

University of Phoenix

# School of Business

Professional Advisory Committee

May 27th – May 28th, 2015



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# Welcome

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Thank you for volunteering to serve on the University of Phoenix, School of Business Professional Advisory Committee. For over 35 years, University of Phoenix has helped working professionals reach their academic goals and make a greater impact in their organizations and communities. Our goal in establishing this committee is to redefine how professionals learn through an engaging educational experience that connects students with practitioner faculty members and peers from around the world.

We truly appreciate this commitment of your time and want you to know that your service will help us meet the educational and training needs of the industry.

As an advisory committee member, you are invited to advise the School of Business in how best to establish and maintain industry-relevant and career-enhancing educational programs. During our meetings, we will discuss:

- **Job market information and emerging industry career priorities**
- **How well our programs align to current and emerging industry career needs**
- **The skills students need on day one**
- **Creating an annual thought-leadership agenda for the School of Business**
- **Trends and opportunities within the industry that could define new areas of competitive advantage**

Thank you again for your time and participation. We look forward to your guidance.

Sincerely,

Ruth Veloria  
Executive Dean  
School of Business

1

## Industry-aligned coursework.



2

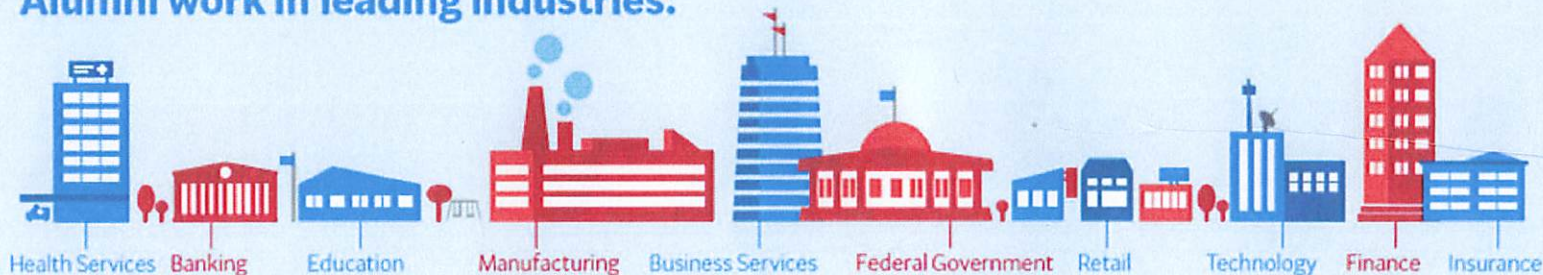


## Our programs are accredited.

Nine of our degree programs are programmatically accredited by the Accreditation Council for Business Schools and Programs (ACBSP).\*

3

## Alumni work in leading industries.



4

## Faculty members practice what they teach.

Our faculty average 22 years of professional work experience and include:

72  
COOs

161  
CFOs

303  
Vice Presidents

355  
CEOs

1,373  
Presidents

5



## LinkedIn ranks us among the best.

Our School of Business is ranked #11 for best U.S. marketing schools.

**100+** locations in the United States

**2,700+** Education partnership with U.S. and International Corporations

Students from **130** countries



**8**

Schools & Colleges



**14**

Average class size



**35**

Years Old  
(Average Student Age)



**40**

Years of providing degree programs for adult learners



**22,000+**

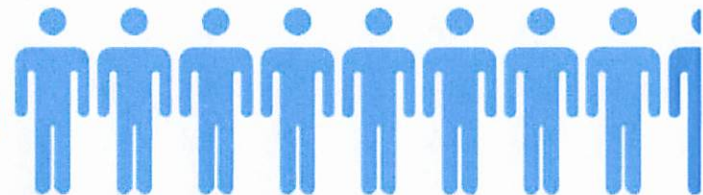
Practitioner Faculty



**240,000+** Students Worldwide



= 100,000+



**878,000+** Alumni Worldwide

# Agenda

## Wednesday, 5/27/2015

8:00 – 8:30	Continental Breakfast
8:30 – 9:00	Welcome and School of Business overview by Executive Dean Ruth Veloria
9:00 – 9:30	Outline of meeting objectives by Academic Dean Rhonda Capron
9:30 – 10:00	Introduction of Professional Advisory Committee Members (PAC)
10:00 – 10:30	Overview of the Masters in Management with a curriculum focus in Leadership and Entrepreneurship by Program Dean Lena Rodriguez
10:30 – 10:45	Socratic Instructions
10:45 – 11:30	Media Time/Break
11:30 – 1:00	Lunch/University of Phoenix Business Alumni: Sharing the Entrepreneurial Journey
1:00-3:00	Interactive Sessions: Leadership and Entrepreneurship (Masters of Management)
3:00 – 3:30	Media Time/Break
3:30 – 5:30	Interactive Team Sessions: Entrepreneurship (Undergraduate coursework)
5:30 – 6:00	Announcements and Wrap-up
6:00	Dinner

## Thursday, 5/28/2015

8:30 – 9:45	Review of Identified Competencies from PAC/Next Steps
10:15 – 11:15	Tour of Biltmore (Optional)
11:15 – 12:30	Media Time/Networking

# Interactive Team Sessions

Team Leads				
<b>Dr. Lena Rodriguez</b>	<b>Catrina Roitman</b>	<b>Dr. George Love</b>	<b>Dr. Alan Preizer</b>	<b>Dr. Aleta Crawford</b>
Members				
Markus Achord	Karen Alba	Caroline Cummings	Frank Nainoa	Leslie Freeman
Link Howard III	Kimberly Robertson	Jennifer Maggiore	Ron Busby, Sr.	Aretha Olivarez
Sabrina Parsons	Rebecca Scarberry	Suzie Sandoval	Rodney Satterwhite	Douglas Sanders
Kim Ruggiero	Jay Titus	Aubry Stone	Kurt Mangum	Anthony Gathers
Hakeem Basheerud-Deen	Diane Senffner	Sheila Paul Shedd	Dennis Kennedy	Felicia Evans-Long
Monika Senf			David Forney	Alisa Joseph

During our Professional Advisory Committee meeting, we will be reviewing 9 courses (6 graduate courses and 3 undergraduate courses) and looking for your input and direction. In order to make sure everyone's voice is heard, we have decided to use an innovative software, Socrative, so all of your responses will be recorded and we will be able to review them throughout the meeting.

There are two ways to access Socrative.

You can download the program by opening your Play Store or iTunes and then searching for "Socrative". This download will take only 477KB of your memory on your Smartphone or tablet. The other option, which does not have you downloading any software, would be just going to the website, <http://www.socrative.com/>, and clicking on the "Student Login". The class code will be given at the conference.

We are excited to have you all join us and we value your time and expertise. This will just be a way we can be sure to hear all parties involved.

# University of Phoenix Mission and Learning Goals

## About the University of Phoenix

Established in 1976, University of Phoenix was founded on an agenda of social responsibility to provide educational access to underserved adult populations. Today, the University is a comprehensive learning institution with an enrollment of 233,500 students. The University maintains a faculty of more than 22,672 and has nearly 879,000 alumni. The School of Business is the largest of the University's schools and colleges with over 501,000 alumni and 6,505 business faculty.

## Mission

University of Phoenix provides access to higher education opportunities that enable students to develop knowledge and skills necessary to achieve their professional goals, improve the productivity of their organizations, and provide leadership and service to their communities.

## University Learning Goals

University of Phoenix created five University Learning Goals designed to help guide students as they gain a greater understanding of key subjects vital to their education and their professional careers:

- **Professional Competence and Values:** Students will become proficient in specific disciplinary knowledge and be able to apply this knowledge immediately in real-world settings. Students will demonstrate values and ethics appropriate to their area of study and engage in lifelong learning to remain competent in their professional field.
- **Critical Thinking and Problem Solving:** Students will be able to reason clearly and think critically. They will be problem solvers, able to identify and evaluate problems, utilize critical-thinking skills to recommend alternative solutions, select and implement a solution, and analyze consequences and outcomes.
- **Communication:** Students will be able to communicate verbally and in writing in a clear, concise, and correct manner. Students will use proper grammar and punctuation. They will analyze the needs of their audience, adjust message content, choose from a variety of communication tools, and deliver their message accordingly.
- **Information Utilization:** Students will be able to effectively access and use information. They will research issues, gather information from a variety of sources, analyze the plausibility and accuracy of information, and utilize it appropriately to address issues or inform action.
- **Collaboration:** As graduates, students will work effectively in diverse groups and teams. Students will be collaborators and able to function well within a team as both a leader and a follower. They will embrace diversity and treat others with respect.

# School of Business Purpose, Mission and Vision

## Purpose

The purpose of the School of Business is to prepare future leaders for business excellence.

## Mission

Consistent with the values, mission, and purpose of the University of Phoenix, the mission of the School of Business is to provide effective and accessible higher education that prepares its students to be ethical practitioners and leaders. Our goal is to make a difference in the lives of our students and their organizations.

## Vision

The University of Phoenix, School of Business will become a preferred source for finding and developing emerging leaders for organizations.



# Professional Advisory Committee Overview

## Purpose

The purpose of the advisory committee is to assist the School of Business in establishing and maintaining up-to-date educational programs. Changes in technology, business, industry, and government have increased the need for effective communication between education and industry. Advisory Committee members are interested, experienced, and concerned professionals from business communities. The advisory committee links industry and the school and is vital to the University's ability to consistently provide education keyed to industry career priorities.

## Membership

The membership will consist of 20-25 members, but size may vary depending on the makeup of the committee and talent development priorities of the industry. To ensure broad representation, only one member per company will serve on the advisory committee. Former members may be identified as emeritus, non-voting members of the advisory committee. The core committee membership structure will be as follows:

- Leaders in the business community and/or entrepreneurs
- Entrepreneurs and/or intrapreneurs in the business arena or the non-profit sector
- Academia members with expertise in Leadership, Organizational Behavior, and Entrepreneurship
- University of Phoenix faculty from within the industry

## Responsibilities

In addition to the "Purpose" listed above, the School of Business Professional Advisory Committee members are requested to:

- Attend an introduction meeting, participate in committee discussions, and serve on subcommittees when requested.
- Prepare recommendations for issues that come before the advisory committee.
- Keep the school administration informed of new developments in business and industry.
- Identify business partners to support the School of Business programs.

## Potential Advisory Committee Meeting Topics and Objectives

Advisory committee meeting topics will provide the opportunity for strategic and open-ended discussions focused on innovative ideas that will address the key challenges and opportunities within the industry. Potential meeting topics and discussions may include:

### Job Market Information

Emerging careers and skills for which education and training should be developed

Jobs within a subsector or occupation within the industry for which education and training are needed

The need for supplemental and/or upgrading of education and training for people who might be needed for employment in the sector

### Program Curriculum

Expected student competencies or outcomes

Occupational information to be included in program courses

Level of skill development for each competency

Gaps that currently exist within the education or training offerings

### Student Placement

Providing students with internship, experiential learning, and/or management training program opportunities within their organization(s)

Sharing with the School Business

### National Thought Leadership/Recruitment

Suggesting ways to promote the university through speaking engagements, publications, and other media

Recommending return-to-industry experiences for faculty

### Technology and Innovation

Identifying appropriate technology and/or innovator learning tools for inclusion in curricula

### Program Review/Evaluation

Formulating recommendations for program revisions and improvements on an ongoing basis

# Master of Management Program Mission Statement

The mission of the Master of Management graduate degree program is to develop world-class entrepreneurial leaders by providing the necessary skills that will enable planning, executing and assessing of critical business functions. The MM program will accomplish this by the development and application of core competencies to include: making ethical decisions to support the organization's vision, influencing others, leading innovative change, and improving performance within the contemporary business environment.

## Master of Management Program Overview

The Master of Management program teaches the skills of management competencies through the practical application of theory, business and management diagnostics, and the formulation of creative management, entrepreneurship and leadership solutions. Students will develop the interpersonal, negotiation, and conceptual skills required to apply a wide range of tools, concepts and methodologies to improve organizational effectiveness, spearhead change, and implement successful leadership practices. Students will also learn to design, plan, and execute innovate techniques in influencing an organization's adaptation to a dynamic and changing business environment.

## Master of Management Program Outcomes

1. Students will evaluate the implications of change and its impact on diverse stakeholders within the organization.
2. Students will apply key skills to plan, allocate, and manage human and material resources within a contemporary business environment.
3. Students will apply key skills to function as change leaders to advance organizational goals.
4. Students will demonstrate knowledge and application of appropriate leadership theories, models and tools for solving complex contemporary business problems.

# School of Business Leadership

## Ruth Veloria, M.M.

Executive Dean, School of Business, University of Phoenix

[Ruth.Veloria@phoenix.edu](mailto:Ruth.Veloria@phoenix.edu)

Ruth Veloria was appointed Executive Dean for the School of Business in December 2013. In this role she is responsible for the school P & L and all key processes from enrollment to graduation, including curriculum development.

Ruth spent the most recent years of her career leading a reinvention of the student experience as the Senior Vice President of Student Experience at the University of Phoenix. Her work focused on identifying and piloting innovations inside and outside the classroom that improve student success and progression.

Formerly, Ruth was Vice President of Client Services at Charles Schwab Co., originally joining Schwab as a Vice President of Corporate Strategy. Ruth began her career in management consulting as a principal at the Boston Consulting Group in San Francisco and a business analyst at Booz & Company in London.

Ruth holds an M.M. degree from the Kellogg Graduate School of Management in Evanston, Illinois, and a Bachelor of Arts degree in Chemistry from New College, Oxford University, England. Her passion is to create an environment that offers the finest possible student experience at University of Phoenix, so that students graduate ready to tackle the job requirements of their chosen professions.

## Rhonda Capron, Ed.D.

Academic Dean, School of Business, University of Phoenix

[Rhonda.Capron@phoenix.edu](mailto:Rhonda.Capron@phoenix.edu)

Dr. Rhonda Capron currently serves as Academic Dean for the School of Business at the University of Phoenix and leads the academic product and program development teams. She oversees the assessment of programs and accreditation matters and develops strategies to increase successful student progression and quality faculty performance. Prior to this role, she was the Chief Strategic Officer and Associate Provost for William Jessup University in California.

Dr. Capron completed her doctoral studies in Organizational Leadership at Pepperdine University. She also holds a Masters of Business Administration and Bachelor of Science in Computer Science. In her 25-year career in high technology, Dr. Capron was a VP with Oracle Corporation and the Deputy Director for Operations with the U.S. Army. Her scholarship includes work for Pearson Education in the area of international business and a variety of presentations in the field of marketing.

## Lena Rodriguez, Ph.D.

Program Dean, School of Business, University of Phoenix

[Lena.Rodriguez@phoenix.edu](mailto:Lena.Rodriguez@phoenix.edu)

Dr. Lena Rodriguez is Program Dean for the School of Business at the University of Phoenix. Prior to joining the University of Phoenix, Lena served as the chief marketing and development officer for a program at the Kauffman Foundation, implementing communication, marketing, and public relations strategies. She was also responsible for advancing the organization among prospective clients, donors and community stakeholders, reporting net revenues above \$300 million. Her program-branding campaign at Kauffman took two platinum and two gold awards in the Association of Marketing and Communication Professionals' international competition.

Lena served as the executive director of special projects and communications for the president of San Diego State University. She was also a professor in the College of Business there and taught business and MBA entrepreneurship courses in San Diego and Taiwan, Taipei. Lena has authored numerous articles on entrepreneurship and chapters for human resource management and public administration textbooks.

Dr. Rodriguez also consults in the private and nonprofit sectors, co-hosts a national-issues talk show on a PBS public television affiliate, and speaks on topics of entrepreneurship, business management and marketing. She is a university accreditation officer for the Western Association of Colleges and Universities and a member of Rotary International. She belongs to a number of national professional organizations and serves on regional and international boards.

Lena completed a bachelor's degree in management and an MPA in human resource management at Arizona State University, and then earned her Ph.D. in Business with an emphasis in organizational behavior, entrepreneurship and international management at the University of Nebraska, College of Business Administration.

## Catrina Roitman, M.B.A., M.C., M.A.Ed.

Assistant Program Dean, School of Business, University of Phoenix

[Catrina.Roitman@phoenix.edu](mailto:Catrina.Roitman@phoenix.edu)

Catrina Roitman is the Assistant Program Dean for the School of Business at the University of Phoenix. She has worked at Apollo Group for 15 years in Prior Learning Assessment, Articulation, Curriculum, and Admissions. Katrina has been a Prior Learning Assessment faculty member and has served in various managerial roles for over 10 years.

Prior to joining the University of Phoenix, Katrina served as the Director of Experiential Learning at Western International University, assisting with the implementation of competency-based learning curriculum and streamlining prior learning assessment. She created a Prior Learning Assessment department within 2 months of arriving at West in 2010. She also developed quality assurance and training materials for admissions at West and assisted with implementing and writing transfer policies. Katrina was responsible for the advancement of prior learning assessment and creation of an Articulation Department at University of Phoenix. Within 1 year,

the department obtained 400 corporate partnerships and 1400 college agreements, reporting net revenues above \$400 million.

Catrina completed bachelor degrees at Arizona State University in Fine Arts and Psychology and has a Master in Business Administration, a Master in Counseling, and a Master in Education. She is currently a doctoral candidate in the D.M. in Organizational Leadership. Her dissertation topic focuses on faculty assessment practices with student portfolios and beliefs as they align with CAEL standards.

### **George Love, D.B.A.**

Regional Director of Academic Affairs, School of Business, University of Phoenix

[George.Love@phoenix.edu](mailto:George.Love@phoenix.edu)

George Love has worked in higher education with the University of Phoenix for almost two decades and served as a faculty member for almost 15 years. George received his undergraduate degree in Psychology, a Masters in Organizational Management, and an MBA from the University of Hawaii. In addition, he earned his Doctorate in Business Administration in 2009 with a research focus on drivers of organizational commitment. He primarily teaches courses on management, leadership, organizational behavior and business communication. Outside of his academic focus, George has been a manager and leader within the University for most of his tenure and had the opportunity to help develop many of the fundamental practices the University uses for managing quality in the classroom. He attributes the success of those projects to applying the principles of entrepreneurship within the organization setting and accordingly has a strong interest in the development of the MM with an entrepreneur focus as he believes it will be valuable to both those interested in developing businesses and those involved in change management and innovation within a larger organizational setting.

### **Monika Senf, M.B.A.**

Financial Planning and Analysis Team, University of Phoenix

[Monika.Senf@phoenix.edu](mailto:Monika.Senf@phoenix.edu)

Monika Senf received her a Master's in Psychology from the University of Trier and started her career in her home country of Germany, where she worked in Human Resources. As a Human Resources Manager and HR Director, she oversaw the employee life cycle in the German dual education system, from hiring through employee development and retirement strategies. Entrepreneurship and small business have always been an interest of Monika; after working as booth staff at computer trade shows, she co-founded a software company and participated in her school's business plan competition with a proposal to provide college students with time management software that integrates school schedules with tools and time management best practices to support degree completion. She also co-designed an iPhone app that supports better spending habits. To better prepare for leadership roles, Monika went back to school and received her MBA from the University of Washington. Prior to joining the Apollo Education Group in 2010, Monika worked for Planar Systems in Portland and Microsoft in Redmond. Now with the University of Phoenix, Monika leads the financial planning and analysis team for two schools.

### **Jennifer Cunningham, Ph.D.**

Assistant Dean of Competency Based Education, School of Business, University of Phoenix

[Jennifer.Cunningham@phoenix.edu](mailto:Jennifer.Cunningham@phoenix.edu)

Dr. Jennifer Cunningham is the Assistant Dean of Competency Based Education for the University of Phoenix. Her combined experience as an educational leader, instructional designer, faculty member and student has given Jennifer a well-rounded ability to innovate and take curriculum to the next level. Her main focus over the last two years has been the strategic planning and deployment of competency education for several online institutions. She understands the time and attention it takes to design and administer a quality competency program with superior assessments, valid competencies, and adaptive curriculum selection. Jennifer holds a Doctorate from Capella University in Education with an emphasis in Instructional Design for Online Learning, a Master's of Leadership, and a Master's of Information System Security.

### **Alisa Fleming, M.B.A.**

Associate Dean of Assessment, School of Business, University of Phoenix

[Alisa.Fleming@phoenix.edu](mailto:Alisa.Fleming@phoenix.edu)

Alisa Fleming has worked for the past 17 years in the education industry. Currently, Alisa serves as the Associate Dean of Assessment for the University of Phoenix, School of Business, where she oversees the development of college assessment planning and implementation. Her expertise lies in the areas of measurement and programmatic assessment requirements and criteria for assessing student learning outcomes, including the utilizing of assessment results to improve the college academic programs. In previous academic roles, Alisa led teams in the development of curriculum designed to meet employer needs, developed business programs and policy, devised strategies for student success, and engaged faculty in activities designed to improve teaching and learning. She chairs the Teaching Excellence Committee for Accreditation Council for Business Schools and Programs (ACBSP) and also serves as a qualified ACBSP peer review evaluator for colleges and universities seeking accreditation. Alisa holds a Master of Business Administration degree from Western International University and has completed course work for the PhD in Business Administration program at Northcentral University. She expects to defend her dissertation, focused on leadership and unethical workplace behaviors, in the spring of 2016.

## Jacory Hickerson

Curriculum Coordinator, School of Business, University of Phoenix

[jacory.hickerson@phoenix.edu](mailto:jacory.hickerson@phoenix.edu)

Jacory joined the School of Business team in March as a Curriculum Coordinator. He earned his B.S. in Communication from Arizona State University in 2013 with a minor in Small Business. Jacory worked for 10 years as a service coordinator and office manager for a service and maintenance contractor, providing active management in a proficient manner to obtain maximum productivity, employee satisfaction, and personal growth. He worked previously as a customer service representative for a marketing company. Jacory also has an extensive background in community service, working as a mentor in the Ironman Network of Phoenix, a community event volunteer for the Redeemer Apostolic Church, and an event and class volunteer for Kingdom Preparatory Academy.

## Kevin Cox

Instructional Designer, School of Business, University of Phoenix

[jacory.hickerson@phoenix.edu](mailto:jacory.hickerson@phoenix.edu)

Kevin Cox has worked in the field of education for the past 10 years. Before attending college, he envisioned, developed, and ran an adult educational program for a rehabilitation center in Holly, Michigan. Through this opportunity, he began to understand his place in the world of education and started his college journey. Kevin graduated with a Bachelor's Degree in English and Elementary Education with honors at Baker College of Flint and immediately was offered a position as a 6th teacher in Surprise, Arizona. He and his wife promptly moved to Arizona where he spent the next four years teaching accelerated English, ELL, and general education students. During the last two years of his teaching career, Kevin completed his graduate degree in Curriculum and Instructional Technology at Grand Canyon University. He joined the University of Phoenix, School of Business as an instructional designer in April of 2015.

# Advisory Committee Members

## Markus Achord

Diversity, Inclusion and University Relations Leader, CareFusion  
Bachelor of Science in Business/Management, University of Phoenix  
[markus.achord@yahoo.com](mailto:markus.achord@yahoo.com)

Markus Achord is a driven leader who has been delivering quantifiable results for more than 25 years. In his current role as Diversity, Inclusion and University Relations Leader for CareFusion, he is responsible for developing strategies to improve diverse talent acquisition, retention, employee engagement, and community outreach. He leads the company's Diversity Council, Executive Steering Committee, and advises four Employee Resource Groups. He also has the added responsibility of leading University Relations with a formal summer internship program for undergraduate and graduate students.

Markus served 9 years in the United States Navy and 12 years in the Navy Reserves. He concluded his 21-year military service in 2011 as a Chief Petty Officer. His corporate career began in 1999 and has included positions such as Sr. Buyer for MoneyGram International, Sr. Manager of Supplier Diversity with The Toro Company, and Division Procurement Manager with Coca Cola Enterprises. Markus is a 2007 graduate of the University of Phoenix with a Bachelor of Science in Business/Management.

## Karen S. Alba

Vice President/ General Manager, MBA/HCM  
Master in Business Administration, University of Phoenix  
[k.alba@pediatricrespiratorycare.com](mailto:k.alba@pediatricrespiratorycare.com)

Karen S. Alba is co-founder, vice president, and general manager at Pediatric Respiratory Care of South Florida, Inc. The company provides home respiratory therapy and home medical equipment for respiratory care including mechanical ventilation management to patients of all ages that suffer respiratory conditions. In 1999, Karen earned her degree in Hotel and Tourism Business Administrator from the Autonomous University of the Caribbean in Barranquilla Colombia. In 2009 she received a Bachelor of Science in Hospitality Management and in May 2014 her Master in Business Administration with a concentration in Health Care Management from the prestigious University of Phoenix.

## Hakeem A. Basheerud-Deen

Director of Veterans Services, United States Office of Personnel Management  
Master of Arts, Organizational Management, University of Phoenix

Hakeem Basheerud-Deen is the Director, Veterans Services, with the United States Office of Personnel Management (OPM) and Executive Director of the Federal Council on Veterans Employment. In partnership with federal agencies, Veterans Service Organizations, and other activities, his team is involved in government-wide outreach, recruitment, training, and hiring efforts to increase the number of veterans employed by the federal government. Prior to this position, Hakeem served as a Deputy Director of Veterans Services and as a Senior Human Resources Practitioner with policy and program management. After serving 24 years on active duty with the United States Air Force, Hakeem retired from his position as Executive Assistant to the Director of Operations, Headquarters Air Force Space Command, Colorado Springs, CO. He holds a B.A. in English from University of Maryland and an M.A. in Organizational Management from University of Phoenix.

## Ron Busby, Sr.

President, U.S. Black Chamber, Inc.

[ron@usblackchambers.org](mailto:ron@usblackchambers.org)

Ron Busby Sr. serves as the President of U.S. Black Chamber, Inc. He grew his first business, USA Super Clean, from \$150,000 annual revenue to over \$15 million per year. He serves as a Member of Advisory Council on Underserved Communities at United States Small Business Administration. Prior to coming to Washington, D.C., Mr. Busby was the President of the Greater Phoenix Black Chamber of Commerce and the 100 Black Men of the Bay Area in Oakland, CA. He serves on the Board of Directors of the Arizona Governor's African American Leadership Council. He is a Co-chairman of the XLII Super Bowl Host Committee and is recognized as one of the country's best Chief Executive Officers. Ron graduated with honors from both Florida A&M University and Clark Atlanta University. He is a major advocate and promoter of the importance of higher education.

## Aleta Crawford, Ph.D.

Professor of Management, University of Mississippi, Emphasis on Strategic Leadership

[draletacrawford@gmail.com](mailto:draletacrawford@gmail.com)

Aleta Crawford is a Clinical Assistant Professor of Management at the University of Mississippi, Tupelo Campus. Dr. Crawford holds a Ph.D. in Strategic Management and an MBA from Mississippi State University. She has taught Principles of Management, Human Resources Management, Organizational Behavior, Management of Strategic Planning, and Compensation Management since 2003. Dr. Crawford also has extensive experience as a textbook consultant, reviewing Organizational Behavior and Management textbooks for Wiley and Effective Training textbooks for Pearson Education. She has also refereed articles for *Journal of Applied Management and Entrepreneurship*, *Southern Law Journal*, and *Scientometrics*.

## Caroline Cummings

Technology Entrepreneur

[caroline@palocalto.com](mailto:caroline@palocalto.com)

Caroline Cummings is a technology entrepreneur and Vice President of Business Development at LivePlan. As the former co-founder and CEO of two technology companies, Caroline has experienced both start-up failures and successes, and has raised close to \$1 million in investment capital. She has co-founded several successful entrepreneurial programs for the Eugene Area Chamber of Commerce, including Smart-ups Pub Talks and the Southern Willamette Angel Network. She is a graduate of Drexel University.

## Leslie Freeman

Lead Human Resource Executive, Nhan Hoa

[adepthumanresources@gmail.com](mailto:adepthumanresources@gmail.com)

Leslie Freeman is currently a lead human resource executive at Nhan Hoa, a comprehensive healthcare clinic in Orange County, California. She founded Adept Human Resources, acting as CEO and president, where she developed and facilitated training, audited files and procedures, and advised executive staff on human resource policy and procedure. Leslie began her human resource career in the airline industry as a supervisor and manager of flight attendants, focusing on training and development, benefits, workers compensation, staffing, recruitment and labor relations. A graduate of Lincoln University, Leslie graduated Who's Who in American College Women and went on to graduate studies at Temple University and the University of Pennsylvania. She teaches human resources, ethics, management, communications and leadership for the University of Phoenix and was selected Rookie Faculty Member of the Year in 2011.

## Link Howard III

Chairman of the Board of Directors and CEO, Powerlink Facilities Management

Link Howard III is a successful entrepreneur, devoted leader of a Christian congregation, and dedicated community leader. After serving as a military police officer during the height of the Vietnam War, he entered management in the private sector and then went on to launch Powerlink Facilities Management, a 400+ employee company operating in several states and Canada. He was previously Vice President for Sales and Marketing for Venture Industries. From 1987 until he left the federal service, Mr. Howard was Equal Employment Opportunity Manager for all Air National Guard civilian employees in the U.S. He attended Northwood Institute and Anchor Bay Bible College, and in 1987 became pastor of Faith Christian Community Church in Port Huron, Michigan.

## Dennis Kennedy

Founder, National Diversity Council

[dennis.kennedy@nationaldiversitycouncil.org](mailto:dennis.kennedy@nationaldiversitycouncil.org)

Dennis Kennedy founded the National Diversity Council in 2008 with the goal of ensuring that all individuals receive equal opportunities in the workplace regardless of race, ethnicity, sex, religion, age, physique, and physical or mental handicaps. He has also launched several statewide conferences focused on diversity, leadership, and women's issues. Dennis has worked as a college professor in the business schools at University of Houston Downtown, Texas Southern University, and University of Texas at San Antonio. He has taught Business Statistics, Economics, HR Management, Compensation Management, and Diversity Management. Mr. Kennedy earned an MBA from University of Houston Main Campus and also holds undergraduate degrees in economics, business management, political science, and physical education.

## Felicia Evans Long

CEO and Founder, Sweet Events and Planning, LLC

MBA, University of Phoenix

[FeliciaLong1@yahoo.com](mailto:FeliciaLong1@yahoo.com)

Felicia Evans Long is a self-taught expert in the event planning industry and a successful entrepreneur as CEO and Founder of Sweet Events and Planning, which is featured in the Fall/Winter 2010 Issue of The Knot DC Wedding Magazine and was named the Sweetest Booth by the Washington Bridal Showcase in 2010. Felicia obtained a Bachelor of Arts degree in Sociology from Shaw University in Raleigh, North Carolina and earned her Masters of Business Administration degree from the University of Phoenix. She is socially involved with public service work and a former board member for the Suited for Change non-profit organization and a corporate partner with The Empower Foundation based in Silver Spring, Maryland.

## Jennifer Maggiore

Social Media Entrepreneur

[jennifer@redballooninc.com](mailto:jennifer@redballooninc.com)

Jennifer Maggiore is a nationally recognized social media entrepreneur, having graduated from the University of Phoenix in 2005 with a degree in Business/Marketing. One of the country's first social media consultants, Jennifer launched her own business in 2005, which has been recognized as one of Arizona's Top 10 Internet Marketing Firms. In addition to social media consulting and management, her business offers webinars and custom curriculum development for on-site training on a variety of social media topics.

## Kurt Mangum

Founder and CEO, The Mangum Group Enterprises

Kurt Mangum is an entrepreneur who is dedicated to supporting and enhancing our country's economic landscape through local business economic development and new job creation. He has leveraged 25 years of corporate executive leadership and strategy building with Fortune 500 companies to develop new business enterprises and job creation. He is the founder and CEO of The Mangum Group Enterprises, managing partner of Performance Management Consulting Services LLC, owner and operator of Press Coffee Food & Wine - Phoenix Sky Harbor Airport, managing partner for Arizona Fitness LLC, and owner of SNAP Fitness 24/7 in Gilbert, AZ. Kurt is also an active and engaged member of the community, serving on multiple boards, community, and state legislative committees. He is passionate about opportunities to provide mentorship to young people, especially children. Kurt serves on the Board of Directors for Big Brothers Big Sisters of Central Arizona and actively takes part transforming the lives of children. He holds a B.A. in Marketing and Communications from the University of Minnesota and is a graduate of the Stanford University, Executive Leadership Development Program.

## Frank Nainoa

Board of Directors, Diversity Recruiters Network

[frank.nainoa@phoenix.edu](mailto:frank.nainoa@phoenix.edu)

Frank Nainoa is on the Board of Directors for the Diversity Recruiters Network. The DRC assists companies and organizations in building diverse and inclusive workforces. Prior to working with the DRC, Frank held various management positions at Verizon and the University of Southern California. He holds a BA in Social Science and an MA in Communications from the Annenberg School of Communications at the University of Southern California. He is also a graduate of the USC Marshall School of Business Advanced Management Program and an alumnus of the Walt Disney Leadership Institute. Frank has published numerous articles and book chapters on organizational leadership and diversity, communications, customer service, and the social impact of technology. He was the recipient of the Diversity First Leadership Award in 2014, the In Roads Award in Leadership 2011, and the University of Phoenix Diversity Award in 2011. Frank teaches at the University of Phoenix.

## Aretha Olivarez

President, Multiplying Talents

As President of Multiplying Talents, Aretha Olivarez takes a hands-on approach to assisting small and large nonprofit corporations. Her clients include Life Christian University, Bishop T.D. Jakes Metro Economic Development Corporation, Rob Thompson and The School of Excellence, Colon & Rectal Educational Research Institute of Florida, and Gospel Music Workshop of America. Aretha has been a grant reviewer and voting committee member for The Minority/Women Entrepreneur Business Assistance (MEBA) program and served in the United States Navy for over 10 years and the Naval Reserves for 14 years. She holds degrees from Johnson & Wales University (Culinary Arts), Life Christian University Bible College & Seminary (Theology), University of Phoenix (Business Management), and Nova Southeastern University (Education-Management & Administration of Educational Programs).

## Sabrina Parsons

Chief Executive Officer

[sabrina@paloalto.com](mailto:sabrina@paloalto.com)

Sabrina is a staunch supporter of entrepreneurs and entrepreneurial organizations. She is President of the Princeton Entrepreneurs Network and has also chaired and sponsored both the Princeton Business Plan Competition and the Willamette Angel Conference in Eugene, Oregon. Sabrina has served as CEO of Palo Alto Software since 2007. She is a successful Internet expert, having served as Director of Online Marketing at Commtouch, Senior Producer at Epinions, and founder of her own Web consulting company, Lighting Out. She is regularly asked to participate as a judge for other business plan competitions across the U.S. and to speak on business planning, leadership, and women in technology. Sabrina is a graduate of Princeton University.

## Alan Preizer, Ph.D.

Campus College Chair, School of Business, University of Phoenix

[Alan.Preizer@phoenix.edu](mailto:Alan.Preizer@phoenix.edu)

Alan Preizer is the Campus College Chair for the School of Business, University of Phoenix Nashville Campus. Dr. Preizer received his Ph.D. in Organizational Behavior, Performance Management from Trident University in 2014. He also holds an MBA and a BA in Human Resource Development. Dr. Preizer has taught Leadership, Management, Ethics, Research Methods, and Quantitative Analysis at the University of Phoenix since 2013. Alan is a retired US Army Captain, having served for 22 years in Airborne, Long Range Surveillance, and Ranger units. As the Operations Officer for the Infantry Officers Basic Course (IOBC), he was directly responsible for developing a new program of instruction in support of the transformation of the Officer Education System.

## Kimberly Robertson

Chief Seed Sower, Light of Mine/Seeds of Hope  
MBA, University of Phoenix  
[krobertson@lightofminetees.com](mailto:krobertson@lightofminetees.com)

Kimberly Robertson founded Light of Mine in 2011, a clothing company that focuses on combating hunger worldwide. She felt the company's efforts should be sustainable and decided on donating seeds in an effort to help provide people with the tools needed to thrive. For every shirt sold, Light of Mine donates a pound of seed. By empowering people to help themselves, the company seeks to create sustainable solutions to eliminate hunger. Kimberly is a graduate of University of Phoenix, earning her MBA in 2010. She currently lives in Texas with her husband, a retired Navy submariner, her Tiny Seed Eater, Lane, and her Seedling, Kal.

## Kim Ruggiero

Managing Partner, Verizon Enterprise Solutions  
MBA, University of Phoenix  
[Kim.ruggiero@verizon.com](mailto:Kim.ruggiero@verizon.com)

Kim Ruggiero is a thought leader in the area of working with clients and acts as a catalyst for organizational change. After 24 years with AT&T, a brief attempt at retirement, and a seven-year stint as a small business owner, Ruggiero started her current role with Verizon Business' Strategy and Enterprise Development organization. This position is responsible for strategic client partnering including understanding the client's business, their business vision, developing strategic business plans, and how to help them in improving their overall business using technology. Kim is currently Chair of the Professional Sales Advisory Board for the W.P. Carey School of Business at Arizona State University, one of the nation's largest and top ranked US business schools. She is Professor of Practice for the Professional Sales and Relationship Management class within the Marketing Department of the W.P. Carey School of Business. Kim graduated from Arizona State University with a BS in Marketing and an MBA from University of Phoenix.

## Douglas Sanders

Manager of Business Information, Cordis Corporation (A Johnson & Johnson Company)  
[Dsanders7000@gmail.com](mailto:Dsanders7000@gmail.com)

Douglas Sanders is the Manager of Business Information for Cordis Corporation, a Johnson & Johnson company that manufactures cardiovascular and endovascular products. He manages all customer, product master data, and product eligibility for domestic and international customers. Prior to this current role, Douglas managed and negotiated large scale government contracts worth over \$150 Million on behalf of Johnson & Johnson. He is an active member of Kappa Alpha Psi, Fraternity Inc., has served in chapter leadership, supported Kappa League initiatives, and helped to establish a 510 (c) 3 to raise funds to support community-based educational programs. Douglas holds a B.A. in Human Institutions from Judson College and a Masters of Public Administration from Arizona State University.

## Suzie Sandoval

Founder, OrganizeZEN

[www.organizenliving.com](http://www.organizenliving.com)

Suzie Sandoval is a nationally recognized lifestyle organizing expert and the Founder of OrganizeZEN®. Suzie assists entrepreneurs as a mentor and coach with her signature approach to organization. Suzie's unique skill set includes a deep understanding of people's inner gifts, connecting with their intrinsic desires, and providing lasting radical impact. Suzie believes that every great leader deserves the gift of organization and peace in their everyday lives. She integrates the principles of organization with the psychology of color and the art of simplicity to create spaces to reflect businesses at their best.

## Rodney Satterwhite

Executive Management Consultant

[Rodney.Satterwhite@gmail.com](mailto:Rodney.Satterwhite@gmail.com)

Rodney Satterwhite is an executive management consultant, having worked for the past 20 years in business operations management, forecasting, and market development with leading US companies, educational institutions, and government. Rodney has over 5 years of academic experience, serving on the faculty and professional advisory board of Argosy University Graduate School of Business and Management. He holds a B.S. in Business Economics from Louisiana Tech University and an MBA in Finance from The American University.

## Rebecca Scarberry

CEO, Becky's Blissful Bakery

Bachelor of Science in Business/Management, University of Phoenix

[becky@beckysblissfulbakery.com](mailto:becky@beckysblissfulbakery.com)

Rebecca Scarberry is best known for turning personal hardship into sweet success as the owner of Becky's Blissful Bakery. After losing her job and getting divorced in the same week, she turned to cooking, a passion since childhood, for comfort and guidance. You can now find Becky's award winning caramels gracefully adorning the shelves of fine food stores and boutiques nationwide including Whole Foods Market and Williams Sonoma. Since founding Becky's Blissful Bakery in 2007, Scarberry has earned a BSB/M degree from the University of Phoenix as well as numerous accolades. Most notably, she has received The Milwaukee Business Journal's Forty Under 40 Award, The Business Journal's Eureka Award, the Spirit of Service Award through the University of Phoenix Alumni Association and the Pewaukee Chamber Entrepreneur of the Year Award.

## Diane Senffner

CEO, Cine Learning Productions

Master's in Adult Learning/Distance Education, University of Phoenix

[dianes@cinelearningproductions.com](mailto:dianes@cinelearningproductions.com)

Diane Senffner is CEO of Cine Learning Productions and a recognized thought leader in the field of virtual learning. Her research and theories in story-based learning have been published and Cine Learning is now known worldwide for this method of eLearning design and educational video. Diane has spoken professionally for years and regularly presents at major training conferences and in dozens of webinars as a subject matter expert on eLearning including the Training Conference and Expo, ATD-ICE, Online Learning Conference, and Learning DevCamp. She wrote the ATD TD Magazine cover story "Story Time: A Case for Storytelling beyond the Classroom" for the February 2015 issue and is authoring the October 2015 issue of TD at Work on the topic of blending learning. Diane holds a Master's Degree in Adult Learning/Distance Education from University of Phoenix and has over fifteen years of experience creating award winning courses in both the public and private sectors. She was selected as one of the University of Phoenix Alumni of the Quarter for the summer issue of the Alumni magazine in 2015.

## Sheila Paul Shedd

Director, Workforce Arizona Council

[sheilas@AZcommerce.com](mailto:sheilas@AZcommerce.com)

Sheila Paul Shedd is the Director of the Workforce Arizona Council, the state's workforce investment board. The Council is responsible for assisting the governor in the development, oversight, and continuous improvement of Arizona's workforce investment system. Sheila was instrumental in the re-engineering of the state's workforce system including initiatives to strengthen its delivery of services. Prior to entering the economic and workforce development arena, Sheila spent her professional career as a Municipal Clerk in South Florida and a licensed Business Broker, where she assisted in the successful transfer and acquisition of small to medium-sized companies in Arizona. Sheila earned her Master's in Business Administration and double-majored in Business Management and International Business at Florida International University. She sits on numerous boards and committees including representing the State of Arizona on the National Association Workforce Development Professional Board of Directors. She also sits on the Arizona Association of Economic Developers Board of Directors and led their 2014 Workforce Symposium. Sheila is a founding member of the Florida International University Alumni Association, Phoenix Chapter.

## Aubry L. Stone

President and CEO, California Black Chamber of Commerce

[astone@calbcc.org](mailto:astone@calbcc.org)

Aubry L. Stone, a native of Brooklyn, N.Y., has lived, worked, and actively engaged in community and public service in Sacramento for decades. His focus is the creation of individual and community wealth through small business growth, development, and sustainability. Mr. Stone is currently president and CEO of the California Black Chamber of Commerce (CBCC) and director of the California Black Chamber Foundation. Aside from his work with the chamber, he also serves on the California Regional Community Utilities Diversity Council, the Citibank Regional Community Board, the Pfizer National Minority Business Board, the California Small Business Advisory Board, the Cal-Trans Small Business Board, and is a member of the Greenlining Coalition.

## Jay Titus

Senior Director of Academic Services

[J.Titus@edassist.com](mailto:J.Titus@edassist.com)

Jay Titus is an established leader in adult learning, higher education administration, corporate learning, and strategic partnership development. He has been featured in numerous publications on workforce development and corporate tuition assistance management, including Forbes, HR Executive Magazine, Yahoo! Education News, and Fox Business News. Jay currently oversees the Academic Services division at EdAssist, providing leadership and strategy to educational and college finance advising teams. He also serves on the Board of Directors for Mount Hope Christian School and as counsel to the Lasell College Board of Trustees. Jay received his Master of Science in Management from Lasell College in 2006 and a B.S. in Business Administration from Bryant University in 2000.

\* Market Saturation  
 \* adaptability  
 Appendix  
 \* Department Sales

Defining  
 \* Start-up  
 \* Growth Phase  
 \* Statistics  
 \* Critical Thinking  
 \* Plan

# Master of Management Program

Understand the Model

Course Title	Credits	Weeks
1. Opportunity Assessment and Strategic Development	3	6
2. Positive Leadership / Organizational Behavior	3	6
3. Data Science	3	6
4. Customer and Marketing Engagement	3	6
5. Information Technology for Entrepreneurial Leaders	3	6
6. Measuring and Managing Strategic Performance	3	6

Course	Course Title	Credits	Weeks
1	Opportunity Assessment and Strategic Development	3	6
COM/537	Organizational Communication	3	6
2	Positive Leadership / Organizational Behavior	3	6
MGT/538	Global Management	3	6
MGT/557	Negotiation	3	6
QNT/565	Research	3	6
MGT/567	Ethics and Social Responsibility	3	6
LAW/575	Business Law	3	6
3	Data Science	3	6
FIN/575	Budgetary Finance	3	6
MKT/575	Strategic Marketing	3	6
4	Customer and Marketing Engagement	3	6
5	Information Technology for Entrepreneurial Leaders	3	6
6	Measuring and Managing Strategic Performance	3	6

GOPHER

# Undergraduate Course Descriptions in Entrepreneurship

Number	Course	Course Title	Credits	Weeks	Prerequisites
1	MGT/401	The Small Business: Structure, Planning and Funding	3	5	
2	MKT/431	Small Business Marketing	3	5	MGT/401
3	FIN/375	Financial Management in the Small Business	3	5	MGT/401 (MKT/431 Effective 7/1/2015)

## MGT/401

This course provides an overview of the Small Business from concept through funding. Emphasis on designing a competitive business model, crafting the business plan, forms of ownership and exploring funding options.

### Content Focus:

- Credit Worthiness Assessment
- Evaluating your Entrepreneurial Potential (Assessment)
- Feasibility Plan Exercise:**
  - Company Overview/Idea Generation
    - Introducing your company/idea
      - Mission/Objectives/Distinguishing features
  - Length of time in business
  - Legal form of business
  - Management Team: Skills Analysis
    - Organizational Chart
      - Identify internal and external members
  - Products/Services
    - Main features of the service/product
  - Competitor/Competitive Analysis
  - Technology
  - Intellectual Property
  - Future Products/Services (Future Plan of Action)
  - Social Responsibility

Knowing your customer, growing your customer base and creating a consumer driven culture are key drivers of sustainability in the small business. This course focuses on the functions of evaluating opportunities, creating value, developing effective pricing and advertising strategy.

Content Focus:

Market Overview

- Develop a market analysis
- Identify market trends
- Identify the market growth
- Prepare an industry analysis
- Identify your key customers
- Identify your distinguishing features
- Develop your marketing message
- Draft your marketing plan
- The 4 P's

*Student Affairs  
Admissions →  
Gold Room →  
Left  
Terrace Room  
Thursday*

This course focuses on the role that financial management plays in the development and sustainability of a small business. This course provides a detailed review of forecasting, budgeting, daily cash flow management techniques, and monitoring financial performance. Specifically, students will address funding, debt management, cash-flow management, financial planning, and capital budgeting from the small business perspective.

Content Focus:

- Develop a Revenue Forecast (by month)
- Draft a budget (Start-up costs and monthly expenses)
- Draft a Profit and Loss Statement
- Identify Sources of Funds
  - Loans/Investments
- Cash Flow Assumptions
  - The importance of a cash flow analysis
  - Difference between Cash Flow and Budgets
- Break Even Analysis
- Techniques for Measuring Performance
  - Ratio Analysis
  - Deviation Analysis
  - Sensitivity Analysis
- Draft the Executive Summary