

NEW DEAN focuses on future with **10-YEAR** visioning plan

OVATION

College of Business Administration

NO. 4

A FOCUS ON PEOPLE AND ACHIEVEMENT



WATSON

IBM's supercomputer gets schooled in
CYBERSECURITY

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MEDIA
TRENDS you don't
want to MISS

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SUCCESS₂₀₁₇

CAL POLY POMONA

O-HI-O ERIK ROLLAND



NEW DEAN BRINGS BUCKEYE ROOTS AND UC WISDOM TO THE CBA

A China trip serving as an ambassador for a polytechnic education, reviving the Dean's Leadership Forum with two top industry pioneers and embarking on an ambitious long-term college visioning process are only a few of the events that highlighted Erik Rolland, Ph.D.'s first year with the CBA.

Prior to taking the CBA reins July 2016, Rolland served as special assistant to the provost, and professor of management within the Ernest & Julio Gallo Management Program and the School of Engineering at the University of California, Merced. In Rolland's time as interim dean of engineering, the graduate programs quickly climbed from unranked to No. 140 in the nation, according to U.S. News & World Report.

"It is truly an exciting time to be joining the college and the university," Rolland

says. "As one of the larger business schools in the country, the College of Business Administration is uniquely positioned to bring together the best of Cal Poly Pomona, and foster innovation and entrepreneurship that will help our region and state continue to excel, and be an excellent place for people and businesses to thrive."

The expansions of the CBA's Graduate Studies programs is one of Rolland's top priorities. While at Merced, he led planning for a new Management School, including the creation of two new graduate programs in innovation, sustainability and technology (Ph.D. and M.S.). A huge void has already been filled with Rolland's appointment of MHR professor Tarique Hossain, Ph.D. as its new director.

Rolland also served as an associate dean of Anderson Graduate School of Management at UC Riverside as well as accounting and information systems faculty positions in

the Fisher College of Business at The Ohio State University.

"Dr. Rolland brings a strong leadership background, strategic planning and curriculum development, and a broad range of experience in a number of industries, including software, transportation, healthcare, telecommunications, banking and government, to name a few," says Provost Sylvia Alva. "As a strategic leader and dedicated educator, he will lead our College of Business Administration in pursuing opportunities for collaboration and partnerships."

Rolland's doctorate and master's are from the Fisher College of Business at The Ohio State University. He also has a master's in economics and business administration and a master's in computer science from the Norwegian School of Economics and Business Administration. ☺

CBA'S BRIGHT FUTURE BEGINS WITH MAP TO BUILD IT

The future of the College of Business Administration is becoming clearer thanks to the help of The Grove Consultants International, a forward-thinking firm employing the same techniques it used to help brands like Levi, Nike and Yosemite National Park identify and solve unique organizational challenges.

Representatives from The Grove have been making regular visits to the CBA to listen to the faculty and staff provide input on steps the College should take to ensure a bright future.

As part of long-term strategy to elevate the CBA to the level of the country's most elite business schools, The

Grove engaged staff and faculty in its trademarked Visual Planning Systems process. They facilitated discussion resulting in numerous ideas, such as strengthening our brand and ways to improve students' success following graduation, then organized the thoughts into poster-sized graphics put on display to encourage additional campus feedback.

With the help of The Grove, the CBA's visioning initiative sets the groundwork for the next 10 years by setting periodic goals, directions on how to achieve them and concrete indicators to determine their success. Updates will continue as the planning phase evolves. ☺

Education: Ph.D. and master's in professional accounting from University of Texas at Austin McCombs School of Business, MBA from Seoul National University.

Industry Experience: Financial strategist with Samsung Corporation.

Popular Research: The Liability of Foreignness in Capital Markets: Evidence from the U.S. Stock Market, *Journal of International Business Studies* 44 (2013), 391–411
Does PEAD Increase with Event-Specific Information Uncertainty? *Korean Accounting Review*, 2015 (40), 151–188.



Education: Ph.D. in organizations and strategy from Haslam College of Business at University of Tennessee, Knoxville; Ph.D. in organizational behavior from University of Isfahan.

Industry Experience: Lifelong entrepreneur watched mother build publishing company as child before setting out on her own list of ventures including a successful insurance agency.

Latest Research In: International Journal of Management; International Journal of Business and Social Science.

Research Specialty: Study of immigrant entrepreneurs' start-up location decisions; Study of female entrepreneurs' social capital: Comparison of emerging and developed economies.



Education: Ph.D. in marketing from University of North Carolina at Chapel Hill's Kenan-Flagler Business School, master's in international affairs with a concentration in international management.

Industry Experience: Management consultant in Deloitte Consulting's strategy and operations practice.

Research Focus: Emerging economies in low-income marketplaces worldwide, with a particular interest in the application of market-based solutions to poverty alleviation and small-scale entrepreneurship.



Education: Ph.D. in finance and MBA from Rutgers University

Industry Experience: Quantitative analyst with Morgan Stanley – Hong Kong, VP of portfolio analytics with Direct Lending Investments, LLC., external advisor with California Debt and Investment Advisory Commission.

Financial Interests: Fixed-income investment, credit risk and student-led investment funds.

Since Joining the CBA: Lead researcher in modeling credit risk of small business loans across credit cycles; developed a portfolio construction framework for alternative credit investments to incorporate liquidity constraints and forced selling scenarios.

Rethinking Corporate Freedom

When profit becomes the top priority, costs like social and environmental become easy to overlook. Capitalism's principles are a lightning rod for debate, which is exactly what North America's top scholars did at Cal Poly Pomona during a two-day symposium.

Securing the Future of Freedom: Rethinking Corporate Freedom was an invitation-only forum organized by Nirmal Sethia, Ph.D., a professor of management with the CBA's Management and Human Resources department. In total, 18 speakers dissected current political and economic climates as well as steps necessary to change the current trajectory of global issues fed by greed.

Speaker Roster

ANAT R. ADMATI, Professor of finance and economics, Stanford Business School.

FRED BLOCK, Professor, sociology, University of California, Davis.

DAVID CIEPLEY, Associate professor of political science, University of Denver.

R. EDWARD FREEMAN, Professor of business administration; academic director, Business Roundtable Institute for Corporate Ethics; Darden School, University of Virginia.

SERGIO ALBERTO GRAMITTO RICCI, Adjunct professor of law at Cornell and Bocconi.

ERIC MACGILVRAY, Associate professor of political science, Ohio State University.

JULIE NELSON, Professor of economics, University of Massachusetts Boston.

ALICE O'CONNOR, Professor of history, UC Santa Barbara.

JAMES O'TOOLE, Founding director of Neely Center for Ethical Leadership, Marshall School of Business at University of Southern California.

RAKESH SARIN, Paine Chair in Management, Anderson School at UCLA.

BARRY SCHWARTZ, Professor of social theory and social action at Swarthmore College.

SUSAN SELL, Professor, School of Regulation and Global Governance, ANU College of Asia and the Pacific, Australian National University, Canberra.

TARA SETHIA, Professor of history and founder/director of Ahimsa Center, Cal Poly Pomona.

ASEEMA SINHA, Associate professor, department of government, Claremont McKenna College.

LYNN STOUT, Professor of corporate and business law, Cornell Law School.

CHRIS TILLY, Professor of urban planning and sociology, director Institute for Research on Labor and Employment, UCLA Luskin School of Public Affairs.

ADAM WINKLER, Professor of constitutional law, UCLA School of Law.

Commentary-Critique

MARISSA BROOKES, Assistant professor of political science, University of California Riverside.

GAUTMAN MUKUNDA, Assistant professor of organizational behavior, Harvard Business School.

MARY B. TEAGARDEN, Professor of global strategy, Thunderbird School of Global Management, Arizona State University.



FACEWITTERGRAM:

Unscrambling the Future of Social Media

theAmplify provided clients like Pepsi and Procter & Gamble access to more than 500 million social media users when You & Mr Jones acquired a majority stake of the company in April 2016. A marketing machine built on an invite-only network of high-profile influencers, its roots pass through the CBA.

Justin Rezvani ('11, B.A. Marketing Management) worked with 2011 engineering grad Jeff Weintraub in developing SharedRank, a proprietary algorithm for measuring and discovering social media audiences. SharedRank would become the core component of theAmplify, an influencer marketing platform founded in 2013.

In about three years' time, theAmplify went from a concept created by friends to an entity so closely followed its acquisition warranted coverage by the Wall Street Journal.

Rezvani has been on a roll of late: He was named to the 2017 Forbes' 30 under 30 marketing list and publications like Huffington Post have spent the last few months soliciting his opinion on the constantly-changing landscape of social media. We asked Rezvani where he sees trends headed right now and this is what he had to say:



AI & BOTS Will Be the Natural Extension of Your Social Self

For the few yet to meet Siri, she's an artificial intelligence bot residing in every iPhone. Say, "Hey Siri," and in return she writes your texts, schedules your reminders and keeps dinner from burning. Bots allow you to multitask efficiently and achieve more than ever before. The goal is the same for social media chatbots. From conception, social media has empowered individuals to engage with large groups of people passionate about the same topic and changed how we define conversation. As platform adoptions continue to rise globally, influencers are only gaining popularity. Follower counts we think are impressive are going to become even more staggering.

Example: Kalani Hilliker has amassed 4,500,000+ followers on Instagram alone. Obviously, every post generates literally thousands of comment; responding individually isn't practical. Enter chatbots - now Kalani can use them to extend the life and depth of the conversational connection she has with her followers. Chatbots use an account's conversational history to recreate the texture and tone of the user during "personal" interactions. It's about to become the hottest tool for brands who partner with creators to better serve clickable, trackable links while concurrently measuring new forms of communication.



REALITY Will Be What You Make It

Augmented reality and virtual reality is the hot new tech frontier, and will become a normal part of how we consume media. In many ways, it's already happened with the unprecedented success of Niantic, creators of PokemonGo, which are a minority investment within the You & Mr Jones portfolio. PokemonGo represented the first mass adoption of AR and spawned a new wave of increasingly-sophisticated applications. With Snap Inc. releasing Snap Lenses, and everything Facebook is developing with Oculus Rift, undoubtedly the space is about to explode.

Two years ago, we ran our first VR campaign. Influencers were virtually transported into the environment of the film being advertised and shared the experience through video on Instagram. Not only did it deliver awareness and conversation around the film, influencers used these new technologies to tell amazing stories in ways not previously possible. The iPhone 7 camera, 360 video, podcast hosting on Altspace and standalone filter applications like MSQRD all point to an inevitable future where individualized AR and VR experiences aren't created for just us. Soon, we will all be making and sharing experiences through social media.



ACTION LEADERSHIP Is More Effective than Thought Leadership

Thought leadership is a nice term, but I'm a firm believer that what you do is more important than what you say. I became involved in influencer marketing three years ago because it is something I liked, something I understood, and something I believed would be the future of advertising.

Starting in a space I was passionate about made me a smarter product developer. And that's why everyone who works for theAmplify is required to be a practitioner across social platforms. The companies that harness technology to capitalize on emerging opportunities enrich themselves and their industries. It's not enough to think you know what's coming next, you have to show up if you're going to build it.



It's Not Pivoting, It's FUTURE PROOFING

Building a business, especially in tech, requires constantly evolving as an entrepreneur and as a person. Social media moves fast - I knew I needed to build theAmplify with a future-proofing lens.

We were early to influencer marketing and have continued to be a leader in the space through continuously developing technology to bring together the fringes of culture and the possibilities of emerging platforms. We've continued to look forward at both culture and technology, because like my mentor David Jones, CEO of our parent company You & Mr Jones says, "What got you here won't get you there." That's what I find so incredibly inspiring about business: It rewards those who draw from past experiences in anticipation of what is coming next. ☕



ATTENTION is the Most Valuable Emerging Currency

Ultimately, as a service for advertisers, I am in the business of creating attention. We can't overestimate the value of a person's attention. With exposure to thousands of messages each day, what engages people and demands attention? theAmplify is

currently focusing on better understanding neuromarketing in an effort to measure the attention that influencers and brands earn from their audiences. The industry is in the middle of a digital revolution - the winners will truly quantify attention, create transparent metrics and sell them as key performance indicators.



BOEING TAPS TOM DEPT. FOR BIG DATA PROJECT



It's a massive undertaking for students in the Technology and Operations Management department: 5 million lines of what Boeing calls MRO data, or maintenance reporting operations information to those unfamiliar with data analytics acronyms, to be reviewed one line at a time.

The aerospace giant's relationship with the TOM department began in fall 2015 when the first group of students began a descriptive analysis of the MRO data. Impressed by the results, Broncos working on the project were invited to Boeing headquarters where it was announced the pairing will continue through

at least spring of 2019. This year's team of students will be scouring the 5 million lines to generate a predictive analysis for presentation to Boeing officials. Boeing will support the department with nearly \$25,000 over the course of the partnership.



Rows of computers running the latest software used by finance professionals with a ticker displaying news in the background was the vision when, "Dr. J. Douglas Ramsey Financial Markets Room," became the official name of classroom 163-2032 when its doors opened in 2012. It's reality now.

CBA alumni led by Doug Ramsey (FRL) and David Alvarado (FRL) worked with the Provost's Office on raising funds needed to outfit 12 computers with Bloomberg Terminal software. Access to the financial sector's primary analytics tool helps improve the polytechnic experience for students. The Financial Markets Room was also recently upgraded to include a trading floor-type ticker and a 65-inch LCD which broadcasts real-time market prices and information. ☺

Help Construct Tomorrow's CBA

DONATE NOW
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Support from alumni and industry is critical for the CBA to continue improving in today's higher education environment. Simply put: Outside donations are necessary for basic survival. Every last penny is important to maintaining forward momentum.

We'd like to acknowledge and thank the following for helping us pave the way for tomorrow's business leaders:

AVANADE: \$250,000 to continue development of the Mitchell C. Hill Center for Applied Business Information Technology

LANCE & ELANA CALVERT: Matching up to \$100,000 in donations made to the Dean's Leadership Forum.

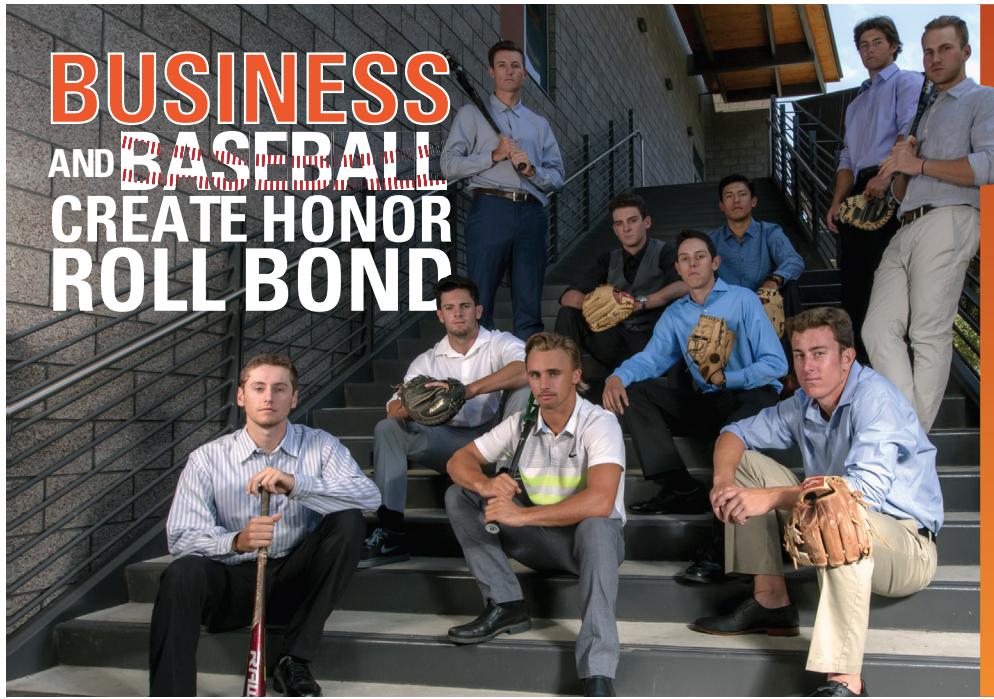
RON & SYLVIA GREGOIRE: Matching up to \$80,000 in donations made to the Dean's Leadership Forum.

SCOTT MERCER: \$26,000 to establish new MBA scholarship in addition to annual scholarships for eight undergraduate and three graduate students covering full tuition and fees for each recipient.

NORTHROP GRUMMAN: \$35,000 for the Computer Science Physical Cyber Lab and SWIFT Lab in a joint donation including the College of Science.

FACEBOOK: \$25,000 toward improving the Center for Info Assurance and CIS student organizations.

WORKDAY: \$15,000 to support the Collegiate Cyber Defense Competition program. Cal Poly Pomona's team represented the western region twice in three years from 2013-2016. ☺



BUSINESS AND BASEBALL CREATE HONOR ROLL BOND

For the first time in the school's history, the men's baseball team earned the highest combined GPA (3.24) of all athletic teams. The achievement is particularly special because 12 of the roster spots were filled by CBA student-athletes.

Making the CCAA 2017 Spring All Academic list were Alex Kline (CIS) and Kohto Hasegawa (MHR.) Missing the list's 3.4 cutoff by 0.1 of a point were Ryan Alsworth (FRL.) Jacob Bernardy (IBM) and Wyatt Shackleford (FRL.) Bernardy has enrolled in the Graduate Studies program while closing out his final year of eligibility.

The men's baseball team recovered from a slow start by finishing 34-22 en route to winning the south division. Eleven of the 12 finished the year with a cumulative GPA above 3.0. ☺

TOM Students Travel to Netherlands for Global Final

By: DANA FEUER

Four Technology and Operations Management students became international travelers during their quest to win a logistics competition with teams representing many of the world's top universities.

Manuel Rivera, Michael Liu, Tiffany Kao and Denis Shumnik navigated through a field of business schools including a U.S. News & World Report Top 10 undergraduate program as well as a team from a Top 5-ranked logistics program during the regional finals held at the University of Southern California to advance to the global finals of the Global Student Challenge in Windesheim University in Zwolle, Netherlands.

The members of student organization Operations Management Society were each tasked with a core set of duties as Rivera (purchasing,) Kao (finance,) Shumnik (supply chain) and Liu (sales) fell just shy of a Top Three finish in Netherlands.



"I continue to thank the college and our supporters for this amazing competition," Liu says. "My biggest take-away was the multinational networking opportunity. Not only did we, the students, have a chance to showcase our abilities on a global scale, but we also had the rare opportunity of formulating relationships with future professionals across the world." ☺

CONTRACT MANAGEMENT EMPHASIS RECOGNIZED BY NATIONAL ORGANIZATION

The National Contract Management Association invited Finance, Real Estate and Law Professor John Wyatt to its world congress 2017 event in Chicago, Illinois to accept the 2017 Contract Management Education Award on behalf of the CBA's Contract Management emphasis. The organization only recognizes one college its top honor each year.

For consideration, Wyatt completed

a lengthy application outlining the CBA's Contract Management program. In the 2016-2017 academic year alone, the department hosted internationally renowned author Kenneth J. Allen as well as guest lectures from accomplished alumni like General Atomics Aeronautical Systems senior director Derek Andrews and L.A. Metro contract manager Susan Dove. ☺

THINK



FEEDING WATSON

CIS Students Load IBM's ARTIFICIAL INTELLIGENCE Platform with Cybersecurity Data

FACULTY FAREWELLS

*The Faculty Early Retirement Program (FERP) allows professors the option to take on a reduced teaching load prior to transitioning to full-time retirees.

DANIEL MANSON, Ph.D. is a CBA alumnus, outgoing Computer Information Systems chair and advocate for cybersecurity competitions. Under his watch, the Collegiate Cyber Defense Competition team finished atop the western region six of the 10 years following its inception. *Entering FERP

SHADY KHOLDY, Ph.D. has been a Finance and Real Estate Law fixture since joining the department in the early '90s. During her seven years as FRL chair, the department has opened a financial markets lab to provide the latest hands-on trading floor experience and been recognized by the National Contract Management Association for its outstanding Contract Management emphasis. *Entering FERP

ABOLHASSAN HALATI, Ph.D. played an integral role in creating one of the California State University system's five E-Business/E-Commerce options. As chair of both EBZ and Technology and

It has been six years since IBM Watson took down two former "Jeopardy" champions in its public debut and the artificial intelligence software has not stopped learning. Watson's latest foe is hackers and IBM announced Cal Poly Pomona as one of eight universities partnering to expand the supercomputer's collection of cybersecurity data.

"Providing our students an opportunity to work one-on-one with Watson will undoubtedly set them apart when it's time to enter the workforce," says Dan Manson, outgoing Computer Information Systems chair. "Not only is there potential to search for and repair known vulnerabilities, Watson's ability to recognize advanced patterns could fill holes we didn't even know existed."

Students participating in the upper-division CIS course translate portions of the unstructured data comprising 80-percent of the Internet's

information into a language Watson is able to digest. As more data is consumed, Watson will analyze the language of security documents such as technical reports and identify parts of a sentence to understand patterns and relationships, eventually enabling Watson to digest documents on its own.

IBM expects to process 13,000 security documents -- including threat intelligence reports, cybercrime strategies and threat databases -- per month over the next phase of the training.

Other universities chosen to assist turning Watson into an information security powerhouse include Massachusetts Institute of Technology; Penn St.; New York University; the University of Maryland, Baltimore County; the University of New Brunswick; the University of Ottawa; and the University of Waterloo. ☐

MASTHEAD

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Operation Management tracks, the most recent exit survey showed 82-percent of his graduating students had full-time jobs waiting following Commencement. *Entering FERP

DEBBORA WHITSON, Ph.D.'s energetic and innovative lecture techniques have made her an International Business and Marketing Management department student favorite. She has served numerous roles within the CBA and was recently elected to the Marketing Educators' Association board of directors. *Entering FERP

James Swartz, Ph.D. (IBM), **Norman Gregory Young** (FRL), and **Anwar Salimi, Ph.D.** (ACC) completed FERP this year.

Lecturers Joyce Emilio (International Business and Marketing Management) and **Vince Turner** (Accounting) are retiring.

Lecturer Cynthia Sherman, Ph.D. (Management and Human Resources) departed the CBA this past summer to continue her career in higher education as tenure-track faculty at CSU Channel Islands. ☐

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