



SAN DIEGO STATE  
UNIVERSITY

College of  
Extended Studies

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

# Upfront

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

## The International Issue

Studying Abroad | Gaining New Perspectives



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*On the cover:* Study Abroad students Katie Legidakes, Angel Bonilla, and Faye Pacho.

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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.

Programs described in this publication are SDSU Research Foundation programs.

# A Passport to the World

Sarah Castillo's life is very busy – she is an instructor at two colleges, and someone who experiences different cultures daily. However, when she first graduated from college she had no idea where her life would take her.



Sarah Castillo

Castillo grew up in Southern California and earned a bachelor's degree in Spanish and sociology. She decided after college to complete the American Language Institute TESL/TEFL Certificate program. It was after completing this program that her life changed.

"I had absolutely no teaching experience before going abroad. I mean, none. So, 130 hours transformed me into a legitimate ESL/EFL teacher who felt comfortable standing in front of a class, designing curriculum, and teaching a subject with which I had no prior experience," Castillo adds.

After returning from teaching English in Spain, Castillo started working at the SDSU International Student Center (ISC) as a programs coordinator. After five years at the ISC, Castillo returned to teaching and is now an instructor at the American Language Institute (ALI). "I teach in the Intensive English for Communication (IEC) and English

for Academic Purposes (EAP) programs. I love working in both programs simultaneously as it allows me to work with a variety of language levels and lets me help students achieve very different language goals."

Castillo has taught many different classes and all levels, but currently teaches grammar, academic vocabulary, oral communications, reading, academic speaking, and listening/note taking courses. She brings her knowledge and international experience to her students. "There is something very powerful about working with students from around the world. Beyond all the grammar and phonetics lessons, being a teacher

lets you be an ambassador from your country on a daily basis. I still get excited when I see students from all parts of the world working together and building friendships. I hope my students see the bigger lesson in all this - that even though we're from different countries and cultures, we're all just people."

Without taking the TESL/TEFL program, Castillo believes she wouldn't be where she is today. "The program is a passport to the world. It lets you live and work abroad. I always dreamt of living in Spain and this was my ticket. I tell everyone about it because it was one of the most enriching things I did both personally and professionally. TESL/TEFL was truly one of the best things I've ever done."

## On Her Way to Asia

**K**endra Croddy graduated from SDSU in 2009 with a bachelor's degree in English. She then went on to complete the single subject teaching credential in English/Language Arts in 2012. When she finished her credential, she was faced with the problem that many teachers and new teaching graduates face in today's economy – there are no teaching jobs in Southern California, so she decided to take action.

"I have always enjoyed traveling and learning about other cultures, and I loved my linguistics courses required for my undergraduate degree, so I decided to take this opportunity to travel while doing what I love. I enrolled in the [TESL/TEFL Certificate program](#) at the [American Language Institute \(ALI\)](#) in July because it seemed like the most reputable and well-known teaching program," Croddy says. At the moment she is working as a substitute teacher while she waits for her final exam results so she can teach overseas.

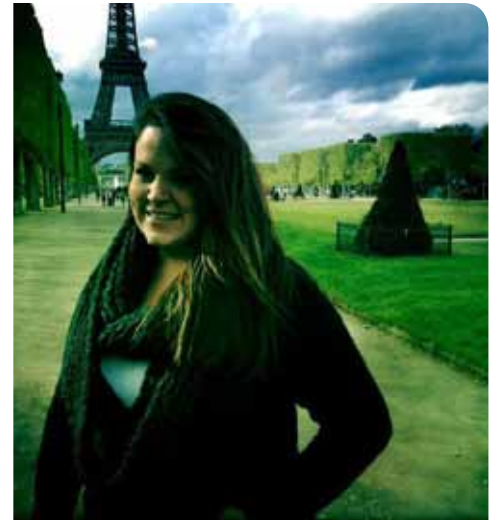
Students in the TESL/TEFL program are exposed to practical teaching activities that can be easily adapted to fit almost any level and age. Each student is assigned a teaching "mentor," a teacher currently working at the ALI. They then work with the teacher as an aid and eventually teach an ALI class.

"I believe that this program is the reason that

I feel prepared to teach ESL/EFL/EIL in almost any situation. I learned more in four weeks than I learned in the five-quarter teaching credential program. This was probably the best teaching experience I could have gotten before going overseas. On the days that we weren't working in our mentors' class, we were rotating and assisting in other classes at the ALI. This enabled us to see other instructors' teaching styles and work with students from many different countries and at different language levels," says Croddy.

The ALI also helps students with job placement. There is a CV workshop – the mentor outlines what students need to include in their CV. *(Editor's note: Any reputable school overseas will require a CV.)* Students are given examples of successful CVs, as well as information regarding what the job market is like in countries all over the world. Croddy adds, "I finished my CV and the ALI forwarded it to contacts in my top two countries of preference, so I just have to wait for my scores and then I plan on heading to South Korea or Taiwan."

There are two main benefits to taking this program at the ALI. First, the program can be completed during one month in the summer. Many boast that their programs can be completed in a short amount of time, but they do not offer the same classroom time and teaching experience that the ALI provides. Second, you are able to work with actual ESL students enrolled at the school. "This teaching experience with ESL students was not offered in any of the other programs I researched. The students were beneficial not only for teaching experience, but also as valuable resources regarding countries in which they come from. When I mentioned



*Kendra Croddy plans to teach overseas.*

to a class that I was thinking about teaching in Taipei, I received a list of places to which I 'must go' according to Taiwanese students," Croddy says.

ALI students in this program are recorded teaching three, 50-minute lessons to peers. They also teach a 20-minute informative lesson on a piece of grammar. Students attend a grammar class, an intensive 10-hour workshop aimed at getting students to pass the grammar final exam. There is also a final exam on all of the methodology covered during the four weeks.

"This program is, in a word, intense. In the program I completed four full lesson plans – speaking, reading, listening, and grammar – as well as a partial lesson plan on business English. We also worked with students on pronunciation, including how to teach word formation. And because the class size is small, I was outnumbered by helpful, informative instructors with a wealth of information about teaching abroad and how to address students in different cultures," says Croddy.

# Madrid Experience Unique for Five Students

## No Pasa Nada

### Amelia Foubert

Amelia Foubert is an honors' student at San Diego State University, who is working toward a degree in Spanish. Wanting to become more immersed in the Spanish culture and language, she decided to study abroad.

"I chose Spain because the Spanish is different there compared to the Spanish here. My grandfather's first language is Spanish and my mom studied in Madrid when she was younger, so I decided to study in Madrid." After deciding on the [Spanish Immersion Study Abroad program](#), Foubert set off to Spain for an entire semester.

As part of the immersion program, Foubert took Spanish classes and stayed with a host family. Initially, she wasn't sure how much her Spanish



*Amelia Foubert in Sol Plaza.*

would improve, however, after taking five classes in Spanish and living with a host family – who only spoke Spanish – her proficiency improved more than she hoped. "I was pretty good before I went at reading and writing,



*Angel Bonilla outside the Prado Museum in Madrid.*

but my speaking was not as good and living in Spain helped my speaking so much. I got more confidence and more comfortable."

She also ended up having a good experience with her host family. "I loved them. My host brother was the same age. My host mom was amazing; she is really sweet and they are like my family," Foubert says.

She was also surprised and in awe about the cultural differences there. "They are laid-back and enjoy life. They have a siesta from 2:30-5:30 pm, where everything is closed and people eat, clean, or travel from work to wherever they need to go," she says. "Everyone takes public transit and it's amazing, especially Madrid."

It was from these cultural differences that she gained her greatest take-away. In her view, "Spain has this phrase, 'No pasa nada,' which means do not worry about it. I feel like I learned from the Spaniards how to enjoy life more."

## Taking a Chance, Stepping Out of His Comfort Zone

### Angel Bonilla

As a sociology student, Angel Bonilla wasn't required to study abroad to complete his major; however, he wanted to experience education overseas, so he chose Spain and France as target countries. Ultimately, he chose Spain since he could speak some of the language and because his friend was also going.

Just like many students, Bonilla had many thoughts on what it meant to study abroad. Bonilla says, "I had many reservations. First, I thought about how expensive Spain was going to be and my ability to afford it. Secondly, I didn't think I was going to be able to figure out how to get around and thought I was going to



get lost constantly. What actually happened is that I had no problems with money and Spain's metro system was very easy to navigate."

One of the reasons to study abroad is to experience different cultures, languages, and sites. "I was overwhelmed; I couldn't believe that I was actually in Spain. I went straight from the airport to Puerta de Sol. There were students from different countries, so there were a lot of people to get to know. I definitely became close to some of those fellow students," says Bonilla.

Bonilla also shares what he gained outside of the classroom that will be with him for the rest of his life. "One of the most valuable experiences I learned was to take chances and not be afraid of stepping out of your own comfort zone. It was a life-changing experience – I experienced new things while meeting new people from all around the world, which influences how I will now look at things."

People in Spain are very passionate in what they do. It's an absolutely beautiful country and the people you meet there only add to the experience. I definitely learned to speak and write the language better, how to think quickly, and how to deal with different situations," Bonilla adds.

## Another Way of Living

### Faye Pacho



*Faye Pacho at Parc Guell in Barcelona.*

Faye Pacho just returned from her faculty-led, study abroad Spanish Immersion program. She decided to study in Spain after researching programs. "I am a social science single subject teaching credential major and this was an elective. Since it was my choice and not a requirement for my major, I wanted to make the right decision for me. I chose Spain because it was in Europe, and I wanted to become more fluent in Spanish," she says.

When the program grew closer, Pacho felt anxious and a bit of fear since this would be the first time she traveled abroad alone. However, when she stepped off the plane her feelings changed. "Spain is beautiful. It was different, but it also felt somewhat similar to home. The freeways feel familiar; you hop on the freeway to wherever your destination is. My fears had no basis. Everyone and everything I experienced was great. It was the best experience. I could not have made a better choice," she says.

**Continued on p.6 >>**

## Spain Cont. from p.5 &gt;&gt;



*Katie Legidakes (left) and other students in Spain.*

Pacho also mentions that she had a roommate and created new friendships. “I built friendships and trust with other students since we all were in a foreign country. You tend to create relationships quicker. And, I met a lot of students, not just from SDSU. It also broke my apprehension about traveling on my own, and about meeting people from other countries. It was just a much more comfortable experience than I imagined.”

One of the highlights that Pacho enjoyed was the daily siesta and opportunity to learn about the culture and the people, not just study in a classroom. She says, “We would go to class from 8:30 am to about 1 pm. So all afternoon we could experience Madrid. We would also explore our surroundings after dinner.”

Pacho agrees that a language immersion program is one of the best ways to learn since, “you are taking classes and using the language every day, and everywhere you go.” And, her last bit of advice to potential study abroad students, “I think studying abroad really opens your eyes. It makes you aware of other perspectives of living,” she adds.

## Immersion Leads to Better Skills

### Katie Legidakes

Seeing that Katie Legidakes’ minor is Spanish, she thought Madrid would be a perfect place to improve her language skills. She enrolled in the month-long Spanish Immersion program to experience everything that Spain had to offer – its culture, sights, and language.

Legidakes learned a lot while abroad. For one, her Spanish definitely improved. “In the beginning I didn’t think it would get better because it was a lot different than the Spanish here, and I had forgotten about that. But, once you’re there and immersed in it completely and you have to make your way to use Spanish, you get so much better at it,” she says. Another experience that helped with her Spanish language skills was living with a host family, since they spoke only Spanish.

“I gained a new perspective. Studying abroad opened my eyes to see what other people are doing in the world – I met people from all over the world. And, I actually made good friends with other students, and since we all go to San Diego State, I can still see them here in San

Diego. I also met others students from schools like New York, Florida, and Texas. I got a taste for what is out there, and it makes you appreciate things back home and think about other differences,” she says.

The ultimate goal is to take her Spanish skills to a professional level when Legidakes graduates the nursing program this December. “In California, it looks great to have Spanish on a resume especially in a hospital setting. We get people in the hospital who can only speak Spanish,” she adds.

## A Whole New World

### Daniella Torres

Even though her major, criminal justice, doesn’t require her to study abroad, Daniella Torres was persuaded by a friend to accompany her on the Study Abroad Madrid, Spain program. “My friend asked me to go with her because her mother wouldn’t let her go overseas alone, so I said, ‘yes.’ Two months later we were packing for Spain.”

Before leaving, Torres was excited but also had bouts of fear – she had never traveled without her family, and the only other country she had visited was Mexico. “Crossing an entire ocean was a lot for me; however, all my fears were put to rest when I arrived in Spain. My first impression when I landed in Spain was ‘wow, this is truly a whole new world for me.’

“As a person that has a lot of big dreams and aspirations of traveling, I would have never thought of going to Spain to study. I’m so happy I did, because it’s such an amazing country with amazing people and culture,” she says.

Many students often have the impression that since Mexico and Spain share the same



language, they must be similar; however, as Torres found out, they are very different. “I was really surprised. It’s not like Mexico at all, it’s so different. I also learned a valuable lesson – when you travel to other countries you see how much more is out there. I definitely realized how little I knew of other countries, and this in turn only makes me want to know more.”

With Spain under her belt, Torres is ready to learn and experience more, but her focus in the coming years is to use her international



*Daniella Torres ventures to Sevilla during her Study Abroad program.*

knowledge to her advantage. “Job wise, there is a lot of competition out there and I definitely think having international experience helps. I also speak Spanish as a second language, so that is a plus. ‘I went to Spain to brush up on my language skills and to interact with different types of people.’ Not many people can say that,” she adds.

To find out more about the Study Abroad programs, go to [www.neverstoplearning.net/studyabroad](http://www.neverstoplearning.net/studyabroad).

## INTERNATIONAL | POLAND

# Poland Offers Engineering Student a Once in a Lifetime Opportunity

**A**s a construction engineering major who loves soccer and who also needed credit to finish his degree, Fabian Roman discovered a once in a lifetime opportunity – he could sign up for the SDSU Summer Civil Engineering Study Abroad program to complete his degree in Krakow, Poland, and at the same time could travel to Warsaw to see the 2012 Euro Cup.

What he didn’t realize is that he could actually combine both sport and study since Poland had just recently developed its infrastructure for the 2012 Euro Cup. According to the *Economist*, \$440 million dollars were

used to build a new stadium. Roman was able to experience the new soccer stadium, which gave him new perspectives on infrastructure and other valuable engineering knowledge.

Roman also learned a lot about himself while in Poland. “I am a person with more character now. This experience made me a more open-minded person who can now take any challenge with more capacity. Poland is an amazing country. It was a great experience,” he says.

What is more important is that Roman now sees the value of international experience and how it can enrich one’s life especially from an employer standpoint. He adds, “international experience is attractive for employers since they know that not everyone will do it. I think that people with strong character take the risk

of going to live in another country. That is something that I am sure a company would want to see in a potential employee.”



## Finding Patience, Meeting a King, Experiencing Personal Growth

For business student Robert Terry, the decision to go to India with the Study Abroad program was a no brainer, “it satisfied an exploration education requirement and it was a place I’ve never been.”

The program brought Terry to several cities and states within India, but he did have thoughts before he left. “The first time you travel somewhere there will be reservations and you will have basic stereotypes, but it’s exciting. The first day, you are jet lagged and everything is different. I think everyone in my group was amazed at how developed India is. Some reference the movie *Slum Dog Millionaire* when they think of India, so I think a lot of us were surprised to find out that wasn’t the case.”

The Study Abroad India program is faculty-led by Professor Emeritus M.C. Madhavan. Terry adds, “Professor Madhavan is a very recognized man in India. During the trip he received the Global Organization of People of India Origin

(GOPIO) International Service Award for promoting good relationships between the U.S. and India. Only one other person in the world that year received that distinction. So, he’s not only recognized, he’s respected.”

Along with Madhavan being well-known in India, he does his best to tailor the program to those who go. “Yeah, the cool thing about the trip was that Professor Madhavan geared it to who was going on the trip. He took a personal interest in all of us. He asked, ‘What’s your major? What are your interests?’” says Terry. For example, one student on the trip was interested in fashion, so there was a trip to a textile mill, where they got to see how patterns on fabric are created. Another student was interested in computers, so they visited a business to see how they use technology.

There was a lot to experience during the 2011-12 trip. The group started in Kochi, which is on the southwest coast and then they went down to the tip of India, and drove back up the southeast coast. That was followed by a trip inland to the university to study. After that they flew to Bombay.

Among the highlights Terry says was meeting a Maharaja (king) in India. “We got to meet a king. He owns a temple, and when they opened the safety rooms they found jewels worth about \$7 billion in that temple. You can put a price tag on those jewels, but you can’t put a price on experiencing natural history.”

Many students note the friendships made during study abroad, since everyone is going through the same program. “When you study abroad, you become a family with the other students. I still keep in touch with my group and we have reunions.”

Terry had such a positive Study Abroad India experience that he enrolled in the program twice. “I had never been to a place like India before, and I’m really happy I chose to go. I like having another cultural perspective, and I believe when you experience a different culture, you come back with a different perspective. I feel I have a lot more patience. My advice to other students considering going to India is to feel confident. I think study abroad is a very valuable experience whether it’s for personal growth or a competitive advantage in the job field.”

To find out more about the Study Abroad programs, go to [www.neverstoplearning.net/studyabroad](http://www.neverstoplearning.net/studyabroad).



L: Robert Terry poses with students during a dinner event.

R: Robert Terry visits the Madrai.



**INDIA** is the largest democracy in the world since its independence from Britain in August 1947. It is now one of the advanced emerging economies with the fourth-largest gross domestic product (GDP) in the world, and with the third largest technical and scientific personnel in the world.

Indian civilization is one of the oldest in the world and it has a rich literary tradition as far back as 3,000 years. Its contribution to math, science, and technological developments has few parallels in the world. India also has music and dance traditions dating back at least to 500 BC.

Yet India is a land of contrasts: one of six countries with a well-developed space program and at the same time a high illiteracy rate; one of the largest railway systems in the world; however, bullock carts are an important source of transportation in rural areas; and, it has many billionaires, but nearly a fourth of the population lives below poverty.

### Population

India's population (1.25 billion) is the second only to China. It has almost four times the U.S. population against about one-fourth of U.S. land area. The average Indian living standard is about one-eleventh of an average American. Indians speak more than 15 major regional languages, hundreds of different dialects, and English is generally used for interstate communication (and is used extensively in Indian universities for instruction).

### Women in India

Women in India have greater opportunities to participate in social and political life. The last president of India was Prathiba Patil, and one of the most important political leaders of India was the late Prime Minister Indira Gandhi. There are many women chief ministers (similar to a U.S. governor) and almost 30 percent of village- and county-level elected officials are women.

### Economic Development

Indian economy has transformed substantially compared with what it was during the colonial period; however, its growth was anemic up to the 1980s and has accelerated (particularly in the last 15 years). Indian transformation is evident in the millions of people using cell phones all over the country.



*Murugappa Madhavan started the India program at SDSU three years ago, and it has been a great success. This year the course, India: Yesterday, Today and Tomorrow, will include visits to India's first church (Palayoor, Kerala), which is believed to have been built by Disciple Thomas around CE 52, its first mosque (Kochin) built in CE 639, and its first synagogue (Kochin) built in CE 1344. Students will spend about ten days in Coimbatore, where there will be lectures on: Indus Valley-Sarswati civilization; Sanatana Dharma; temple architecture; Ayurvedic medicine; India's contribution to science, math, and technology; Indian agricultural, industrial development, and entrepreneurship; the electoral process; Indian foreign policy; and, Indo-U.S. relations. Students will have plenty of opportunities to meet Indian students and people from different walks of lives. The program also includes visits to the Taj Mahal in Agra, the Parliament and Qutab Minar in Delhi, and Amber Fort and City Palace in Jaipur.*

### India and the U.S.

Indian philosophy and literature influenced the thinking of famous Americans such as Ralph Waldo Emerson, Walt Whitman and Henry David Thoreau. Thoreau's writings had a definite impact on Mahatma Gandhi's thinking and his non-violence philosophy and strategy influenced Martin Luther King in his struggle for civil rights for all Americans.

### Indian Americans

Today, there are over three million people of Indian origin contributing to U.S. educational, scientific, technological, and industrial development. They have the highest average education, around 17 years, for any group of hyphenated Americans.

## Changing Direction

Leslie Thompson's life has been full of wonder, enrichment, and adventure, beginning with three formative years in a rural log cabin in Alaska. After earning her Bachelor of Fine Arts degree from the Museum Art School in 1971, she became involved in the early women's movement, started a pottery studio, built a house, ran a graphic design business for about 20 years, and even became an adjunct faculty member at a community college, eventually earning a California teaching credential.

From there, Thompson and her husband decided to leave their comfort zone in California to teach at an international school in Lebanon and then after three years, in Saudi Arabia. During their ten years abroad they traveled extensively, visiting over 40 countries. Three years ago she was

ready for something new. "After seeing a colleague working on his master's degree in educational technology, I thought that path might be a good fit for me as well," she says.

Discovering that the College of Extended Studies and San Diego State University had an online program in Education Technology (EDTEC), she decided to enroll since she could stay in Saudi Arabia while earning her master's.

Thompson retired from her job teaching, returned to the U.S., and finished her EDTEC degree. She is now starting a company, Agile eLearning Design, and hopes to combine her skills in graphic design and EDTEC to benefit businesses.

She found her new path through the EDTEC capstone course. For the final project, she and a partner were assigned to work for the County of San Diego. The County wanted them to develop an eLearning project for its employees to help improve customer service – they also wanted something "outside of the box." Thompson jumped at that direction because, "Well, 'outside of the box' is my motto," she says. Utilizing her graphic design skills, she decided to take a graphic novel approach for the project.



*Leslie Thompson spent many years in the Middle East.*

"We decided to go the path of branched scenarios with a lot of really interesting choices that the learner had to make about customer service," Thompson states. "As I was creating the illustrations, I was thinking that it was just a great deal of fun. I thought it was very successful and that made me realize that there are other people out there who could use art and graphic design skills that I have, but it also revealed a whole different market in instructional design."

Furthermore, Thompson used her new skills beyond the classroom by creating a colorful and graphic job aid for school guards in a Saudi Arabia school. "The guards needed guidance and direction to perform their job properly. We created a set of procedures in a job aid to improve performance. To make the procedures less daunting we added a graphic feature. Today, it still hangs in the guard house. It's the most effective form of communication I have ever done," she says.

Thompson's hard work and dedication paid off – in 2012, she was named as a featured graduate at San Diego State University. This is a significant achievement because only a small number of students receive this distinguished title. "I was completely surprised," she admits. "We had

*Leslie Thompson and her husband Paul visit an ancient mud village in Al Bigaa.*



some people in that program that just blew me away. They would post to our discussion boards and I would find myself learning so much from the students themselves. To be selected was such a huge honor.”

Enrolling in the EDTEC master’s program was one of the best decisions Thompson has made in her varied career. Not only did she learn about the world of EDTEC, it changed her career path and future goals as well. “The program was such an eye-opener for me and that’s what I’m interested in doing now” she adds. “It really was serendipitous that I turned up finding SDSU. I couldn’t have picked a better program.”

To find out more about EDTEC at SDSU, go to [www.neverstoplearning.net/edtec](http://www.neverstoplearning.net/edtec)

## Visual Translations

When Leslie Thompson realized that people respond to graphics more positively than text – especially work directions and rules – she saw an opportunity for improvement at the school where she taught in Saudi Arabia. She created colorful graphic job aids in dual languages to help illustrate important safety tasks for the school guards. The resulting performance support tools – one in English, and one in Arabic – “are effective and they still hang in the guard house today,” she says.

### كيفية القيام بالدوريات

**بعد الانتهاء من الدوريات**

إملا التقرير اليومي ، مع تذكراي شيء غير عادي وقع عند انتهاء الدوريات وإعطاء التقرير للمدير

إدخل هذه الأرقام في هاتفك المحمول

حريق	٩٩٨
إسعاف	٩٩٣
شرطة	٩٩٩
الامن الصناعي	٩٩١
جوني	
المدير	٥٠٥٧١٤٨١٦

**أثناء القيام بالدوريات**

التحقق من جميع الأبواب

التأكد من أن جميع النوافذ مغلقة

التفتظ الإهتمام الكتب أن شيء غير عادي اطلب المساعدة

استخدم هذه الطرق الثلاثة في الدوريات في الاتجاهين لكل وردية

**أهل القيام بالدوريات**

لبس الدوريات الشهي الدوريات

حسب دوريات الدوريات الخاصة

٠٤ :٢٦ :٤٩  
٠٨ :٣٤ :٥٤  
١٣ :٤٢ :٥٨

مستجاب للمزيد

الاجهات ، جيب الأرقام

احضر معك : هاتف ، بطاري ، دفتر ملاحظات

1

2

3

EDTEC master’s student combines graphic descriptions and instructional skills to help improve job performance of a school night guards’ duties.

## HOW TO DO A NIGHT PATROL

**1 BEFORE THE PATROL**

Start patrols 17:00 Stop patrols 05:00

Do 5 patrols per shift

Vary route, direction, start time

Lock guard house

Bring flashlight, cell phone, notebook

**2 DURING THE PATROL**

Check every door

Close every window

Be watchful! Pay attention! Write down anything unusual! Call for back-up!

**3 AFTER THE PATROL**

Fill out Daily Report, noting anything unusual. Sign at end of shift and give to Principal.

ENTER THESE NUMBERS IN YOUR CELL PHONE

FIRE	998
MEDICAL	993
POLICE	999
RC SECURITY	911
JOHNNY	050-380-5905
PRINCIPAL	055-571-4816

Check all doors

GREEN ROUTE

DO GREEN AND ORANGE ROUTE 2 TIMES, EACH DIRECTION

ORANGE ROUTE

DO RED ROUTE 1 TIME BEFORE MIDNIGHT

RED ROUTE

## Feeling Confident About Career Change

After the economic downturn, Kim Smith began looking toward a new path for a promising and lasting career. Having no luck when trying to enroll in a prerequisite nursing program biology class, she decided to take a clinical microbiology class.

This decision changed her career path – that course introduced her to another profession, medical laboratory technician (MLT). After that class she applied to the MLT program at San Diego Miramar College and the BRIDGE grant and the rest is history. Today, Smith has finished her last training rotation at LabCorp and is planning to take her California State MLT exam. She is optimistic about the outlook for medical laboratory technicians.

“I did my research before I totally committed to the program. The health industry is going to continue to expand especially with the older



*Kim Smith*

population moving in. There is a high demand for people who are skilled in lab work. My advice is definitely to consider this or some other related health industry type of work. I think it is a fabulous field and I think that the expansion rate is good,” she adds.

Smith also feels fully prepared when entering the workforce. Not only was she taught in the classroom by experts and veterans in the field, she also received hands-on experience by doing an internship at a lab as well. In her eyes, “You had to learn a lot from the

building blocks up and then you had to store all of that information. There was individual work but also teamwork. Teamwork was emphasized because when you go into a lab setting, you are not going to work solo. You are going to have to coordinate, so you have to be able to multitask and you have to be good at it.” It was still a challenging journey for Smith.

In her opinion, “Accepting these challenges has been a remarkable personal journey as well as a professional journey. I have had excellent support. If it wasn’t for the encouragement of my instructors and others who were a part of the program, I’m not sure I could have stuck with it. Coming from a liberal arts background to a tough science program was daunting.” Changing her career direction was one of the best things that Smith has done. She is extremely excited to graduate and find a job, and she adds, “I have never in my life felt so confident.”



# Fresh New Career Path

**A**fter surviving a horrific accident, Kathy Timon decided to change her life by changing her career. She made the choice to go to nursing school. She wanted to become a nurse, but that all changed when she stumbled on the Medical Laboratory Technician (MLT) program while taking pre-nursing classes. Timon thought being a MLT would be an ideal career path. She was happy with her new decision especially when she discovered that the program was funded through the BRIDGE grant. She quickly applied and was soon accepted, and began classes the very next semester.

Timon is now in the program's internship phase, which is similar to a full-time job. She mentions that it took hard work and dedication in the classroom to get to the internship phase, but according to her, "The coursework is challenging – there were reports, papers, charts, presentations, and exams on a daily basis, but it's all been worth it." She also recommends to "be up-to-date on all your science courses and be prepared to study."

During the program, Timon networked with fellow students, and says this is one of the benefits of the program. "Many of the students in the previous cohorts have already found employment and many have also accepted employment at the laboratory where we complete our internships," she states.

This industry looks optimistic for those who are unemployed or looking to make a career change. Timon says, "I have read reports that it's one of the most promising of the medical fields. Regulations are changing to allow more tasks to be performed by the MLT that were previously required to be performed by the



*Kathy Timon*

clinical laboratory scientist, and jobs that were performed by unlicensed employees are now being required by the state to be performed by licensed technicians."

Timon's MLT program has been a great experience to her since many of her fellow students were making career changes just like her. She adds, "Many students were returning to school after working in other careers. It was helpful to have individuals with the same enthusiasm for starting fresh in a new field."



## Finding Her Dream Job

**K**athleen Armstrong became the first energy manager for the Merced Union High School District (MUHSD) in 2008. While at MUHSD, she started the first recycling campus program, and worked with maintenance staff to implement EMS systems on campuses to analyze and evaluate energy usage.

She loved her job, but couldn't convince the Board that her position was critical during budget cuts – even though Armstrong helped save the district \$175,000 in energy usage and produced energy workshops for administrators. When she lost her job, Armstrong knew she wanted to continue on her green path. “Energy education is the most important factor in communicating the importance of energy efficiency and green alternatives for our schools. I did research and San Diego State really offered a suite of classes and had a certificate program, the Green Energy Management Certificate, so I enrolled to learn additional skills that could

help me communicate the importance of energy efficiency and green alternatives to a wider audience,” says Armstrong.

Armstrong notes that the classes gave her more confidence and she felt that one of her instructors mentored her through the program. “The instructor understood how frustrated I was and because she is an energy professional, she really wanted to make sure that I got the most out of the courses,” she says.

During her green study, Armstrong noticed a job opportunity for a program coordinator at Conservation Services Group, one of the most respected energy efficiency and conservation companies in the U.S.

“I thought ‘Oh my goodness, this is the opportunity of a lifetime, I have to apply. And then I got the job!’ I really feel the combination of being in SDSU's Green Energy Management program, networking with other energy professionals within the program, and hands-on guidance from my instructor, Liz De Souza, helped position me to succeed,” Armstrong says.

“I feel very lucky in so many ways because San Diego State has been wonderful and to segue from an exciting curriculum to working for a



Photo by Cindy Flester

*Kathleen Armstrong*

mission-driven organization through my classes has been a dream come true,” Armstrong adds.

Today, she couldn't be happier with her decision to pursue a Green Energy Management certificate at SDSU. She works for a company that she loves, and resides on a ranch in the Sierra Foothills with her husband, Tom, where she raises organic beef with the help of her four dogs.

“I try to live what I learned and share this with others. We produce about 50% of what we eat from our vegetable gardens, chickens, and cows. We recycle and compost. And, I'm working in a field I love with a company that is doing great work,” Armstrong says.

To learn more about SDSU's College of Extended Studies Green Certificate program, go to [www.neverstoplearning.net/green](http://www.neverstoplearning.net/green).



## Two Cool Green-related Magazines

### *Energy Today*

Covering the energy market, this magazine provides international information (management best practices, technology trends, regulatory matters, vendor relations, safety and other human resource issues) to help senior-level energy executives identify trends and improve their businesses.

### *Society & Environment*

Creating green communities for a better tomorrow is the mission for this United Arab Emirates publication. This magazine covers it all with feature stories like “How to Manage Waste,” profile articles covering ground-breaking green activists, opinion pieces, tips, and highlights of green initiatives all around the world.



# Greening Your Life Begins with Simple Changes

## Making It Green

According to the *Huffington Post*, 3.1 million Americans are currently employed in the green sector and the numbers are rising. This is due in part to the government's stimulus plan as well as the trend of leaving a small ecological footprint on the earth.

If you want to go green, but don't know how to start – don't worry, drastic changes are not necessary to make your career or life green.

## Green Career

The green industry is a multifaceted industry – jobs can range from a photovoltaic installer to an urban and regional planner. At **CareerOne-Stop.org** there are over 200 green industry jobs (e.g., engineering, manufacturing, construction, management, and research).

If you would like to break into the green industry, you probably just need to enhance your skills by adding green knowledge. For instance, a real estate developer could start selling green homes. To green this career, the real estate developer would need to update his/her knowledge by taking classes in green facility management and sustainable home alternatives.

## Green Life

For those who just want to make a difference in their home or office, there are simple steps. For example:

- **Power down your computer instead of logging off** – this small change can save up to \$100 a year.

- **Adhere to a day without meat** – to create beef for the dinner table the energy input to protein output ratio is 54:1.

- **Go paperless** – think about using online options to pay your bills or communicate with others.

- **Carpool** – save money and get there faster while decreasing your carbon footprint.

Whether it's turning your career green or just adding green alternatives into your daily life, there is something that everyone can do to make a difference. Remember, "going green" can be easy, and it helps improve your diet, work and home environment, and well-being.

## 10 View-worthy Green Blogs

**Daily Green** Everything from sustainable green living tips to green recipes

**Green Pages** A directory that highlights sustainable business products and services and provides green news and tips

**Green Living Tips** People and company stories on going green

**Simple Mom** Tips on how to make your home green and sustainable

**Tree Hugger** How to live a greener lifestyle - covering everything from green technology to green gift ideas

**Clean Air Cool Planet** Success stories of going green

**Earth 911** Everything you need to know about recycling including locations of recycling centers in your area

**Not So Big House** Useful links and solutions for sustainable building



**Go Eco** Worldwide volunteer opportunities for ecological causes

**Planet Green** Environmental news and sustainability ideas

## Returning to Class Leads to New Life Goal

**W**hen Lindsay Collins finished her degree in kinesiology, she had a difficult time finding a job in the medical field.

"I thought about becoming a phlebotomist, but what I learned was the market was oversaturated with people in that field, so I enrolled in the EKG Technician course at SDSU's College of Extended Studies, since I was somewhat familiar with stress testing," Collins adds.

At first she was a bit overwhelmed and wondered if she made the right decision; however, she says that her instructor, Dr. Farook, reassured her that her effort would be worth it. "He was right. He was extremely helpful and clear

at answering my questions. Dr. Farook was the best instructor, and networking with my classmates was extremely important. We all worked together and created study groups," she adds.

In class, Collins worked in study groups and experienced the occasional pop quiz. The main objective was to study since the ultimate goal is to pass the licensing exam at the end of the course. "I would encourage others to take this course if they are looking for that stepping stone to get into the health care industry. You need a starting point because it is very competitive," Collins says.

Collins started a position working for an EP-cardiologist 17 days after she finished the program. She adds, "I work for a cardiologist that specializes in heart arrhythmias, so I've kept my training course materials and often reflect back to my book if I have questions."



*Lindsay Collins*

And, after her positive experience with returning to school, Collins has embraced the "Never Stop Learning" motto. Her next goal is to become a physician assistant with hopes of starting a program next year.

## Medical Billing and Coding Class Key to New Job

**S**tephanie Cass never thought to look for a new career path until her life took an unexpected turn. After being laid off from her position at a dental company, she knew she had to act fast. Thinking that she would further her knowledge in the billing and coding field, she started to look into programs at different colleges.

Luck happened to be on her side when she was granted funding for the medical billing and coding program from the American Recovery

and Reinvestment Act (AARA) grant through Workforce Partnership. "My mother told me about this program that the unemployment offices help people enter the workforce with new training," Cass says. "So I looked around and found out that SDSU's College of Extended Studies had a medical billing and coding class."

Her decision proved to be the right one – Cass began the class and changed her career focus. During the program, she joined the American Academy of Professional Coders (AAPC) to further her reach with people in the industry and after completing the program, she earned her certification as a Certified Professional Coder Apprentice.

Today, Cass works at a large anesthesia billing company called ABEO. She resolves tickets,

which involves checking for accurate payments and codes as well as having all the correct patient information. She believes she got the job because of her education at SDSU and her membership in AAPC.

"This job is directly related to my education. I know my boss mentioned that she hired me because I had received the right training. The terminology and actual depth of the coding book helped me learn the anesthesia and surgery codes. That was very useful to my current job," Cass adds.

Her quest for a new career focus resulted in a job that she now loves. Her perseverance for something better through education led down a new path to success and a rewarding job.



# Meet Health Care Professionals/Instructors

## Cynthia David

### Medical Office Manager

Cindy David has been in the medical field for over 20 years. She believes in sharing her knowledge to help the next generation of health care professionals succeed. She does this by teaching the SDSU Medical Assistant Health Care program.

The program's purpose is to prepare students for a fulfilling position in the medical field. "The medical field is continuing to expand and people are always going to need well-trained professionals. If you are looking for a rewarding career while helping those who need care; medical assistant training is a good place to start," David says.

The class, Clinical Medical Assistant, has a balanced mixture of theory as well as hands-on activities. Students' progress is checked every



*Cynthia David*

four or five chapters to ensure that they know and understand each chapter's medical terms and practices.

"We do class labs – phlebotomy or drawing blood. We conduct EKGs on each other, as well as take blood pressure and temperatures, and administer injections," David adds.

Students gain practical experience to help them easily transition from the classroom to the workforce. And, what is unique about the program is it also includes a 160-hour internship to help students gain hands-on experience in a working medical office.

And, how does this form of knowledge and education translate into a job? David says "You have plenty of choices. You can work in the front or back office, mobile labs that go around to patients, a hospital setting, clinics, and even research facilities."

## Dr. Danish Farook

### Surgeon

Danish Farook has been teaching the EKG Technician course for four years and has seen several of his students succeed in becoming technicians. Possessing an MD as well as being a surgeon, Dr. Farook has studied cardiac pulmonary medicine for the last six years. Although much different from his day job, he loves to teach students because he can pass down his knowledge to them, so they can be successful.

One reason why Dr. Farook enjoys teaching is that he believes the EKG class is clinically based. "It shows from the inside what they need to know in the clinical setting, what they are going to be asked, and what types of data to look for," he says.

The class is supplemented with topic-specific lectures and readings, and students perform several EKGs in the classroom to prepare them for their health care career. It gives them hands-on opportunities to take their skills beyond the classroom. Dr. Farook adds that, "We offer the students more one-on-one time to understand the concepts of electrophysiol-



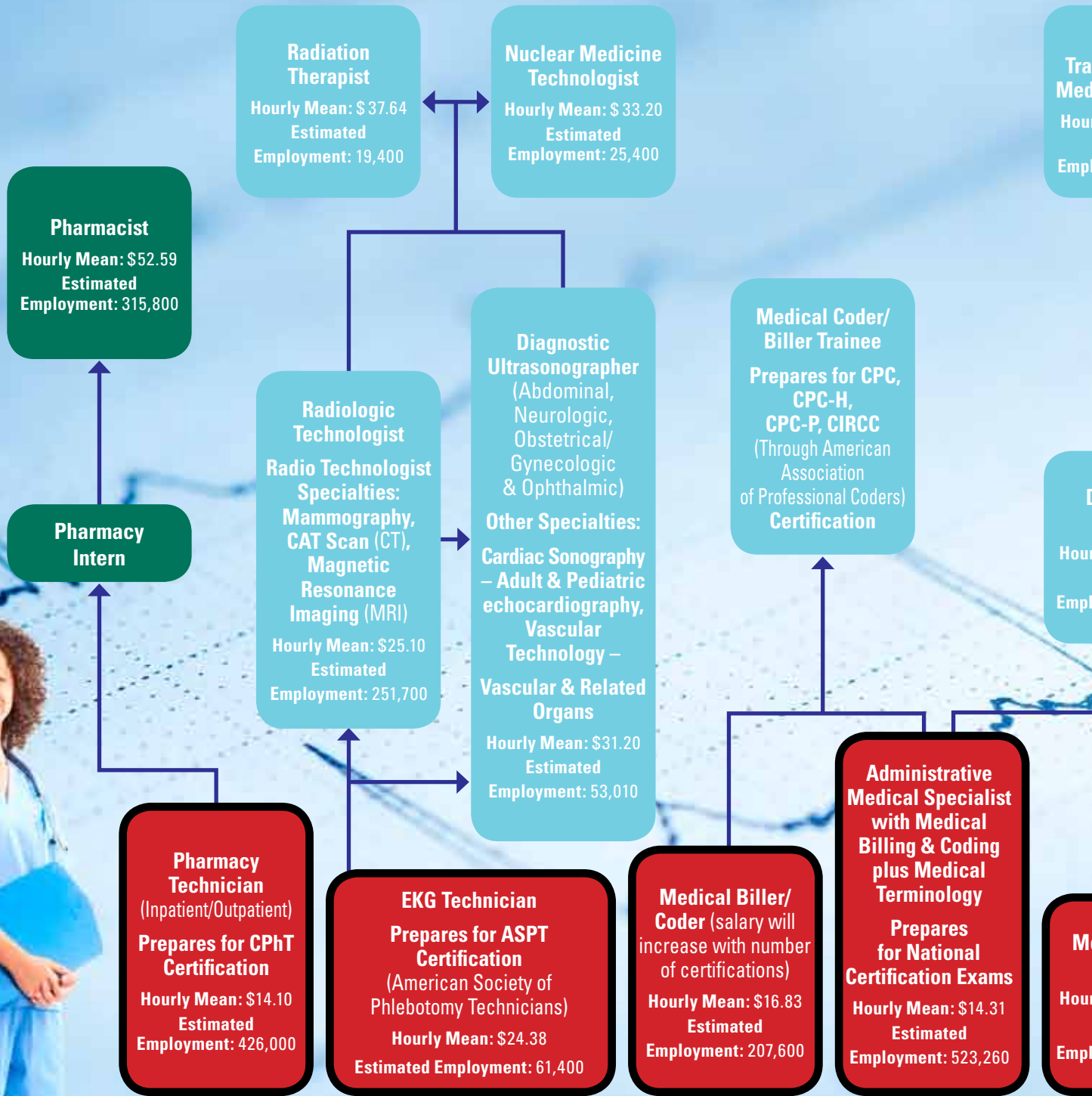
*Dr. Danish Farook*

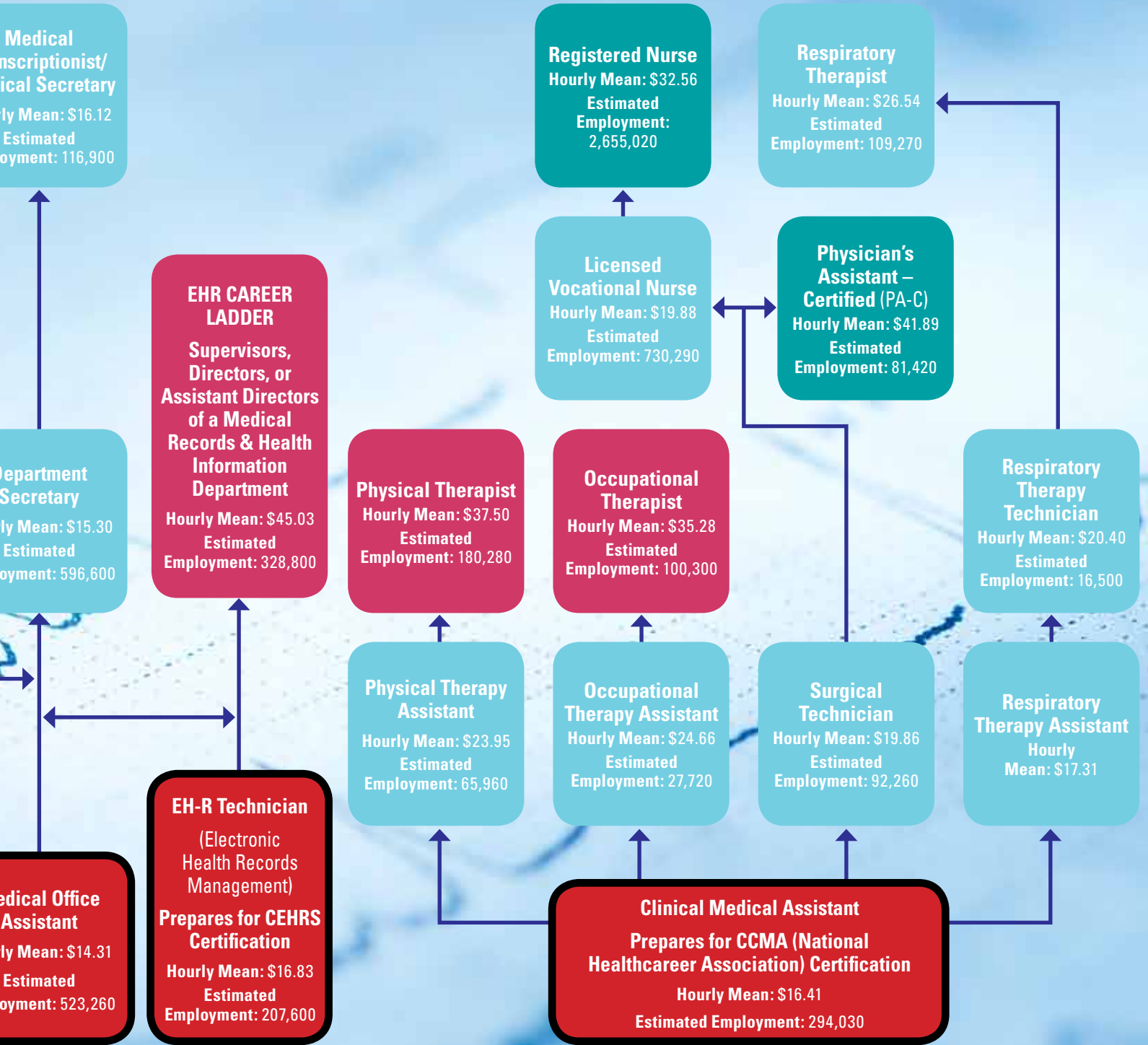
ogy and cardiac pathology." This one-on-one time is crucial when succeeding and passing the class.

Dr. Farook also recommends that his students network and try to volunteer or find internships to get their foot in the door. In his view, "I think the students vary in background. They definitely network and I've seen students go from the class to working. Some students are already working in the field where they are requested by their employer to go and take a class."

There are high hopes for those trying to become EKG technicians. "The industry is growing more," Dr. Farook says. "I think there is definitely demand." He does caution that it's still a process to land a job in the EKG field. He hopes that his students "essentially understand that they also need to start building a resume, and look for internships or volunteer at different hospitals to get into job placement."

To learn more about SDSU's College of Extended Studies Health Care program, go to [www.neverstoplearning.net/healthcare](http://www.neverstoplearning.net/healthcare).





Bachelor's Degree
  Master's Degree
  Medical Degree/Ph.D.

# Introduction to Wine Course — Important First Taste of Program

## Wine Exploration

With the ascension of wine being a choice beverage worldwide and more countries producing wine (like New Zealand, Australia, Chile and South Africa), the market for individuals who have a good base in wine knowledge is growing.

When one thinks of wine study, the image of a pretentious expert sniffing and gurgling wine, and then spitting it in a cup comes to mind; however, wine study has changed and it's not just the self-labeled connoisseurs who are learning about wine.

## A Foundation Class, Helpful and Essential

An introductory wine course is a great start (and what most will say, essential) to becoming more familiar with wine. "Whether you're just starting to learn about wine or if you already have pretty good knowledge, it's always good to refresh your memory with a wine introductory course. The Exploring Wine class puts a lot of things in perspective that you may or may not have known," says Glenn Laflamme, wine student and server/bartender at Cowboy Star Restaurant & Butcher Shop.

Fellow student and hotel manager, Michael Bolmey, agrees, "Exploring Wine is an intensive all-around course. I learned more from this course than any other in the program. It gives the foundation and building blocks to succeed and understand the intensive classes. I decided to strengthen all aspects of my wine knowledge after the first class, I began to crave wine knowledge and wanted to continue learning by taking the other classes in the program," says Bolmey.

## Further Wine Study

Once you learn the foundation, students take intensive and wine business classes to create a well-rounded program of study. Classes are focused on regions like Spain and Italy, but also business-focused classes are offered. Laflamme says, "I learned a lot about the business of wine. I knew a good deal about wine, but really nothing about the business aspect."

Laflamme recently took and passed the Level 1 sommelier exam and is considering taking the Level 2 exam this fall. "I was looking online for



Cowboy Star bartender Glenn Laflamme

a program that might help me with this goal, when I found the Extended Studies program, I thought the classes sounded amazing and the price fit my budget," he adds.



Hotel manager Michael Bolmey

## Your Wine Exploration

You can get started on your wine adventure by taking the Exploring Wine class, which covers the role and influence of wine in history and today's culture, and provides a foundation for further wine education. Many topics are covered in the class – New and Old World wines, history, grape varieties, viticulture, language and labeling, tastings; as well as an introduction to food and wine pairing, wine service and temperatures, and the wine-making process.

## Wine Basics

Wine goes back several centuries, and it's made of two simple ingredients – grape juice and yeast. However, many other factors affect how wine is created:

- Grape varietals influence the flavor, aroma, and texture
- Soil and climate (or terroir) affect the taste, smell, and look
- The winemaker impacts the wine by his/her technique, and manipulating the temperature and fermentation process
- Storage, like French oak barrels, can impart flavors and smells

## FEATURED PROGRAMS | BUSINESS WRITING

# Three Commonly Abused Punctuation Marks Explained

### Comma

Use a **comma** to separate adjectives that equally modify the same noun. The **comma** takes the place of *and*.

Use **commas** to separate words, phrases, or clauses in a series.

Use a **comma** before the conjunction (and, but, or, nor, for, yet, so) when joining two independent clauses.

Use a **comma** after introductory words, a participial phrase, a series of prepositional phrases (or a single, long one, or an adverb clause).

Use **commas** to enclose an explanatory word or a parenthetical expression.

Use **commas** to enclose nonessential phrases and clauses. Nonessential phrases or clauses are not necessary to the basic meaning of the sentence.

Essential phrases or clauses (those necessary to the meaning of the sentence) are not set off with commas.



Use **commas** to set off the exact words of the speaker from the rest of the sentence.

Use a **comma** to set off items in an address or a date.

### Semicolon

Use a **semicolon** to join two or more independent clauses that are not connected with a coordinating conjunction (and, but, or, nor, for, yet, so).

Use a **semicolon** to separate groups of words that already contain commas.



### Colon

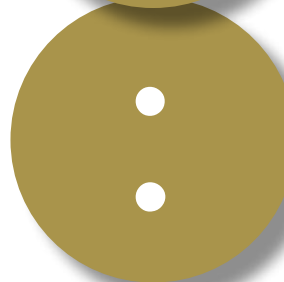
Use a **colon** after a salutation of a business letter.

Use a **colon** to introduce a list, especially after an expression

such as *the following* and *as follows*.

For sentence examples of how to properly use these commonly abused punctuation marks list, [go here](#).

To find more information on SDSU's College of Extended Studies Business Writing courses, please visit [www.neverstoplearning.net/businesswriting](http://www.neverstoplearning.net/businesswriting).



# How to Use Social Media for Your Business

Using social media to advance business interests is no longer a new phenomenon. Today, it's not a matter of whether to use it, but how to use it effectively. If you want to succeed in the marketplace you will need to know how to navigate the world of social media.

For example, Facebook is the leading social networking site in the world with a mind-blowing 955 million users. That is almost one billion potential customers. Tapping into social media can be daunting, but knowing the main sites and how they are used is the perfect start to using social networking sites, which can translate engagement into business.

**facebook** Using Facebook for your business is a smart thing to do. A company can create its own Facebook page in a matter of a few minutes at no cost. This initial cheap investment is valuable since the page allows a business to connect with an audience, and with a bit more time commitment a company can post contests, polls, pictures, videos, deals, and questions on its pages to engage current customers, fans, or potential customers to create customer loyalty.

Customers can also post comments and "Like" your business – the more Likes, the more you let

your customers do your marketing for you since your posts appear on their personal pages.

A company can even advertise on Facebook. This is useful when trying to reach a new audience, because Facebook uses geography- and interest-targeted advertisements. By focusing on users, through keywords on their profile pages, Facebook places your ad on potential customers' pages. This saves you time and money, since you are targeting the best demographic to sell your products or services.

### Successful Facebook Example

**Southwest Airlines** has over three million Likes. Southwest has increased sales and traffic to their website by posting pictures of their planes, emphasizing its philanthropic efforts, and holding contests and giveaways on its Facebook page.

**twitter** Used differently than Facebook, a company can use Twitter by "tweeting" daily tips, news, offers, and polls to their followers. By producing up to 140-character messages, a company allows customers to stay up-to-date with your company happenings. Followers gain special privileges, for example they can "grab steals" before the general public can. This type of strategy creates customer loyalty.

Another Twitter benefit is that you can use hash tags. Hash tags are used to find tweets that

contain keywords. A company can hash tag their products and when a person searches for products using a keyword, your company's Twitter post (or tweet) shows up.

### Successful Twitter Example

**Victoria's Secret** has over one million followers. On its Twitter page, the company posts quizzes, fashion and beauty items, videos, and supermodel interviews. Followers are able to retweet postings for an even larger audience to see its new products or receive updates.

**Pinterest** Pinterest is one of the newest social media sites and is growing exponentially – its users post pictures and videos in which others can then "re-Pin" to their own boards. A Pinterest page is very visually engaging and can work well for businesses if used correctly.

Pinterest also uses hash tags like Twitter - users find certain pictures or products that they may like through keywords.

Another helpful feature is that when a person clicks on a picture, it links back to the company's website. This creates a new channel for potential customers to find your company's site through visual engagement. Restaurants and merchandise companies can highly benefit from Pinterest.

### Successful Pinterest Example

**AMC Theaters** created customer loyalty by holding a contest where its Pinterest followers created boards pinning pictures of movie stars who they thought would win an Oscar. The user who had pinned the winners correctly received tickets to the AMC Best Picture Showcase.

**LinkedIn** LinkedIn is known to be the most professional social media site. Although it doesn't cater to businesses as other social media platforms, a person can create a personal business presence on the site.

The site was created to expand one's professional network, where individuals recommend another person's professional skills or business expertise. Depending on the amount of networks, connections and recommendations, you can increase your business by promoting yourself. For example, a sole-proprietor can advertise his/her skills in LinkedIn through the recommendations that they have. When others see your positive reviews attached to your company name, it increases your business presence.

And like Twitter, people can also follow your page or business group on LinkedIn.

### Successful LinkedIn Example

**The 500+ Club** are those who have connections greater than 500 – meaning you have over 500 personal professional contacts. Why 500+? LinkedIn displays an individual connection count as 500+ (not the exact count). There are profiles of LinkedIn Open Networkers (LION) members who boast of far greater numbers – like tens of thousands. However, LinkedIn has limited the maximum connections to 30,000.

## Top Nine Reasons Why Your Business Should Be Using Pinterest

- 1) There are several SEO advantages – keywords and hash tags which lead to a greater online presence.
- 2) It's a great way to host a contest to increase business traffic (e.g., ask your audience to create a Pin board of all the things that are relevant to your business. The best board wins.)
- 3) You can pin videos, blog posts, and infographics that talk about your business – Pinterest is not only for pictures.
- 4) Pins that are created from your website can link back to your homepage – this gets (potential) customers to check out your homepage and not just your pictures.
- 5) It links to other social network sites – for instance, pictures on your Pinterest board can link to your Facebook and/or Twitter page.
- 6) It's visually appealing – products, etc., can be viewed, it's a great way to share and expand your audience.
- 7) It's one of the fastest-growing social media sites, which means a potentially wider audience net.
- 8) Customers can also contribute to your board – this way, customers can take pictures of themselves with your company's products, services, or events that they have enjoyed.
- 9) Individuals can comment and "Like" your pins – this provides great PR to your business.

## One Step Closer to Her Lifetime Goal

**P**amela de la Torre needed a new career and human resources (HR) seemed to be a good track to take. Working with the Department of Rehabilitation, she discovered SDSU's HR Professional Certificate program and decided to enroll.

One unique program aspect, de la Torre says, "The classes are taught by working HR professionals. Courses taught by experts in the field provide me better real-world advice to find a job."

Throughout the program, fellow classmates and instructors helped her along the way. "I was able to network in class. I made friends who were already working in the field and helped me with my job search," de la Torre adds. She also enjoyed her capstone class, which put her

knowledge into practice. "I was able to update job descriptions for a childcare center and create an electronics and social media policy for my job development company, Able-Disabled Advocates. The instructor also touched on topics from all seven previous classes to tie the HR Certificate program together."

Today, de la Torre works as a temporary HR consultant at a manufacturing company in the Sorrento Valley area. "I was so lucky to get this job," she exclaims. She finds everything that she learned from the HR program valuable because "it helps an organization hire, retain, and maintain a quality workforce, and it keeps its employees safe from workplace hazards. Through affordable benefits, payroll, and help with conflict management, an HR employee will help a company stay on course with its values and mission."

She doesn't plan to stop – de la Torre hopes one day to become an HR director. "I wanted a com-



*Pamela de la Torre accepts her certificate from Dean Shapiro.*

pletely different future and a new job to go with it. I wanted all that was necessary to achieve that goal," she adds.

She definitely is one step closer to reaching that goal.

## Staffing Coordinator Benefits from HR Knowledge

**J**ulie Hattox-Golas works full time at Sharp HealthCare and is a mother of two young girls.

Wanting to enhance her professional skills to rise to new heights within her company, she decided to enroll in a Human Resource Certificate program. "I hoped to learn the human resources field in a much better capacity to apply to either an HR position or supervisor position," she says.

During the HR program, Hattox-Golas created several presentations and completed multiple readings to keep up with current HR material.

### The greatest program take-away for Hattox-Golas was new HR knowledge applied directly to her job.

She networked with several classmates, and says that instructors were supportive in guiding her through the program. "The instructors were very helpful. They understand when situations arise because they live in the real world along with the rest of us in the class," she adds.

The greatest program take-away for Hattox-Golas was new HR knowledge – she has taken

that information and applied it directly to her job. She says, "With leave of absences, medical leaves, and intermittent leave situations, you

have to know how to deal with them and act in the correct manner. I think it is just a good practice to have that knowledge when you are working with very many different types of employees. I know what I gained in the HR classes has benefited me.

To find out more about the HR Management Certificate, go to [www.neverstoplearning.net/hr](http://www.neverstoplearning.net/hr).



## HR Professional Cross Trains in the U.S.

**D**aniela Jimenez is an accountant who lives and works in Tijuana – she is fluent in both English and Spanish, and is driven, passionate, dedicated, and committed to what she does. Last year, she was promoted to be the Scheider Electric human resources business partner (HRBP) for the Purchasing department in all Mexican locations. She also provides support to U.S. managers and directors who have direct reports in Mexico and Mexican managers who have reports in the U.S.

“I enrolled in SDSU’s Human Resource Management Certificate program because I want to be able to understand the HR function from a U.S. standpoint. I know the Mexican side of it, and though I have a lot of interaction with my HR colleagues in the U.S., I want to be able to give better service and support to my U.S. managers, as well as have a better

understanding of the HR role. For example, what is going on in the HR world today, what changes there are in the HR role, and how to be a strategic business partner,” Jimenez adds.

Scheider Electric is driving its employees to have mobility and to explore different areas and locations, and one project for Jimenez



*Daniela Jimenez*

is to cross train within the U.S. in the HR function. She says, “I wanted to study in this program for the knowledge. I love having the opportunity to develop and grow, and I think having this certificate gives me added value both professionally and personally. My boss and his superiors expect that I continue to learn. I want to be as prepared and ready for any challenge that comes my way.”

The certificate has already helped Jimenez in her current role, as she believes that she understands her HRBP role much better, and understands the direction and changes within the organization. “I see the challenges that HR people face, how others in the organization see us in our roles, how we need to really change and be more strategic, and how we add value to our companies by being more involved with management. I’m much more confident and comfortable in my position,” she says.

Many students in the program mention that the take-away is that the HR function is changing. Jimenez agrees, “HR is evolving and we should expect great things to come as our role and activities change. It’s a very exciting time to be in HR in my opinion. It’s the human aspect of a job – we work with people and they are the most important asset for any company. Managers, directors, and supervisors need to know how to manage and motivate their teams; the people and their efforts are what drive success and profits to a company. We as HR professionals need to understand our company’s objectives and translate that to our employees and help by being a guide or consultant.”



## Using Lean to Bring Manufacturing Back to the U.S.

This year many U.S. companies are contemplating the unthinkable – they are either considering or actually bringing their manufacturing back to the U.S.

Of course, some manufacturing will always take place overseas, but it is plagued with common issues such as quality defects, the rising costs of shipping, long purchase commitments, foreign bureaucracy, intellectual property infringement, and the fact that staff is located thousands of miles away, many companies are rethinking their manufacturing strategy.

A key to success in manufacturing in the U.S. is through the application of Lean management principles focused on adding value with fewer inputs. Currently, about 70% of companies (The 2010 Compensation Data Manufacturing survey results) that manufacture in the U.S. utilize Lean manufacturing practices.

So what is the upshot of all this? Jobs! In January, the government announced that there will be tax incentives to manufacturing companies who switched their practices from outsourcing to insourcing. A study by the Boston Consulting Group even predicted a 2-3 million increase in manufacturing jobs nationwide over the next decade. This includes a 10-15% job growth in San Diego County, which would add 3,000-4,500 jobs in the manufacturing sector.

At the same time, it must be acknowledged that companies outsource since labor costs are lower in some other markets. If manufacturers want to bring manufacturing back to U.S. shores, they need to implement other ways to add value in order to offset increased labor costs. To battle costs, companies need to implement Lean. For instance, out of the manufacturing companies surveyed in San Diego, 60% of them practice Lean.

According to Lean instructor Sammy Obara, “The core concept of Lean is the elimination of waste.”

This elimination can be accomplished through Lean strategies and new company perspectives. This also does not start and end at manufacturing. According to Lean instructor Mike Osterling, “In manufacturing organizations we figured out

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that we need to shift the focus, not ignore the operations piece or manufacturing piece, but we need to also include the administration processes. Through that transition, we’ve learned that if we are in a product design environment, human resources department, or finance and accounting functions, that there are opportunities to improve service to external and internal customers.”

Thinking Lean helps manufacturing as well as other sectors of the company to increase quality, service, and productivity, which is paramount to bringing more jobs back to the U.S.

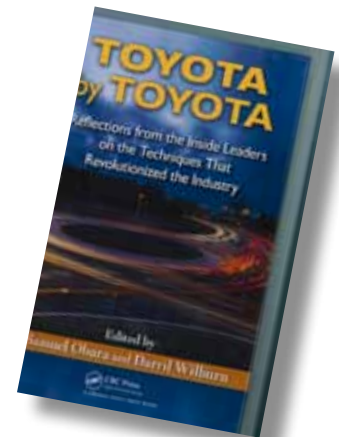
To find out more about the Professional Certificate in Lean Enterprise, go to [www.neverstoplearning.net/lean](http://www.neverstoplearning.net/lean).

## Chapter Review

### ***Toyota by Toyota. Reflections from the Inside Leaders on the Techniques That Revolutionized the Industry***

(Edited by Samuel Obara and Darril Wilburn, 2012)

There are many books on Lean manufacturing; however, only one is written by multiple Toyota (the birthplace of Lean) employees. Sammy Obara, an instructor in SDSU’s Lean program and one of the editors of the book, writes a chapter, “Leaders on the Techniques That Revolutionized the Industry.” The chapter focuses on Plan-Do-Check-Act (PDCA) and problem-solving in a company setting. Obara backs up the importance of PDCA by using examples from a company’s standpoint. He advises to find the cause, state the problem, understand the cause, and take action. For larger companies, this new resolved issue can then be shared and implemented at other companies nationally or internationally. This in turn, builds recognition and improves standards that affect the company’s efficiency in a positive way. It is emphasized that PDCA is an ongoing methodology that continually needs to be used to establish more effective means of production and satisfaction.



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# Fall 2012 Course Calendar

## Professional Certificate in Digital and Social Media

Photography in the Digital Age II	Sept. 6-27	Thursdays
Video Production for the Web I	Sept. 8-29	Saturdays
Social Media Strategies for Business	Oct. 4-25	Thursdays
Increasing Traffic to Your Website I	Nov. 1-29 (no class Nov. 22)	Thursdays
Beginning Social Media	Nov. 6-27	Tuesdays
For details, contact <a href="mailto:cbrown@projects.sdsu.edu">cbrown@projects.sdsu.edu</a> or <a href="http://www.sdsudigimedia.org">www.sdsudigimedia.org</a>		

## Health Care Career Programs

Pharmacy Technician	Sept. 10-Oct. 29	Mondays/Wednesdays
Clinical Medical Assistant	Sept. 10-Dec. 17	Mondays/Wednesdays/Thursdays
Medical Billing and Coding + Medical Terminology	Sept. 11-Dec. 6	Tuesdays/Thursdays
EKG Technician Certification	Sept. 11-Oct. 30	Tuesdays/Thursdays
Electronic Health Record Management	Oct. 1-Dec. 17	Mondays/Wednesdays/Thursdays

## Health Care Career Programs Online | Register between Sept. 1 and Dec. 31

Pharmacy Technician	<b>NEW!</b> ECG/EKG for Nurses
Medical Billing and Coding + Medical Terminology	<b>NEW!</b> EKG Technician Online
Clinical Dental Assistant	<b>NEW!</b> Dialysis Technician Online
Administrative Medical Specialist with Medical Billing and Coding + Medical Terminology	
For details, contact <a href="mailto:ydevlin@mail.sdsu.edu">ydevlin@mail.sdsu.edu</a> or <a href="http://www.neverstoplearning.net/health care">www.neverstoplearning.net/health care</a>	

<b>Professional Certificate in Human Resource Management</b>		
Talent Acquisition	Sept. 19-Dec. 19	Wednesdays
Capstone: Applying Human Resource Management	Sept. 27-Dec. 20	Thursdays
Human Resources Training and Development	Oct. 1-Dec. 17	Mondays
Health and Safety Management	Oct. 2-Dec. 18	Tuesdays
For details, contact <a href="mailto:nbridgers@projects.sdsu.edu">nbridgers@projects.sdsu.edu</a> or <a href="http://www.neverstoplearning.net/hrm">www.neverstoplearning.net/hrm</a>		

<b>Web &amp; Mobile Applications Development Advanced Certificate Online</b>   See website for details	
CS 545, Introduction to Web Application Development	CS 645, Advanced Web Application Development
CS546, Human Computer Interfaces	CS 646, iPhone/iPad Mobile Application Development
CS 547, Programming and Scripting Languages for Web Applications	CS 648, Emerging Web and Mobile Technologies
For details, contact <a href="mailto:beck@cs.sdsu.edu">beck@cs.sdsu.edu</a> or <a href="http://www.neverstoplearning.net/mobile">www.neverstoplearning.net/mobile</a> .	

<b>Professional Certificate in Business of Wine</b>		
Wine Making Behind the Scenes	Oct. 6	Saturday
Intensive (Dessert Wines)	Oct. 15-29	Mondays
Intensive (Burgundy Wines)	Nov. 19-Dec. 3	Mondays
Intensive (South American Wines)	Nov. 5-26	Mondays
For details, contact <a href="mailto:rbeard@mail.sdsu.edu">rbeard@mail.sdsu.edu</a> or <a href="http://www.neverstoplearning.net/wine">www.neverstoplearning.net/wine</a>		

<b>Professional Certificate in Marketing &amp; Media</b>		
Generating Advertising and Marketing Campaigns that Work (Capstone)	Sept. 5-26	Wednesdays
Defining and Positioning a Brand	Oct. 3-24	Wednesdays
Creating the Marketing Plan	Nov. 7-Dec. 5	Wednesdays
For details, contact <a href="mailto:cbrown@projects.sdsu.edu">cbrown@projects.sdsu.edu</a> or <a href="http://www.neverstoplearning.net/marketing">www.neverstoplearning.net/marketing</a>		

# Fall 2012 Course Calendar

## Business Writing for Success | All courses meet from 8:30 am-12 pm

Polishing Your Grammar Skills	Oct. 4	Thursday
The Five Essential Steps	Oct. 11	Thursday
Editing and Proofreading	Oct. 18	Thursday

For details, contact [rbeard@mail.sdsu.edu](mailto:rbeard@mail.sdsu.edu) or [www.neverstoplearning.net/bw](http://www.neverstoplearning.net/bw)

## Professional Certificate in Lean Enterprise

Sept. 20-Dec. 13      Thursdays

For details, contact [lean@sdsu.edu](mailto:lean@sdsu.edu) or [www.neverstoplearning.net/lean](http://www.neverstoplearning.net/lean)

## Professional Certificate in Contract Management | All courses meet from 6-9 pm

Introduction to Contract Management: Principles of the Acquisition Process	Sept. 4-Oct. 9	Tuesdays
Effective Negotiation Skills and Techniques Level I	Sept. 6-Oct. 11	Thursdays
Effective Proposal Writing and Communication	Sept. 10-Oct. 15	Mondays
Financial Management of Government Contracts	Sept. 26-Oct. 31	Wednesdays
Fundamentals of the FAR (Online)	Oct. 15-Dec. 2	Mondays
Teaming, Partnering, and Subcontracting	Oct. 18-Nov. 29 (no class Nov. 22)	Thursdays
Sourcing and Cost/Price Analysis	Oct. 23-Nov. 27	Tuesdays
Essential Contract Management Techniques	Oct. 29-Dec. 10 (no class Nov. 12)	Mondays
Legal Aspects of Contracts	Nov. 7-Dec. 19 (no class Nov. 21)	Wednesdays

For details, contact [cm-ces@sdsu.edu](mailto:cm-ces@sdsu.edu) or [www.neverstoplearning.net/contract](http://www.neverstoplearning.net/contract)

## Professional Certificate in Project Management | All courses meet from 6-9 pm

Introduction to Project Management: Framework and Integration	Sept. 4-Oct. 2	Tuesdays
Team Building	Sept. 6-Oct. 4	Thursdays
Microsoft Project for Project Managers	Oct. 9-Nov. 13	Tuesdays
Procurement	Oct. 11-Nov. 8	Thursdays
Scope, Time, and Cost	Nov. 15-Dec. 20 (no class Nov. 22)	Thursdays
Human Resources and Communications	Nov. 19-Dec. 17	Mondays

For details, contact [pm-ces@sdsu.edu](mailto:pm-ces@sdsu.edu) or [www.neverstoplearning.net/pm](http://www.neverstoplearning.net/pm)

<b>Construction Certificates Online</b>   All courses run Sept. 10–Nov. 18	
<b>Professional Certificate in Construction Estimating</b>	
Introduction to Construction Estimating	
Essential Construction Math	
Construction Blueprint Reading	
Estimating and Bidding I	
Estimating and Bidding II	
Construction Materials and Processes	
<b>Professional Certificate in Construction Practices</b>	
Introduction to Construction Estimating	
Essential Construction Math	
Construction Blueprint Reading	
Estimating and Bidding I	
Estimating and Bidding II	
Construction Materials and Processes	
Cost Awareness and Production Control	
<b>Professional Certificate in Supervisory Series</b>	
Leadership and Motivation	
Problem Solving and Decision Making	
Cost Awareness and Production Control	
For details, contact <a href="mailto:construction-ces@sdsu.edu">construction-ces@sdsu.edu</a> or <a href="http://www.neverstoplearning.net/construction">www.neverstoplearning.net/construction</a>	

<b>Professional Certificate in Green Energy Management Online</b>	
Energy Efficiency, Evaluation, and Design	Oct. 8–Dec. 9
<b>Professional Certificate in Residential and Commercial Sustainability Practices Online</b>	
Green Solutions for the Home	Sept. 17–Nov. 18
<b>Professional Certificate in Green Building Construction</b>	
Fundamentals of Green Building Design and Construction	Sept. 10–Nov. 18
Green Building Commissioning	
Construction Materials and Processes	
<b>Professional Certificate in Water Management and Landscape Sustainability</b>	
Legislation, Regulations, and Operations	Oct. 15–Dec. 16
For details, contact <a href="mailto:ydevlin@mail.sdsu.edu">ydevlin@mail.sdsu.edu</a> or <a href="http://www.neverstoplearning.net/green">www.neverstoplearning.net/green</a>	

<b>Educational Technology Online Programs: M.A., Instructional Design Advanced Certificate, or Instructional Technology Certificate</b>	
EDTEC 540, Educational Technology	
EDTEC 541, Educational Web Multimedia Development	
EDTEC 544, Instructional Design	
EDTEC 561, Advanced Web-based Multimedia Development	
EDTEC 670, Exploratory Learning Through Simulation and Games	
EDTEC 700, Seminar in Educational Technology	
ED 795A, Seminar	
For details, contact <a href="mailto:dritchie@mail.sdsu.edu">dritchie@mail.sdsu.edu</a> or <a href="http://www.neverstoplearning.net/edtec">www.neverstoplearning.net/edtec</a>	

# Fall 2012 Course Calendar

<b>Professional Certificate in Meeting and Event Planning</b>		
Sponsorships and Fundraising – Nonprofit Event Planning	Sept. 15	Saturday
Site Selection and Contract Negotiation	Sept.18 -29	Tuesdays,Thursdays, and Saturdays
Destination Management	Oct. 6	Saturday
Event Marketing and Promotion	Oct. 18-29	Thursdays
Expositions and Festivals	Oct. 20	Saturday
Food and Beverage Planning	Oct. 23 and 30	Tuesday and Thursday
Introduction to Special Events	Oct. 27	Saturday
Starting your Own Business in the Meeting and Event Planning Industry	Nov. 3	Saturday
Audio/Visual Basics	Nov. 6 and 8	Tuesday and Saturday
Financial Management of Meetings and Events	Nov. 13 and 15	Tuesday and Saturday
Weddings and Social Events	Nov. 17 and 20	Saturday and Tuesday
Professional Development	Nov. 27-Dec. 4	Tuesdays
Effective Networking and Resumes for the Meeting and Events Industry	Dec. 1	Saturday
Event Design and Production	Dec. 8	Saturday
For details, contact <a href="mailto:cbrown@mail.sdsu.edu">cbrown@mail.sdsu.edu</a> or <a href="http://www.neverstoplearning.net/mep">www.neverstoplearning.net/mep</a>		