



SAN DIEGO STATE  
UNIVERSITY

College of  
Extended Studies

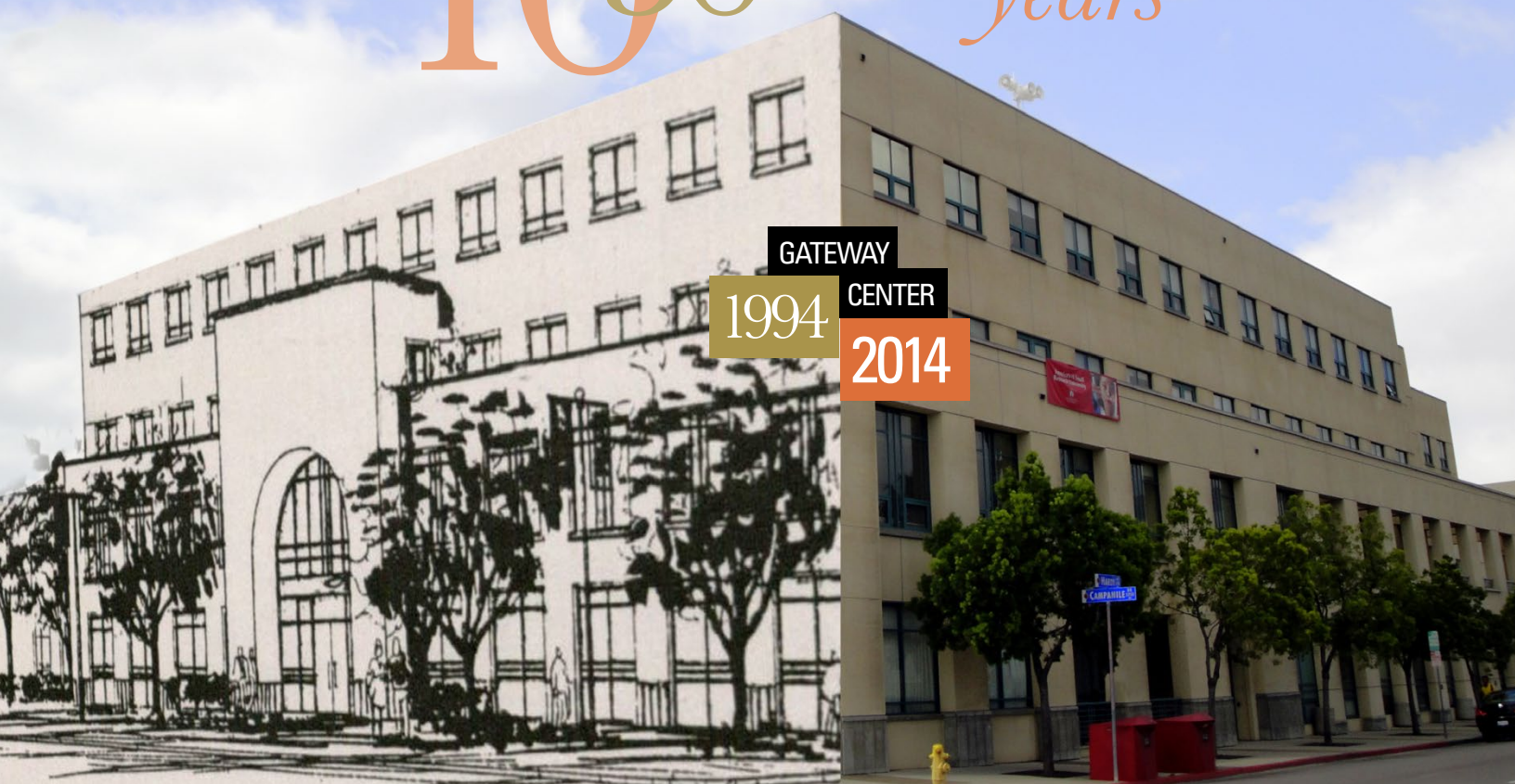
*never stop learning<sup>SM</sup>*

# Upfront

An eMagazine from the  
College of Extended Studies  
San Diego State University

## CES Milestones

40 30 25 20 15 10  
24 years



GATEWAY

CENTER

1994

2014

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**You're Invited: Osher 10-Year Celebration**

**Win a Scholarship to the SDSU Writers' Conference**

**New Opportunities in Contract Management**

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On the cover: Gateway Center circa 1994/2014.

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College of Extended Studies

Upfront is an online source for engaging, informing, and cultivating conversations on workforce topics. It provides up-to-date information, insight, and trends on today's most talked about topics in professional development.

Many programs described in this publication are SDSU Research Foundation programs.

20 years ago | Gateway Center  
 The Center of Extended Studies  
 Building Erected In 1994 Serves Many Purposes

Though the College of Extended Studies was established in 1974, it wasn't until 1994 that the numerous departments of its continuing education programs, as well as the American Language Institute, could finally reside in one place. That one place was the long-awaited Gateway Center.

After years of planning and fundraising, ground was finally broken in the fall of 1993 in the area at Campanile Drive, Lindo Paseo and Hardy Avenue – which until then had been a bus turnaround zone and temporary parking lot.

At an estimated cost of \$12 million that was provided by local and international contributions from businesses and individuals, the 156,000-square-foot-project covered two structures. A two-story building housed KPBS radio and television; with the four-story Gateway Center facility accommodating the College of Extended Studies, SDSU Entrepreneurial Management Center, and SDSU Foundation.

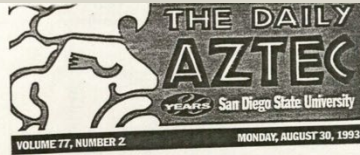
William Locke, dean of Extended Studies when the project was constructed, told The Daily Aztec student newspaper that the university was picking up a major facility at no cost. "The state of California will own a completely funded building

that did not have to be paid for with tax dollars," Locke said.

Each tenant is still in its current location today, with the SDSU Extended Studies administrative office on the second floor of the Gateway Center and the American Language Institute on the first floor. At the time of construction, the consolidation of Extended Studies facilities from several locations into one was a key factor.







## KPBS/Gateway project to provide new homes for campus departments

BY KATIE RASMUSSEN  
Staff Writer

The KPBS/Gateway project, likely to be one of San Diego State University's most prominent buildings, will soon become a reality. The \$13 million privately funded project is a result of combined efforts from its future occupants.

A 160,000 square-foot building will be the new KPBS, SDSU's College of Extended Studies, Foundation, and the College of Business Administration's Entrepreneurial Management Center. The building will be located on Campanile Drive, between Student Health Services and the Student Health Center.

The significance of the project not only lies within the technology of its design, but also in how the project was brought to fruition, according to project officials.

Dean of the College of Extended Studies Dr. William Locke said because the entire project was privately funded, SDSU will be picking up a major facility at no cost.

"The state of California will own a completely funded building that did not have to be paid for with tax dollars," he said.

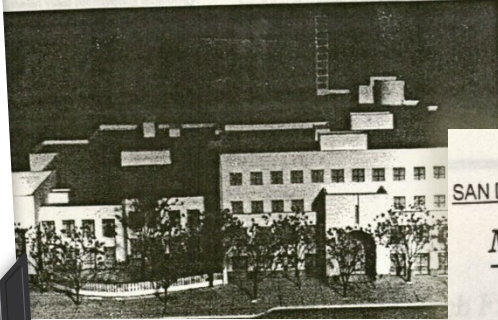
In addition, Locke said SDSU will benefit tremendously because KPBS and Extended Studies will have a more sufficient operation.

Also, the EMC will finally have a facility to get its program off the ground, according to Locke.

Doug Myrland, KPBS general manager, said for the first time in its 30-year history KPBS will have its entire staff in the same building, which will increase efficiency.

"Now, because we only have one studio, we can only do one project at a time," Myrland said. "But in the new building, we will have two studios, with separate editing rooms."

Please see PROJECT on page 6



SAN DIEGO DAILY TRANSCRIPT MONDAY, DECEMBER 21, 1992 3B

### Major Subcontractors Named

## Barnhart Selected To Construct KPBS/Gateway Center At SDSU

Following design development and proposal review of more than 21 local contractors, SDSU Foundation has selected Douglas E. Barnhart Inc. as general contractor and construction manager for the project.

...ted a perfect blend of skills necessary to create a 'new generation' model of design and construction efficiency to meet the high quality standards and cost sensitivities of the users and the university."

Final approval of the proposed design by the SDSU Foundation...

## San Diego Daily Transcript Real Estate

ESTABLISHED 1886

VOL. 107, NO. 183

MONDAY, DECEMBER 14, 1992

2131 THIRD AVENUE



The projected \$13 million, 160,000-square-foot KPBS/Gateway facility is to house the consolidated operations of KPBS, the College of Extended Studies and San Diego State University Foundation offices along Campanile Drive. With construction projected to start next summer, completion is slated for late 1994. Joseph Wong Design Associates is the project architect.

In \$13 Million Building

### KPBS/Gateway State-Of-The-Art

By THOR KAMBA BIERMAN  
San Diego Daily Transcript Staff Writer

A general contractor is expected to be named this week for the proposed 161,102-square-foot KPBS/Gateway building on the San Diego State University campus.

John Carbonell, SDSU Foundation development director, said plans are subject to change, but currently call for a 160,000-square-foot project that would not only house the consolidated operations of KPBS' radio and television operations, but the foundation offices and the College of Extended Studies as well.

The facility is to be located on Campanile Drive, between Student Health Services and the Student Health Center.

"For the first time in 19 years, the College of Extended Studies will be together, which will allow us to expand our efforts to the community," Locke said.

The College currently offers more than 50 certificate programs, online courses, and many other learning opportunities for ages ranging from four years old for summer reading courses to the Osher Lifelong Learning Institute for students 50 years of age and better.

Douglas E. Barnhart Inc. was the general contractor and construction manager of the Gateway Center project. Joseph Wong Design Associates was project architect.



40  
years  
ago

# The American Language Institute Opens at SDSU



SAN DIEGO STATE  
UNIVERSITY

American Language Institute  
College of Extended Studies

**T**he American Language Institute celebrates its 40th birthday in 2014, recognizing four decades of excellence in providing English-language training to students from around the world.

“Over the years, we’ve had tens of thousands of students, with enrollees from nearly every nation on earth,” says senior director and veteran teacher **Van Hillier** who has been with the ALI for 27 of those 40 years.

Starting out in a few trailers on the edge of the SDSU campus in 1974, the ALI has grown to become one of the largest university-based ESL programs in the entire country with more than 4,000 students entering its doors every year.

“We have always prided ourselves on being a pathway to professional and academic development and success for our students,” added Hillier.

The ALI has grown over the years to offer language programs in seven main areas:

[Intensive English for Communication](#),  
[English for Academic Purposes](#), [Pre-MBA and Pre-Master’s](#), [Semester at SDSU](#),

[Business English for Global Practices](#), and [Teacher Training](#).

Today students from many different countries and cultures come together to learn in a nurturing environment that prides itself on academic quality and service to students.

“Our faculty is top notch, and many of them have been with us for more than 20 years,” says Hillier, “and I think we stress not only the teaching of English, but also how to be successful in the use of English whether it is being learned to go on to a university here, or to go back home and be successful in business.”

“In fact, the ALI has been in existence long enough that often times our faculty members are teaching the children of those whom they taught many years ago. I guess that’s a result of longevity, and confidence in our programs,” he added.

**Barbara Bass**, executive director of the ALI, noted several factors for the ALI’s ascension to educating 4,000 students annually. Among the reasons she mentioned were the opening of new educational markets; being responsive to student goals by creating new programs, thus attracting more students; and, first and foremost, the quality of ALI teachers and the education they provide.

“We believe in academic integrity and strive

to offer our students a first-rate educational experience,” said Bass. “Our teachers and staff believe in what we do.”

ALI students reap the benefits of many developments over the years both in and out of the classroom. In the classroom, the many different programs are all offered at a variety of language-skill levels so that each student gets a tailored program that fits his or her needs. Outside the classroom, the constant offering of activities includes community service to trips to Los Angeles, the mountains, and other fun destinations. Elective offerings include surfing, golf, and a complete range of intramural sports.

In spring 2015, the ALI is introducing a [Social Entrepreneurship Certificate Program](#) focusing on the English language skills needed to build businesses that solve social problems. Students will study business trends and innovative entrepreneurs, then learn to create a business that will positively impact society.

For many individuals, the experience at ALI does not begin and end while attending SDSU. Numerous faculty members and students keep in touch via social media such as [Facebook](#), [Twitter](#), [YouTube](#), [Pinterest](#), and the [ALI blog](#). For more information, visit the ALI home page at [ali.sdsu.edu](http://ali.sdsu.edu).



## In the Beginning . . .

It all started with a phone call to San Diego State University 40 years ago from the San Diego-Yokohama Sister City Society, whose mission is “to foster and increase the enrichment of cultural and educational ideas and to link business development between the citizens of San Diego and Yokohama.”

The local society was seeking to find an educational facility that could train 25 Japanese students. SDSU accepted, and from there the American Language Institute was formed.

“It was exciting because everything was new,” said **Ann Johns**, founding director of the ALI.

At the time, little could anyone forecast what the ALI would become – one of the first university-based intensive language institutes in California, and now one of the largest in the country.

And to think that it began with a director whose offices were in a converted apartment building, who had to send scouts onto the SDSU campus to find available classroom space. Today, ALI classes take place in the modern Extended Studies Center and Gateway Center buildings.

**At the time, little could anyone forecast what the ALI would become – one of the first university-based intensive language institutes in California, and now one of the largest in the country.**

“The ALI has been, and continues to be, groundbreaking in a number of ways,” said Johns.

For example, in 1980 the institute hosted and educated the first single Saudi women to come alone to the United States. “We hired a full-time chaperone and the women seemed to have a great time,” Johns said. “One of these ground-breakers’ daughters has recently been an ALI student, so the tradition continues.”

The ALI’s tradition of being innovative includes being among the first institutes ever to offer a teacher training certificate program for those who would like to teach English abroad. The TEFL/TESL Certificate Program has sent more than 150 students to teach in 40-plus countries over the past decade.

“The ALI began with a sense of community, a sense of family, and a sense of ‘we’re in it together,’” said Johns. “It is still true of the teachers, staff, and students.”



*ALI's Founding Director Ann Johns*





**Valeria Garcia Alvarez** from Venezuela came to SDSU to take part in the English for Academic Purposes program. She concentrated on improving her English reading and writing skills so that one day she will be able to get into a master's degree program.

"This school for me is one of the best," she said. "There is a lot of activity at places such as the ARC (Aztec Recreation Center). People

are very friendly and polite. The teachers are very good."

**Zabella Demirtshyan**, originally from Armenia but now living in Moscow, attended the ALI to study in the Pre-MBA and Pre-Master's program.

"I like the teachers," she said. "They are open to communicate with students. And, of course I like the SDSU university campus.

It's a very big and beautiful university. Every day I have a beautiful view – it brings me harmony."

**Waleed ALKalash** from Saudi Arabia studied three different programs: Intensive English for Communication, English for Academic Purposes, and Pre-MBA. This preparation provided him the language skills necessary to successfully complete an





**Valeria Garcia Alvarez | Venezuela**

MBA degree in finance, with honors no less, from California State University, Long Beach.

"I'll always remember ALI and how many benefits I received from studying at this outstanding institute," he said. "The teachers were very helpful for other students and me. The materials made me stronger.

"I was not cautious or afraid to enter the university as a graduate student, which is quite different than undergraduate study. The teachers at ALI prepared me for writing, reading, listening, grammar, presentation skills, research, TOEFL (Test of English as a Foreign Language), GMAT (Graduate Management Admission Test), and business language," he added.



**Zabella Demirtshyan | Armenia**



**Waleed ALKalash | Saudi Arabia**





30  
years  
ago

## An Insider's View of the Evolution of the SDSU Writers' Conference



By Erin Quinn

**T**wenty-seven years ago, I accepted a job at San Diego State University which led to working on the SDSU Writers' Conference. In retrospect, I see a grand plan in play that led me from Denver, Colorado to San Diego, California and the fulfillment of a lifelong dream to become a writer. I still remember that first day in my new position when my boss – Jan Wahl, then director of extension programs – explained that my duties would include the conference. It seemed like divine intervention to me.

The conference had run a few years already, drawing about 20-30 participants, one to two editors and agents, and a handful of published writers who shared their knowledge of craft. It took place in a couple of classrooms on the SDSU campus. It was small, but Diane Dunaway, the conference director and also a writer, had a vision that I immediately embraced. Bring the publishing professionals to the writer and let the magic happen.

For me, that first year was about learning. The next years were all about making it better. With my own writer's hat on, I helped scope the concept of 1:1 appointments with editors and agents. By this point, I'd finished my first novel which was a two-time Romance Writers of America Golden Heart Finalist and yet remained unsold with nothing but rejection letters to its credit. But I knew if I could just get my novel in front of an editor who would actually read it — everything would change. I knew other writers out there felt the same about

their manuscripts. Turns out I was right on both counts. With the addition of the 1:1 appointments at the conference, our participant count tripled and we moved to a lecture hall (still on campus), selling out with over a hundred people in attendance.

That year I did, in fact, sell my first book to an editor I met in a 1:1 appointment. Better yet, I wasn't alone. Other attendees began reporting success stories as well.

From there, we recognized that the 1:1 appointments with editors and agents should be the cornerstone of our conference. Logistically, it was a nightmare, but the relatively new concept of personal, uninterrupted face-time with an editor and/or agent grew and with it, the reputation of the SDSU Writers' Conference as fertile ground for new talent.

The next three years saw our enrollments double and double again as we perfected a system to



make the appointments run like clockwork. Sellout crowds became the rule, not the exception. No other conference of this size offers access to editors and agents of both fiction and nonfiction and conducts so many appointments over the course of a weekend (as many as 1300 in peak years), resulting in countless contracts with agents and editors.

With the growing interest from writers came an expanded list of the top publishing professionals in the industry. Our faculty routinely includes executive-level editors and agents, New York Times bestselling writers and the top writing instructors in the industry. Word about the conference spread and continues to spread. No matter what genre you write, this conference will give you the tools and contacts to see it published.

Eventually, the SDSU Writers' Conference left the college campus for more conducive venues, but the founding vision has never changed. Bring the publishing professionals to the writer and let the magic happen. After 20 years of being published and 20-some years of managing the appointments, in 2014 I humbly accepted the director's reins passed to me by Diane Dunaway and I am honored to carry on the vision that has served me so well over the years. I know that being a writer isn't a vocation one chooses. Writing is a passion that chooses the writer and I'm dedicated to helping writers navigate the changing industry and the challenges that every writer must face.

Writers have more opportunities to get their work in reader's hands today than ever before, yet there



is much more to being published than writing a book (or uploading a document). I see critical — career-ending — mistakes made by new writers every day, such as self-publishing manuscripts

that are not ready for public consumption, poor marketing etiquette and basic craft misses.

The 2015 conference will include writers and publishing professionals from all aspects of the industry who come prepared to light the way. From memoir to high-concept fantasy to pop culture to mainstream fiction or children's books, the SDSU Conference brings experts to the table. Whether you're just starting out or you're looking for answers

to your publishing questions, the SDSU Writers' Conference is where magic happens.

*New York Times* best-selling author Erin Quinn writes dark paranormal romance for the thinking reader. Her books have been called "riveting," "brilliantly plotted" and "beautifully written" and have won, placed or showed in the Booksellers Best, WILLA Award for Historical Fiction, the Orange Rose, Readers Crown, Golden Quill, Best Books, and Award of Excellence and Holt Medallion.

Go to [ErinQuinnBooks.com](http://ErinQuinnBooks.com) for more information or follow Erin on Facebook or Twitter [@ErinQuinnAuthor](https://twitter.com/ErinQuinnAuthor).



## Enter to Win Erin Quinn's Writers' Conference Scholarship

Each year, author and SDSU Conference Director Erin Quinn awards a scholarship to the SDSU Writers' Conference — one complimentary registration plus one Advanced Reading or Consultation appointment.

"I know how tough this business is and it just makes me feel good to know I'm helping someone else get there," says Quinn.

Go to Quinn's website [ErinQuinnBooks.com](http://ErinQuinnBooks.com) and look for the *Scholarship* link on the left rail. Then just write in 100 words or less why you want to attend. On or about November 15, SDSU officials will select the winning name.

Sign up for Quinn's [newsletter](#) or enter her monthly [contest](#) to be automatically eligible for free books.





Please Join Us for the  
**31<sup>st</sup> Annual SDSU Writers' Conference,**  
**January 23-25, 2015**

Fabulous New Location:  
**San Diego Marriott Mission Valley**

**Never stop learning...dreaming...writing**

**[neverstoplearning.net/writers](http://neverstoplearning.net/writers)**



## SDSU Writers' Conference: A History of Launching Careers

With author and agent panels, workshops, networking opportunities, and direct feedback from industry professionals on manuscripts submitted by attendees, the SDSU Writers' Conference has launched the careers of numerous writers who are now published authors:



[Karen Keskinen](#)

[Shannon Messenger](#)

[Laura Preble](#)

[Monique Domovitch](#)

[Neal Griffin](#)

[Kathleen Krevat](#)

[Dan Hanlon](#)

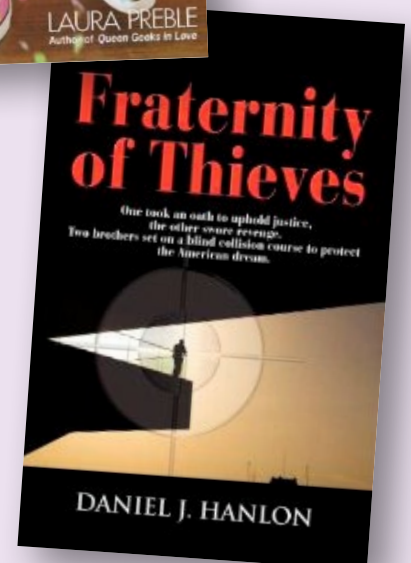
[Steven E. Browne](#)

[Daniel O'Madigan Gribble](#)

[Robert Hoffman](#)

[Ruth Leyse Wallaceuth](#)

[Michael Robertson](#)





25  
years  
ago

Human Resource Management Program Debuts at CES

## HR Management Value Proposition: A Tale of Friction Versus Flow

By Jean Center

Ask a CEO what he or she sees as the key sources of sustained economic value in their organization. According to the 2012 IBM CEO Study, 71 percent responded that it is human capital. Human capital is not the head count of people in organizations – it's the collective value of the capabilities, knowledge, skills, life experiences, and motivation of an organizational workforce. Human resource management (HRM) is the internal business function that exists to ensure that an organization's workforce communities thrive and the business achieves desired outcomes. Viewing employees as contributors, assets and critical resources versus costs or expendable resources directly impacts the focus of HRM and the ultimate value it delivers to the organization.



Jean Center

Unfortunately, many HR professionals focus on traditional versus strategic HRM. As transactional activities like payroll and benefits administration are automated and outsourced, the time is ripe for HR professionals to validate and shift their focus to the use of HRM practices to gain or keep a competitive advantage for the organization through the workforce.

Let's compare two organizations (names have been changed) that are similar in many ways (publicly traded, workforce of thousands, multiple locations, etc.) yet very different in their HRM focus and ultimate business outcomes.

Although Friction Company calls their internal function the Human Capital Management Department, the total rewards team was

overwhelmed with transactional activities. By not efficiently and effectively carrying out tactical activities, by not understanding the business value chain and not establishing internal partnerships with line managers, internal "friction" blocked services and, as a result, created unnecessary external regulatory exposure that the CEO had to deal with directly.

On the other hand, Flow Company's CEO had a directive for the Human Resources department, which was to make the business units within this organization the best they could be. The focus for HR was to design management systems to ensure that human talent is used effectively and efficiently to accomplish business unit goals. HR within the Flow Company recognized business trends, forecasted potential obstacles to business success, challenged assumptions and offered a point of view. The HR function created "flow" for the organization to accomplish desired outcomes through the business units. As a result, Flow Company has been recognized on employee-nominated "best places to work" lists.

I believe that every HR professional, regardless of job level, can add value by focusing on being adaptive, innovative, anticipatory and proactive versus focusing on routine, traditional and reactive practices.

**Jean Center** is CEO and principal consultant with the Center Group, a trusted leader in human capital management, which she founded in 1998. Clients represent diverse industries that include emerging technology start-ups to established Fortune 500 companies. Jean is an Advisory Board member and instructor for the Human Resources Certificate Program at San Diego State University.

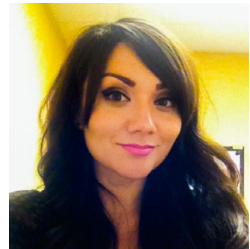


## “What HR Students Say”



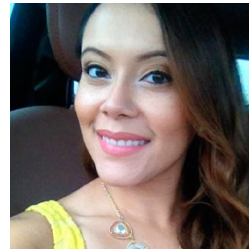
“Danielle’s *HR Management and the Law* class is timely, relevant and incredibly informative. Not one class goes by that I don’t come into our office and check a manual, or policy to see if we can do it better, and I’m not even specifically assigned to the HR role. Really

great job and thanks so much.” — **Kelli Dole, Executive Assistant to the President & CEO at Awarepoint**



“*HR Management and the Law* gave me a different perspective on my job in HR. It gave real-life scenarios and helped me to better prepare myself in the future to help protect the company I work for. It made me realize how to do my job better and gave me the tools to be more successful in managing difficult situa-

tions. This course was great for showing emphasis on documentation and communication. I always knew it was important to have things in writing, but this course really explains why.” — **Veronica Valdez, Human Resources Manager, Irvine Marriott**



“I hoped to gain real-world experiences so I could determine what was within the scope of the law and how that could apply to my current HR career. We learned with past cases, applied them to the real world, gained insight and saw

trends that affect the current HR world. The *HR Management and the Law* class was excellent — our instructor was a current practicing attorney and was extremely knowledgeable in her field. I would recommend this to any HR professional who wants to stay abreast of HR Laws and take their career to the next level.” — **Karina Davis, Human Resources Representative, Sharp Rees-Stealy Medical Centers**

“The CES SDSU Human Resource Certificate Program provided much more than I expected. First of all, it improved my current work performance, and added to my creativity and quest to continue learning. Moreover, each instructor contributed to my confidence, and I can see that I can make my professional goals. Overall, it has been a great experience.” — **William Oates, NPO/Training Manager, Centerplate-Qualcomm Stadium**

**2014 Fortune’s Best Companies to Work For** Creating a great workplace can produce superior business performance. Evaluating your company’s performance against the best can help you create your own great workplace.

- 1 **Google** | Media
- 2 **SAS** | Information Technology Software
- 3 **The Boston Consulting Group** | Professional Services — Consulting / Management
- 4 **Edward Jones** | Financial Services & Insurance — Investments
- 5 **Quicken Loans** | Financial Services & Insurance — Banking / Credit Services



- 6 **Genentech** | Biotechnology & Pharmaceuticals — Biotechnology
- 7 **Salesforce.com** | Information Technology
- 8 **Intuit** | Information Technology — Software
- 9 **Robert W. Baird & Co.** | Financial Services & Insurance — Investments
- 10 **DPR Construction** | Construction & Real Estate — Contracting



24  
years  
ago

## Meeting and Event Planning Program Debuts at CES Meetings: Evolution of an Industry



By Elizabeth Sage

### The only constant is change.

This is many a meeting planner's mantra. Our job is to come up with a solid plan and then have equally solid contingency plans B, C and D (sometimes even E and F). Events can be unpredictable and are continuously evolving; it's interesting to look back and see how far we've come over the past decade.

### Faster than the speed of light

First, an obvious one: technology. No question, how we use technology in society has evolved in a big way over the past decade, and use of technology in the meetings industry is no different. Fax machines are out, email is in. Cell phones are out, smartphones are in. I am even starting to see business phone calls being replaced with texting and instant messaging. It's hard to remember a time without online registration, housing and travel websites, virtual meetings and webinars. Social media – which barely existed 10 years ago – now plays a strong supporting role in many conferences. And the apps, oh the apps! Apps to help you plan and organize, apps to calculate room capacities and food & beverage quantities, apps that provide networking opportunities before, during and after an event, apps that incorporate gamification, apps to book flights, apps to book business sessions, the list goes on and on.

It's all very useful and at the same time can be overwhelming. Like most of what a meeting planner does on a daily basis, all we can really do is go with the technological flow.

### Movin' on up

To say our industry has grown is an understatement. In 2004, the U.S. Bureau of Labor Statistics predicted that the hospitality industry would add 17 percent in wage and salary employment. There are now more than 500 hospitality schools in the U.S. offering everything from certifications to Ph.D.s (SDSU provides up to a master's degree in Hospitality and Tourism Management). I was always good at project management and problem-solving and have strong interpersonal skills so it makes sense that this is my chosen career path. But when I graduated college, I didn't even know this was an option. Like many people of my generation and older, I fell into this career whereas many of you today have known for years this is what you want to do and can easily find accredited programs to support your pursuits.

Not only are there more job opportunities, but more organizations are implementing [strategic meeting management](#) plans and churning out studies on return on investment (ROI) as it relates to meetings, which is leading to increased exposure to our industry. Those floating up at the C-level are taking notice and, in turn, we are seeing more financial investing in

conferences. While we've always known the value of our work, it's nice that others are recognizing it too.

### It's easy to be green

Eleven years ago, I started my career as a convention services manager at a hotel. I worked with maybe one client in my three-and-a-half years there who included elements of green meetings or corporate social responsibility (CSR) in their conferences. Today, the meetings industry has the [Green Meeting Industry Council](#), a professional organization dedicated to sustainable event planning, and many companies now have strong CSR and sustainability initiatives. Conference CSR is as simple as donating leftover food and centerpieces to organizations in need or changing out printed pieces in favor of electronic versions. I've been to multiple industry events where you're encouraged to bring your hotel toiletries down to the expo and assemble a bag to be donated to local shelters. My company incorporates a volunteer event into our national conference every year. This year we assembled 1,000 bags of school supplies and donated them to a school charity partner supported by our foundation. Not only is this a great give-back program but we've found it to be a wonderful networking opportunity for our attendees. Bottom line: sustainability and giving back matter, and I'm proud to be part of an industry that is stepping up and doing its part.

Continued on page 16 >>







Continued from page 14 >>

### It's a buyers' market, baby

My first job in this industry was in 2003, two years after the September 11, 2001 terrorist attacks on the World Trade Center. Hospitality had taken a major blow following the attacks and people just weren't doing as many meetings. By 2006, the industry was back in full force, and then the next big hit – the burst of the housing bubble in 2008 and the start of the Great Recession. By early 2010, I felt like my company was one of the first to get back on that meetings horse and had picked up full steam. Sourcing (finding the best location to meet your event needs) was a dream – the world was my ice cream sundae and I could include almost any topping I wanted at a great price . . . but alas that is no more. The winds have shifted and it's now the hotels that define conference dates and rates. Those who have been around a long time know that eventually something else will happen to hit the ball back in to the planner's court. The buyer/supplier relationship is a never-ending cycle almost always dictated by events out of both of our controls.

### My meeting, my way

I recently watched a webinar on audience engagement. It was noted that one of a meeting planner's biggest challenges today is overcoming the second screen. Everyone has at least one device; many of us have two or three. We eat, drive, watch TV and sleep with our Droids, iPhones and tablets within arm's reach. The second you lose interest in real life, that screen is there for you to engage with. At a conference, you have about five seconds to create an experience your attendees want before they are off creating it themselves with the help of their screens. My conference team has put a ton more time and energy into [audience engagement strategies](#) in the past year. TED Talk-style sessions (shortening presenter speaking times from 60 minutes to 20), innovative room sets (mixing in lounge furniture and bean bag chairs) and user-generated content (letting attendees vote via Twitter for the breakout session they want repeated) are all ideas we've tested out. You lose your audience, your ROI potential drops, which can eventually lead to attendees and stakeholders

finding less value in meetings. I think innovative event strategies will continue to evolve over the next decade as we get sucked more in to the world within our devices.

To learn more about these evolutions and get a hint at what else is coming, check out the Meeting and Event Planning Professional Certificate program at SDSU's College of Extended Studies.

**Elizabeth Sage, CMP**, is assistant senior vice president of Conference Services for LPL Financial, responsible for developing and executing strategy and logistics for client conferences. She received a Bachelor of Arts degree in Journalism from the University of Nevada, Reno. A college internship at a hotel/casino led to a career in events rather than reporting. She received the Certified Meeting Professional designation in 2009 and completed the certification in Meeting and Event Planning at SDSU in 2010.

*Just as the industry has evolved, so has the Meeting and Event Planning Professional Certificate program at SDSU's College of Extended Studies. Now in its 24th year, the program continues to be a solid draw for a solid career path. The Bureau of Labor Statistics projects meeting, convention and event-planner employment growth of 33.2 percent between 2012 and 2022, adding 31,300 more jobs. Learn more at [neverstoplearning.net/meeting](http://neverstoplearning.net/meeting).*





# 10

by Stephanie Brenner

## Apps Every Event Planner Needs



### Evernote

Think of this app as your mobile filing cabinet; organize research notes, coordinate travel itineraries, and quickly share notes with team members.



### Eventbrite

Go paperless with this ticketing provider and speed up the check-in process. Quickly scan barcodes at the door and always have the most up-to-date guest list.



### Bizzabo

Give your attendees a mobile agenda and networking capabilities, all while generating social buzz around your event.



### Heytell

Turns your smartphone into a walkie-talkie; choose a contact and start talking.



### ScannerPro

Keep track of receipts and papers. This system allows you to scan them with a snapshot, convert them to PDFs and email them right away.



### Dropbox

Store all your paperless goodies (guest lists, photos, notes) with Dropbox to access them from any device and even edit on the spot.



### Hootsuite

Create streams to manage all the tweeting, posting, liking, and checking in during your event. You can even schedule posts in advance.



### 24me

Manage your day-to-day responsibilities outside of the workplace with a smart calendar, automated to-do list, and reminders.



### Asana

Orchestrate teamwork and tasks directly from your phone while creating a good workflow amongst those assisting you.



### Super Planner

Offers calculators for venue capacity, staffing, and catering to avoid issues such as overcrowding or overspending.

15  
years  
ago

## Contract Management Program Debuts at CES

# New Trends in Contract Management Offer New Career Opportunities

In every industry, contracts are the vehicles through which all essential work is performed. Having an acute understanding of the contracting process – and how to effectively work within it – is paramount to the success of any organization.

**Stephen Hill**, program advisor for the Contract Management Certificate Program at SDSU's College of Extended Studies, noted that "Some of the largest employers in San Diego require their contract management personnel to complete the Contract Management Certificate Program. Many of our students start out as assistant contract administrators, and the program provides them with a base education, allowing them to immediately apply what they've learned.

"A smaller segment of our students are those looking for a career change, and I'm proud to say that upon completion of the program, many of these students have had great success in securing positions and promotions in the contracts field."

Hill knows the program benefits firsthand. He completed the Contract Management Certificate Program in 2003, and has been

an instructor since 2006. (He previously completed his undergraduate and graduate studies at SDSU.) Hill has more than 20 years in the aerospace and defense industry and has held management positions at Kyocera and Cobham. He gives us a look at why the future of this industry is brighter than ever.

### What trends in contract management are creating new opportunities?

The Budget Control Act, known as sequestration, will reduce federal government spending by about \$1 trillion over a 10-year period. Reduced government spending provides risks and opportunities. Some government contractors have already reduced staff due to cancelled or scaled-back projects, but on the positive side, the government will look at subcontracting necessary services to the private sector in order to save money and remain flexible.

Risk mitigation is today's corporate obsession. As an integral corporate component, contracts professionals are needed to identify and assess the levels of risk associated throughout the life of a project. Risks could positively or negatively affect a company's financial bottom line or reputation. Before a company bids a contract or administers a subcontract, teams containing a contract professional review and analyze potential risk to the company.

### Why are contract management personnel important?

They're important because they're instrumental in the bid process, risk assessment, costing process, managing customer changes, and contract closeout. They're integral in almost every stage of the contract. Contract professionals work with others to ensure successful contract compliance, and that schedule and budgetary requirements are met.

In many instances, contracts professionals are a focal point of contact in the customer/supplier relationship. They review contracts and agreements that often contain complex requirements, as well as obligations and commitments that need to be managed effectively in order to optimize the maximum value from contracted relationships.

### What are the program highlights?

Our courses are taught by industry professionals and each instructor gives a good cross-section of what core competencies a person needs to have to succeed in the profession – such as attention to detail, "industry best practices," and the ability to work on a team. I like the fact that our instructors are down-to-earth and approachable.

Most of the classes use group activities where you not only learn from doing the exercise,





*Stephen Hill and Stephen Jr.*

but you also learn from your team members. This interaction prepares the student for how contract management professionals really interact in the workplace.

I'd also like to add that many of the program classes give students skill sets they can apply in their everyday life such as analytical reasoning, negotiations, and confidence to handle complex situations.

### **Why is this profession exciting?**

Most contract professionals will tell you that their work day is not boring. They're given a high level of responsibility, and utilize skills drawn from a number of disciplines.

Contract professionals solve problems and get things done.

In San Diego, contract professionals may play an integral role in the launching of new commercial aircraft, assisting in large-scale construction projects, developing and bringing to market telecom and biotech products, and in some cases, secretly working on black

projects (highly classified and unacknowledged publicly by the government, military personnel, or defense contractors) for the U.S. government.

International trade is at an all-time high, so contract professionals with knowledge in this area are extremely valuable. In many cases, they'll travel internationally to negotiate, finalize contracts, and audit subcontractors to insure compliance.

I've been fortunate enough to have traveled globally as a representative for many of my employers – I can definitely say that you'll go to places and see things that the average tourist will never experience.

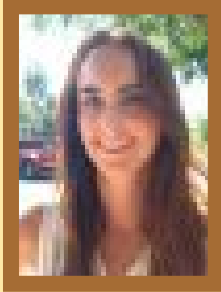
After the long hours of factory tours and negotiations with Japanese management, I was able to visit prefectures in northern Japan that were picture-book scenic and had previously been ruled by Samurai for centuries. These prefectures had some of the freshest sushi and tastiest sake I've experienced.

From my perspective, Hong Kong had to be the most exciting city – I was fortunate to have spent almost two months there managing Chinese suppliers. I'll never forget jogging through Kowloon at 4 a.m., the outdoor markets, the beautiful emerald bay, constant heat and humidity, fast Cantonese language, and the mass humanity made it feel almost like living a Jackie Chan movie.

### **What do contract management professionals need for the future?**

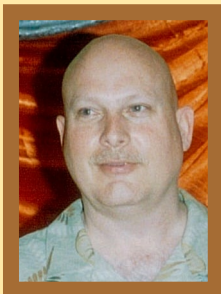
Companies are doing more with less, and there is the expectation that each employee brings something extra to the table. Since the SDSU College of Extended Studies' slogan is "Never Stop Learning," I recommend that contract management professionals continue their studies, and supplement it with Project Management and Lean Six Sigma coursework. These disciplines are complimentary to contract management and will add value to what you do as a contract management professional.

# Contract Management Student Successes



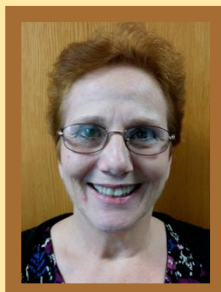
“ I enrolled in the SDSU Contract Management Certificate Program to better prepare myself for a job in contracts at Northrop Grumman. Each class thoroughly covered various important topics in the defense contracting industry and I learned many useful things that I would not have learned in my daily work. By the end of the program, I was quickly advancing in my job due to the enhanced knowledge. I highly recommend this program to anyone interested in this career path. All of the teachers were helpful and the diverse students brought different experiences to every class. In addition to the benefits of learning, the certificate itself helps you stand out among your peers.”

— **Camille P. Asaro, Contract Administrator,  
Northrop Grumman Aerospace Systems**



“ I took this program because, as the operations manager of the company I work for, I handle all our government contracts and learned what I knew from trial and error. I wanted to have some proper training in doing the right thing and understanding the contracts system better. I enjoyed this class; there were parts that I totally understood and other parts that helped me better understand just how I should have been handling things. Our company is moving into the commercial pump world after 18 years of nothing but government contracts and this program has helped me show my employer that I have the ability to handle both government and commercial contracts as we grow.”

— **Roger George, Operations Manager, Eddy Pump Corporation**



“ I earned my MBA more than 20 years ago and spent most of my career in accounting and finance. About eight years ago, I switched my career path to contracts administration. The SDSU CES professional certificate in Contract Management provides a current credential to give employers confidence that I have the understanding and knowledge to manage contracts. In an increasingly competitive job market, the certificate in Contract Management provides a compelling reason for employers to choose my resume over similar resumes that do not have additional certifications.”

— **Barbara Hubbard, Senior Contracts Administrator**



15  
years  
ago

## Landmark Regulatory Affairs Program: Changing Lives for Past 15 Years

When it debuted at San Diego State University 15 years ago, the Master of Science Regulatory Affairs program was the first of its kind west of Philadelphia. The program blazed yet another trail in 2008 when it went fully online. Whether in the classroom or online, the Regulatory Affairs program has been positively impacting the lives of students ever since.

Take **Scott Harris** for instance, currently the vice president of regulatory affairs and product development for the pharmaceutical company, Adynxx, in San Francisco.

Several years ago, Harris was working as a research biochemist in the laboratory for a pharmaceutical company. However, his interest was to move out of the lab.

"I stumbled across the MSRA (Master of Science in Regulatory Affairs) program while researching advanced degrees on the SDSU website one day," he said. "The curriculum really struck me as providing a great overall foundation for under-

standing pharmaceutical development, while also providing some essential business skills that a regulatory affairs professional needs. Immediately upon starting the coursework, I was able to apply the learning in my position at the pharmaceutical company."

The Master of Science in Regulatory Affairs program is one of two such curriculums offered at SDSU. The university also has an Advanced Certificate in Regulatory Affairs.

Both programs focus on good manufacturing processes, laws, and regulations mandated by major governmental regulatory agencies, specifically the Food and Drug Administration (FDA) and its international counterparts. At the core of both programs are topics related to discovery, development, testing, manufacturing, commercial distribution, and post-marketing surveillance.

In order to enroll in either of these programs, prospective students must hold a baccalaureate degree from a regionally accredited institution. These regulatory science programs are offered by SDSU's College of Sciences in partnership with the College of Extended Studies.

According to Harris, the Master of Science in Regulatory Affairs program at SDSU "was instrumental in advancing my career" from a

research chemist to his current vice president role. He said that because of the SDSU course, he was quickly able to move out of the lab and into a development role at his former company, addressing issues related to regulatory affairs, quality assurance and product development.

"The combination of the essential knowledge basis provided by the MSRA coursework, and being able to immediately apply it in my daily job really allowed me to retain much more information," he added. "Following the program I have gone on to work on a broad range of bio/pharmaceutical programs from pre-clinical to marketed products, across many therapeutic areas. The MSRA program significantly contributed to my being able to advance my career at a rapid pace."

**Lauren Moses**, now a regulatory document specialist in the regulatory affairs department at Halozyme Therapeutics in San Diego, also attributes her career ascension to the SDSU Master of Science in Regulatory Affairs program.

She graduated from UC San Diego with a bachelor's degree in biology but knew very little about regulatory affairs when she began the SDSU program. Before coming to SDSU, she had started a graduate program in human physiology right after graduation.

"I quickly found out that although I was inter-



Lauren Moses



Scott Harris



## RA

Continued from previous page >>

ested in science, being an academic scientist was not the career path I wanted to pursue," Moses said. "I knew that I wanted to find a career where I could still be involved with scientific work, but in a way that drew on other interests and skill sets I had. I found the regulatory affairs program at SDSU online and it seemed like a perfect match."

Why? Because she noted that regulatory affairs requires strategic thinking, thoughtful communication, and an understanding of the science behind your products.

"Through the program, I was able to network with instructors and classmates, and ultimately, the connections I made during my time in the program helped me get my first job in the industry," she said. "Not only did the program give me the background I needed to start a career in regulatory affairs, but it helped develop professional skills that I benefit from every day."

**Lorah Bodie**, associate director of regulatory science programs at SDSU, said the curriculum started in 1999 on a face-to-face basis. It became a hybrid program in 2004 (with more than 50 percent delivered via distance learning) before going fully online in spring 2008.

A majority of students, Bodie said, already are working full-time and want to come out of the program with more marketable job skills. She added that a significant program attraction is the variety of ways that a student can use their degree and be involved as a regulatory professional.

"Most of our students are already life science professionals," said Bodie. "The broad-based skill set that our students acquire prepares them for positions at all phases of the product development life-cycle. Many of our graduates have told us that our program opens doors for them to transition into and advance their regulatory careers."





10  
years  
ago

## Extended Studies Center Extends Its Reach Into the Community

Ten years ago, the time had come for a new state-of-the-art building for SDSU's College of Extended Studies.

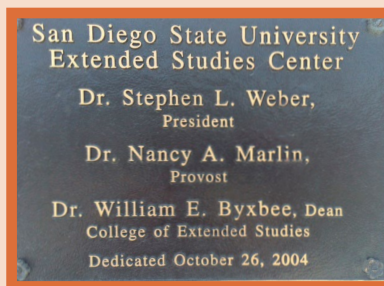
The \$13 million Extended Studies Center (ESC) had its official grand opening celebration on Oct. 26, 2004, offering the latest in a high-tech, education and professional training building.

The four-story, 60,000-square-foot ESC added 22 modern classrooms for Extended Studies, provided new office space for the Department of Rhetoric and Writing on the third floor, and the SDSU Human Resources Department on the fourth floor. The SDSU University Relations and Development department is now housed on the third floor, with human resources remaining on the top floor.

From the outset, the first two floors have served as classrooms for Extended Studies and its customers – members of the greater San Diego community, individuals re-entering the workforce, business people from the community, and the American Language Institute. The layout includes 12 standard classrooms, five large-capacity

classrooms, a computer lab and multimedia presentation room. There is also a student lounge, reception area, the Sycuan Conference Room, and additional storage.

The groundbreaking ceremony in 2004 featured such former SDSU dignitaries as President Stephen L. Weber, Provost Nancy Marlin, and Dean William Byxbee of Extended Studies.



“We are very excited about the possibilities this new facility brings to the College of Extended Studies,” Byxbee said at the time. “As we begin new certificate programs, expand our extension offerings and increase our American Language Institute student base, we now have a state-of-the-art building to handle new demands. Not only is the space appropriate for our offerings but the ambiance created with plants,

fountains, beautiful art and furniture – as well as a great patio for relaxing over coffee and pastries – is sure to please the most discriminating visitor.”

Highland Partnership of Chula Vista was the project's general contractor. The architect was Mosher Drew Watson Ferguson.

The ESC currently provides rooms, equipment, and catering services on a short or long-term rental basis. From small, executive meeting rooms to large seminar rooms, from a coffee cart and break room to full catering services, the facility has been designed to deliver complete, professional education, training, and meeting experiences.

Rooms in the ESC can accommodate groups of 10 to 200 people. They can be equipped to meet individual needs with whiteboards, easels and pads, and a full range of audio/visual and computer equipment requirements. All of the rooms in the ESC have wireless Internet access.

For more information regarding room rentals, call (619) 594-2539 or email [pzachari@mail.sdsu.edu](mailto:pzachari@mail.sdsu.edu).

10  
years  
ago

# Osher Lifelong Learning



One decade ago this fall, the Osher Lifelong Learning Institute debuted at San Diego State University with 16 students and seven courses that included “Religions of the World,” “The Impolite Subjects: Sex, Religion, and Politics,” and “Disease and History.” Today, the Osher Institute boasts 685 members and offers more than 130 courses that include Book Clubs, Lectures, Workshops, Camera & Stage Productions Clubs, and off-campus Edventures.

How did we get here from there? It all began with a man named **Bernard Osher**. Among other accomplishments, Osher was the founding director of World Savings Bank. He was committed to higher education, the arts, and social services, and in 1977 established the Bernard Osher Foundation. It wasn’t until 2000, however, that the first Osher Lifelong Learning Institute was established with an endowment grant at the University of Southern Maine, in Osher’s home state. The foundation next made a

development grant to Sonoma State University in California, which quickly attracted an audience of older student members. The success of these two programs encouraged Osher to greatly expand his support for similar lifelong learning institutes.

The very next year, 2002, **Davene Gibson**, associate general manager of the SDSU Foundation (known today as the SDSU Research Foundation), and her husband were having dinner with friends who were involved with the Osher Institute at Cal State Fullerton. “It sounded amazing and I thought ‘We need to do this at SDSU,’” said Gibson. She brought her idea to CES Professional Development Director **Tamara McLeod** (now the executive director for CES programs) who, in turn, introduced it to Emeritus Dean William Byxbee. One thing led to another, and in spring 2004 an initial grant was secured – \$100,000 to help cover operational costs through July 2008. The Osher Lifelong Learning Institute at SDSU was born.

What made the timing particularly perfect was the fact that the new \$13 million Extended Studies Center was just months from officially opening, and the San Diego Trolley was due to arrive at San Diego State the following year.

“Davene envisioned a program that would re-connect older alumni and the community-at-large with the wealth of intellect and resources available at SDSU,” noted McLeod. “She helped us to see how this program was a perfect fit for the College of Extended Studies to administer, and we were eager to support it.”



# Institute: How it All Began

Founding director **M.C. Brady** was hired and began building the membership, courses and events from the ground up. “M.C. did an incredible job,” said Gibson. “She went to senior communities, churches, synagogues, community groups, women’s groups – everywhere she could to let people know about the new Osher Institute at SDSU. She also recruited some really wonderful teachers and got a curriculum together. It was a lot of work.”

“I was very fortunate to have the support of Dean Byxbee and Assistant Dean **Jan Wahl**,” said Brady. “Their belief in the importance of having a program like this was critical. But the members and the teachers were and still are the extraordinary element. The members’ intellectual curiosity and passion for learning, and the teachers’ love for their subject and desire to share it really makes the Osher Lifelong Learning Institute a success.”

Along with getting quality people to offer quality classes, another component to making the Osher Institute a success was (and still is) careful orchestration when it comes to scheduling.

“It’s a balancing act, having rooms available, having the professor available and scheduling courses when parking is available,” said Gibson, a founding advisory board member. “I really have to acknowledge the university and the College of Extended Studies for working together to make the parking arrangement work. Making it easy makes people feel welcome and lets them know they can do it.”

Parking permits are included with course enrollment, and Osher students park in Parking

Structure 2 (aka PS2) which connects directly to the Gateway Center building where classes have been held since 2004. The trolley and bus are also convenient ways to get to campus, and both stop at walking distance from the Gateway Center.

To accommodate the ever-growing Osher Institute membership and the growing staff, another milestone occurred during summer 2014 – staff offices moved to Aztec Mesa, just east of Viejas Arena, walking distance from the Gateway Center. Aztec Mesa also offers additional classrooms, each one spacious and state-of-the-art.

The growth of the program was visible in small ways as well. Though the first-ever courses were announced in a glossy-covered 10-page catalog, subsequent course offerings were for years promoted via Xeroxed newsletter (in classic hues of goldenrod and powder blue). In spring 2008, the newsletter morphed into a full-color glossy-covered mini-catalog, then in spring 2010 made the leap to its current full size.

One constant has been the Open House event that kicks off each fall and spring semester. The first one was held on September 18, 2004, and the most recent on September 13, 2014. With a new name – the Fall Semester Kickoff Event – and a new format, the event featured topic-centered roundtables where students could chat with instructors about their upcoming courses, versus the past tradition of seeing a short presentation from every instructor.

Though there’s no summer semester kickoff event, summer courses are offered and they’re more popular than ever. “Enrollment increased

by 234 percent in summer 2011 over summer 2010, simply by tailoring courses to Osher students’ busy summer schedules,” said **Rebecca Lawrence Kanter**, program director at the time. “We began offering one-time lectures, called ‘mini courses,’ and one-day field trips, rather than four- and six-week classes.”

Also new, as of spring 2014, are four Leadership and Volunteer Committees where Osher members can shape everything from what courses are offered to how to market them via social media: Curriculum & Instructor, Student Fellowship & Events, Marketing & Membership, and Leadership & Volunteer Opportunities.

Osher students also have the unique opportunity to join in conversation groups with international students from SDSU’s American Language Institute, and serve as mentors for SDSU students through the Aztec Mentor Program. **Debbie Carson** – one of San Diego’s first public defenders in 1984 – learned about the program through Osher, and has mentored undergraduate students who think they might be interested in pursuing law as a career.

“I mentored a senior last semester and it made me think back to when I went to law school,” said Carson. “I could have used a mentor at that time. I had so many questions and didn’t know anyone in the legal community. This is a great program . . . and my fellow Osher students have a world of experience to share in so many different professions,” said Carson.

“Watching the sense of community unfold over the years has been wonderful,” added Gibson. “All the people who worked with M.C. in the

# Osher History

[Continued from previous page >>](#)

beginning all believed this could be such a jewel to be offered to the community. And because we have so many SDSU alums who have stayed in the community, it was also an opportunity to offer them something and bring them back to a campus that we're really proud of. The Osher Institute is a marvelous program and I'm just pleased that the College of Extended Studies and the university – it's a partnership – have continued to support it."

Today there are 119 Osher Institutes at universities across the nation, each with the mission of providing high-quality, university-based learning to adults age 50 and over. Learn more about the history of the Osher Institute and the Bernard Osher Foundation at [osherfoundation.org](http://osherfoundation.org).

The Osher Institute will hold its Spring 2015 Semester Kickoff event on January 31 at SDSU. If you're unfamiliar with the Osher Institute and its offerings, this is the perfect opportunity to learn more, and experience the camaraderie and sense of community inherent to every gathering of Osher members.

RSVP by Jan. 23 or learn more at [neverstoplearning.net/osher](http://neverstoplearning.net/osher).

## The People of SDSU's Osher Lifelong Learning Institute

### Directors

- M.C. Brady, 2004-2007
- Erica Bouris, 2007-2008
- Rebecca (Lawrence) Kanter, 2008-2013
- Emily Moore, 2013-Present



*M.C. Brady*

### Coordinators

- Kristina Regala, 2004-2005
- Kesser (Mohammed) Bawari, 2005-2009
- Jennifer (Barrett) Iden, 2009-2012
- Roberto Perez, 2012-2013
- Rhonda Beard, 2013-Present
- Amber Rich (assistant), 2012-Present
- Natasha Nace (assistant), 2013-Present



*Rhonda Beard*

### Founding Advisory Board Members

- Billie Abbott
- Mario Garrett
- Davene Gibson
- Paulina Gilbert
- Gerry Graf
- Diana Gray
- Laura Impastato
- Frea Sladek
- Pam Smith
- Ce Ce Wilkens



*Davene Gibson*



## Osher Student Closing in on 200th Course

**“Chicago” Wayne Sander’s** upbringing in a Midwestern Mississippi River town to a blue-collar family that valued hard work and skilled labor over higher education gave no indication that one day he would excel at not only higher education, but education for pure intellectual recreation.

“The narrative I grew up believing was that college and university was for spoiled rich kids who were too lazy – and probably incompetent – to earn an ‘honest living,’” said Sander. As such, he put in only enough effort to maintain a C average in high school. “Seven years later, with a wife and two small children, working a seven-day rotating shift in a chemical factory, the truth regarding the value of education finally revealed itself. Without the benefit of further education, I was destined to a lifetime of relatively mindless work, employing a biorhythm-destroying schedule that was only sustainable with copious quantities of black coffee and Alka-Seltzer.”

So with only one high school science class and minimal math under his belt, Sander concluded that the way out was a degree in engineering. “As ridiculous as that aspiration now seems, we sold our little house, my treasured T-Bird and took our modest savings to embark on what most considered a ‘fool’s errand,’” he said.

Four and one-half years later, he proudly accepted his degree in mechanical engineering from San Diego State University, having worked full-time for all but one semester. He continued on to finish a graduate degree at night, while working as an engineer by day. Along the way, he decided that in his retirement, he’d like to return to campus, possibly as a part-time faculty member. He did in fact return – decades later – but again as a student, completing a second graduate degree at age 70.

“Directly following completion of that degree, I actually fulfilled my earlier aspiration by accepting a position as an affiliate professor in SDSU’s College of Engineering as part of a program called Project Lead the Way,” said Sander. “It’s where high school science teachers are taught to teach introductory engineering classes as part of their curriculum. It’s also designed to attract female and minority students to the engineering field. A great program. It was during this on-campus exposure that I discovered the Osher program. It’s a virtual smorgasbord of educational offerings . . . a myriad of previously unexplored and surprisingly fascinating subjects. It’s also addictive.”

Addictive indeed. The Osher Institute at SDSU offers intellectual adventure for

students age 50 and better, and Sander took his first course in the spring of 2006. He has since breezed through 195 more, on topics ranging from philosophy, history, and human aggression; to democracy, morality and musical theater.

“My first semester was incredible in the offerings and the level of instruction,” said Sander. “The three most memorable that semester were The Dawn & Twilight of Science, a four-session class by Bruno Leone, a spellbinding lecturer and concert pianist. He is truly a world-class lecturer, the likes of which were absent in my previous exposure to higher education.

“Also offered that semester was a course entitled U.S. Supreme Court: Who Elected Them Anyway? by Gary LaFleur, a knowledgeable and gentle lecturer who destroyed my mostly negative stereotypical vision of attorneys.

“And an unforgettable course entitled Impolite Subjects; Sex, Religion & Politics by Rolf Schulze. It’s the only class I ‘had’ to repeat. A memory is indelibly etched in my mind. It was toward the last of the six-session course. One class member, a frail, stern-looking lady with her grey hair tied back in a bun, resembled a second-grade teacher I had – one that my grandfather had told me ‘She was an old lady when I was in the second grade.’ This widowed lady raised her hand and softly said, ‘You know, a one-night stand now and then is nice, but I really miss the continuing companionship of a committed partner.’ A really poignant sharing with our class by a woman whose name I can’t recall. One who earned my everlasting respect for both her bravery and for this program that allowed *and encouraged her to crack open the window to our rarely shared humanity.*”

*Bravery. Humanity. Friendship. Camaraderie. Potlucks. Adventures. Even a reunion of long-lost college roommates. It’s all waiting to be found at the Osher Institute.*

By the way, “Chicago” Wayne is not from Chicago. He chose the nickname as a result of his attempt to teach his wife’s infant grandson new words. The little boy found the word hilarious. “Each time he heard it, he nearly fell off his chair. But he also thought it was my name,” said Sander. “So in that family I became ‘Chicago.’ But because it’s distinctive and has three explosive syllables, I found it useful for dinner reservations where they call your name. In addition, hostesses and others – regardless of interaction frequency – never forgot your name.”

With or without the Chicago portion of his name, Wayne Sander has already become a legend at SDSU’s Osher Institute.



10  
years  
ago

## A Decade of Students Carving Out 'Amazing Careers' Through Sports MBA Program

**R**oberto Castro is the manager of event operations at Petco Park. **Mike Warkentin** is the venue manager of Rexall Place at Northlands in Edmonton, Alberta, Canada.



*Roberto Castro*



*Mike Warkentin*

What do they have in common?

They are among the 250 graduates of the Sports MBA program at San Diego State University, which is celebrating its 10-year anniversary.

"What I learned at San Diego State is the skillset and toolbox for my job," said Warkentin, who manages the arena that is home to three professional sports teams, including the Edmonton Oilers of the National Hockey League (NHL). "Every day, I definitely apply something I learned at San Diego State."

Castro was already working for the San Diego Padres when he took the Sports MBA program, which assisted him in climbing the career ladder.

"The Sports MBA program helped me better understand some of the business aspects of sports; including but not limited to, accounting

principles, statistical analysis, and organizational behavior," he said. "During that time (2010), the Padres were going through an ownership change and the Sports MBA helped me secure my job in operations. I was promoted within six months. . . . In addition, the program lent itself to a large network of professionals working in sports."

Students do not focus on the scores and the athletes; instead concentrating on the front offices, sponsors, agencies, and executives who run the sports industry. They are exposed to a high-quality curriculum taught by top SDSU faculty members, learn from industry experts, and are mentored by outstanding alumni. This year's class, in fact, once hosted 27 industry-specific speakers over a four-day period.

Program graduates work for such organizations as the world-champion Seattle Seahawks,

Minnesota Vikings and Cleveland Browns of the National Football League; the Padres and Los Angeles Angels of Anaheim in Major League Baseball; National Basketball Association teams such as the Los Angeles Clippers, Sacramento Kings and Golden State Warriors; and the Anaheim Ducks of the NHL.

But the program is not just about major-league sports franchises. Alumni also work for organizations including Under Armour, Competitor Group, IMG, Red Bull, GMR Marketing and Cobra Puma Golf.

"We are in a strategic location in San Diego with every possible sports position either here or within a short drive," said program director **Scott Minto**, a former Sports MBA student. "There are hundreds of companies. Our students have been able to carve out amazing careers because of what they learn."





As a part of their curriculum, SDSU Sports MBA students travel each year to the Padres Dominican Republic Baseball Park academy and other nearby locales to study baseball's impact on a country that provides numerous major-league players. The Padres academy produced its first major-league player this year, outfielder Rymer Liriano.

As a part of their curriculum, Sports MBA students travel each year to the Padres Dominican Republic Baseball Park academy and other nearby locales to study baseball's impact on a country that provides numerous major-league players. (The Padres academy produced its first major-league player this year, outfielder Rymer Liriano.)

The Sports MBA students also perform hands-on community service work, fundraising and planning strategic community

initiatives, and research of team operations and player development in the Dominican Republic. "It serves as a big learning experience," Minto said.

SDSU hosts an annual first-of-its-kind sports business case competition each March. The SDSU team won the competition in 2013 that also features such universities as Duke, Georgetown, New York, Northwestern, Cal-Berkeley, Notre Dame, and Michigan.

Minto said SDSU only accepts about one-third

of its applicants because it wants the top-level students who are most likely to succeed.

"Good things happen when you put in the time," said Warkentin of Edmonton. "The work you put in gives back to you. I have reaped the dividends because of that."

Added Castro of Petco Park: "Overall, the Sports MBA program has prepared me for my future in the sports industry. The connections, experience, and knowledge have been an invaluable part of my life."



8  
years  
ago

## Leading the Way Online: The CES Instructional Design Team

Online learning saves time, money, and the environment; it's motivating, portable, and customizable; it enhances comprehension and increases retention; and can be done in real time, on the student's time. These are just some of the reasons that online learning has exploded since the late '90s. From 1998 to 2008, there was a 150 percent increase in the number of students selecting distance-learning courses as part of their regular college curriculum.

Hard data on the increase from 2008 to present hasn't yet been compiled, but the latest findings from the [Instructional Technology Council](#) say that the gap between distance learning and face-to-face student-completion rates is closing. On a global scale, when Coursera.com launched in February of 2012, offering free courses from Princeton, Stanford and other top universities, it amassed 640,000 students from 190 countries in just six months.

At SDSU's College of Extended Studies, online learning has increased by 65 percent since 2000, due in part to the serendipitous birth of the Instructional Design department. The casino industry was booming in San Diego at the time, and local employers were sending employees to the only place that offered courses in gaming –

Las Vegas.

"When we realized that's what was happening, we thought, 'Why couldn't we develop courses for them?'"

said **Wendy Evers**, executive director of New Initiatives and Outreach at SDSU's College

of Extended Studies. "So after forming an advisory council of the 12 casinos in the area, we launched an Indian Gaming Professional Certificate program. Then we started getting calls from tribal councils and casinos from all over the United States asking us, 'Can you teach the program in Arizona . . . Tennessee . . . Northern California?' That's when Emeritus Dean William Byxbee said, 'Let's put these courses online.' That's how the whole concept of developing in-house started – we had a market demand, and no one else that could deliver."

Interest in online courses began to grow, and the college next developed four new certificate programs for the green industry. "At that time, there weren't even textbooks on the subject," said Evers. "'Green' encompasses a huge range of topics – from sustainable paper to landscaping – so we decided to start with Energy Management. Then we developed Green Building, Sustainable Business Practices, and Water Management and Landscape Sustainability. We developed online



programs because our research showed that online was moving to the forefront of learning and that people from San Diego, the nation and around the world could take our courses."

Interest continued to grow and, in 2006, the College of Extended Studies hired its first instructional designer to teach instructors how to develop a course online. By 2012, with two full-time instructional designers and one part-time, the ID department partnered with SDSU main campus to offer online delivery of any of their degree programs that were run through the College of Extended Studies. These include the extremely successful Master of Science in Hospitality & Tourism Management, and Master of Science in Regulatory Affairs programs.

Teaching the instructors how to teach online (via the Blackboard Learning Management System) prompted the creation of the Teaching Online Primer – another first for the CES. The collaborative relationship that **John Alexander**, director of Instructional Design; **Julie Moss**, instructional



designer; and **Terri Linman**, instructional design consultant; have with the online instructors also extends to course development.

“Instructors are experts in their field,” said Alexander, “but they may not be an expert on how to put an online course together, and that’s where Julie and I come in. We work with them to help create engaging content that’s as good as, and even better than, a face-to-face class.”

One example is the addition of videos to the curriculum, so that students not only read about a water treatment plant, they take a virtual tour through it. Or they see an interview with an expert on the topic they’re studying. The department’s commitment to creating engaging content was recently taken to the next level with the hiring of a full-time videographer.

“We also started doing assessments to make sure we were at a high level of instruction,” added Evers. “Initially students had a few survey questions to answer at the end of a course, but now we do an assessment halfway through – ‘How are we doing; how is the instructor doing; can we change anything?’ There’s also an assessment at the end. This has become a CES best-practice for us.”

The introduction of the Blackboard Mobile app added yet another facet to online learning. Students can now take classes on their phone or tablet, and instructors and industry experts can interact with students from anywhere, even the confines of an airplane on a business trip.

To stay on top of the latest trends in online learning, the College of Extended Studies’ ID team meets biweekly with the Instructional Technology Services department from main campus — hosts of the annual One Day in May symposium on online learning excellence.

“Our campus is very progressive with ideas in online learning,” said Evers. “We’re fortunate to have instructional designers on staff and to strive for the highest level in online learning and develop-

ment. We’re also proud to see registration in our online courses from as far as the Indian Ocean, Alaska, China, England, Dubai and the Philippines. We stay on top of online learning trends and we bring the best product that we can to our customers, which are the students. We endeavor to offer them education-to-career content, and we’re always making sure we raise the bar.”

**Students can now take classes on their phone or tablet, and instructors and industry experts can interact with students from anywhere...**

## “What Students Say”

“What I enjoyed most in this online course (Medical Billing and Coding) is the presentation, material contents, and the convenience of studying at home with more time to focus and concentrate.” — Edgardo Navera

“I’m very glad I decided to take the courses (Construction Supervision) even though I had a busy schedule working nights. Having the courses 100 percent online made my success possible. My resume has gotten noticed more on LinkedIn, and interviewers have had nothing but positive comments on my coursework.” — Mark Gonzalez

### Watch These Videos

Master’s in Hospitality & Tourism Management Students  
[Sean Brody, Tyler Martin and Ann Marie Kimble](#)

Master’s in Hospitality & Tourism Management Faculty  
[Larry Beck, Vinod Sasidharan](#)

4  
years  
ago

## Web and Mobile Applications Development Program Still Booming at SDSU

The years 2007 and 2008 were notable for more than just the start and expansion of the Great Recession. In June 2007, Apple introduced the iPhone, followed by the App Store – the world’s first mobile applications distribution service – in July 2008. Three months later, the Android phone debuted (the HTC Dream, aka the T-Mobile G1). So while cell-phone use took off exponentially, the economy domino-effected in a different direction.

By 2010, while much of the world was emerging from the recession, the U.S. economy was still lagging, burdened by extraordinary debt and high unemployment. But in one non-grim corner of this economic landscape, something big was brewing. Mobile applications. Also known as apps, these small self-contained software programs are designed to enhance the existing functionality of mobile devices. They execute specific tasks – such as games, weather reports, and banking – in a more user-friendly way, saving you from tiny-typing in a URL bar and managing bookmarks.

San Diego State University’s Department of Computer Science was on top of it. In August 2010, in partnership with the College of Extended Studies, they launched a new graduate-level program – the [Advanced Certificate in Web and Mobile Applications Development](#) – to prepare students for success in this exploding industry.

In March 2011, with the program in only its second semester, it scored a live link in a CBS Money Watch article – [Dream Jobs: Six-Figure Salaries and a Bright Future](#) – on Yahoo Finance. The article noted that while the problem with many such dream-job lists is that they often require years of training, offer a miniscule pool of jobs, or don’t pay well, this list featured jobs that “don’t require more than two years of additional training to

secure a position, have a reasonably large and growing number of overall jobs, and offer six-figure salaries to top earners in the field.”

### Number two on the list of dream jobs:

#### Mobile Applications Developer

**Salary for top earners:** \$115,000

**Projected job growth:** 131 percent this year alone

#### Additional training required:

Programming experience in mobile platforms is necessary, but depending on your background, you can fine-tune your knowledge with a DIY approach or perhaps an [online certificate program](#) that typically takes one year to complete.

Developing and building applications for smartphones, iPads, and other tablets and notebook PCs is one of the most in-demand jobs in the world right now. So enticing is the revenue from mobile apps – Gartner estimates that worldwide revenue could top \$15 billion this year – that Google recently announced it’s [hiring dozens of mobile developers](#) in an attempt to counter Apple. Reality check: This isn’t a field for dilettantes: it requires serious programming and IT skills, but the growth potential is huge.



The hyperlink in the first paragraph led straight to the web and mobile page of the College of Extended Studies' website, and it wasn't long before recruiters came calling. "One even waited outside the classroom to offer my students jobs," said **Roger Whitney**, an SDSU associate professor, and instructor in the program.

Student success stories include **Justin Boseant**, a data warehouse engineer for Facebook; **Prashanth Govindaraj**, who landed a job with Apple; and **Vanya Goel**, a software developer at San Diego Gas & Electric.

In the fall of 2011, SDSU's Web and Mobile Applications Development program was honored by the University Professional and Continuing Education Association – which promotes excellence in professional, continuing and online education – as the 2011 outstanding credit program for the western region.



*Professor Leland Beck*

Offering more insight into the award-winning web and mobile program is **Leland Beck**, chair of SDSU's Computer Science Department.

### **What was the catalyst for the launch of the web and mobile advanced certificate program in the fall of 2010?**

We recognized that there was a great deal of demand for this type of course, including from professionals in the field who want to maintain and upgrade their skills. That led us to create the program through CES, in order to make it available to the wider community.

### **How did you recruit instructors?**

Initially, all of the instructors were full-time faculty members from SDSU's Department of Computer Science. Most of the web and mobile courses are still taught by our resident faculty, but we are also in the process of adding a few new (carefully selected and screened) instructors who have special expertise to bring to the program.

### **All classes are online or a hybrid of classroom and online. Does the course dictate which it is?**

All classes are offered in both forms (hybrid and fully online). The student chooses,

based on his or her individual situation and preferences.

### **Is it accurate to say that what sets the program apart is you teach the science behind applications development versus just the how-to?**

That's right – many other programs just train students to use particular tools. Our program offers graduate-level courses that teach principles. The goal is a thorough understanding of the way web and mobile applications work at the lowest level. Once students understand these principles, they can build on that knowledge to learn and use many different types of higher level tools. So our courses are more rigorous, and demand more from the students. But the students learn much more, and are much better prepared for whatever technological developments come next.

### **If students understand the fundamental principles, are they pretty much equipped to handle the new technologies that are constantly being developed?**

Yes. Our certificate program is designed to give students a profound understanding of how it all works. It is an education that should continue to serve the student

**Continued on next page >>**

## Web & Mobile

Continued from previous page >>



*“This program keeps pace with current technology. It also adds value to your resume. I get more calls from recruiters now.”*

— Davanya Vangal Krishnakumar, student

throughout his or her career. Web technologies are evolving at a very fast rate, and no one can predict what we will be using in 10 to 15 years. Yet our students should be able to use the skills they have learned to adapt and use new technologies quickly and easily.

### How many programming languages will students learn?

Students entering the Web & Mobile program already have good programming skills in an object-oriented language like Java or C++. They then learn (or enhance their knowledge of) several other languages as they take courses in the program. The main languages currently used in the program are PHP, Perl, Python, Java, Javascript, and Objective C. How-

ever, the specific languages can change to keep pace with new developments. For example, Apple recently introduced a new language called Swift, and we will be adding that to the curriculum.

### Students spend a great deal of time doing actual programming projects, such as developing apps in iPad/iPhone Mobile Application Development. Have some of these projects ended up in the real world?

Yes, some of the student projects have been designed to meet the needs of outside companies and organizations, and were actually used

by those organizations. Also, there is at least one example of a startup company site built by a former student: [thetireleader.com](http://thetireleader.com)

### Given that the program is graduate-level and can be completed in as quickly as one academic year, should students be prepared for an intense workload?

Definitely. The usual rule of thumb for graduate courses is that students should expect to spend two to three hours outside of class for each hour in class. For one three-unit course, that would translate into a total of six to nine hours per week outside of class. Of course, the



time required varies considerably from one person to another – some students need less time than that, and some need much more. I usually suggest that prospective students think about other advanced courses they have taken – whether they seemed to spend more or less time than most of their classmates. That might give them an idea of where they would fall in the range of time required. When in doubt, I recommend that students be cautious about the time commitment when starting the program. It is better to start slowly, rather than taking on too many courses at once and having problems because of that.

### Is there an internship branch of the program?

We don't arrange internships for our students. However, many students find employment during the program using the skills they are learning (essentially similar to a paid internship).

### Is the job demand just as high as when the program began in 2010?

Yes, the job demand in this area of employment is still very high. Employers still frequently contact the department, and individual instructors, looking for students to fill job openings.

### How do instructors stay current on emerging technologies?

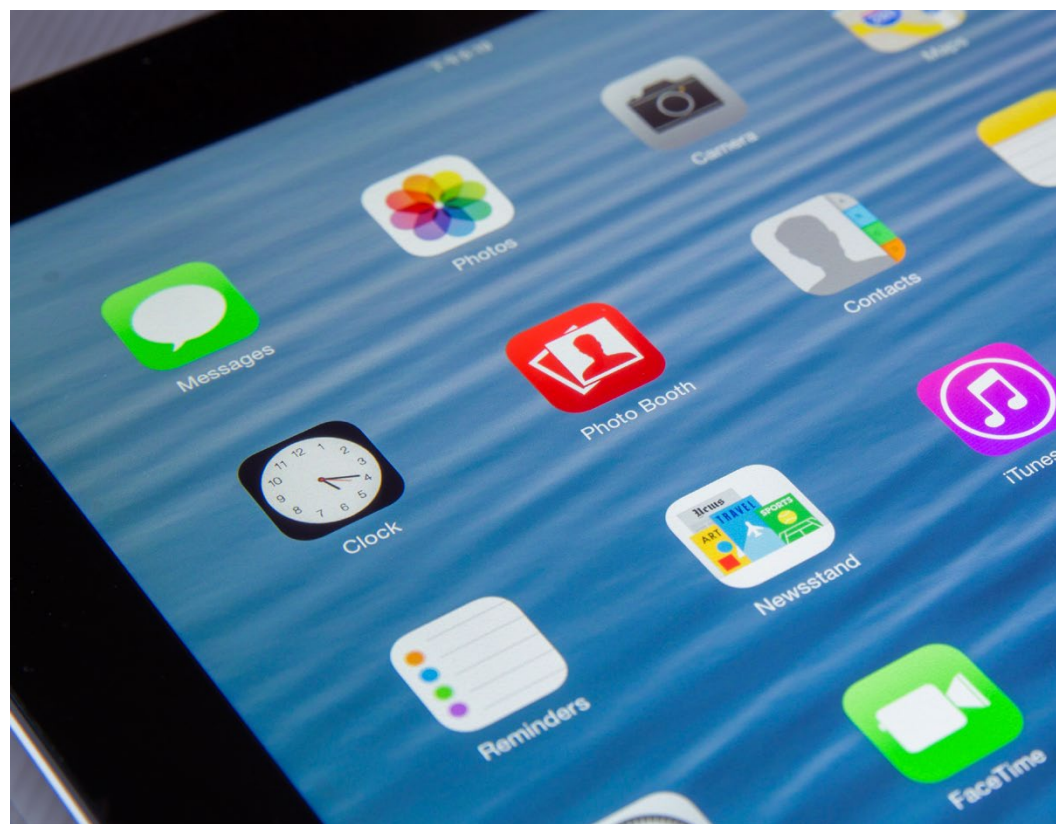
Our faculty members typically spend several hours each week reading about new developments in the field. They also attend professional conferences to learn about what is going on.

### What's the next big thing in web and mobile?

I wish I knew! That is one of the big challenges in this area – things are always changing, sometimes in ways that are hard to predict. Here is a guess from one of our faculty members, Alan Riggins: "Evolution on the client side (scripting languages and local database systems), plus cloud services."

Our certificate program is designed to give students a profound understanding of how it all works. It is an education that should continue to serve the student throughout his or her career.

Web technologies are evolving at a very fast rate, and no one can predict what we will be using in 10 to 15 years.



1  
year  
ago

## Popular Business of Craft Beer Program Celebrates First Graduating Class



First Graduating Class 2014

On a balmy summer night in August, 27 students hoisted their chilled glasses and made a toast as they became the first-ever certificate holders in the new SDSU College of Extended Studies Business of Craft Beer program.

Launched in the fall of 2013 in response to San Diego's burgeoning craft beer industry, the program provides hands-on training for those looking to enter or already working in the brewing industry on the business side, rather than the brewing side of operations.

All courses were developed with input from the San Diego Brewers Guild to ensure the most relevant training, and the instructors and advisory board members are a who's who

of local craft-beer industry superstars. They include **Greg Koch**, CEO/co-founder and certified Cicerone,<sup>®</sup> Stone Brewing Co.; **"Dr." Bill Sysak**, craft beer ambassador and certified Cicerone,<sup>®</sup> Stone Brewing Co.; **Claudia Faulk**, co-founder, Aztec Brewing; and **Scot Blair**, CEO/co-founder and certified Cicerone,<sup>®</sup> Monkey Paw Brewing, Hamiltons, and Small Bar.

"We began promoting the program in May of



2013 at various craft beer festivals and San Diego Brewers Guild meetings and it's been incredibly successful," said program Director **Giana Rodriguez**. "Initial registrations sold out in eight hours, and this fall's *Exploring Craft Beer* course sold out in 48 minutes. So we opened another section to accommodate the 108 registered students. So far the program has had more than 350 students – a great mix of craft beer and hospitality industry

employees as well as craft beer enthusiasts and home brewers looking to move into the industry."

The growth of this exciting program has paralleled the robust growth of the craft beer industry in San Diego, which is now considered one of the top beer towns in the country. The program has also supported the growth of the Cicerone® program, as it prepares students to pass the first- and second-level Cicerone® Certification.

"This past year, San Diego placed second behind Chicago as the state with the most first-level Cicerone® certifications, with approximately 600 awarded and 125 of those earned by our students after completion of the initial course," said Rodriguez. "We've had several students secure jobs in the industry through networking with instructors and at craft beer events. The craft beer community has been incredibly supportive and very enthusiastic about bringing this education component into their breweries. We have also partnered with local restaurants to help promote small local businesses."

Students of the Business of Beer Professional Certificate Program can complete the six-course Essential Certificate or the nine-course Expanded Certificate at their own pace. Look for new courses next year as this popular program continues to grow to fit the needs of students and the community.

## What is a Cicerone®?

"**Cicerone**" is a trademarked term used to designate those with a demonstrated expertise in beer service. The first of the three levels of certification is "Certified Beer Server," which typically takes eight hours of study, and a written exam.

The next level, Certified Cicerone®, requires a rigorous four-hour testing: a tasting portion to identify beer styles, flaws and service problems; and an extensive written exam covering beer service and draft systems, beer styles, brewing, and pairing beer with food. Only about 200 individuals pass this second-level certification each year.

The Master Cicerone® exam involves two full days of examinations including 12 hours of written essay questions, 2 hours of blind tasting, and 2 hours of oral examination by industry experts. Only one or two individuals typically pass the Master Cicerone® exam each year.

Learn more at [cicerone.org](http://cicerone.org). See the list of registered Cicerone's worldwide, [here](#).



## Student Keith Ziembra Graduates After Returning to Switzerland

*Watch video to learn  
more about his story.*



# Family Members Follow Patriarch Into Business of Craft Beer Program



*Michael Peacock*

In the summer of 2013, **Michael Peacock** was working in sales for a national beverage-gas supplier, NuCO2, and heard about the College of Extended Studies' Business of Craft Beer Certificate Program from several of his brewery customers.

"They spoke about some new beer-related educational programs that were being developed, and the timing was perfect because I had been developing some draught beer training for my employer to support a national draught quality program that we were involved in," said Peacock. "I was actively searching and I scored big time. I

realized early on that the craft beer industry was exploding and I needed to do everything possible to be a part of it."

One year later, Peacock and 26 fellow classmates celebrated their status as the Business of Craft Beer program's first-ever graduating class. "I am honored and blessed to be a part of this group of craft beer lovers," said Peacock. "We've all come a long way in a short time and it's exciting to see the enthusiasm every time we're together. I've worked in the foods service industry for over 35 years and have never been more energized about the business than I am now. I look forward to teaming up with my fellow graduates and seeing what we can do to take craft beer in San Diego to the next level."

Next year, his "fellow graduates" will include his son, daughter, and future son-in-law, who are all current students of the program.

## Looks like the Business of Craft Beer program met your expectations.

That answer is a huge YES! I knew going in that the craft beer community was all about the things that I love about working in the hospitality industry. I believe that we are built for fellowship. Craft beer is reviving that culture. From the very first class to every interaction I had in this program and out in the trade, this belief has been reinforced. The program brings that into the classroom. We are clearly plowing new ground with this program and it's only a matter of time before we see similar programs pop up.

## What kind of draught beer training were you developing for your employer when you began taking Business of Craft Beer courses?

In 2009, the Center for Draught Excellence was rolled out and San Diego was one of the first markets to implement the program, whose primary goal was to improve the quality of draught systems. Many systems throughout the country were found to be having a negative impact on the quality of the beer being poured. There was clearly a lot of work to be done. At the end of 2013, I made the move from NuCO2 to Glacier Design Systems. Now 100 percent of my time is dedicated to beer! I design and sell draught systems for breweries, brew pubs, restaurants, bars, taverns and public and private houses. My job is to design a system that will get the beer out of the keg and into the glass so that the drinker can experience the beer in the way that the brewer intended. The purpose of a draught system is to have zero impact on the beer.

## What pearls of wisdom did you come away with in Exploring Craft Beer, Beer Styles, Brewery Startup, or other classes?

**Exploring Craft Beer pearl** – My taste buds need to be tuned up. There is a whole new world of flavors out there. That includes tree bark and rocks.

**Beer Styles I pearl** – When it comes to beer, try everything. Never be afraid to loudly exclaim, "This beer is bitchin'!"



**Marketing Craft Beer pearl** – There are many thirsty people out there that have no idea about how great craft beer really is.

**Brewery Start-Up I pearl** – Do not sacrifice quality. Right now, it's safe to say, "If you build it. . ."

**Front of the House Management pearl** – There are more messed-up draught systems out there than I thought. Don't be that place.

### In the Craft Beer and Food Pairing class, did you discover any odd but effective pairings?

Every week was almost overwhelming. The beer dinner at URBN St. Brewing Co. was a truly unique dining experience. I never would have ordered any of the items served prior to this class. It all worked beautifully: chorizo and poached egg paired with Firestone Walker Jack Black Rye IPA; truffle mashed-potato pie with pork belly and aged white cheddar, paired with URBN St. Brown & Deschutes Black Butte Porter; and pan-seared scallops with but-tery pancetta, roasted tomatoes and smoked mashed potatoes, paired with URBN St. Saison & Bosteels Tripel Karmeliet.

We discussed beer and donuts in the class . . . and I have since discovered my new "breakfast of champions." A chocolaty donut with almost any Robust Porter or Imperial Stout. Delicious.

### How do you plan on applying the knowledge you gained?

I'm using all newly learned information every day. Ask anyone I come in contact with. They hear about the latest beer style I've tried, the newest brewery or pub, why their beer doesn't taste right, why they should become Cicerone©-certified and so on. Since I work around beer people all of the time, it's very easy to get into a conversation where we share knowledge.

### What do you think is the biggest strength of the Business of Craft Beer Certificate Program?

Diversity. This program has attracted people from many different areas. There are home brewers to non-brewers. There are people inside the industry, in jobs that support the industry, people that want to start their own brewery, and people who are looking for the next big thing. What brings us all together is craft beer. The inclusive nature of the craft beer culture here in San Diego shines through brightly. We are all in this thing together. I love that.

### Any thoughts on the caliber of instructors?

The instructors are all top in their specialty. There is an undeniable passion that fills every class. They have been a great representation of others that work in the industry. It has been very obvious to me that their level of commitment to the program is at the highest level. They all have expressed an obligation to every student to deliver something relevant and useful. They certainly have delivered. Without question, any student could reach out to any instructor outside of the classroom with a question and receive their support.

### How do you think the networking aspect of the program will benefit you?

My network has grown exponentially. Besides everyone I have met in the classroom, there have been several outside events where my involvement in the program has allowed me to meet many others in the industry. I have embraced the role of student ambassador and that has led to many worthwhile connections. My sales continue to grow because of the people I've met through this program.



*John, Kadi, and Michael Peacock.*

### Your son, daughter, and future son-in-law are now taking the Business of Craft Beer program. Is there a family brewery in your future?

The Peacock family loves craft beer! My wife, Tanya, heads up all quality control and enjoys going with me to check out any location in the name of research.

**John Peacock**, 21, is the brewer. He brews on an all-grain tiered system. He is actively developing his core recipes. We all love giving feedback on his latest creations. Some excellent beers are in his future.

**Katherine Goodheart (Kadi)**, 26, is the baker. She's working as the assistant baker at the commissary kitchen for Urge, Brothers Provisions, and The Barrel Room. Many students in the program have sampled her line of "Craft Baked Goods" in class. She continues to develop recipes using various spent grains. *(Editor's note: Her chocolate chip cookies are remarkable.)*

**Jesus de la Torre (Chef Chuy)**, 37, is the chef extraordinaire. Chuy is the chef/GM at Café Merlot at the Bernardo Winery. He has developed a line of beer-based condiments. All are amazing. Chuy and Kadi will be married at the Karl Strauss brewery in March 2015.

> For the complete story, visit [ces.sdsu.edu/blog/2014/10/family-members-follow-patriarch-into-business-of-craft-beer-program/](http://ces.sdsu.edu/blog/2014/10/family-members-follow-patriarch-into-business-of-craft-beer-program/)

## Father and Son Among First Graduating Class

The family that plays together stays together. And the family that takes a professional certificate course in the Business of Craft Beer may one day open a brewery together.

In mid-August 2014, **Kelly Hamann** and his son **Kyle** joined 25 other students to celebrate their status as the first-ever graduating class of SDSU College of Extended Studies' year-old and wildly popular program.

Kelly and Kyle shared their thoughts on the Business of Craft Beer program, how it shaped their plans for the future, and gave them a new respect for beer and for each other.

### What do you like about SDSU's Business of Craft Beer program?

The instructors are passionate about the subject. All of our fellow students were there because they wanted to be, learning about something they care about. The guest lecturers, hands-on learning, and interactions with our new peers are something you just cannot get by reading books. Over the course of this program, I've realized what a fantastic industry it is and am sure I could never have understood that without being in the program.

### How do you plan on applying the knowledge you gained?

I own a business information systems integration and custom programming company which covers integrated accounting, inventory control, manufacturing and customer rela-



tions management (among other things) for small- and medium-sized businesses. I learned many reasons why a system tailored specifically to the needs of a brewery would be very beneficial. In the classes they talked about the reporting to federal and state authorities, accurate inventory to avoid having outdated or insufficient beer, recipe management, raw materials stocking, exact reproduction of the same beer and many other topics. I expect the understanding I gained from this program will help me to provide better, more complete service to breweries.

**Kyle:** My dad and I are getting more interested all the time in building our own brewery together. We're working on a plan now on how to make it happen. With what we learned from professionals in the industry, we'll be much more capable in many areas.

### What pearls of wisdom did you come away with?

I have always enjoyed beer, but I had no idea of the breadth and complexity until I took these classes. On a personal level, I think I will be a better host to my friends and business associ-

ates. I have learned what makes beer a perfect complement to many different foods, including desserts! I have learned how important it is to make only outstanding beers and to make sure they are properly stored and served. The program emphasized keeping the beer at the correct temperatures, the importance of regular maintenance of the lines, "beer clean" glasses and everything else to do with an outstanding brewery/brewpub experience. At this point if I would get a bad or incorrect-tasting beer, I would understand all the reasons it could happen. I would not assume it was a bad beer just because it was bad at one location.

### What benefits did you gain by taking the courses together?

**Kelly:** This is one of the main reasons I took the program. Kyle has been interested in beer for a long time and his passion for good beer is what got me interested. We have always done many things together but neither of us thought we could wind up in business together. I've gained even more respect for him as we discuss what was covered in the program. Kyle embodies the San Diego brewery attitude and it has rubbed off on me.

**Kyle:** Being able to share one of my passions with my dad has been very rewarding. We can now have in-depth, educated conversations when it comes to making better beer. Taking these classes together has also given us similar background knowledge, which will be helpful in decision-making when it comes to business ideas. >>>

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## From Connoisseur to Craft Beer Ambassador

**C**ameron Dean was a beer connoisseur with a dream when he signed up for the Business of Craft Beer Certificate Program at SDSU's College of Extended Studies a little over a year ago.

"I wanted to get involved in the craft beer industry in any way that I could, whether it be by working at a brew pub, brewery, or starting my own business," said Dean.

In August 2014, he was one of 27 students who celebrated their status as the first-ever graduating class of the popular Business of Craft Beer program, now in its second year.

The knowledge he gained enabled him to bid farewell to Trader Joe's, where he'd worked for the past six years, and embark on his new career. Today, Dean is the beer ambassador and bar manager at Regents Pizzeria in La Jolla.

"I was given all the necessary tools to achieve success," said Dean of the program.

### What did you like about SDSU's Business of Craft Beer certificate program?

I liked everything about it. What I enjoyed most was the interaction between everyone (students, teachers, assistants). There was so much passion for beer in every class.

There are so many things to learn about beer and I only know about 5 percent. And that if someone wants to get into the craft beer

business they should "never stop learning" and they should network within the community and continue to build working relationships.

### How do you think the networking aspect of the program will benefit you?

The networking aspect of the program benefited me greatly. Each class is an opportunity to speak with like-minded individuals who all have varying backgrounds in the craft beer community. I think that being able to network in each class was a huge point of interest for me.

### Would you recommend this certificate program to others in the beverage and hospitality industry?

I would strongly recommend this program to anyone in the service industry. The information covered in each class is so specific. You get to learn more about beer styles, how to pour beer properly, beer history, and beer storage to name a few things. The more knowledge you have about the product you're selling, the more comfortable you will be talking to customers, and the higher your overall sales will be.

### Who do you look up to in the industry? Any teachers or advisors here?

I look up to everyone in the industry who is pushing the envelope and driving craft beer into the future. Scot Blair (CEO and co-founder, Monkey Paw Brewing Co., Hamilton's Tavern,



and Small Bar) and Dr. Bill Sysak (craft beer ambassador, Stone Brewing Co.) are two of the teachers that I connected well with. Their enthusiasm and knowledge of craft beer is endless. I found them both to be excellent educators and great representatives of the craft beer movement.

### Any brewery or brewing plans in your future?

Who knows what the distant future holds, but I've always wanted to have my own bottle shop.

### How has the certificate program changed your life?

The certificate program has changed my life in countless ways. I never thought I would be in the first graduating class of anything, let alone the Business of Craft Beer. I now have useful skills and knowledge that I can use to help the industry continue to grow and be successful. I've made valuable connections with people in the industry and others who simply love craft beer. I feel like it's my responsibility now to be the Beer Ambassador that Scot Blair told us we should be. I want to use my education to teach others about the wonderful world of craft beer.



# A Must-Attend Seminar for Freelance Photographers

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### Course Topics

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**Instructor:** Todd Bigelow has worked as a professional photojournalist for over 25 years for some of the world's best publications including *Sports Illustrated*, *Smithsonian*, *TIME*, *Newsweek*, *People*, *The New York Times Magazine*, *National Geographic Traveler*, the *Los Angeles Times*, *USA Today*, and *The Washington Post*. He also works for leading foundations and corporations including the James Irvine Foundation, the Southern Poverty Law Center, the U.S. Holocaust Memorial Museum, and Costco Wholesale. Bigelow's work has been exhibited internationally and his images reside in the permanent collection at the California Museum of Photography and the Oakland Museum of California.

**Early-Bird Fee:** \$289 (through Nov. 25)

**Regular Fee:** \$309 (Nov. 26-Dec. 6)

**Last Day to Register:** Saturday, Dec. 6

**Location for Classes:** SDSU Extended Studies/Gateway Center, Hardy Avenue entrance.

**For more information, please contact Amy Gonsalves at [agonsalves@mail.sdsu.edu](mailto:agonsalves@mail.sdsu.edu).**

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