinator at Camp San Luis Obispo’s California Cyber Training Complex, which is a partnership between Cal Poly and the National Guard.

As the faculty liaison to the college from Cal Poly’s Cybersecurity Center, I often advocate for fusing management education with cybersecurity topics. Inevitably, the business leaders we educate will need to make informed decisions about data security and technology resources. To jumpstart that effort, I’ll play an integral role in the course Cybersecurity for Executives offered this fall through Cal Poly Extended Education. The class will help leaders understand potential threats, learn how to position their organization to address threats, and leverage limited budgets.

At the undergraduate level, I’ve also involved my students in the Cybersecurity Case Study Library, a database of cases that connect technical topics to disciplines like political science, philosophy and agribusiness. Information systems student Lauren Tang recently co-wrote a case that is now being published in the library.

The concept of cybersecurity can feel like a moving target, and in many ways, it is. However, the field is the next frontier of safety we all have to deal with, and the organizations and individuals who confront it head-on will come out on top. With Cal Poly’s efforts coming together, we are poised to become a leading supplier of cyber-ready experts, professionals and innovators leading the way.
“I don’t think I’ve ever received more questions per hour than I did last night.”

I’ll never forget hearing those words from Rich Clayton, vice president of Oracle’s Business Analytics Product Group. It was the night before our M.S. Business Analytics cohort and Oracle were launching a collaborative industry project, the capstone experience of our new master’s program in the Orfalea College of Business. We represented its first class, the inquisitive guinea pigs.

We all did our best to pretend to know what we were getting into.

The next day, in Redwood Shores, we sat down with Oracle’s team to dig into our task: surveying five years of global sales data from Oracle’s Enterprise Performance Management product offered via its software-as-a-service platform. The goal was to analyze 250 product lines to identify where the company should invest its marketing efforts for maximum growth. It wasn’t a school project — it was a consulting project: Cal Poly (the firm) and Oracle (the client). And our recommendations, although helped along by our coursework, were to be entirely our own production built from our own faculties.

Thankfully, each student didn’t have to go it alone. Our teams provided an incredible learning environment. We brought with us a variety of professional experiences — from a Taiwanese nuclear engineer to a Bakersfield banker. Throughout our undergrad careers, each
teammate was used to taking on an entire project by themselves, staying up until 3 a.m. before an 8 a.m. deadline to pull someone else’s weight. Now, we put five of these A-types, both in personality and academia, together. It was my first experience of a real team — an actual functioning entity with an output greater than the sum of its components.

With the real team came real data: clean averages across more than 7,000 companies that use Oracle products — static images of the client’s past, captured in numbers. We were charged with interpreting a whole command line of hierarchy, both explicit and implicit. Oracle gave us a clear storyline — a defined beginning, middle and end — and hired us as casting directors to find the actors, the twists and the struggles. This was not some sample file uploaded by an academic website; this was a detailed picture of a Fortune 500 company that carried real implications.

The data itself is confidential, but I can say that we built our own random forests and iterative logistics to find the best model to represent the information. We minimized variance and maximized precision, and we connected the data to legitimate business insight ourselves.

After 10 long weeks and a 50-page report, it was time for our final presentation to Mr. Clayton, Elena Drozd, director of the Advanced Analytics Group, and other members of the Oracle team. Our group took the angle of actionability. We focused on providing specific recommendations Oracle’s team could implement immediately while connecting the data to specific business decisions.

Standing in front of Oracle’s team to present was an empowering test of nerve, especially knowing they intended to put these findings into action. I was blown away when our presentation was named best of the class, especially considering the caliber of work done by our classmates on other teams. Each group took a slightly different approach that Oracle found valuable, reiterating that there can be multiple right answers in a field like analytics.

Our reward was the standard trophy in business — more work. We were granted the opportunity to give an extended presentation to Ivgen Guner, the senior vice president of Oracle Global Business Finance, among other senior executives in marketing and data analytics at Oracle’s headquarters.

We updated our report and walked in not knowing what to expect, and we met the most commanding audience of any presentation. Although we were the focal point of the discussion among Ms. Guner and other Oracle executives, we provided more of an axis for their objectives and understanding. The aggressive and targeted questioning gave us a taste of the nature of internal corporate meetings and proved to us just how well we understood the data and the story we built with it.

Working with Mr. Clayton, Ms. Drozd and the entire Oracle team was far above and beyond any class project thanks to its legitimate impact and review. The mix of joy, surprise, success, all the countless hours of work, the research, the modeling — it all culminated in that presentation to our clients.

Facing Feedback
M.S. Business Analytics students hear direction on their presentations from Oracle’s Ivgen Guner (center).
NEXT STEPS

Four Orfalea College of Business students talk about where they’re headed after graduation.

JULIA SWITZKY
HOMETOWN: Long Beach, Calif.
DEGREE: Master of Science in Accounting

What’s next after Cal Poly? I’ll start as an assurance associate with PwC in Los Angeles.

How did you secure your job offer? I met PwC during Fall Symposium, interviewed successfully and interned with them the summer of 2015. I enjoyed working with the staff, and I decided to return in 2017 for a full-time position after finishing my master’s degree.

What programs have had an impact on your journey at Cal Poly? While serving as the director of publicity for the Cal Poly Accounting Club (CPAC) in 2015-16, I had a vision for the club. I worked with the rest of the executive board to rebrand and promote the club while creating new opportunities for students. We doubled our membership! I chose accounting because of CPAC, and giving back to the club is the best thing I’ve done at Cal Poly.

What is your ultimate career goal? I would love to be an assurance partner at PwC or a controller for a technology, music or media company in Los Angeles.

MICHAEL RIDER
HOMETOWN: Watsonville, Calif.
DEGREE: Bachelor of Science in Industrial Technology, operations technology emphasis

What’s next after Cal Poly? I will join E&J Gallo Winery in the Operations Management Development Program as a harvest team lead. Over a three-year period I will also rotate into sales and bottling operations.

How did you secure your job offer? I met the company at the Cal Poly Career Fair and interviewed to learn more. I didn’t get the first position, but I waited a year and talked to them again. I was then invited to Modesto to interview.

What advice do you have for freshmen at Cal Poly? Take charge of your education and pursue the subjects that drive you. Go to school more for the knowledge and experience, rather than the paperwork.

What is your ultimate career goal? My goal is to become the CEO of a sustainable, well-respected company that people are proud to work for. Until then, I would like to be in a plant management role or work with automation and process improvement.
“I AM BLOWN AWAY HOW MANY DOORS CAL POLY CAN OPEN.”

— Michael Rider

IRIS HUANG
HOMETOWN: Monterey Park, Calif.
DEGREE: Bachelor of Science in Business Administration, information systems concentration

What’s next after Cal Poly? I’m joining the M.S. Business Analytics program at Cal Poly! This summer, I will be interning at Kaiser Permanente.

How did you secure your internship? Cal Poly alumni who were current employees at Kaiser Permanente told me about the internship opportunity. I also attended an information session on campus.

What experiences have helped you feel career-ready? Getting involved in leadership roles for clubs definitely helped improve my confidence. My work at Cal Fire as an IT intern also helped tie my schoolwork to the professional field.

What programs have had an impact on your journey at Cal Poly? The Cal Poly Scholars program provided me additional resources to thrive. They’re always hosting workshops and networking opportunities with industry leaders to help us grow professionally.

What is your ultimate career goal? I’d like to join the Peace Corps and go abroad to a developing country for a two-year assignment. My dream is to work in a creative industry or at a nonprofit doing project management or business analytics.

MICHAEL DI DIO
HOMETOWN: San Ramon, Calif.
DEGREE: Bachelor of Science in Business Administration, marketing management concentration and industrial technology minor

What’s next after Cal Poly? I will be working with Roseman Wagner Wealth Management in Rocklin as an investment advisor and analyst.

How did you secure your job offer? I had a previous internship with the company and built a relationship with the owner over the years.

What experiences have helped you feel career-ready? My involvement in multiple startups has played the biggest role in my professional development. I’ve been working with one for three years now that has had involvement from Microsoft executives and international entrepreneurs. I have learned more than I could ever imagine — team building, financing and building business models. It has been a blast!

Who has mentored you along the way? Kathy Wright, my mentor through the Executive Partners Program, has helped me figure out what exactly I want to do in life.

What is your ultimate career goal? To own a hedge fund or venture capital fund that invests in startups that strive to make a positive impact on society.
Leveraging an interest in technology with a love of country, information systems alumnus Zach Babich Brown balances his time as an advisory senior consultant for Deloitte and team leader for the U.S. Marine Corps Reserve. Along the way, he has used the Learn by Doing philosophy to grow personally and professionally without fear of failure.

How did you make the decision to enter the Marines?
I always had an interest in the military. After graduating from Cal Poly, I worked for Deloitte in San Francisco, but I still had the “itch” to do my part. I decided to join the highly respected branch of the Marine Corps.

I was eventually assigned as an Artillery Officer and served with the 1st Battalion, 11th Marines. I deployed on the 15th Marine Expeditionary Unit on a Navy ship in 2012 as a Platoon Commander with B Battery, attached to 3rd Battalion, 5th Marines. We can augment combat troops in countries like Iraq and Afghanistan to perform embassy reinforcement or evacuations, provide humanitarian relief, or one of many other missions. In the meantime, we conducted several multinational training exercises in Kuwait, Saudi Arabia and the United Arab Emirates to increase our allies’ capabilities and understand how they can assist us in future missions. I left active duty after getting back from that deployment, transferring directly to the Marine Corps Reserve. I’ve also been involved in training exercises with the United Nations and NATO in Mongolia and Scotland.

What characteristics do you look for when building a team?
I look for personalities more than skills. With the right attitude and conviction, I am confident that we can move forward successfully. Valuable teammates have confidence, learn from their failures and appreciate loyalty.

What are some of the unique challenges or opportunities of working as a veteran?
Despite the outpouring of respect that we receive as veterans, the majority of people do not understand the military at all. This can make it difficult to relate some of my experiences to co-workers. Veterans can be defined as a monolith, which isn’t fair. Not every veteran is a high-performing model of professionalism, nor are they a fractured shell of their previous self. At the same time, there is a huge network of veterans in the workplace these days.

Who do you do look up to as a leader in your life?
In the Marine Corps, I have worked with some of the best people I’ve ever met. I keep in contact with as many of them as possible and lean on them for advice. An interesting aspect of being in the reserves is that everyone has a “full-time” job as well. The breadth of experiences and areas of expertise in my unit has been a great resource.
SUPPORT THE PROGRAM THAT INSPIRES YOU

In addition to the Dean’s Excellence Fund, there are several key programs that need your support to enhance the Learn by Doing experience for each student:

• Creating new career-readiness workshops and resources
• Expanding the Accounting Area to educate more students
• Establishing a Packaging Value Chain Center
• Fueling the Center for Innovation and Entrepreneurship
• Bolstering international programs for students

Learn more about supporting the college’s programs at cob.calpoly.edu/giving.

FUELING THE FEARLESS

The Dean’s Excellence Fund makes a lasting impact by sponsoring hands-on industry tours for students.

If Taylor Allen was nervous, she wasn’t showing it.

The Cal Poly accounting junior strode across West Street in New York City to the stately entrance of Goldman Sachs with a dozen members of Cal Poly’s Investment Banking Society. More than 15 floors up waited a team of executives, recruiters and seasoned alumni ready to give students an insider’s perspective on a career in investment banking. The visit was one of eight slated across three days that changed the way students saw career opportunities lying ahead.

“I’ve always wanted to work in New York after graduation, so I was particularly excited to help expand Cal Poly’s presence on the East Coast,” she said. “I came back to SLO hoping that, one day, I will be in the position of the alumni we met, encouraging other students to pursue their career goals.”

Allen and her counterparts walked with pride through New York City knowing the college’s Dean’s Excellence Fund and the Finance Area backed their trip financially. College clubs and academic programs rely on the fund to sponsor trips to major business hubs in San Francisco, Los Angeles, Orange County and San Diego. The fund has backed a variety of industry tours for organizations including the American Marketing Association, the Real Estate Club, the Cal Poly Accounting Club, the Financial Management Association, and the Information Systems Association.

Each year, hundreds of Orfalea College of Business alumni, parents and industry partners contribute to the college’s Dean’s Excellence Fund. The fund provides flexible support to the most pressing projects, many of which evolve in step with student needs. If you’re looking for a way to make a direct impact on Cal Poly business students in the next year, please consider a gift to the Dean’s Excellence Fund.

“ONE DAY, I WILL BE IN THE POSITION OF THE ALUMNI WE MET, ENCOURAGING OTHER STUDENTS TO PURSUE THEIR CAREER GOALS.”

— Taylor Allen, accounting junior
Save the date for an evening of connection and celebration with the alumni of Cal Poly’s Orfalea College of Business. Join us as we shine a light on the strength of our thriving alumni network.

January 20 • 2018 • San Francisco

Cocktails • Dinner • Connections

More info at cob.calpoly.edu/spotlight