

UCR | BUSINESS

A. GARY ANDERSON GRADUATE SCHOOL OF MANAGEMENT

PARAN
JOHAR '93
Global Marketing CEO

How to
STANDOUT
CAREER ADVICE

Negotiating
FACE-TO-FACE

Live At The FOX!
Riverside, California
9 LIFE LESSONS

LA Olympics
2024
\$11B LOCAL IMPACT

The
**Perfect
CAR**

PREMIER ISSUE | SPRING/SUMMER 2017

**“UCR creates programs
that allow anyone with
the will and persistence
to succeed.”**

Natalie Gonzalez
Business & Psychology Major, BS '17

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BUSINESS

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PHOTO BY DeBOLT

UCR BUSINESS Magazine

UNIVERSITY OF CALIFORNIA

Top 100 Bus

RIVERSIDE SCHOOL OF BUSINESS

Business School

#93 Ranking

U.S. News & World Report 2018



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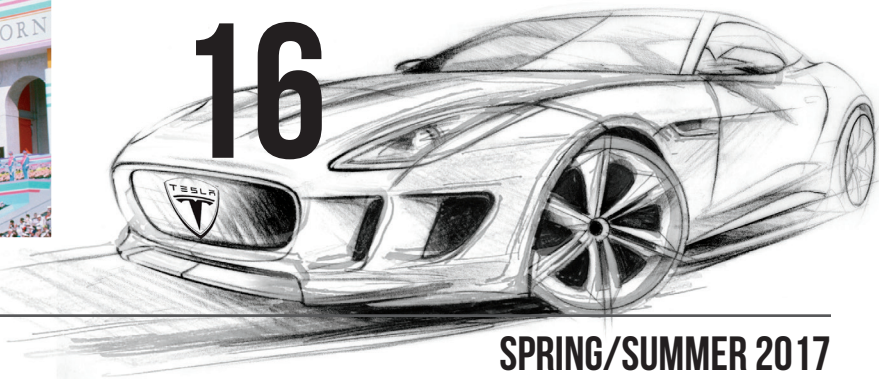
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A portrait of Mike Liu, a bald man with a slight smile, wearing a dark blue suit, a light blue checkered shirt, and a dark tie. He has his arms crossed and is standing in front of a brick building with large windows. A small blue pin is on his lapel, and a red pocket square is visible. A watch is on his left wrist.

"It is a competitive
but supportive
environment.
I like that."

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Mike Liu
MBA '18

PHOTO BY DeBOLT

UCR BUSINESS Magazine

PREMIER ISSUE

SPRING/SUMMER 2017

Regardless of whether you are more “Superbowl” than “World Cup,” everyone around the world embraces the Olympics. The national pageantry and fierce competition create an undeniable appeal for the Summer Games. And the battle to be selected as the “host city” for the Games, is just as competitive as the Games themselves. The host for the 2024 Summer Olympics and Paralympics has come down to just two cities, Los Angeles and Paris.

With LA’s attempt to win the bid, UCR School of Business is playing an integral role. A new economic impact assessment conducted by the UCR School of Business Center for Economic Forecasting and Development and Beacon Economics LLC, projects the 2024 Games in LA could increase economic output by up to \$11.2 billion locally and \$18.3 billion nationwide (p. 16). This required report by the International Olympic Committee was submitted with LA 2024’s bid. The International Olympic Committee plans to reveal their host city pick at the 130th International Olympic Committee Session in Lima, Peru, on September 13, 2017.

Thank you for reading our premiere issue of *UCR Business Magazine*. Along with our Olympics cover story, this issue is filled with new business research from UCR’s world-renowned faculty, career advice from UCR Business Career Development Center, and much more insightful information.

UCR Business Magazine is a biannual publication with spring/summer and fall/winter editions, created by the Strategic Initiatives Division of the UCR School of Business, Riverside, California.

UCR | BUSINESS Magazine

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A close-up portrait of a young woman with long, wavy brown hair, smiling warmly at the camera. She is wearing a dark red top and a thin gold chain necklace. The background is a blurred outdoor setting with green foliage and a clear blue sky.

PHOTO BY DESOLT

**“At UCR Business
I discovered
my passion and
career path.”**

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Gracen Hanley
MBA '18

UCR BUSINESS Magazine



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Maurice Kenner
Regional Commander of Admissions
for the United States Military Academy at West Point
MBA '16 (UCR School of Business)

MESSAGE FROM DEAN WANG

UCR SCHOOL OF BUSINESS TOP 100 BUSINESS SCHOOL

— 2018 U.S. News & World Report

The University of California Riverside School of Business, located in Inland Southern California (SoCal), is at the heart of an international hub of commerce and trade. Nearly half of America's imported goods come through Southern California. Inland SoCal is also one of the world's fastest changing regions rich with cultural diversity, making it the ideal location for a next generation business school.

Our undergraduate and graduate educational programs develop leaders, entrepreneurs and scholars who are as diverse as the challenges they face, the workforces they lead, and the enterprises they grow. 55% of the university's undergraduate students are the first in their family to attend college, making UCR School of Business a vehicle for true upward mobility. 80% of the students in the undergraduate business program are ethnic minorities, reflecting the changing workforce and consumer base. 58% of the MBA students are from foreign countries, connecting us directly with the world economy. And with over 70% of our alumni staying in Southern California upon graduation, UCR School of Business is developing the human capital that drives the region's economic growth and vitality.

We believe a business school should play a pivotal role in a community's economic and social landscape. And so, our school is committed to partnering with key industries and enterprises to drive innovation and development in the region and beyond. This increased engagement brings greater opportunities for our students, faculty, staff, alumni, and the multitude of local and worldwide communities we serve.

In this vein, this year's highly successful Dean's Speakers Series brought high-level speakers to our community. The three-event series, in partnership with the Greater Riverside Chambers of Commerce and Fox Performing Arts Center, was moved beyond the borders of campus to the heart of downtown Riverside, at the Fox. As a result, several hundred attended each event setting new attendance records for a UCR Dean's Speaker Series.

Further deepening our commitment to our community, the newly established Center for Economic Forecasting and Development is the first world-class university forecasting center in Inland SoCal, and a major new initiative for economic research and collaboration. Over the past year, the Center has provided a breadth of practical research and insights about many aspects of the local, state, and national economy. As you will read in this premiere issue of our magazine, our Center has had a major role in LA's bid to be chosen as the host city for the 2024 Summer Olympics and Paralympics Games.

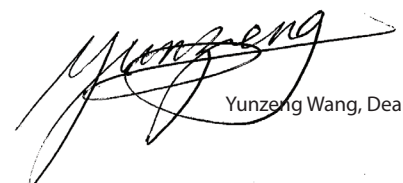
This is truly a transformational time for the UCR School of Business and the greater Inland SoCal region. At the school, we are in the planning stages of a massive new multimillion-dollar building complex that will house our undergraduate programs, the A. Gary Anderson Graduate School of Management programs, as well as large meeting



venues and facilities. This new state-of-the-art building complex will be a signature building for UCR, and will become one of the key meeting places for governmental, community, and business leaders to collaborate with a world-class internationally-based faculty and student body.

As smart stewards of business and collaboration, we are also seeking maximum harmony between this new construction and its natural surroundings. To this end, we are planning the project with strict environment-friendly "green building" design standards, and are on a trajectory to achieve LEED Platinum status, the highest level of sustainable design currently available. **(Information on how you can be a part of this exciting new building complex can be found on page 72 of this publication.)**

As part of the University of California system, UCR School of Business harnesses the powerful resources of a leading research institution to study and develop information, business practices and innovations that are felt worldwide. Because UCR's multidisciplinary campus is located at the nexus of global markets and international enterprise, even our local engagement is interconnected with the global economy. UCR School of Business is the flagship business school of Inland SoCal. And with the help of our community, we are building upon that reputation by becoming an internationally-recognized leader of applied business education and research, developing tomorrow's leaders today.



Yunzeng Wang, Dean

TOP 10

90%

**MBA'S EMPLOYED
WITHIN 3 MONTHS**

Top Employment Rate for Business Schools
in Southern California

PHOTO BY DeBOLT

Madaline Barayang
BS'17

UNIVERSITY OF CALIFORNIA
UC RIVERSIDE | School of
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UCR BUSINESS Magazine

THE PERFECT CAR

New morphing technique and consumer choice model used to quantify how the aesthetic design of U.S. car models affects consumer preferences

In 1957, Ford dubbed its Edsel “the car of the future.” It was designed to stand out, but most people didn’t like the way it looked. Add “ugly” to a laundry list of problems, from poor performance to a high price tag, and the car tanked—its only lasting legacy being a lesson in how not to develop a product.

But what does the ideal car look like? University of California, Riverside professor Subramanian “Bala” Balachander and his collaborators explored that question in a study published in the *Journal of Marketing*. By combining data on aesthetic design and sales, the researchers showed that while customers don’t like cars to look too different from the market average, they also don’t want something that looks too similar.

When buying a luxury car, it is more important that the car looks consistent with the brand, and less important that it looks like other cars in the market segment. However, cars in the economy segment can gain in popularity by mimicking the aesthetics of their luxury counterparts.

The findings will help marketing professionals make better decisions on aesthetic design, and can be applied to a wide range of product categories including electronics, wearable technologies and household appliances.

“Using our quantitative design model, product design managers in all sectors can forecast sales and profits of alternative aesthetic designs,” says Balachander.

A product’s physical appearance is difficult to quantify, and the impact of product appearance on demand has rarely been studied using market data.

The authors adopt a recently developed morphing technique to measure a product’s aesthetic design and investigate its effect on consumer preference.

Although quantifying the physical appearance of real products is challenging, the researchers used a recently developed morphing technique to construct the ‘average’ car in a particular market segment or brand. Then the similarity of more than 200 car models from 33 brands were compared to that average, examining their segment prototypicality (how typical a product is compared to other products in the same market), brand consistency (how much a product looks like the average product in a brand’s product lineup) and cross-segment mimicry (how much the design of an economy product mimics a luxury product), while controlling for other variables such as price and advertising.



Subramanian “Bala” Balachander
Professor of Marketing Discipline,
Albert O. Steffey Chair



2016 Tesla S70

2016's Perfect Car: Tesla S70, according to UC Riverside School of Business Professor of Marketing Dr. Subramanian Balachander

TESLA MODEL S FIRST FULLY ELECTRIC SEDAN

The results highlight the fine line between creating products that appeal to consumers because they stand out, but are not perceived as ugly—like the infamous Edsel. Consumers preferred products that are neither too similar to the average product nor drastically different.

“In contrast to previous research, which has shown that consumers prefer a more prototypical car, our study highlights the advantage of introducing some level of freshness into a new model, particularly if those unique design elements mimic those of a luxury car,” Balachander said.

photo Ford Motor Company



2016 Tesla S70



2016 Tesla S70

photos Tesla press kit

**The 2010
Ford Fusion may
have been more
popular with
consumers because
it mimicked the
aesthetic features
found on luxury
car models.**



2010 Ford Fusion Sport

RESEARCH

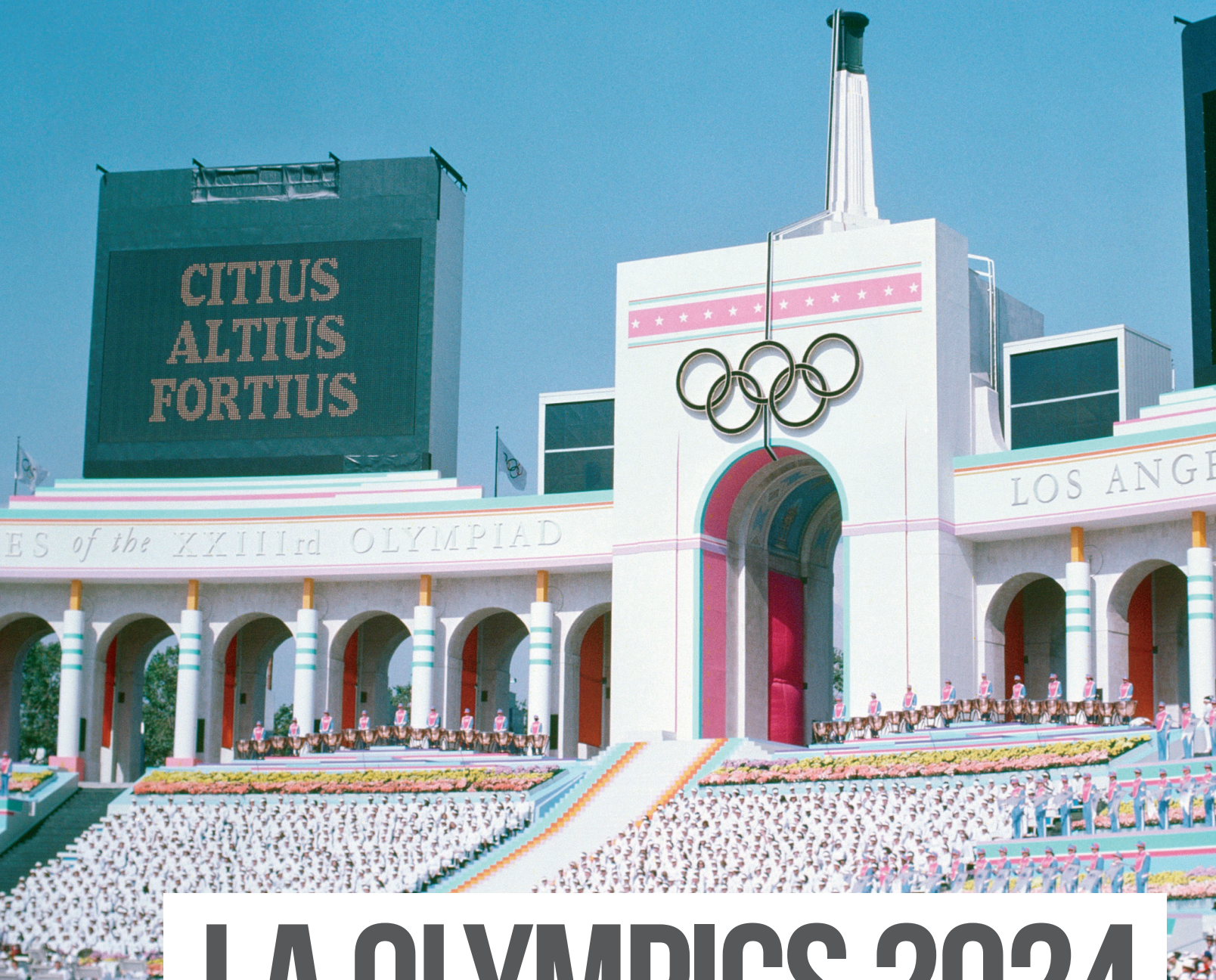
The Journal of Marketing, January 2017 “The Effects of a Product’s Aesthetic Design on Demand and Marketing Mix Effectiveness: The Role of Segment Prototypically and Brand Consistency”. Subramanian Balachander, UC Riverside, & contributors Yan Liu, Haipeng (Allan) Chen, Texas A&M University; Krista Li, Indiana University.
online: <http://journals.ama.org/doi/10.1509/jm.15.0315?code=amma-site>

LOS ANGELES 2024





The LA 2024 Olympic and Paralympic Games could increase economic output by up to \$11.2 billion in Los Angeles according to a new economic impact assessment by the University of California, Riverside School of Business Center for Economic Forecasting and Development, and Beacon Economics, LLC.



LA OLYMPICS 2024

\$11B LOCAL IMPACT

LA 2024's low-risk Games Plan set to generate significant growth for jobs, labor income direct spending and tax revenues in Los Angeles and nationwide

Los Angeles kicked off its bid for the 2024 Olympic and Paralympic Games by promising to provide an Olympic experience better than any in the past. Los Angeles is not a novice to hosting the Games. The city hosted the Olympic Games in 1932 and 1984, both considered among the most successful in the history of the Olympic Games. Los Angeles intends to exceed that precedent with a 2024 Olympics that aims to be the most creative, innovative, and low risk in the history of the Games.

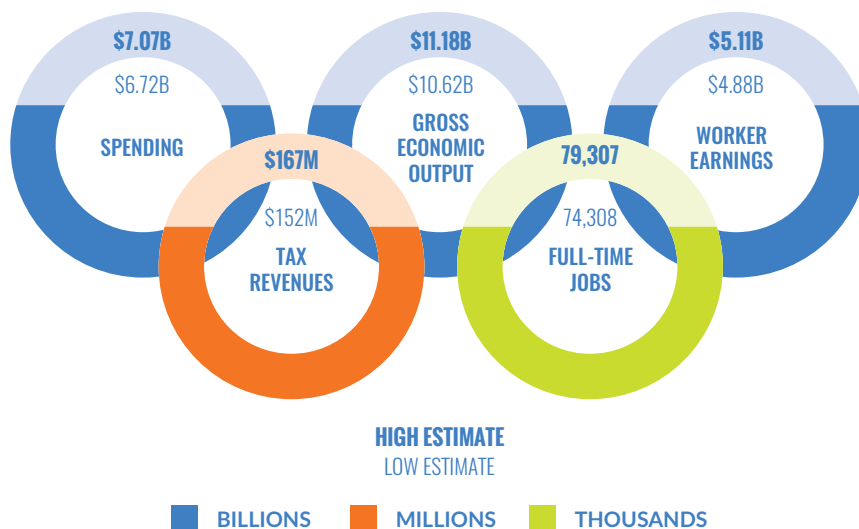


“There is little doubt that hosting the Olympics is an enormous boost for a local economy—both in the short term as driven by activity surrounding the events themselves, and in the long term given how these events raise the global profile of the region,” said Christopher Thornberg, director of the UC Riverside School of Business Center for Economic Forecasting and Development, founding partner of Beacon Economics, LLC.

“This report shows that LA is an ideal, low-risk host for the 2024 Games, and that we have the right plan in place to make sure that a winning bid brings a lasting Olympic legacy back to our city.”

Public support in Los Angeles is high at 88% and the city has one of the United States’ largest sports fan bases. Los Angeles is also at the top of the list as one of the world’s

OVERALL ECONOMIC IMPACT ON LOS ANGELES



“The worry is always that these benefits come at too high a cost. But because Los Angeles already has many of the assets needed for a successful Olympic experience, the upside is far greater than it would be for many other cities who would be hosting for the first time.”

greatest tourist attractions. The report notes that visitors to the LA 2024 Games are likely to spend roughly double the amount of a normal tourist on a typical visit to Los Angeles, and the 2024 Games is expected to break Summer Olympic records, with between 10 and 12.5 million in ticket sales alone.

The LA 2024 committee released the study at a press conference in Grand Central Market. “In 1984, Los Angeles showed the world that a responsibly managed Olympic Games could add billions of dollars to the local economy and bring progress that could be felt for decades to come — and we’re ready to do that again in 2024,” said Los Angeles Mayor Eric Garcetti.

Largely because of the unique geographical and cultural assets of Los Angeles, the 2024 Games can be an even bigger event than recent Games while costing significantly less. With no permanent construction required to host the Games in LA, tourism and Games operations would be the sole primary drivers of this positive economic impact.

According to a new economic impact assessment conducted by the University of California, Riverside School of Business Center for Economic Forecasting and Development and Beacon Economics LLC, the 2024 Olympic and Paralympic Games in Los Angeles could increase economic output by up to \$11.2 billion in Los Angeles and \$18.3 billion nationwide.

The report was requested by the International Olympic Committee and submitted with LA 2024’s bid book. The LA 2024 low-risk Games projects to generate significant growth for jobs, labor income, spending and tax revenues in LA and nationwide.

IMPACTS OF THE 2024 OLYMPIC AND PARAOLYMPIC GAMES IN LOS ANGELES

Produced by the University of California Riverside, School of Business Center for Economic Forecasting and Development and Beacon Economics LLC.

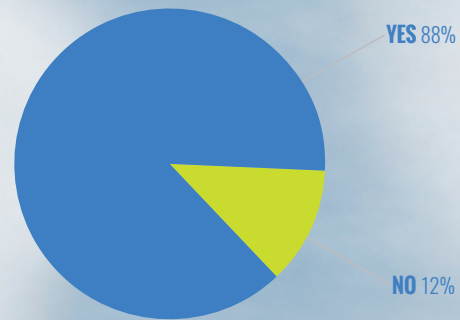
The overall economic impact of the Games is measured in terms of spending, economic output, earnings for workers, and tax revenues generated across the Los Angeles economy.

The 2024 Games would generate up to \$140 billion in economic output, support 93,566 full-time equivalent jobs, generate between \$5.8 billion and \$6.1 billion in labor income, and up \$742.4 million in state and local tax revenue throughout the state of California.

LA 2024 Chairman Casey Wasserman said the committee's conservative approach has reduced risk for the city and Olympic Committee. "Now, in addition to reducing downside, we are able to quantify some really exciting upsides from LA 2024, with \$11 billion in economic activity and a new Olympic job sector equivalent in size to LA's arts and recreation industries combined," Wasserman said. "With LA 2024, we are seizing the opportunity to put forward a plan that will serve our city, our communities and the Olympic movement long after the 2024 Games are over."

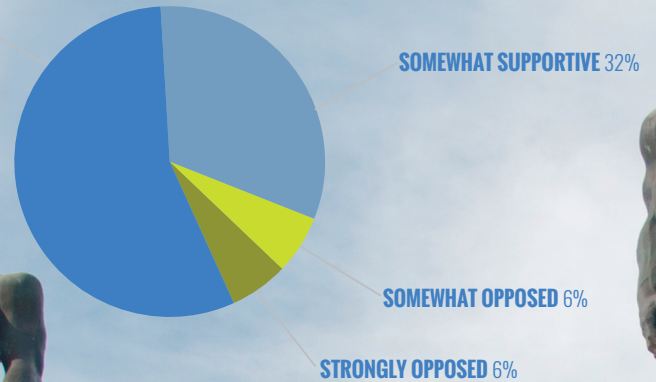
— Victoria Bond,
Sarah Nightingale,
& Keiko McNally

HOW SUPPORTIVE ARE YOU OF THE CITY OF LOS ANGELES HOSTING THE SUMMER OLYMPIC GAMES IN 2024?



STRONGLY SUPPORTIVE 56%

Among LA County Residents



\$11B LOCAL IMPACT

**POSITIVE
SUPPORT
OF
SUMMER
OLYMPIC
GAMES
IN 2024 BY
DEMOGRAPHIC**

SURVEY TAKEN IN ENGLISH	87%	13%
SURVEY TAKEN IN SPANISH	94%	6%
SURVEY TAKEN IN CHINESE	91%	9%
SURVEY TAKEN IN KOREAN	87%	13%
AFRICAN AMERICAN	90%	10%
ASIAN AMERICAN	86%	14%
WHITE	83%	17%
LATINO	92%	8%
OTHER RACE ETHNICITY	88%	12%
RENT HOME	89%	11%
OWN HOME	88%	12%
UNION HOUSEHOLD	89%	11%
NON-UNION HOUSEHOLD	88%	12%
NO CHILDREN IN HOUSEHOLD	86%	14%
ONE OR MORE CHILDREN IN HOUSEHOLD	91%	9%
LIBERAL	88%	12%
MODERATE	87%	13%
CONSERVATIVE	87%	13%
REGISTERED TO VOTE	90%	10%

HIGH SCHOOL OR LESS	92%	8%
COLLEGE GRADUATE	86%	14%
GRADUATE DEGREE	85%	15%
AGES 18-34	88%	12%
AGES 35-50	90%	10%
AGES 51-69	88%	12%
AGES 70+	85%	15%
LIVED HERE 5 YEARS OR LESS	88%	12%
LIVED HERE 6-15 YEARS	85%	15%
LIVED HERE 16-25 YEARS	88%	12%
LIVED HERE 25+ YEARS	89%	11%
HOUSEHOLD INCOME UNDER \$40K	91%	9%
HOUSEHOLD INCOME \$40K-<\$70K	86%	14%
HOUSEHOLD INCOME \$70K-<\$100K	87%	13%
HOUSEHOLD INCOME \$100K-<\$150K	86%	14%
HOUSEHOLD INCOME \$150K+	85%	15%
U.S.-BORN	87%	13%
FOREIGN-BORN	89%	11%
MALE	88%	12%
FEMALE	89%	11%

GRAPHICS BY MICHAEL BRANDSMITH

“With LA 2024, we are seizing the opportunity to put forward a plan that will serve our city, our communities and the Olympic movement long after the 2024 Games are over.”

— LA 2024 Chairman Casey Wasserman

ECONOMIC FORECAST CONFERENCE 2016 RIVERSIDE CONVENTION CENTER

A record-setting crowd attended the 7th Annual Inland Empire Economic Forecast Conference on September 29, 2016, at the Riverside Convention Center. This important annual event is hosted by the University of California Riverside School of Business which released its economic forecast for the region in conjunction with the conference.

The outlook for California and Inland Southern California is even brighter than for the U.S., according to Christopher Thornberg, director of the UC Riverside School of Business Center for Economic Forecasting and Development.

California's economy is poised to outpace most other states in the nation over the next several quarters, while Inland Southern California's robust job growth—the region has experienced the fastest rate of job gains in Southern California over the past five years—is expected to continue, driven partly by healthy population gains.

“Against a backdrop of a slower-than-usual-recovery, the California and Inland Southern California economies have turned in impressive performances over the past year—and their economic engines will continue to chug along for the rest of 2016 and into 2017, outdistancing the nation,” said Robert Kleinhenz, one of the forecast authors and executive director of research at the UCR School of Business Center for Economic Forecasting and Development.



[1] Christopher Thornberg, Director of UCR Business Center for Economic Forecasting and Development [2] Dean Wang and Wing Lau [3] Anne Mayer, Executive Director for the Riverside County Transportation Commission (RCTC) [4] Victoria Bond, Director of Marketing for UCR Center for Economic Forecasting and Development [5] Robert Kleinhenz, Executive Director of Research for the UCR Center for Economic Forecasting and Development [6] Raymond Wolfe, Executive Director of the San Bernardino Associated Governments [7] John Myers, Sacramento Bureau Chief at the Los Angeles Times [8] Kim Wilcox, Chancellor at the University of California Riverside [9] Stanley Morrison, SVP Business Development at Pacific Premier Bank



PHOTOS BY CARRIE ROSEMA

COMMUNITY EVENTS CHARITY FUNDRAISERS

EVENTS

"Hollywood in Riverside" at the Fox Performing Arts Center!

The Fox Riverside Theater Foundation held a "red carpet" Academy Awards viewing party to raise funds for several Riverside community programs at the Fox. UCR School of Business was there in support. The Fox Riverside Theater Foundation is the non-profit arm of the Fox Performing Arts Center. Their mission is to support the Fox through education, outreach, and fundraising. For more information visit RiversideFoxFoundation.org.

OPPOSITE PAGE BOTTOM: UCR School of Business participated in the Charity Classic Golf Tournament at the Canyon Crest Country Club, Riverside, California. The tournament is an annual fundraiser to benefit local charities.



[1] (L-R) Keiko McNally, UCR School of Business Director of Marketing; Rick Bennett, Foundation Encore Society member; Heidi Cuthbertson, Associate Director of UCR Business Career Center; Ellie Bennett, Board of Directors of the Fox Riverside Theater Foundation and Chair of the Red Carpet event; Tim DeBolt, Assistant Dean UCR School of Business [2] Heidi trades barbs with Joan Rivers and Austin Powers impersonators [3] Keiko and Heidi walk the red carpet at the Fox Performing Arts Center, downtown Riverside, California.



"Peace On Earth"



**Rotman School of Management
UNIVERSITY OF TORONTO**

Dean Macklem of the Rotman School of Management, University of Toronto, poses with a framed photo of the UCR School of Business's 2016 Holiday Card "Peace On Earth." The Rotman School of Management donated to the San Bernardino United Fund to help the victims of the San Bernardino shooting, on behalf of the UC Riverside School of Business.

We appreciate this thoughtful gift from Dean Macklem and the Rotman School of Management, one of the world's leading business schools.



THIS PAGE: [4] Dean Macklem, Rotman School of Management [5] UCR School of Business: Shane Peterson, Dean Yunzeng Wang of UCR School of Business, Assistant Vice Chancellor Jeff Kaatz [6] Dean Wang [7] Heidi Cuthbertson, Associate Director of the UCR Business Career Development Center [8] Dean Wang [9] Heidi Cuthbertson



PHOTOS BY MICHAEL LEONE

STUDENTS LAUNCH THEIR CAREERS

University of California fellowship to train the next generation of business leaders wraps up at UC Riverside's School of Business

RIVERSIDE, Calif. — In summer 2016, fifty college students from around the country completed the University of California Summer Institute for Emerging Managers and Leaders (SIEML), which was held Aug. 7-20 at the University of California Riverside School of Business. SIEML is a two-week

all-expenses-paid career building experience for students from Historically Black Colleges and Universities (HBCUs) and Hispanic-Serving Institutions (HSIs). Students attended various events designed to teach entrepreneurship, business development, leadership and networking skills. The SIEML program also included a volunteer and community service component that emphasized the importance of corporate social responsibility in today's global economy.

Students met with leaders in education, business and the community, such as Dean Yunzeng Wang of UCR's School of Business; Dean Robert Sullivan of UC San Diego's Rady School of Management; Senior Director of Admissions Kathleen Gleed of UC Davis; Dean Rich Lyons of UC Berkeley-Haas; Assistant Dean Jonathan Kaplan of UCI Merage; and Ron Chandler, CIO of UCLA Anderson. Riverside Mayor Rusty Bailey and representatives from Facebook and Volkswagen also participated.

Hands-on workshops were led by representatives from Wells Fargo, who

conducted a resumé writing and interview skills workshop. The students also participated in an etiquette dinner hosted by Heidi Cuthbertson, associate director of UCR's Graduate Career Development Center. The students honed their networking skills at an alumni dinner hosted by Dean Wang at his residence in Riverside, Calif., where students met with distinguished staff and alumni.

"I learned a lot about myself, how to be a leader and how to work with others. Lastly, I learned that life will take me places and with every place that it takes me, I have one goal and that's to touch someone's life and be a blessing. SIEML was an experience that gave me that," said Jennifer Regena White, a sophomore from LeMoyne Owen College in Memphis, Tennessee.

The SIEML program took students beyond the classroom to tour locally-based international businesses and volunteer with Habitat for Humanity, Riverside. From touring global businesses like Target, SolarMax, and Thoro Packaging, to local Riverside businesses like the Mission Inn, the Riverside Convention Center and UCR ArtsBlock, students experienced firsthand why Riverside was recently named number one for "best small business cities in America."

Recreational and team-building activities gave students some relaxing leeway in an otherwise intensive academic program. These excursions included a weekend trip to Disneyland, working as teams on the High-Ropes Course at the Student Recreation Center Outdoor Excursion Course, and relaxing at a BBQ and pool party at the UCR Student Recreation Center. "Attending SIEML 2016 was one of the best experiences I've had in my life. As a music education major, I thought I wouldn't fit in. But now that it's over, I have found a new family," said Jenei Peterson, a sophomore at Claflin University in Orangeburg, S.C.

continued p. 28





SIEML'16

SUMMER INSTITUTE FOR
EMERGING MANAGERS & LEADERS

A concluding highlight of the program was the Deloitte Case Competition, where students teamed up and competed for cash prizes totaling \$1,300. Led by Professor Sean Jasso and UCR alumnus Nicholas Fiore, teams had a week to prepare for their case studies before presenting to a panel of judges comprising UCR staff and business leaders from Deloitte.

Thanks to this year's sponsors Deloitte, Wells Fargo and Kaiser Permanente, the program was able to raise interest in the UC six participating business schools and encourage students to continue their business educations at the graduate level.

The SIEML 2016 program was planned, and executed under the leadership of Kazi Mamun, assistant dean of Undergraduate Business Programs, and his team members Elizabeth Tisdale and Shannon Parfitt. Student workers, Gerald Marquez, and Lindsey Tabil.

— Debbie Dinh



Watch the SIEML VIDEO at Business.UCR.edu/SIEML16



PHOTOS: [1] UC SIEML '16 Cohort. [2-3] SIEML group attends networking event at Dean Wang's residence. [4] SIEML student participates in teambuilding high ropes teambuilding exercise. [5] SIEML group paints a house for Habitat for Humanity. [6] SIEML group attends entrepreneurship workshop. [7] SIEML group attends business function. [8] VIDEO STILL: DeRonte Craig (Bowie State University) and Joshua Williams (Dillard University) speak with Ron Chandler, CIO at UCLA. Video at Business.UCR.edu/SIEML16. PREVIOUS PAGES: Raven Morgan (Howard University), Analicia Otero-Fierro (University of Texas at El Paso), and Kevin Lee (Paul Quinn College). Cover photo: Joshua Williams (Dillard University).

Health ▪ Sustainability ▪ Policy ▪ Technology



LIVING THE PROMISE

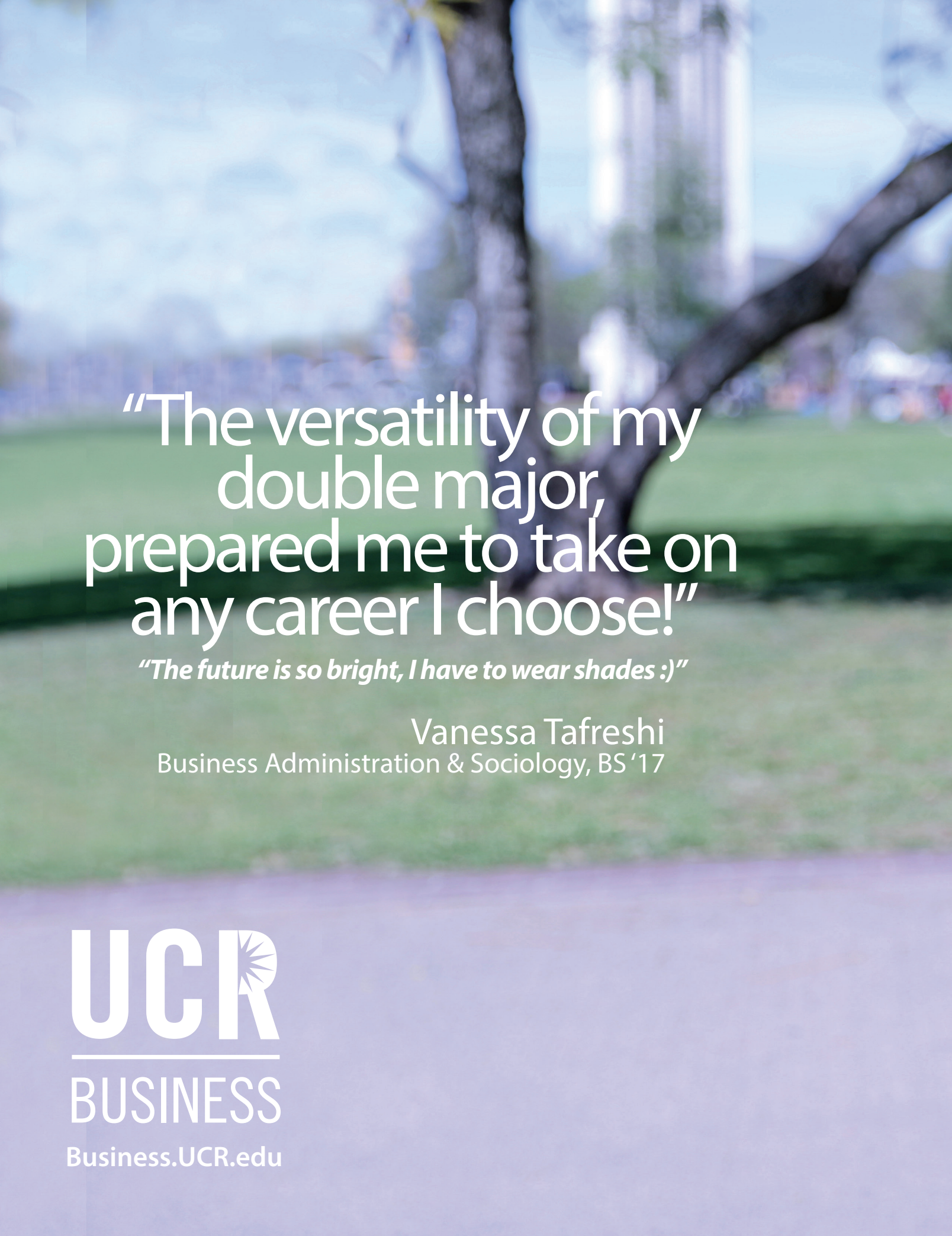
Real World Solutions

Explore more sustainability impacts
promise.ucr.edu

A New Spin on Electronics:

With global demands for energy on the rise, an Energy Frontier Research Center led by UCR physicist Jing Shi is working to improve energy efficiencies in electronic devices.

- Sustainable Agriculture
- Invasive Species
- Green Energy
- Preserving Ecosystems

A blurred background image showing a large tree in the foreground and a tall, light-colored building in the distance under a blue sky with some clouds.

“The versatility of my
double major,
prepared me to take on
any career I choose!”

“The future is so bright, I have to wear shades :)”

Vanessa Tafreshi
Business Administration & Sociology, BS '17

UCR

BUSINESS

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PHOTO BY DeBOLT

UCR BUSINESS Magazine

Productivity

COSTLY CONSEQUENCES

Recognition
Programs
Can Reduce
Firm-Level
Productivity

More than 80 percent of companies use award programs like “Employee of the Month” and “Top Sales Club” to motivate employees and increase performance. While the conventional wisdom is that such awards are cheap and can provide a subtle way to motivate employees, these programs might be reducing firms’ overall productivity.

A study led by Timothy Gubler, assistant professor of management at the University of California Riverside School of Business, was the first to show that seemingly innocuous non-financial award programs can be costly to firms, primarily because they can upset the status quo and influence perceptions of equity and fairness. This can lead to internally motivated employees becoming disenfranchised.

For years, researchers have studied the unintentional side effects of monetary rewards that tie pay with performance. Such rewards

can reduce employees’ intrinsic motivation, cause workers to focus less on tasks not recognized financially, and lead to a tendency for employees to “game” the system. Conversely, non-monetary recognitions and small nominal awards like gift cards are widely believed to avoid these unintended consequences and present a costless way to motivate employees.

“The common knowledge is that non-monetary awards can subtly motivate people in ways that are fundamentally different to financial reward programs, such as by increasing organizational loyalty, encouraging friendly competition, or increasing employees’ self-esteem,” Gubler said. “In fact, past research has focused almost exclusively on the benefits of these programs, and the costs have been considered negligible.”

To explore the potential downsides of award programs, the researchers used field data from an attendance award program implemented at one of five industrial laundry plants which rely



RESEARCH

“Motivational Spillovers from Awards: Crowding Out in a Multitasking Environment” was published in *Organization Science*.

Authored by Timothy Gubler, University of California, Riverside, together with Ian Larkin from the University of California, Los Angeles, and Lamar Pierce from Washington University in St. Louis.

<http://pubsonline.informs.org/doi/abs/10.1287/orsc.2016.1047>



Timothy Gubler

Asst. Professor of Management

Gubler earned his Ph.D., M.S. in business strategy from Washington University in St. Louis, and BA from BYU.

heavily on worker efficiency for overall productivity. The program recognized all employees with perfect attendance and rewarded one random winner with a \$75 gift card at a monthly plant meeting.

The data on individual workers' performance and plant productivity were analyzed from all five plants before and after the award was implemented.

Reward-motivated employees responded positively to the awards by reducing tardiness, but gamed the system to maintain eligibility using sick days and reverted back to poor attendance behavior when they lost eligibility in a given month.

Internally-motivated employees, who were already arriving on time without rewards, had increased tardiness after the program. The awards also decreased motivation and productivity for internally-motivated workers, suggesting these employees were unhappy because of equity concerns.

In total, the award program cost the plant 1.4 percent of daily productivity, mainly due to the lost productivity by internally-motivated employees. Gubler said the research is among the first to show that motivational awards can be costly to firms, rather than beneficial.

“Conscientious internally-motivated employees who were performing well before the award program felt the program was unfair, as it upset the balance of what was perceived as equitable or fair in the organization. Their performance suffered not just in attendance but through a motivational spillover that affected their overall productivity,” said Gubler.

To be effective, Gubler suggests that companies offering award programs need to consider not only the group they are targeting—such as those that are coming late to work— but also those that are already performing well, as there is a possibility of demotivating some of their best employees.

— Sarah Nightingale

A portrait of Haibo Liu, a man with short dark hair and glasses, smiling. He is wearing a blue checkered shirt under a dark blue blazer. The background is a blurred indoor setting with warm lighting.

Haibo Liu

Asst. Professor of Management

Liu earned his Ph.D from INSEAD, a Master of Tech Design and Bachelor of Engineering from National University of Singapore.

GROOMING STAR PERFORMERS

Product designers who collaborate with design gurus are more likely to emerge as stars in their own right, shedding light on knowledge transfer in creative fields

From the tips of your Apple earbuds to the soles of your Nike shoes, successful product designers turn everyday items into prized possessions. And that's not their only legacy. In addition to making ordinary items sleek and indispensable, star product designers are also a pipeline for new design talent.

In his latest study on extreme performance in the workplace, Haibo Liu, assistant professor of management at University of California Riverside School of Business, and researchers

from INSEAD business school have shown that product designers who collaborate with stars are more likely to emerge as stars themselves than designers who collaborate with non-stars.

Liu's research examines the phenomenon of extreme performance and aims to uncover mechanisms that contribute to creating star performers, breakthrough inventions, and extreme successes. The findings may help companies groom their next generation of top talent, cultivate an environment of extreme

performers, and gain a competitive edge.

The results showed designers were more likely to emerge as stars if they collaborated with stars rather than non-stars, and the likelihood of that happening increased the more frequently and closely a designer collaborated with a star.

The results shed light on the topic of knowledge transfer in creative fields, where skills are tacit, acquired through experience, and not easily articulated or shared.

“Close collaboration is key to the passing of knowledge,” Liu adds. “That passing of knowledge can turn an average designer into a creative machine and cultivate an environment of extreme performers.”

On the contrary, if the same collaboration patterns were with non-stars, the effects reversed. “If a non-star designer pairs up with a non-star company, it can result in less creative designs, and the non-star designer is less likely to emerge as a star,” says Liu.

Most importantly, the trend shows that joint ventures with repeated non-stars began to dim their creativity. When a non-star designer collaborates with a non-star company they waste time exploring solutions and making the right decisions.

“As functionalities of products converge, design capability becomes one of the most important competitive advantages for firms. Companies could benefit from grooming their next generation of design stars to create a competitive advantage in the marketplace.”

— Sarah Nightingale

R E S E A R C H

“Where Do Stars Come From? The Role of Stars versus Non-Star Collaborators in Creative Settings,” is a chapter from Liu’s dissertation that was recognized among the top five dissertations in the Technology Innovation Management and Entrepreneurship Section (TIMES) of the 2016 INFORMS Annual Meeting in Nashville, Tennessee.

Jurgen Mihm and Manuel Sosa, both associate professors at INSEAD, are coauthors of the paper.



STAR DESIGNERS ARE A PIPELINE FOR NEW TALENT





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A photograph of a person's arm and hand reaching out from the left side of the frame. The person is wearing a dark blue long-sleeved shirt with white stripes on the sleeve and a black wristwatch. The hand is open, palm facing up. In the background, there is a street with a red curb, a black car, and a large, multi-story building with a domed tower and arched windows. There are also some pink flowering trees and palm trees. The sky is blue with some clouds.

**"Being at UCR
has taught me to
embrace diversity."**

**Tomiwa Tosin-oni
MBA '18**

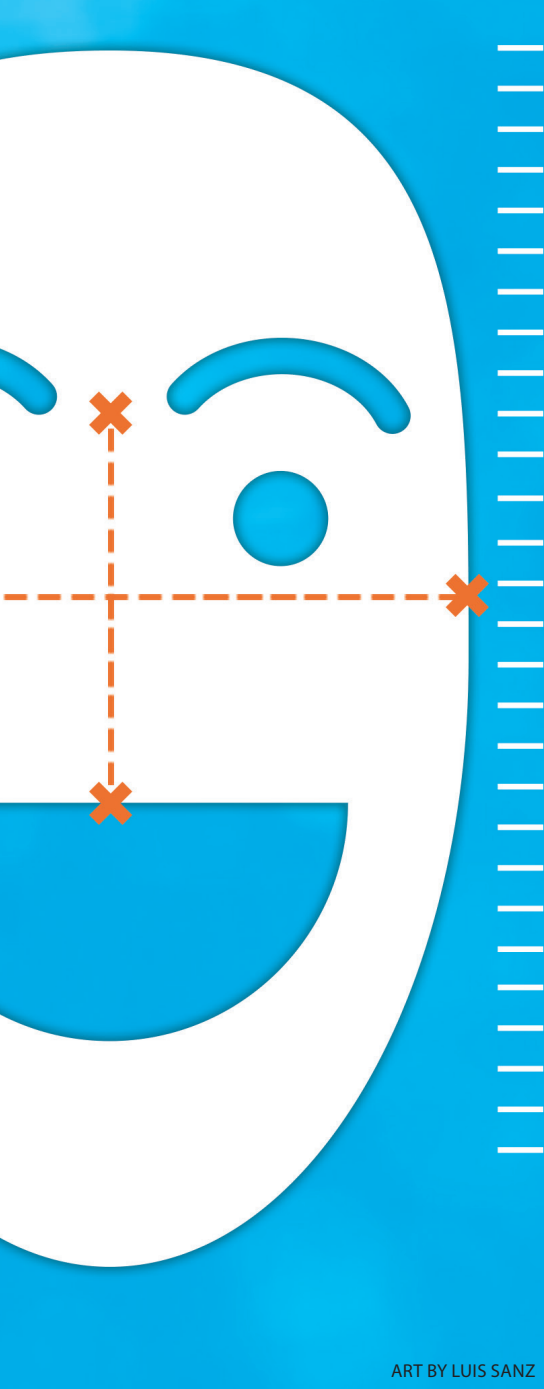


NEGOTIATING FACE-TO-FACE

Study finds men with wider faces are successful when negotiating for themselves, but not so when the situation requires compromise and collaboration

Having a wider face helps men when they negotiate for themselves but hurts them when they are negotiating in a situation that requires compromise. Additionally, men who are more attractive are better collaborators compared to less attractive men.

Those are among the findings outlined in a published paper co-authored by Michael P. Haselhuhn and Elaine M. Wong, assistant professors of management at the University of California, Riverside's School of Business. The paper describes four negotiation simulations set up by the authors.



ART BY LUIS SANZ

In one, they found that men with wider faces negotiated a signing bonus of nearly \$2,200 more than men with a more narrow face.

Similarly, in another scenario, when men with wider faces were selling a chemical plant, they negotiated a higher sale price than men with a more narrow face. When those same wide-faced men were in the buyer role they negotiated a lower price than the narrow-faced men.

In the third negotiating scenario, in which a creative solution was needed to bridge a gap on a real estate transaction, the researchers placed men in teams of two. They found that the teams with wider-faced men were less

successful in the negotiation.

In the final scenario, research assistants were given a series of questions to assess the attractiveness and beauty of the research subjects. Again, the men were paired off and given the same scenario in which they needed to come up with a creative solution to bridge a gap on a real estate transaction. The researchers found that the more attractive men were more successful in the negotiation.

The research builds on several previous papers focused on what Haselhuhn, Wong and the other co-authors call facial width-to-height ratio.

In an earlier published article, “Bad to the bone: Facial structure predicts unethical behaviour,” which was co-published with Ormiston in the journal *Proceedings of the Royal Society B* in 2012, they found men with wider faces are more aggressive, less trustworthy and more prone to engaging in deception. The behavior of others is also significantly affected. Individuals behave more selfishly when interacting with men with wider faces.

However, men with wider faces tend to lead more financially successful firms. This result was found through research on the facial structure of CEO’s and its correlation with the firm’s financial performance. “These studies show that being a man with a wider face can be both a blessing and a curse and awareness of this may be important for future business success,” Wong said. “We don’t expect organizations to select their CEO based on the shape of their face, but first impressions do matter.”

With the most recent paper, Haselhuhn and Wong aimed to fill a hole in the negotiation research field.

Skillful negotiation is a critical component of effective leadership. A lot of research has examined negotiators’ behaviors, such as asking questions and making aggressive first offers, and their influence on processes and outcomes. However, with the exception of research on sex and gender effects, there has been considerably less research on how individual psychological or physical differences impact negotiating outcomes.

RESEARCH

“Negotiating face-to-face: Men’s facial structure predicts negotiation performance,” was published online in the journal *The Leadership Quarterly*.

Haselhuhn and Wong’s co-authors are Margaret E. Ormiston and M. Ena Inesi, both of the London Business School, and Adam D. Galinsky of Columbia University.

Haselhuhn said he believes the most recent findings are valuable to everybody. “We negotiate everyday whether we think about it or not,” he said. “It’s not just the big things, like a car or a home. It’s what time your kid is going to go to bed or what you or your spouse are going to have for dinner.”

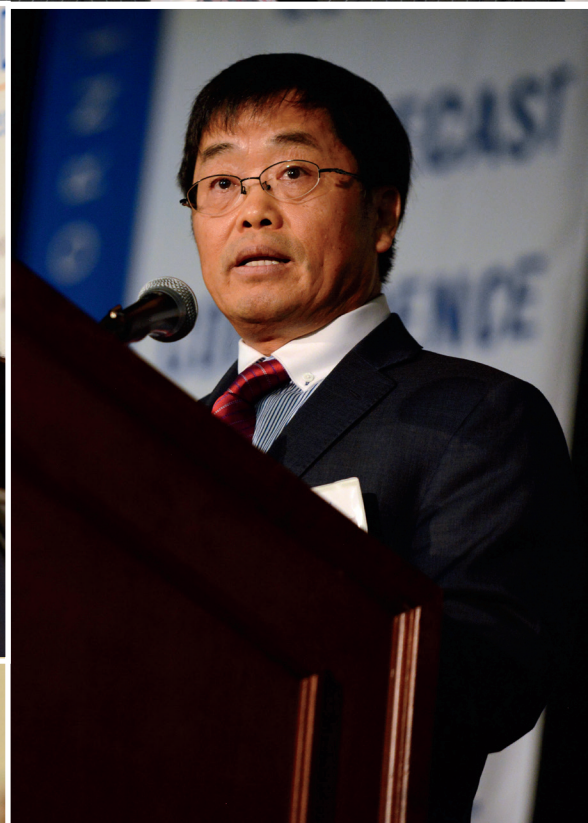
— Sean Nealon



Elaine Wong

Associate Professor of Management

Professor Wong earned her Ph.D. in business administration from the University of California at Berkeley, Haas School of Business.



TOMORROW TODAY

PHOTOS BY CARRIE ROSEMA

ECONOMIC FORECASTING & DEVELOPMENT CENTER

The UCR School of Business Center for Economic Forecasting and Development opened its doors in October 2015, and was the first world-class university forecasting center in Inland Southern California.

The center brings the full resources of the university to bear in creating modern, first rate economic forecasts and economic development products. These products expand public understanding and amplify interest in one of the state's most vital growth areas. The center acts as a hub of collaboration where innovative development ideas and strategies emerge from both researchers and business and government leaders.

Nationally-renowned economist, Christopher Thornberg, is director of the Center. Thornberg, who is also an adjunct professor at the School of Business, received widespread recognition as one of the first and most accurate forecasters of the subprime mortgage market collapse that began in 2006 and one of a handful of economists who correctly calculated the global recession that followed. He is the founding partner of Beacon Economics LLC. Deputy director Sherif Hanna has more than 20 years of operations management experience and guides the center's strategic partnerships and long term direction.

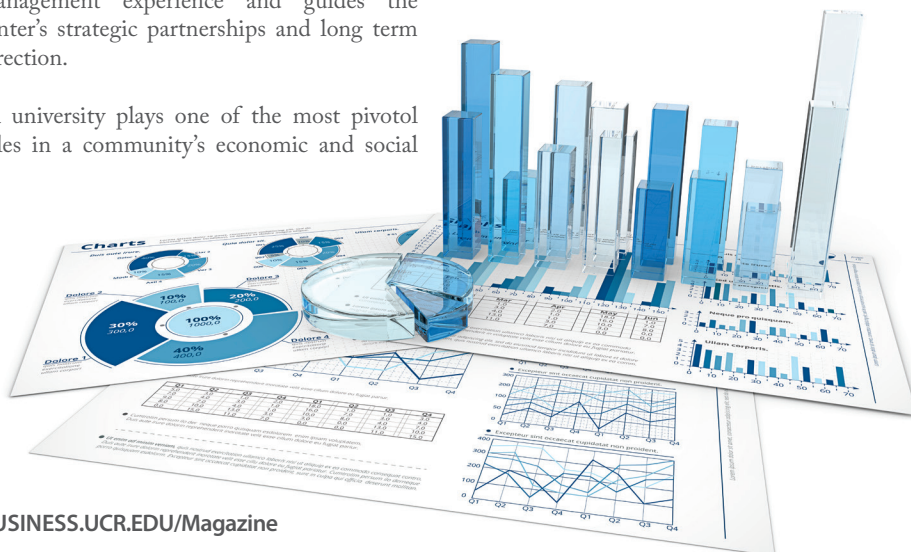
"A university plays one of the most pivotal roles in a community's economic and social

landscape," said Yunzeng Wang, dean of the School of Business. "This center, and the work and insights that come out of it, allow UCR and the School to expand its engagement in the region and contribute practical and explorative research to the critical dialogue going on about Southern California's economy."

"The importance today of the Inland Southern California region, both locally and nationally, is undeniable," says director Thornberg.

"Riverside and San Bernardino Counties make up an economic area that is larger than Detroit, Seattle, San Diego, or Orange County," Thornberg said. "This is an economy on the move, with huge implications for the rapidly growing local population and for economic activity and development far beyond its borders."

— Sean Nealon



THE CENTER

FOR ECONOMIC FORECASTING
AND DEVELOPMENT

The establishment of our new Center for Economic Forecasting and Development is the single most significant achievement in providing economic leadership and insights for the region, one of the state's most vital growth areas. The Center

"This is an economy on the move, with huge implications for the rapidly growing population and for economic development far beyond its borders."

Director Thornberg


will bring the full resources of the University to bear in creating modern, first-rate economic forecasts and development products, in collaboration with researchers, businesses, industry and

government leaders. The Center for Economic Forecasting & Development had a direct influence on the decision to bring the California Air Resources facility to a site at UCR. This move represents a \$366 million investment into the community and 400 knowledge-based jobs in Inland Southern California.

"Open For Business"

Join us at the next Economic Forecast Conference on October 4, 2017. For full details go to:

EconomicForecasting.org

A woman with long brown hair, wearing sunglasses, a pink lace top, and dark jeans, is walking on a city sidewalk. The sidewalk is lined with palm trees and modern buildings. A yellow pedestrian crossing sign is visible on the street. The background shows a clear blue sky and more palm trees.

"Great cities recognize that the health of the city is directly related to the health of its residents. Riverside is a Fit, Fresh and Fun community and we encourage all of our residents to make exercise part of their daily routine. We also encourage healthy eating of locally-grown produce through our Grow Riverside program. Our Fit, Fresh, Fun Forum brings together people from all over the city who have an interest in health and fitness. We work together to come up with ways to get Riversiders off the couch and into the gym, on the bike path or on a hiking trail."

— Riverside Mayor Rusty Bailey

Find out more:

www.RiversideCA.gov/mayor/FitFreshFunRiverside/

A man with a beard and glasses, wearing a denim jacket and dark pants, is walking on a sidewalk in the foreground. In the background, there is a large, modern glass skyscraper, palm trees, a parking lot with several cars, and a pedestrian crossing sign. The scene is set in downtown Riverside, California.

"Fit, Fresh, and Fun Riverside, California."

PHOTO BY DeBOLT

Downtown Riverside, California

UCR BUSINESS Magazine

PARAN JOHAR '93

Global marketing powerhouse returns to his alma mater to speak about business and marketing in an era of advanced technology

RIVERSIDE, CA — Guest speaker Paran Johar '93 held a packed auditorium captive during the Fireside Chat at the University of California Riverside, School of Business.

You had a few choices for college, why did you choose UC Riverside?

I got into UC San Diego, UC Berkeley, and others. I chose UCR because it provided me with the broadest curriculum and framework in my education, which helped me determine what I was passionate about and what I wanted to do.

What was impactful during your experience at UCR?

I was not your typical student. I was paying for a lot of college myself. I worked 40 to 50 hours a week on average. I would take my exams on extended lunch breaks. But it was great for understanding business, learning how to pay bills, and getting experience in socialization. I took accounting and hated it; economics – hated it. But marketing, I just knew it was part of me. If I were to give advice to an incoming freshman – the biggest advice I can give people is to go with your gut and listen to your instinct.

How early in your career did you find your passion?

When I graduated, I got offers from different companies. But I went to dinner with an alum and brought my resume. The next day he called me up saying, "There is this advertising job, but they pay 19K a year, and no overtime." I went to interview and when I walked through the doors it was like the heavens had opened up. I found where I wanted to work. It paid less than all other offers but I went with my gut and that opportunity evolved and evolved. With jobs, find what you are really excited about, passionate about, and the money will come.



Paran Johar (UCR '93) speaks to a packed house with Dean's Speaker Series moderator, Heidi Cuthbertson, listening.

After experiencing several marketing jobs, what led you to start your own company?

I was a CMO speaking around the world. I would go to these shows and they were just really bad; bad speakers, bad location, bad food. And it was all one-sided, salespeople trying to sell each other stuff. So I created a conference that brought large scale brands, Fortune 100 brands, CEOs, and leading tech providers together. It was not meant to be a business. It was meant to just bring together my network of friends from the ad and tech industry. And all of a sudden it became

a business, I started making money, and someone wanted to buy the company. Now Modern Marketing Summit is the largest marketing conference around the world.

What has made your model different?

I realized quickly that you shouldn't charge big brands to come to a conference. Our model was to have brands and agencies attend for free and everybody

Paran Johar's talk was part of the UC Riverside School of Business Dean's Speaker Series. The series invites in-demand business leaders who have achieved national and international prominence in their respective fields to share their stories and expertise. This public forum brings a diversity of cultural, political and economic perspectives to the UCR Campus. Due to popularity and demand of the series, In 2017 the series was moved to a larger venue at the Fox Performing Arts Center, downtown Riverside, California.

SECRET TO MY SUCCESS: PASSION

Paran Johar is the founder of the Modern Marketing Summit - the largest marketing conference in the world - and the Global CEO of ad:tech and iMedia. Originally from India, he immigrated to Montreal, Canada at the age of 12 and went to high school in Los Angeles. After completing his BS in Marketing at the UC Riverside School of Business, he pursued a career in advertising & marketing that led him to launch The Modern Marketing Summit in 2009 - a mobile advertising and media company that hosts global events that bring together the world's leading brands to network and learn about the latest media and technology.

COVER STORY

else pays. That way, if you wanted to sell something to Facebook, NBC, and all of these brands that were coming, you would have more opportunities, because our conferences were around 77% big brand names. What also drives our shows is content, and content comes from speakers. We believed in no commercials, but we integrated sponsors organically into the content. And we didn't have them in stale locations. We held them in old churches and in nightclubs. We had food trucks, DJs, and musicians. We mixed it up and made it fun.



people will ignore it. What we're seeing is the blending of art and science. The technology companies are enabling the science, and the art is coming from the agencies that are evolving how they create their messaging.

When you are hiring, what are you looking for?

I always look at where someone has worked. Find companies in the area you are passionate about. It doesn't matter what position you are in. Get involved in those big brand companies in the areas that are innovative and known in the industry. Do whatever you can to get your foot in there. Network like crazy. Go to as many events as you can. Get out of your comfort zone and meet people.

What is the single most important characteristic that has made you successful? The secret to your success?

Passion! I don't even have to think about the answer. The one characteristic that has helped me throughout my career is passion. I have passion for what I do. Have passion for what you do every day and you will be successful and more importantly, happy.

To see video of the entire discussion, go to Business.UCR.edu/Innovators

What are some of the biggest challenges running your own company?

We were not venture backed but we were profitable from day one. I think too many people ignore the fundamentals: business profit, loss, revenue, staffing, and business metrics. In today's economy especially, they forget that they have to make money and have a business model. Focusing on core business components, listening to your audience, and keeping it simple is important. We got rid of all of the noise and tried to stay simple and focus on the core value of our conference: bringing together big brand leaders.

There has been exponential growth in media usage. What are the most effective ways for marketers to harness that growth?

When I was starting out, this thing called "mobile" happened, and I saw it as the second coming of the internet. Now mobile is touching all aspects of the marketing mix. I knew we had to look at mobile first -- from experience, from utility, from the entire business. In a world where 50% of the audience is mobile first, I'm constantly thinking how I can provide the utility that the consumer wants.

What should marketers focus on to build a bigger audience?

Right now, the idea is technology enablement through programmatic media. That takes into account things like data, location, and efficiency. That was a big theme of 2015. The big theme of 2016 is storytelling which is part context and content. Context is all the technology, and content is the message. If you've got a bad ad, even with all the technology in the world, people will ignore it. If you have an amazing ad, but it's targeted to the wrong audience,

PASSION FOR WHAT I DO





NOV 15, 2016 - UCR BUSINESS DEAN'S SPEAKER: PARAN JOHAR '93

PHOTOS BY CARRIE ROSEMA

[1] Maya and Paran Johar. [2] Vasudevan Ramaswamy, Flex MBA student [3] Scarlett Smith, Brian Murillo, undergrad business students [4] moderator Heidi Cuthbertson with Paran [5] Jhelen Ramirez, Flex MBA student [6] the audience listens [7] Paran explains [8] Isaac Altuna, pre-business student [9] Paran, Maya, and Vic Johar (Paran's father) [10] Robert Smith, Inland Empire Magazine [11] courtyard reception [12] Richard Ruiqing He, MBA student [13] Dean Wang and Patricia Waters

BUSINESS ETIQUETTE

Workplace Do's and Don'ts for the New Professional

As UCR School of Business students and students from other top business schools approach graduation, they look to the prospect of employment in a professional business setting. For many, this will be their first foray into the working world of meetings, corporate policies, and office politics. How can new professionals successfully navigate their way through with grace...and as few mistakes as possible?

Every office is different, but there are a few time-tested standards that will never change regardless of one's environment. From dynamic start-ups to long-established pillars of industry, here are several workplace do's and don'ts that perpetually resonate.

- 1. Always be on time!** I have worked in offices where the culture was such that meetings always started 10 minutes past the scheduled time. Employees regularly traveled between buildings on the corporate campus, trying to fit in back-to-back meetings within an impossible time frame. As a new professional, you never want to be the person that everyone is waiting for! It's one thing if the VP is running late, but quite another if the whole meeting is waiting on the newest member of the team before the conversation can start. If you have back-to-back meetings, let the meeting organizer know in advance you may be delayed and why.
- 2. Avoid office gossip** at all costs. It is human nature to discuss what is going on around us. However, the person who gets the reputation of a gossip, or the one who will spill all of the secrets, runs the risk of destroying trust instead of building it up. And while it is normal to make friends at work that extend into personal life, never bring the weekend or happy hour antics into workplace chatter! That's just asking for an awkward conversation with your manager, and could impact your friends' reputations as well.
- 3. Turn off your smart phone** and put it away. Most of us don't want to leave our phones behind

for even a trip to the restroom, much less for an hour-long meeting. Resist the urge to check your messages every few minutes, and leave your phone on silent – or better yet, turn it off altogether. Then put it away so it isn't on the table. By devoting your full attention to the others in the meeting, you are exhibiting both respect for their time and consideration for the subject being discussed.

- 4. Pay attention to the office dress code.** Many offices today encourage a “business casual” dress code. The true definition of this depends largely on the individual office culture. An accounting firm may expect button-down shirts, dress pants, closed-toed shoes and smart dresses or sweaters to be the norm, while a tech company could encourage jeans and t-shirts on a daily basis. I have seen many new professionals make the mistake of taking a relaxed dress code too far, especially in the warm summer months. If you wear something inappropriate, perhaps nobody will say anything to you about it directly – but you can be sure they will be talking about you behind your back.
- 5. Don't become friends on social media with your boss.** Privacy settings may be firmly in place, but once you connect on social media with colleagues, they may be able to access posts about you over which you have little to no control. I know people who were fired over social media posts that they never intended their managers to see. The only exception is LinkedIn, the social media site designed for professional networking.

Two words that echo through each of these tips are professionalism and respect. If new professionals remember those two key words when making workplace decisions about conduct and demeanor, they can maneuver through any workplace with finesse and success.

— Heidi Cuthbertson



Heidi Cuthbertson
Associate Director, Career Development Center
A. Gary Anderson Graduate School of Management
University of California Riverside School of Business

PHOTO BY CARRIE ROSEMA





“As a professional dancer,
I wanted to own
my own art school.

UCR Business is giving me
the skills needed to
make that dream a reality, and
run my own business.”

JoJo Chen
MBA '17

UCR

BUSINESS
Business.UCR.edu

OPENING DOORS

Dr. Singh knows the challenges of navigating through higher education as a first-generation student. Now, as a professor at the UCR School of Business, his vision is to play a role in their success.

Students flock outside of Professor Raj Singh's office, each and every one of them yelling a quick, "Thanks, Professor!" when they head out. In the flurry of midterm questions and grade concerns, Professor Singh listens attentively with his hands folded on his lap. He nods occasionally and when he speaks, it's friendly and soft.

Dr. Raj Singh graduated with a BS in Engineering from the University of Allahabad, India and completed a Master of Engineering in Industrial Development & Management from the Asian Institute of Technology in Bangkok, Thailand. Since then, Dr. Singh's career has ranged from professional engineering to management to consulting for Rockwell, Northrop, ITT, Litton, and Hunter Industries. However impressive his professional history, there was little to indicate that his path would turn towards a career in education and teaching. So how did Raj Singh go from managerial positions to becoming the professor he is today?

"A professor in Thailand influenced me to do the things that I wanted to do in life. He encouraged me to get my visa and was instrumental in helping me achieve what I wanted to do – to teach." Once Dr. Singh talked about teaching, he couldn't stop. "I really wanted to teach someday. It motivated me to get my PhD – even though I

didn't have too – but I wanted to teach and I wanted to be in a good place."

A good place. The words were heavy with implication. Growing up in a small rural town in India, Singh was full of curiosity, craving for new things. The diverse environment of his college inspired him to study in England and Thailand, before finally settling in Michigan, United States of America with a labor certificate and green card.

"It was so cold, I thought I would die." Singh said with a laugh. "A woman I met through the Peace Corp let me stay with her as I searched for jobs. I worked at McDonalds and as a high school teacher. I was really motivated to get my own place."

And he did. He got a job as a program manager leading engineers, co-authored a textbook in Crime Analysis, and completed his masters in Industrial & Systems Engineering with a PhD in Policy Planning and Administration. From there, he decided that management was "too constant" and sought out a new path in life.

Dr. Singh decided to teach. "I look forward to coming to class, seeing all of these ambitious students. It's a lot of fun and I feel like I'm doing something worthwhile." He paused, just for a second, and softened. "It really gives me extra motivation to support first-generation

Raj Singh

Lecturer of Management

Singh earned a BS in Engineering from the University of Allahabad, India and Master of Engineering in Industrial Development & Management from the Asian Institute of Technology, Thailand. He attended University of Southern California in Los Angeles, California where he completed the Degree of Engineer in Industrial & Systems Engineering, Master of Science and a Ph.D. in Policy Planning and Administration.

students. I was in a similar situation myself, when I was young."

There is a vision that Dr. Singh has: A student group, dedicated to first-generation students, that comes together to help understand their issues. And himself, being a part of that group, available to open doors for these students and connect them with companies, good jobs, and opportunities.

"It's very difficult for first-generation kids to digest this whole environment and I



Dr. Singh is a double winner in the 2016 Golden Apple Awards.

The prestigious Golden Apple Award is a national program that recognizes excellence in Teaching and Leadership.



Raj Singh and Debbie Dinh

want to contribute something in a significant way. It's about what you can do for your students to succeed - what you can give back." His voice is sincere and his eyes determined. "At this stage in my life, it's not about the career or the money, it's about what makes you feel good. Teaching makes me feel good. It's not really work, it's enjoyable."

In 2016, the UCR School of Business rewarded Raj Singh with the Golden Apple Award for Outstanding Instruction. Business students were eligible to vote, taking into consideration the effectiveness of a professor's teaching, spirit and enthusiasm in teaching, and the fostering of student independence

and creative work.

There are a few knocks outside his office door; some more students with inquiries.

He says, as an afterthought, "My mindset changed. I thought engineering was the only way to succeed, but I learned from all the years of doing different kinds of work that you can succeed in many ways. You can be successful in whatever you chose, you just have to love what you do."

— Debbie Dinh

**You can be
successful
in whatever
you choose,
you just
have to love
what you
do.**



photos American Accounting Association





LIFETIME SERVICE AWARD

Theodore J. Mock, distinguished professor of audit and assurance at the University of California Riverside School of Business, received the American Accounting Association (AAA) Lifetime Service Award at the 100th annual meeting of the AAA in New York City.

The Lifetime Service Award recognizes service contributions to accounting education over a sustained period of time, including service to the AAA; service with the education efforts in the profession through involvement with the American Institute of CPAs, the IMA and other organizations; and service with the education efforts of public accounting firms, corporations, and not-for-profit organizations.

The Association says it was an honor to present the award to Dr. Mock. They donned the professor as not only an “educator who has successfully bridged the scholarly and practice communities,” but “a pioneering researcher bringing the behavioral sciences and global perspectives to accountancy and auditing issues.”

Mock’s research interests lie primarily in audit judgment, assurance services and evidential reasoning. Prior to joining the UCR School of Business in 2008, he served as a professor of accounting at the University of Southern California and professor of auditing research at Maastricht University in the Netherlands. He received his B.S. and MBA from The Ohio State University and his Ph.D. from the University of California, Berkeley.

Ted Mock
addresses the crowd
at the 100th Annual
meeting of the
American Accounting
Association in
New York City,
Aug 9th, 2016

“When you look back at all the things you have done,” Dr. Mock shares, “service can be the most important thing.”

“Just seeing or learning of a doctoral student graduate, or a young faculty you worked with get that acceptance in that journal makes you realize that you really had an impact,” Dr. Mock says.

— Heather Jackson

Baggage Claim 2

"My MBA has
taken me around
the world"

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PHOTO BY DeBOLT



Keiko McNally, MBA

Director of Marketing & Communications, UCR School of Business
former Associate Director of Marketing, IE University, Instituto de Empresa S.L., Madrid, Spain

CHANGE YOUR LIFE

PREPARING GLOBAL BUSINESS LEADERS

An advanced business degree can better prepare you to enter the highly competitive business world. A graduate business degree from a nationally-ranked, and internationally-diverse university, like UCR School of Business, can give you the platform to begin building a global network while still in school.

UCR School of Business graduates work for top companies around the world. UCR School of Business is also a top business school in Southern California for employment rate post-graduation.

The A. Gary Anderson Graduate School of Management in the UCR School of Business is a Top 100 Business School in U.S. News & World Report (2018). And UCR is ranked #55 in the nation among top public universities.

In addition to our business degree programs, all of our MBA and graduate students receive personal coaching and career advice from the highly trained staff of the Career

Development Center. They cover topics from interviewing, negotiating salaries, business etiquette, and much more. You will be prepared to ace your interviews and land the job!

You will also gain real world experience while a student at the UCR School of Business. Our students intern at the leading companies in Southern California, many of which secure full-time job offers from the same organizations. And in your classes, you will

be collaborating and networking with an internationally-based student cohort made up of tomorrow's business leaders.

Make a change and impact your life with a business education. Learn from top business leaders and scholars and take what you learn in the classroom and apply it in the real world. As a ranked AACSB accredited school, our business degrees give you the pedigree needed to compete in business today. We help you get the in-demand skills it takes to be successful in today's global economy.

**Working professionals,
earn your degree on
your schedule.**



Xuanjing Liu
MBA '18

Flex MBA

For more info:
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Shayne Bradshaw
MBA '17

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PHD
Sorim Chung
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Finance
Dan Sheng
MFIN '17

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Abesse Ako
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Accountancy**
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**Bachelor of
Science in
Business**

Anita Jamshidi
BS '17
Undergraduate business
major with marketing
concentration

For more info:
Business.UCR.edu

HOW TO STAND OUT

MBA Jobs: How To Stand Out In A Crowd Of Freshly-Minted Grads

In today's very competitive job market, graduate students, especially those with limited work experience, must develop an array of skills that will help them to stand out in a crowd of freshly minted graduates all competing for the same available jobs.

I have seen a common thread — business schools are doing a fine job in preparing their graduates with solid core skills, whether in

accounting, finance, marketing, or operations. Some schools make an attempt in leveraging those skills by adding management, leadership, negotiation, business ethics, and similar subjects to strengthen the available toolsets of their students.

What we often hear from employers and alumni alike is that additional skills, some call them soft skills or complex skills, are needed to succeed in securing MBA jobs.

To prepare for today's competitive job market, here are five recommendations:

Obtaining an advanced degree is a smart career booster — it is often needed, and sometimes even required, for many roles in the business world.



PHOTO BY DeBOLT



1

Get an Advanced Degree

Obtaining an advanced degree is a smart career booster — it is often needed, and sometimes even required, for many roles in the business world. Companies often seek graduates with an MBA, Masters in Finance, or an advanced technology degree in engineering or computer science.

In general, multinational companies like to recruit candidates who have a global mindset and have experience studying and/or working abroad.

For example, according to an article in the New York Times, employers in China are very interested in recruiting prospective employees who have a Chinese undergraduate degree and an MBA from a business school in the US.

Understanding global economic complexity is a prerequisite to being able to interact and negotiate with international partners.

2

Build Experience

Previous business experience of one to three years — and being able to show success in that field — is often on a recruiter's checklist. Fresh graduates without formal work experience should not be dismayed. There are ways you can demonstrate your work readiness to prospective employers. First, many MBA and other graduate programs allow for internships, and many even require it, during your graduate degree. Use every opportunity to do an internship — or several, a consulting project, lead a club, or do non-profit work in a sector that you want to pursue a career in. Next, work with your Career Advisor to showcase your experience on your resume. Highlight the soft skills you acquired and quantify your success for the best impact.



3

Develop Top Skills

A recent survey of recruiters, conducted by the National Association of Colleges and Employers (NACE), listed the top six skill sets that employers seek. They they are, in rank order: leadership, team-working, communication, problem-solving, analytical and quantitative skills, and ethical behavior.

4

Hone Your Soft Skills

Recruiters highly value soft-skills, such as initiative, interpersonal skills, and being tactful. Ask for feedback from a supervisor, peers, and those you have worked with and make a list of the soft skills that you are strong in, and

those that you need to hone. Once identified, you have your work cut out for you. Find the opportunities where you can practice, and get input from a coach or advisor. Cultivating soft skills is just as challenging, if not more so, than hard skills.

5

Look Beyond the Horizon

Finally, it's a wise idea to make career choices that are good for not only the next year or two, but for the long-term as well. The reputation you are able to build within your industry and in your occupation will be important throughout your career.

As Warren Buffett once quipped, "It takes twenty years to build a reputation and five minutes to ruin it."

**IT TAKES
20 YEARS
TO BUILD A
REPUTATION
AND
5 MINUTES
TO RUIN IT**

About the author

John Mattson serves as the director of the Graduate Career Development Center for the A. Gary Anderson Graduate School of Management at the University of California Riverside, School of Business.



PHOTO BY DeBOLT

“With the Flex MBA, I can
balance work and classes
at my pace.”

Diana Cullen
Flex MBA '18



"As a working professional, the Flex MBA gives me the opportunity to work during the day and attend classes in the evenings. I also like that I can do it at my own pace. This is important for me because I work full-time and I can balance life too! I enjoy volunteering and traveling with my husband and I was afraid I'd have to sacrifice too much time out of my life to pursue an MBA. I didn't know that I could fit the time in for an MBA, but the Flex program makes it possible!"

*"I love the small school feel
on a big UC campus!"*

— Diana Cullen, Flex MBA '18

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ALL IN THE FAMILY

This page clockwise: Jennifer, Chris, Stephanie, and Julie Dubé.
Opposite Page Top-left: Julie with family at the UCR sculpture.
Top-right: Julie with coworkers Monica Miller, HR Assistant,
and Ana Kafie, Associate Director of Academic Personnel and HR.
Bottom-right: The family Dubé dressed in UCR School of Business t-shirts.

PHOTOS BY DeBOLT



A Lifetime of Commitment Spanning Generations

Measuring commitment is difficult. Some may use a time scale, degree of dedication, or level of sacrifice. No matter which model is chosen, in the case of Julie Dubé, there is no denying her unwavering profound level of commitment to her job, friends, and family.

A native of Riverside, California, Julie's 21-year commitment and contributions to the University of California Riverside, can not only be seen across the organization but also generations, as all three of her children are UCR Highlanders.

In 1995, Julie began her tenure at UCR as a member of the Student Commons team (now Hub). In this role, part of her duties involved serving on the committee involved with construction of the new Hub building, a central go-to place for the entire UCR campus. In 2007, she transitioned to the Student Recreation Center where she held several different roles which included serving on the committee for another major building project, the recently opened UCR Student Recreation Center (SRC). After seven years with the SRC, Julie transitioned to the UCR School of Business in Dean Wang's office, to her current role as the Payroll & Purchasing Specialist. The UCR School of Business has the largest undergraduate business program in the entire UC system, and a growing graduate program with the A. Gary Anderson Graduate School of Management. A new building complex is in the planning stages for the school, and Julie's extensive experience with other capital planning projects, will be a valuable asset to this endeavor. Prior to coming to UCR, Julie worked in the publishing industry, and was an executive assistant to the General Manager/Publisher at The Press Enterprise, in Riverside, California.

Julie's oldest daughter, Jennifer Dubé, graduated in 2009 with a BA in Political Science from UCR. Jennifer later went on to earn her Ph.D. at the University of Missouri. She works as a junior-executive for Disney corporate. Julie's youngest daughter, Stephanie, will be starting at the University of California, Merced next year. And Julie's son, Chris, graduated from UCR in 2015 with a BS in Computer Engineering. He is currently enrolled at UCR as a graduate student in the UCR School of Business MBA program.

— Tim DeBolt

“

“Mom instilled a love for learning into our everyday lives.”

— Jennifer Dubé



LIVE AT THE FOX!

9 LIFE LESSONS

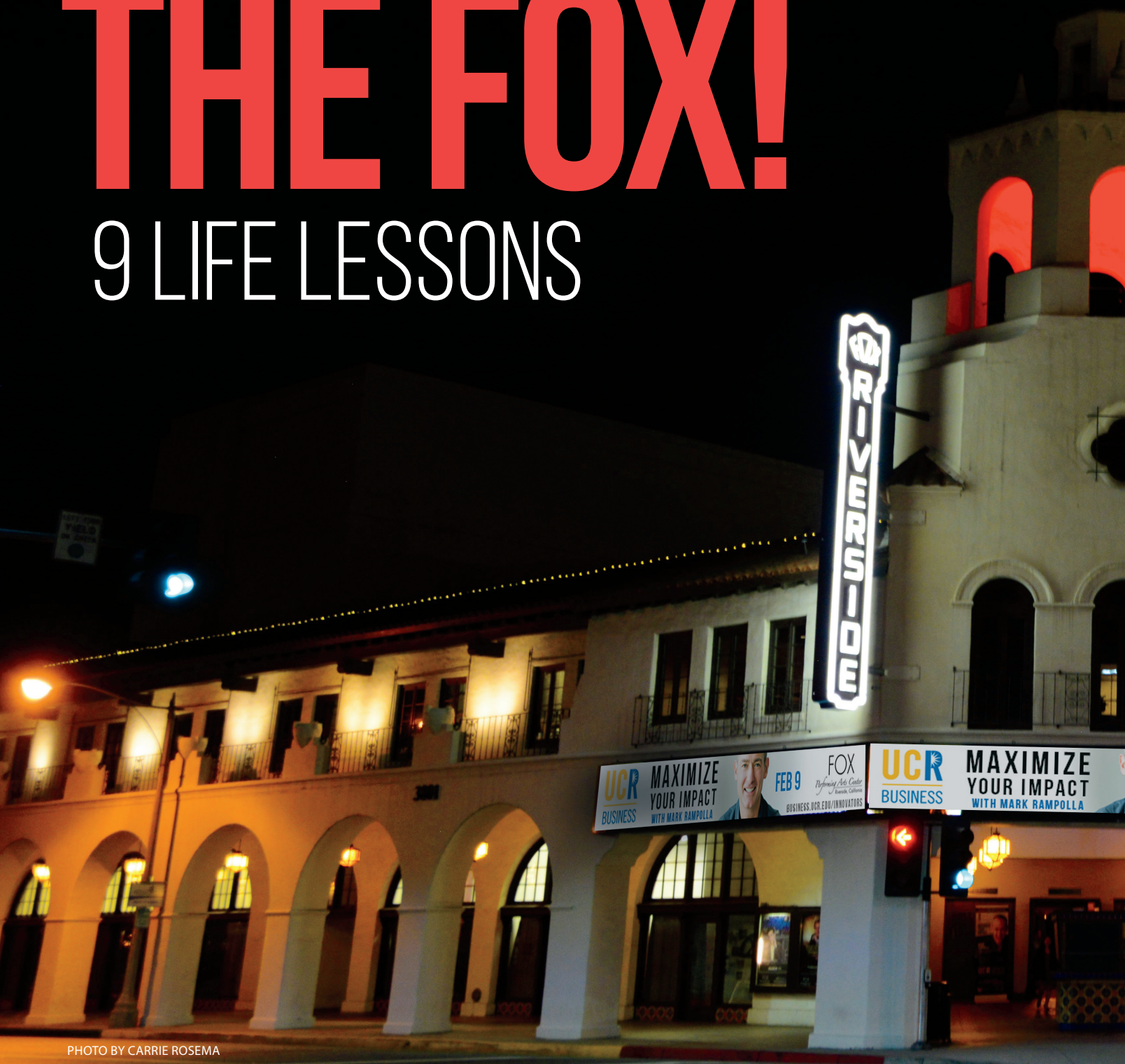


PHOTO BY CARRIE ROSEMA



 **FEB 9** **FOX**
Performing Arts Center
Riverside, California
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UCR BUSINESS **MAXIMIZE YOUR IMPACT**  **FEB 9** **FOX**
Performing Arts Center
Riverside, California
BUSINESS.UCR.EDU/INNOVATORS

Due to popular demand, the UCR School of Business Dean's Speaker Series moved downtown to the Fox Performing Arts Center, Riverside, California. Mark Rampolla, founder of Zico Coconut Water, kicked off the series talking about his journey from modest beginnings to building a \$1 Billion brand, and left the packed house with nine life lessons that he attributes to his success.

LIVE AT THE FOX!

9 LIFE LESSONS FROM MARK RAMPOLLA

“Reach higher to build great businesses, not settling only for profit maximization,” said Mark Rampolla to a full house at the Fox Performing Arts Center, Riverside, California, as part of the UCR School of Business Dean’s Speaker Series, February 9, 2017.

Mark Rampolla is the founder and former CEO of ZICO Coconut Water, a \$1 Billion brand. Rampolla raised capital from friends, family, and angel investors, and launched in New York in the summer of 2004. From selling out of his van to yoga studios, he built the \$1 billion brand that ZICO is today.



Rampolla told his personal journey to a record-setting crowd at the Fox, and finished his talk with nine life lessons that have helped him get where he is today. He encouraged everyone in attendance to reach higher not just in business but in life.

“Build a great life,” Rampolla encouraged and challenged. “It’s not like any of us are getting out alive.”

9 Life Lessons:

1 Have a plan. Not a business plan but a “Life Plan.” What do you want to do with your life? What are your goals? What do I want to accomplish? What fun do I want to have? Who do you want to be?

2 Practice “purposelessness.” There’s a time and place for planning and organization. But one of the skills we don’t teach or learn is purposelessness. Time for thought. Time for nothing. It helps to take vacations. It helps to take weekends, nights off, detach from your phone every once in a while.

3 Know and love yourself. The greatest business people in the world know and love themselves. They know their weaknesses and strengths. Love yourself but at the same time tame the “ego.” I don’t know of a more dangerous thing in business than ego.

4 Take a risk. Easy to say, we all know it. But I can’t tell you how important it has been in my life to take a risk. Join the Peace Corps, apply to grad school, even get married, raise kids.

5 Have a Plan B. Take a risk but have a Plan B. Like most of these lessons there is a balance, a ying and yang. Your Plan B should be as thought out as your Plan A.

6 Show up and work hard. There’s no substitute for hard work. It sounds cliché, but there is no substitute for showing up alert and ready to work. You are present. Good life advice, good spiritual advice, but critically important business advice. It is only when you bring all of you, that you are ready to succeed. And it’s a great way to live a life. Because now is all we have. There is nothing but the present. There is no future, there is no past. There is only now.

7 Take thought time. It will take some time to learn but worth the investment. Eventually, you will do your best work during that time.

8 Commit to something. People are so hung up on that perfect job, perfect career. Don’t worry about perfection, just find something to be passionate about.

9 Relax and enjoy the ride. There is a tendency to get so committed that we tend to take ourselves too seriously. And forget that it’s not like you’re going to get out alive.

It’s one life. Live your life. Business is a piece of it, it can contribute to it but don’t confuse the two. Start relaxing and start enjoying the ride.



See video of the entire talk at Business.UCR.edu/Innovators



FEB 9, 2017 - UCR BUSINESS DEAN'S SPEAKER: MARK RAMPOLLA

PHOTOS BY CARRIE ROSEMA

[1] Mark Rampolla speaks to a packed house [2] Mark Rampolla addresses the audience [3] the audience enjoys a witty exchange [4] Heidi Cuthbertson, the night's moderator, interviews Mark Rampolla [5] Mark Rampolla, Dean Wang, and Diana Mena-Cullen [6] After the talk, Mark Rampolla discusses with UCR student Alexander Wilson [7] Mark speaks with Mike Liu and other UCR students [8] UCR student speaks with Mark Rampolla and Shayne Bradshaw-Foster [9] Mark answers a question from the audience [10] Berlyn Wall, Mark Rampolla, Dean Wang, and Ian Shur [11] Rampolla center stage [12] Dulce Melo speaks with Mark Rampolla [13] UCR Students Alexander Wilson and Abel Daniel



UCR FINANCE

A. GARY ANDERSON GRADUATE SCHOOL OF MANAGEMENT

UCR School of Business Professor Richard Smith was one of the first academics to delve into the area of entrepreneurial finance. He is the author of “Entrepreneurial Finance” and over 35 journal articles and research papers on the subject.

We asked Professor Smith to explain the uniqueness and differentiating factors of the Master of Finance Program at UCR’s School of Business.

Professor Smith: “Our Master of Finance program has a unique scope and focus that is not easily replicated. Most finance programs focus on training people for back office work in finance. Typically, they are designed for the “quants” who do financial modeling, design specialized options for hedging unusual risks, and similar things. The Master of Finance at UCR is a front

office finance program. The program trains client-facing professionals who can understand financial instruments and their complexity, but are able to represent those financial instruments to potential clients, such as pension funds and insurance companies, high net worth individuals, and organizations.

The program is ideal for young working professionals in finance and for undergraduates who are in the sciences or engineering fields. It will give an undergraduate with a degree in chemistry, physics, biology, or statistics a more concrete way to apply their technical education in a professional career. The added layer of finance makes their education directly relevant to professional employment. The program can also help move a finance professional to a higher level CFA designation.

Our faculty are strong in what we call empirical finance. They are comfortable working with empirical data to address finance questions. Every finance faculty member does research in empirical areas. That’s a criteria we apply, we don’t look for pure theoreticians in finance. Our faculty and their research connects well with the professional community and connects well with the students in the program. I am very proud of the faculty that we have. I believe everyone is teaching in the areas that play to their strengths.”

Richard Smith, Professor of Finance, Philip L. Boyd Chair. Smith earned his Ph.D. in business economics from UCLA, and MA in economics from UCLA, an MBA in Finance from Washington University, and a BBA in Finance from SMU.



As Director of the UCR School of Business Master in Finance, Professor Smith focuses his teaching on finance courses that will help advance the program's growing emphasis on entrepreneurial management and venture finance. Professor Smith is also a consultant for a number of Fortune 500 and other firms, as well as the SEC and IRS.

Peter Chung, Professor of Finance. Dr. Chung received his PhD in finance from Ohio State University, an MBA in finance from California State University, Los Angeles, and a BS in international trade as well as in foreign service from Sogang University in Korea.

Professor Chung's research interests include continuous-time modeling, contingent claim valuation, corporate finance and investments, market microstructure, international finance, and emerging capital markets and investments.

He has been published in numerous journals such as the Journal of Finance, the Journal of Banking and Finance, the Journal of Financial and Quantitative Analysis, the Review of Financial Studies, the Journal of Corporate Finance, and the Journal of Business to name a few.

Jean Helwege, Professor of Finance. Helwege earned her PhD and MA in economics from UCLA and a BA in linguistics from the University of Chicago.

Professor Helwege's research interests include corporate bonds, bankruptcy, capital structure and banking.

Alexander Barinov, Assistant Professor of Finance. Dr. Barinov earned his PhD and MSc in finance from the University of Rochester, an MA in economics from the New Economic School, and a BA in economics from Lomonosov Moscow State University.

His main research interest lies in the area of empirical asset pricing. His papers appeared, among other journals, in Management Science, Journal of Financial and Quantitative Analysis, and Journal of Financial Markets. His work covers volatility and volatility risk, asset-pricing anomalies, market microstructure, and securities issuance. While teaching at University of Georgia, he developed a new undergraduate course and textbook on trading strategies and financial models.

Yawen Jiao, Assistant Professor of Finance. Dr. Jiao received her PhD in finance from the Carroll School of Management at Boston College, an MA in economics from the University of Western Ontario, and a BS in accounting from the Renmin University of China.

Professor Jiao's research interests include information transmission in financial markets, corporate finance and corporate governance. She has published widely in prestigious

academic journals in these areas, and presented in numerous university workshops and academic conferences. Her research has been awarded the best paper award in managerial finance at the Northern Finance Association meetings, the SSHRC award, and the early career research award at the Rensselaer Polytechnic Institute.

Ivalina Kalcheva, Assistant Professor of Finance. Dr. Kalcheva received her PhD in Business Administration from the David Eccles School of Business at the University of Utah, an MBA from the College of Business and Management at Saginaw Valley State University, and a BA from the University of Economics, Varna, Bulgaria.

Thomas Kim, Assistant Professor of Finance. Dr. Kim earned his PhD in finance at the Owen Graduate School of Business at Vanderbilt University. He earned his MBA in finance from the University of Texas at Austin, and his BA in economics from Seoul National University.

UCR FINANCE

The MFin program helps students learn the skills required for all levels of the CFA, GRP, and other professional certifications.

AGSM.UCR.edu
(951) 827-6200

100 Years In The Making

As the current School of Business building celebrates its centennial this year, we are laying plans for the next 100 years with a new LEED Platinum building complex. This massive new multimillion-dollar building complex will house our undergraduate programs, the A. Gary Anderson Graduate School of Management programs, as well as large community meeting venues and facilities. This new state-of-the-art building complex will be the flagship building for UCR, and will become one of the key meeting places for community and business leaders to collaborate with a world-class internationally-trained faculty and student body.

Be a part of the next 100 years, and donate today to the new UCR School of Business Building Fund! Find out about the many namesake opportunities that will be available with this new one-of-a-kind building complex.

AdvancementServices.UCR.edu/MyGift/

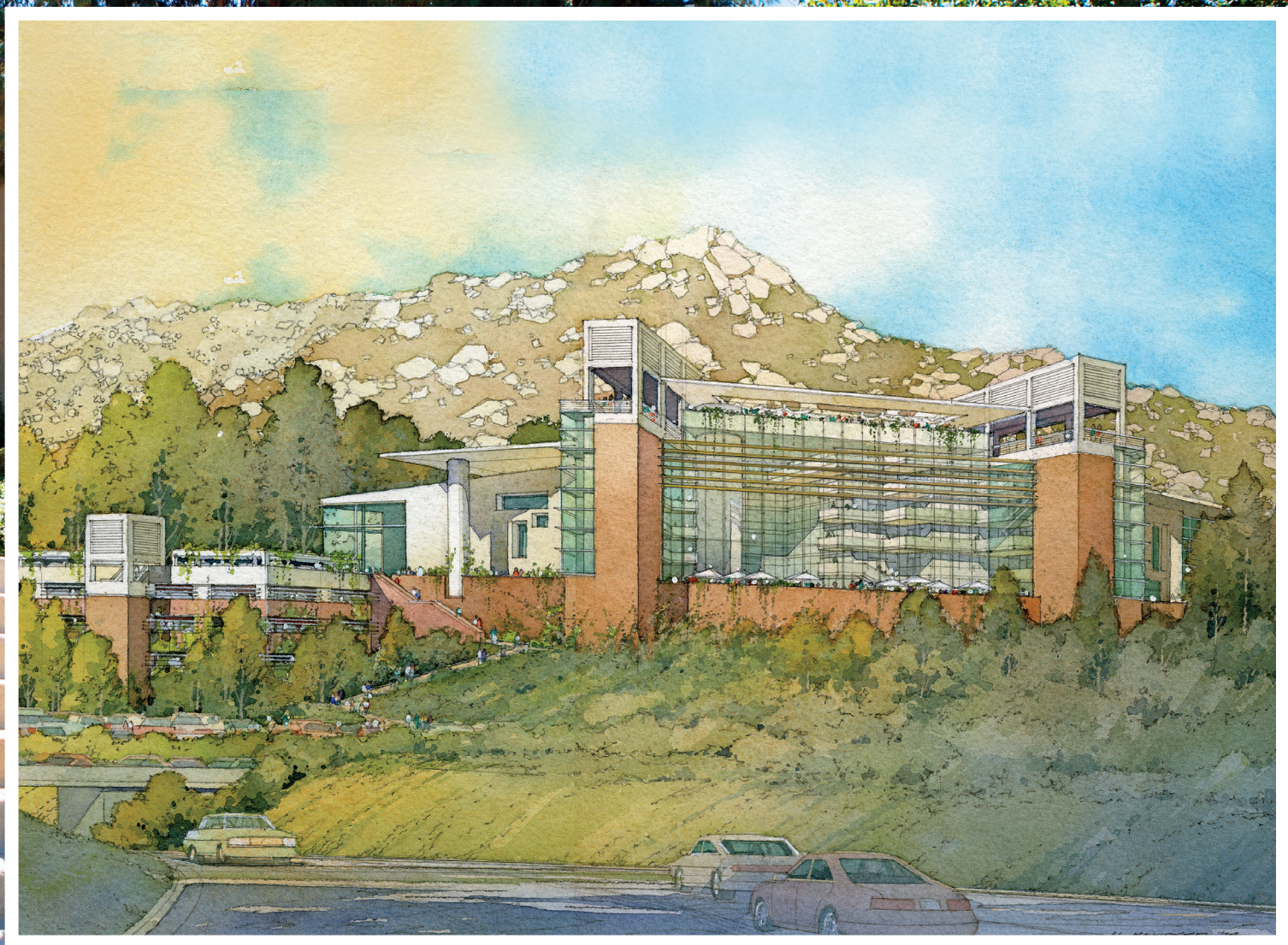


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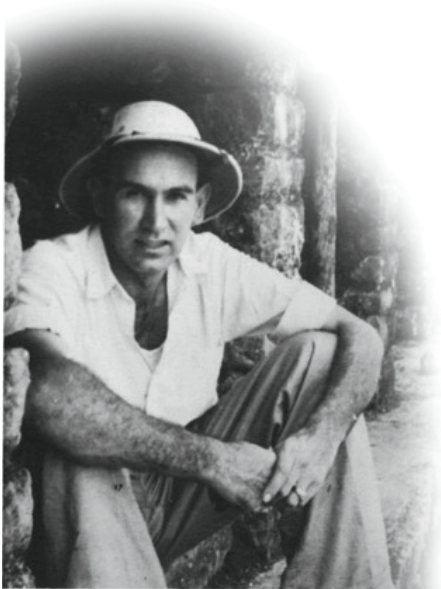
(951) 827-3645



THE ART OF GIVING

Dr. Merino builds upon his grandfather's legacy in the creation of a scholarship fund

**\$2.5
Million Gift**
from the
**A. Gary Anderson
Family Foundation**



JAIME J. MERINO

To mark the 20th anniversary celebrating the renaming of the A. Gary Anderson Graduate School of Management, the Anderson family made a \$2.5 million gift that will create three endowed chairs for faculty members and provide scholarships for graduate and undergraduate students.

The A. Gary Anderson Family Foundation initiative will match dollar for dollar new gifts endowing scholarship awards. This academic year nine new endowed scholarships were created by donors to support undergraduate and graduate students.

The potential philanthropic impact is more than \$5 million through the scholarship matching funds initiative and the UC Presidential Match for Endowed Chairs.

The Jaime J. Merino Endowed Business Scholarship has been created to provide scholarships to students in the A. Gary Anderson Graduate School of Management. The \$50,000 endowed scholarship will be matched by the A. Gary Anderson Family Foundation Matching Gifts Fund, creating a total endowed value of \$100,000.

Dr. James Merino ('89) has named this scholarship in honor of his grandfather, Jaime J. Merino, the first person in his family to attend a university and a lifelong supporter and advocate of education. The Jaime J. Merino Endowed Business Scholarship will support students who are budding entrepreneurs and show great promise as business leaders.

A UCR alumnus and entrepreneur, Dr. Merino embodies the spirit of innovation



SUSAN B. ATHERTON

and leadership aspired to by all at the School of Business Administration. He graduated from Cal Tech and then did a PhD in Math at Stanford in 1991. After teaching Math at SMU for six years, he returned to the classroom himself for an MBA at UCR.

"I was very fortunate to receive a degree from the UCR School of Business which allowed me to benefit from a very successful career in the high-tech industry.

It is important to me to give back so other students may benefit from what the School has to offer."

— Susan B. Atherton

Susan Atherton ('77) has pledged a gift of \$145,000 that will establish the **Susan Atherton Endowed Graduate Award Fund**. The fund will support students from Southern California pursuing a graduate degree at the UCR Anderson Graduate School of Management.

After graduating with a BA in Administrative Studies from UC Riverside in 1977, Susan Atherton served for 25 years in executive management positions in the enterprise software and cloud computing industries. Employers included NCR Corporation, GE Information Systems, Oracle Corporation, Rightpoint and DoubleClick.

A noted philanthropist, Susan has served in leadership positions for the American Red Cross and Humane Society of the United States. As a passionate supporter of education, she has served her alma mater as a Trustee for the UCR Foundation and as an Executive Fellow in the School of Business, mentoring students preparing for careers in business.

A Trustee of the UC Riverside Foundation and his wife have committed funds to create an endowed scholarship fund in the UCR School of Business. The Riverside couple's contributions total \$150,000, which will be matched through the Anderson Matching Fund Initiative, creating a total endowed value of \$300,000.

The couple established the **C.L. Endowed Graduate Award Fund** with an initial pledge of \$60,000. In addition, they contributed the balance of two planned gifts that paid them life income, producing another \$90,000 for the endowment. The couple generously relinquished their income interest in these two vehicles in order to benefit students sooner.

In addition to the graduate award at UCR, the donors have also pledged \$50,000 to endow a scholarship for students transferring from Riverside City College to UCR to study mathematics or business.



A. GARY ANDERSON

MAKING AN INVESTMENT IN THE FUTURE OF BUSINESS IN CALIFORNIA

The students who attend the University of California, Riverside are some of the best and brightest that the state has to offer. The people who make up the School of Business at UCR understand the importance and obligation they have to train these future business leaders of California.

This is reflected in the programs we offer. Our undergraduate program is the largest in the UC system and our graduate programs continue to offer a variety of high-quality degrees, including MBAs, Master of Finance, Masters of Professional Accountancy, and PhD program.

None of this would be possible without the generous donations of the friends and family of the School of Business. These gifts, regardless of the size, are nothing short of investments in the future of the state of California.



Kait Keating

Assoc. Dir. of Development
kait.keating@UCR.edu

(951) 827-3645

EXECUTIVE FELLOWS

The UCR School of Business named Victor Tolan and Patricia Watters as its Executive Fellows for the 2016-17

The University of California, Riverside School of Business named Victor Tolan and Patricia Watters its Executive Fellows for the 2016-17 school year.

The Executive Fellows Program aims to connect distinguished business leaders with students and faculty to enrich the learning experience. Tolan is president and CEO of B&K Precision Group, a company that designs and manufactures test and measurement instruments. After acquiring the company in 1996, he relocated it from Chicago to California and moved its manufacturing to Taiwan. Through mergers, acquisitions and organic growth, the company now has factories in China, Taiwan and France, as well as offices in Yorba Linda.



Watters is co-founder and managing member of Catalina Partners, a consultancy that assists private fund managers in strategically developing their operational infrastructures and enhancing their responses for investor due diligence. Catalina Partners also performs non-investment due diligence for foundations, endowments, funds of funds, and other institutional investors. She earned a Ph.D. in Financial Economics from UCR.

They succeed Tobin Sloane (BA '94, MBA '96), and Bob Stapleton (BA '80, MBA '82), who served as Executive Fellows for 2015-16. Sloane is CFO of Ware Malcomb, a leading national design firm. Stapleton is an entrepreneur who co-founded Western Wireless Corporation and VoiceStream Wireless (now T-Mobile), and an advisor for leading private equity firms.

The Executive Fellows Program was founded in 1992, reflecting the business school's commitment to professional excellence and its interdependent relationship with business leaders. Fellows guest lecture and are available on campus to consult with faculty and students for one day per quarter. Yunzeng Wang, dean of the School of Business, said the Executive Fellows continue to be an important part of students' professional development.

"It is our mission and promise to deliver a truly relevant business education, and our Executive Fellows are helping us execute this mission," Dean Wang said.

— Sarah Nightingale



NEW PARTNERSHIP

UCR School of Business to Provide Scholarships for Hispanic Chamber of Commerce Members

The School of Business at the University of California Riverside has established a partnership with the Greater Riverside Hispanic Chamber of Commerce (GRHCC) that will support chamber members wishing to pursue master's degrees from the A. Gary Anderson Graduate School of Management.

Through this partnership, scholarships covering 60 percent of tuition will be offered to qualifying GRHCC members, including students and family members, to pursue a full-time MBA, flex MBA, Master of Professional Accountancy, or Master of Finance.

This scholarship is the first of its kind from the School of Business and represents the school's commitment to economic development in the region. The scholarship is particularly aimed at owners and employees of small and medium-sized businesses who are GRHCC members.

"The Hispanic community, along with all small business owners, comprises people with tremendous ambition to succeed. This partnership will be a great asset for those who didn't have the opportunity to continue their education due to limited finances, and it has the potential to significantly improve our local small businesses, and the lives of their employees and families," said Blanca Arellano, executive board director of GRHCC.

In 2016, the School of Business was named a "Best Business School for Minority Opportunities" in the Princeton Review. It has the largest undergraduate business program in the UC System, and has a diverse student body, with Hispanic or Latino students accounting for nearly 26



Greater Riverside Hispanic Chamber of Commerce members Maria Ureña, chair-elect; Emilio Ramirez, chairman; and Dina Esquivel, immediate past chair; with Mark Estrada, Director of Graduate Admissions at UCR School of Business; and Yunzeng Wang, Dean of UCR School of Business.

percent. This year, applications from local graduate students increased by 20 percent, and the school admitted 40 percent more local students into its programs.

In November, the school received an Award of Recognition from the GRHCC for its dedication to meeting the needs of traditional and nontraditional students, and workforce demands throughout greater Riverside.

Dean Yunzeng Wang said the school will continue its work with the local community.

"Being recognized by our community leaders for our service is one of the highest honors we can receive. This award represents exactly what we are striving to achieve at the Business School," Wang said.

For questions regarding eligibility and the admissions requirements into the master's programs, contact Mark Estrada, Director of Graduate Programs, at mark.estrada@ucr.edu or (951) 827-2915.



New partnership will support eligible members pursuing master's degrees from the A. Gary Anderson Graduate School of Management at the University of California Riverside School of Business.

CROSSING BOUNDARIES MAKING CONNECTIONS

How are social dilemmas, choice of routes in traffic networks, contributing to public goods, and decision making under risk connected?

Distinguished Professor Amon Rapoport sees connections in what are typically separate academic areas, and inspires new thought and discovery that is theory driven and mathematically represented. He is meticulous and rigorous, yet an imaginative and creative experimentalist, an academic ahead of his time while being perfectly in step with the times. In fact, he is one of the pioneers of computerized experimentation in the domain of individual and group decision making.

In August 1996, a workshop was held in honor of his 60th birthday and over 30 years of academic contribution, when it was expected that he would retire. Twenty years later, with 9 books, over 200 research papers and chapters published, and more than 11,000 citations, he is still relentless in his academic inquiry.

Grounded in game theory, his research is focused on individual and interactive decision making. He has published extensively in areas of behavioral economics, psychology, marketing, political science, operations management, and transportation research.

A distinctive characteristic of Amon's research is its interdisciplinary scope and appeal. He is one of the very few

researchers whose work is relevant in both psychology and economics. Through crossing academic boundaries, he has also brought together some of the leading researchers in both fields.

Amon Rapoport brings people together through his contagious enthusiasm for research that he continually transforms into an interdisciplinary discovery. He has been an influential force and inspiration in the careers and research of his peers, renowned academics and Nobel laureates, as well as his colleagues, collaborators and students.

Professor Rapoport joined the UCR School of Business faculty in 2009. He helped to launch the Ph.D. program at the A. Gary Anderson Graduate School of Management and served as the first director of the program.

In November 2016, at age 80, Amnon's colleagues, distinguished academics, and former and current students gathered from around the world to celebrate a second retirement.

In honor of Professor Rapoport's retirement, they established an endowed research award for PhD students at the UCR School of Business. The award will annually fund students' research expenses and will be a lasting tribute to Professor Rapoport's impact, both at UCR and around the globe.

— Keiko McNally

AMNON RAPOPORT DISTINGUISHED PROFESSOR OF MANAGEMENT

2017

Amnon Rapoport Endowed Research Award established at UCR School of Business

2009

Launched the Ph.D. Program at the University of California Riverside School of Business

1989-2010

Eller Professor of Management and Organizations- University of Arizona

1982

Distinguished Alumni Award, North Carolina at Chapel Hill

1965

Ph.D. in Quantitative Psychology from the University of North Carolina at Chapel Hill

1961-1965

Fulbright Traveling Grant

1961

Graduate of the first class in psychology at the Hebrew University



AMNON RAPOPORT ENDOWED RESEARCH AWARD

2017 - establishment of the Amnon Rapoport Endowed Research Award for PhD students at the UCR School of Business. The award will annually fund students' research expenses and will be a lasting tribute to Professor Rapoport's impact around the globe.

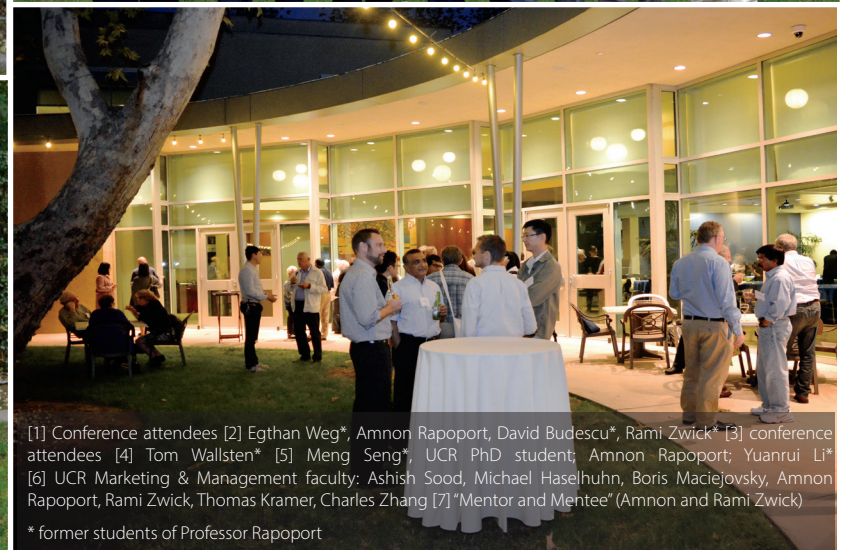
PHOTO BY DeBOLT

BUSINESS.UCR.EDU/Magazine

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CONFERENCE & RETIREMENT TRIBUTE FOR PROFESSOR RAPOPORT

November 11-12, 2016



[1] Conference attendees [2] Egthan Weg*, Amnon Rapoport, David Budescu*, Rami Zwick* [3] conference attendees [4] Tom Wallsten* [5] Meng Seng*, UCR PhD student; Amnon Rapoport; Yuanrui Li* [6] UCR Marketing & Management faculty: Ashish Sood, Michael Haselhuhn, Boris Maciejovsky, Amnon Rapoport, Rami Zwick, Thomas Kramer, Charles Zhang [7] "Mentor and Mentee" (Amnon and Rami Zwick)

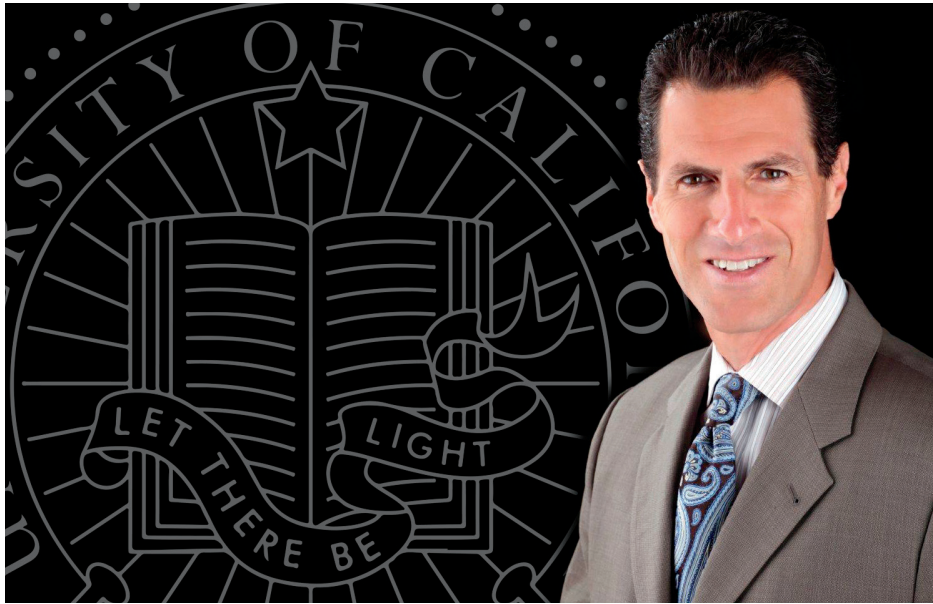
* former students of Professor Rapoport

PHOTOS BY CARLOS PUMA



ALUMNI NEWS

News and Highlights from the Worldwide Alumni Network of the University of California Riverside School of Business, Home of the A. Gary Anderson Graduate School of Management.



DARIN ANDERSON '91 TO SERVE AS ALUMNI REGENT ON THE BOARD OF REGENTS OF THE UC

The UCR Alumni Association Board of Directors has selected Darin Anderson to serve a term as alumni regent on the Board of Regents of the University of California. Anderson will serve as Regent-designate from July 1 through June 30, 2018, followed by a one-year appointment as a voting member on the Board.

Anderson is a long-time supporter of UCR and the UC System. He is the current chair of the UCR Foundation Board of Trustees and previously served 10 years on the UCR Alumni Association's Board of Directors.

He earned his bachelor's degree in business administration from UCR in 1989 and was awarded the Dean Thomas L. Broadbent Commencement Award for outstanding male graduate. He finished his MBA at UCR in 1991, and in 2002, he received the Outstanding Young Alumnus Award from the UCR Alumni Association.

Anderson is currently the chief executive officer (CEO) and chairman of Salas O'Brien, a national facilities planning, design, and construction management firm. Salas O'Brien has been recognized over the last five years as an Inc. 500 fastest growing company in the United States, based on three year growth rates. He was recently recognized as the Ernst & Young 2016 Entrepreneur of the Year for the Orange County and Inland Empire region. The EY Entrepreneur of the Year Award is the world's most prestigious business award for entrepreneurs.

Anderson is also the chairman and lead investor of Muhu Inc. and Convoy Technologies LLC. He is also on the board of directors for two private equity firms, Lotus Innovations LLC and Bridge Equity Partners LLC. He became a certified public accountant earlier in his career while at PricewaterhouseCoopers.

YAQI WANG, MBA '16 RECRUITED BY DISNEY

Yaqi Wang '16 was recruited by the Disney Corporation prior to her June graduation. Due to UCR School of Business's close proximity to the Walt Disney Corporation, and strong corporate partnership, Yaqi had the opportunity as an MBA student to intern with the company in Orlando, FL and Anaheim, CA. These competitive internships led to a permanent job offer. Prior to graduation, Yaqi accepted a position with the Disney Corp. Never one to back down from a challenge, Yaqi chose as her home base the newly established Disney Resort in Shanghai, China. The resort opened one day before her June graduation.

"With great passion and aspiration, I joined the first Disney theme park in Mainland China as a Consumer Insight Technology Analyst," Yaqi said. "At Shanghai Disney, things are happening very fast. Every day is new to the park in many ways. We are learning quickly as all departments wish to create and push the limits."



ELIA QUINTANA '11 DIRECTOR AT HISPANIC ASSOC

Elia Quintana is the Director of International Corporate Operations at the Hispanic Association on Corporate Responsibility where she manages and strengthens key relationships with Fortune 500 corporate partners to advance HACR's mission.

Prior to joining HACR, Elia worked at LULAC National Educational Service Centers where she worked closely with corporations, federal agencies and community partners in providing educational programs to young Latino students in underserved communities.

Elia has over 10 years of experience in sales and marketing with companies like Time Warner Cable, Avon Products, Beazer Homes

and various national television networks. She has a Bachelor of Arts degree from the UC Santa Barbara in Political Science and Latin American History and an MBA from UC Riverside, School of Business. She studied abroad in Costa Rica, Spain, Italy, Mexico and China where she developed a greater aptitude of international corporate operations for Fortune 500 companies.

Elia currently serves on the board of Hispanic Alliance for Career Enhancement (HACE) where she engages critical stakeholders to support the inclusion of a Latino talent pipeline. When Elia is not promoting the inclusion of Latinos she volunteers her time promoting literacy to adults and mentoring young Latinas/os.



DAVID GUTIERREZ '04 RECEIVES OUTSTANDING YOUNG ALUMNUS AWARD

Presented to alumni 35 years and younger with a significant record of career and/or civic achievement and promise in their profession.

David Gutierrez has over a decade of experience working with Fortune 500 as well as early stage, high-growth companies as a trusted finance and accounting leader. David is the corporate controller for Radiology Partners, the largest hospital based radiology physician practice in the country.

He also manages GA Investment Holdings and actively invests in entrepreneurial businesses, including Convoy Technologies, an international technology company based in Orange County that was recently recognized by the Inc 5000 and the OC Business Journal as one of the fastest growing companies. David is also Partner at Gutierrez & Anderson, a boutique business advisory and accounting firm providing services to clients throughout Southern California.

David is committed to the community, serving on the board of directors of the Bresee Foundation, a non-profit organization based in Los Angeles that helps low-income youth,



adults and families, as well as the Youth Business Alliance, an organization focused on connecting high school students with real experiences of local business leaders.

He remains active on campus at the University of California Riverside as an active mentor to students and guest lecturer. In addition, David serves as a member the Dean's Advisory Council for the A. Gary Anderson School of Management, at the University of California Riverside School of Business.





CHESTER T. YANG '92 TO SPEAK AT UCR SCHOOL OF BUSINESS 2017 COMMENCEMENT

The University of California, Riverside School of Business welcomes international business powerhouse and alumnus, Chester T. Yang, as their 2017 School of Business Commencement Speaker. The ceremony will take place on Friday, June 16th at 6p.m. on the Pierce Lawn.

Chester T. Yang, '92 alumnus, is the CEO of Bunge China and oversees Bunge Asia Operations for Bunge Limited, a \$60 billion company. Headquartered in New York, Bunge Limited is a global agribusiness and foods company with more than 47,000 employees in over 50 countries.

Mr. Yang is not only a leader in the agricultural business in China, but also an agent of change through his philanthropic work. He transformed a primary school in an impoverished community in a rural part of China that carries his father's namesake, Shangrao Wang Yang Lin Hope Primary School, in Jiangxi. He not only provided water, power, desks and chairs, he raised teaching salaries, changed the curriculum, and used his business connections with Lenovo to bring in the latest learning technology.

"We turned a little school that was in the middle of nowhere into the top tech elementary and middle school in the Jiangxi province," Yang says. "Even though these kids

came from uneducated families, every year our students would rank in the top 3 in the Chinese national exams within the municipality."

Chester has a PhD in Law from the China University of Political Science and Law, an MBA from Rutgers University, State University of New Jersey and a Bachelor of Science degree in Business Administration from the University of California at Riverside. Chester has also been through Executive Leadership Programs with the Management and Business Schools of Harvard University and Washington University. Prior to joining Bunge, Chester worked for Cargill Inc. for 14 years across various locations in management and merchandising positions in the USA and China. Before joining Cargill, Chester worked for Kleinwort Benson PLC in New York, London and Hong Kong, in both corporate finance and equities.

"Chester T. Yang's exemplifies the School of Business' mission to create world-class leaders that also manage and sustain opportunities for growth in their community," Dean Yunzeng Wang explains. "We are honored to have our alumnus return to the university to inspire the next generation as they embark on their journey after graduation."

FIRAS ALSAYEGH '11 GENERAL MANAGER OF THE FMCG BUSINESS FOR SAUDI PAPER GROUP

Firas Alsayegh of Lebanon, graduated from AGSM in 2011 and started his career in Private banking with Credit Suisse Dubai as an analyst.

Following his tenure at Credit Suisse, Firas joined the world's largest independent distributor of Toyota brand, Abdul Latif Jameel in Saudi Arabia. He headed the strategy and business planning function for Toyota Sales and marketing operations and played a key role in optimizing sales planning and enhancing profitability.

In 2015, Firas joined Saudi Paper Group a publicly listed company on the Saudi Stock Exchange specialized in tissue manufacturing, as head of group's strategy and kickoff a major restructuring and transformation program.

Today, Firas is the General Manager of the FMCG business for Saudi Paper Group and is responsible for revamping the sales strategy and manufacturing operation.



Firas Alsayegh, MBA '11

CHRIS LAM '91 NAMED IN TOP "40 UNDER 40" BY SAN FRANCISCO BUSINESS TIMES

Chris Lam, the President and CEO of Pucci Foods, is recognized by the San Francisco Business Times as one of the "40 under 40" for his success at Pucci Foods, a wholesale seafood distribution company.

Just seven years after graduating with his MBA, and working his way up the ranks in the seafood industry, he took a gamble and mortgaged his house to purchase the 98-year-old Pucci Foods. He was only 33 at the time.

In 2016, Lam shook up the highly traditional seafood industry by merging his business into the tech world with the addition of an online next-day seafood delivery service.

Chris earned a Bachelor of Science in Business Administration (BSBA) and a Bachelor of Art in Economics (BA) from University of California Riverside. He earned his MBA from California State University, San Bernardino.



MAURICE KENNER, '16, REGIONAL COMMANDER FOR USMA AT WEST POINT

After a very selective process, Maurice Kenner '16 was chosen to become the next regional commander of admissions for the United States Military Academy at West Point. Captain Kenner is eager to apply business knowledge learned at UCR School of Business in his new assignment where he will be helping to strengthen the country's Army by selecting the best candidates to be our future military leaders. Captain Kenner aspires to rise through the Army's ranks, one day earning the rank of General.

"Taking classes spanning from finance to business to management will help me be a top level officer in today's army, using business techniques and theory to advance our nation's men and women in uniform," said Kenner.

Maurice Kenner earned his MBA at the UCR School of Business A. Gary Anderson Graduate School of Management



PARAN JOHAR '93 PACKS THE HOUSE!

Paran Johar '93 kicked off the new Dean's Speaker Series to a packed house of standing-room only attendance.

Paran is the founder of Modern Marketing Summit, the largest marketing conference in the world, and the Global CEO of ad:tech and iMedia.

See the full story and photos on page 44.



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UCR School of Business alumni, we want to promote you. Tell us about your recent career success for possible inclusion in our next issue.

Go to:

Business.UCR.edu/Alumni

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HeatherD.Jackson@UCR.edu



2017 LUNAR NEW YEAR

PHOTOS BY EMILY YANG



PHOTOS BY ED BARAYANG



41,000 NEW JOBS IN INLAND SOCAL

Inland Southern California Gained 41,000 Jobs in 2016. More full-time jobs and wage increases expected in 2017.

The region's yearly gains are among the highest in the state, reported the Center for Economic Forecasting and Development at the UCR School of Business. Inland Southern California added 8,300 jobs in December on a seasonally adjusted basis, bringing the total jobs gained in the region last year to 41,200.

The Center cautions against reading too much into any single month's numbers, especially near year's end. Nonetheless, December's employment estimates are another indication the local economy is continuing to expand.

"The region finished the year on a high note with a yearly gain of 41,200 jobs, the second-largest yearly gain among regions in the state," said Robert Kleinhenz, Executive Director of Research at the Center for Economic Forecasting and Development. "The labor market has tightened considerably in the past year, so job gains in the year ahead may be somewhat smaller, but we expect to see more full-time jobs and wage increases in 2017."

Inland Southern California's unemployment rate edged up to 5.6 percent in the latest numbers, which was driven by a minimal increase in the region's labor force (a gain of 100), coupled with a 1,600 reduction in total employment, as measured by the monthly household survey. However, from a year-over-year perspective, total employment expanded by 35,400 and the region's labor force grew by 22,100.

While most industries added jobs, the strongest gains were concentrated in the region's logistics industry, transportation, warehouse and utilities sectors.

Each month, the Center for Economic Forecasting and Development provides seasonally adjusted estimates of employment along with additional analysis of the most recent employment trends occurring throughout Inland Southern California.

Inland Southern California, consisting of Riverside and San Bernardino Counties, is an area of tremendous ongoing expansion with a population that is among the fastest growing in California. Launched in 2015, the UCR School of Business Center for Economic Forecasting and Development is the first world-class university forecasting organization located in this vital growth region. Its regular forecasts and research reports inform both public and private industry and promotes development and innovation throughout the region.

FULL REPORT: http://soba.UCR.edu/centers/carousel/2017.01.20_UCR_Employment_Report.pdf

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