

# SPOTLIGHT ON HIGHER EDUCATION & ONLINE LEARNING



ONE OF THE TOPICS ON MANY OF OUR READERS' MINDS IS EDUCATION. THEY WANT TO EXPLORE THE BENEFITS of an advanced degree for themselves or their employees. They want to know about the latest trends in MBAs and what is being studied. And they want to know what higher education institutions are doing to stand apart from the competition.

This special supplement to the Los Angeles Business Journal takes a look at some of the top executive education programs in the region who are taking local professionals to the next level of excellence, while we also take dig into some of the trends affecting the education landscape and how – through innovative programs such as online learning platforms – schools are preparing professionals to withstand and overcome challenges and unforeseen circumstances such as the global pandemic and economic hurdles.

HIGHER EDUCATION & ONLINE LEARNING

# Every Program Prepares You for Success – Here is One that Prepares You for Immediate Impact

## Reach your peak potential

The Executive MBA from California Lutheran University’s School of Management is designed for mid-career professionals who have already experienced some success and want

HIGHER EDUCATION  
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to achieve bigger goals in their careers. The program presents issues faced in today’s business environment, making the studies relevant and impactful to each student’s current role.

“The idea is to focus experienced professionals toward bringing their peak potential to their career path,” explained School of Management Dean, Gerhard Apfelthaler. “Beyond the functional skills you might expect from any business school program, our students also learn how to lead through change.”

FORMAT

Designed with busy lifestyles in mind, the Executive MBA begins each Fall and Spring and is completed in 18 months. The program features 16 courses, three units each, delivered in a hybrid model: seven online courses, eight on-campus courses in a compressed weekend format, and one international travel course. Cohorts are made up of professionals from diverse backgrounds who have a minimum of 5-7 years of relevant managerial/progressive business experience. With more than a decade of online teaching and the school’s new full accreditation from ACBSP, the Accreditation Council for Business Schools and Programs, the School of Management is ready to elevate professionals in any capacity.

CURRICULUM

The Ointerdisciplinary, experience-driven curriculum is organized around five key areas:

- Leading Operations
- Managing Process
- Leading Strategy
- Leading People
- Professional Advancement

Each includes relevant course topics, including: Innovation and Organizational Entrepreneurship, Global Economics for Executives, Strategic Decision Making for High Performance, Organizational Design, and Global Operations.

KEY BENEFITS

The Executive MBA program prepares professionals for top leadership positions in public



or private organizations and new ventures by providing opportunities to:

**Focus on what matters most.**

- Develop an excellent portfolio of business knowledge and competencies.
- Focus on personal development, especially communication, teamwork, and interpersonal skills.
- Develop and apply analytical abilities to business issues.
- Gain strategic leadership expertise to influence the direction of organizations.

**Put what you learn into practice immediately.**

- Work on issues faced in your professional environment as part of your coursework, making your studies immediately relevant and impactful.
- Prepare for a lifetime of learning and continuous personal development.

**Develop a network of professional peers.**

- Learn exclusively within a cohort of experienced professionals with diverse backgrounds.
- Build a network of colleagues, including Cal Lutheran alumni, faculty members, and business leaders.

“Enrolling in Cal Lutheran’s Executive

MBA Program was the best investment I could have made for my professional career,” said Kathy White (Class of ’19), associate VP of corporate communications, real estate and travel at Teledyne. “Especially during these unprecedented and difficult times in most industries, improving and developing my skill set has provided me with tools that have helped me become a more valuable asset to my employer. Joining the cohort program was an enriching experience all around and I would highly recommend it to anyone who is considering Cal Lutheran for an advanced degree.”

To learn more, visit [CalLutheran.edu/management](http://CalLutheran.edu/management).



'Especially during these unprecedented and difficult times in most industries, improving and developing my skill set has provided me with tools that have helped me become a more valuable asset to my employer.'

# Shape the future of business, starting with **your career.**

If you're ready to reach your peak potential, the **Executive MBA** from California Lutheran University's School of Management will help you get there.

Join a cohort of other motivated, mid-career professionals from diverse industries and learn through in-person weekend courses and online learning.

By examining relevant issues from today's business environment, you'll develop skills with immediate impact in your current role, such as:

- Leading Operations
- Managing Process
- Setting Strategy
- Guiding People
- Professional Advancement



Carla Berrios '20  
School of Management

Learn more at  
**[CalLutheran.edu/EMBA](https://CalLutheran.edu/EMBA)**

School of Management  
Executive MBA

California  
Lutheran  
University

## HIGHER EDUCATION &amp; ONLINE LEARNING

# From Actor to Advocate: Laura Zucker Brings a Passion for the Arts to Her New Role

**W**hat do Claremont Graduate University (CGU), the Los Angeles County Department of Arts and Culture, and actress Meryl Streep all have in common?

Two words: Laura Zucker.

A longtime champion of the arts in Southern California and nationally, Zucker has been named the director of CGU's Center for Business & Management of the Arts

## HIGHER EDUCATION SPOTLIGHT

(CBMArts), which prepares students for careers in nonprofit and for-profit arts organizations of all disciplines.

Zucker, the former executive director of the Los Angeles County Arts Commission (now the Los Angeles County Department of Arts & Culture), succeeds Jonathan Neil, who said Zucker's blend of insider and outsider expertise is perfect for her new role.

"Laura is a great pick to lead CBMArts," said Neil, who has led the program since 2015. "She directed our arts management program for seven years and knows all the players at CGU. And as the Arts Commission's executive director, she knows all the players in L.A.'s arts sector, too. She's an exceptional educator and will serve our community very well."

CGU's arts business and management program was still in its infancy when Zucker first agreed in 2008 to direct—and teach in—the program while serving as the county commission's executive director.

"I've always believed in this program," she said, "and I've been invested in it from the beginning. So it's really an honor now to come back and lead it."

## LEADING IN THE CREATIVE CAPITAL OF THE WORLD

Los Angeles is one of just three U.S. cities (the others are New York City and San Francisco) that are considered "arts super cities," with very high concentrations of artists relative to the rest of the population. Zucker explained that artists and art organizations are an integral part of L.A.'s economic engine, which is why "arts education is so critically needed now."

For her, CBMArts is ideally positioned both geographically and in its academic programming to respond to that need.

"A significant motivation for many students who choose CGU's arts management programs is the fact that we are located in the creative capital of the world," she said. "What they find here are opportunities to concretely innovate in the field and have a significant impact on cultural life, not only in our region but across the world."

That word "impact" also describes Zucker's career in the creative industries, including her 25-year tenure with the county commission. She created and oversaw the civic art policy for the county and directed the funding for more than 400 arts organizations.

Zucker's county work touched on a wide range of priorities, from restoring arts education to all 81 of the county's public school districts to creating a strategic plan for cultural equity and inclusion and building the most extensive paid internship program in the arts in the country for undergraduates through a public-private

partnership with the Getty Trust.

Zucker is especially proud of that internship program, which today employs more than 275 students every summer and enables them to build networks and pursue careers in arts management.

"I have always called paid internships the secret sauce of the arts engine in L.A.," she said. "There was no place for undergraduate students in the arts internship program to go on to graduate work before the program with CGU started, and we were losing them to other parts of the country. Today, CBMArts has become an important pipeline for these undergraduates to pursue mission-driven careers."

## HELPING ARTISTS DO WHAT THEY DO

Scratch the surface of any arts administrator, she says, and you'll find an artist. It was true for her. In the early 1970s, Zucker felt an inner calling to be an actor and attended the Yale School of Drama.

But what changed her career trajectory was actress Meryl Streep.

Streep was one of Zucker's classmates at Yale, and "it was clear to me," she recalled, "that she was wildly more talented than I was and was being cast in all the plum roles I wanted. That's what got me thinking that I should be directing instead"—until the department's head told her women couldn't be directors.

Frustrated, Zucker left Yale to pursue a directing career, which in turn led her to producing and managing a theater. Her experiences gave her an epiphany about the many opportunities open to artists.

"It's only after working as an artist that you begin to realize there are myriad other interesting career options," she says. "Many

artists discover that it can be just as creative to serve in a leadership role and enable other artists to do what they do."

That experience also gave Zucker a sensitivity to the discrimination that can take place in the arts industry (which is why one of her last initiatives with the county commission was a strategic plan for equity and inclusion mentioned earlier).

"Although I don't have the lived experience many have had in not having access to opportunities in arts and culture, as a young woman, I experienced gender disparity directly," she says. "I think that's one of the most important things our program at CBMArts addresses. We have an incredibly diverse student body and faculty. The future of arts and culture in our country and the world is going to be about the acceptance and valuing of all cultural traditions."

## THE POWER OF ALUMNI


One of the new efforts now underway to increase the visibility of CBMArts is a special series of alumni panels highlighting the program's many outstanding graduates.

For Zucker, who has been involved with the program since its beginning, its alumni community is one of its most valuable assets.

"When I started with the program, it was nascent, and we had no alumni to speak of," she says, "but now one of the joys I have is seeing all the amazing places where our alumni are working. These special panel events are going to help everyone see the possibilities of what can be done with this degree."

Learn more about Claremont Graduate University (CGU) at [cgu.edu](http://cgu.edu).



A man, Greg DeAngelo, is standing in a classroom, gesturing with his hands while holding a small black object in his right hand. He is wearing a light-colored button-down shirt and dark pants. In the background, a whiteboard is visible with handwritten mathematical equations and numbers. The equations include  $(-5)^2 = 25$ ,  $(-10)^2 = 100$ , and  $(-20)^2 = 400$ , which are grouped by a bracket and labeled "three times". Other numbers like 7000, 500, 600, 625, and 100+25 are also visible on the whiteboard.

**GREG DEANGELO**  
Associate Professor  
of Economic Sciences  
and Director of  
the Computational  
Justice Lab

# Ignite: solutions

## Crime, Punishment, and Data Science

Under Professor Greg DeAngelo's leadership, the Computational Justice Lab at CGU is using data science tools to help local prosecutors and improve the outcomes and impact of judicial actions. "There is a difference between the way laws are written and how they're applied," explains DeAngelo.

The lab is pioneering a new way to address those differences, he says, and will "lead to more effective responses to the needs of the criminal justice system."

Ignite solutions: explore CGU.



*To read more about Greg and  
other CGU success stories, go to  
[cgu.edu/ignite](http://cgu.edu/ignite)*



**Claremont Graduate University**

#carrytheflame

HIGHER EDUCATION & ONLINE LEARNING

Ready to Move Beyond Your Bachelor’s Degree?

The College of the Extended University at Cal Poly Pomona currently offers eight Master’s Degree programs that are focused on non-traditional student learners, offering flexibility and convenience.

The College of the Extended University programs include:

- Accelerated Accountancy
- Business Analytics
- Dietetics
- Geology
- Hospitality Management
- Interior Architecture
- International Apparel Management
- Systems Engineering

The GMAT and GRE requirements have been waived for all Spring 2022 applicants.

AN OVERVIEW

California State Polytechnic University, Pomona (CPP) is a top regional public university located in Los Angeles county. CPP is one of the 23 campuses among the California State University (CSU) system and one of the only two CSU polytechnic schools. Cal Poly, Pomona has a vibrant campus with small class sizes, students receive personalized attention from their professors and advisors. The faculty is dedicated to inspiring its students to be innovative and to help deepen students’ knowledge for their future careers through a “learn-by-doing” philosophy.

The College of the Extended University is the educational outreach arm of Cal Poly Pomona. Its mission is to extend learning

opportunities beyond the borders of its campus and/or outside of regular schedules, especially to anyone who wants to increase their current job skills, explore a new career path, or enhance their life with new knowledge.

The school accomplishes this goal through a variety of professional development certificate programs, online courses and advanced degrees.

The Master’s degree programs are affordable, flexible, and convenient for the working professional. Currently offered are Master’s degrees in Accelerated Accountancy, Business Analytics, Dietetics, Geology, Hospitality Management, Interior Architecture, and Systems Engineering.

Visit [ceu.cpp.edu/beyond](http://ceu.cpp.edu/beyond) for more information.

The faculty is dedicated to inspiring its students to be innovative and help deepen students’ knowledge for their future careers.

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MASTER’S SPOTLIGHT  
CAL POLY POMONA -  
COLLEGE OF THE EXTENDED UNIVERSITY

**NAME OF INSTITUTION**  
Cal Poly Pomona

**NAME OF SCHOOL OR PROGRAM**  
College of the Extended University

**SCHOOL DEAN**  
Dr. Erik Rolland

**YEAR INSTITUTION WAS FOUNDED**  
1938

**TOTAL ENROLLMENT (ALL PLATFORMS OFFERED)**  
168. The smaller class sizes ensure individualized attention and student success

**PLATFORMS OFFERED**  
Accelerated Accountancy: Hybrid, Weekends  
Business Analytics: Hybrid, Weekends  
Dietetics: Online  
Geology: Full Time, Weekends  
Hospitality Management: Full Time, International  
International Apparel Management: Full Time, International  
Interior Architecture: Part Time, Evenings  
Systems Engineering: Hybrid, Evening,

**AREAS OF EMPHASIS OFFERED**  
Accelerated Accountancy, Business Analytics, Dietetics, Geology, Hospitality Management, International Apparel Management, Interior Architecture, Systems Engineering

**LENGTH OF PROGRAMS**  
Accelerated Accountancy is 12 Months, all other programs are 18-24 months.

**PROGRAM CAMPUS OPTIONS**  
Accelerated Accountancy: Hybrid  
Business Analytics: Hybrid  
Dietetics: Online

Geology: On Campus  
Hospitality Management: On Campus  
International Apparel Management: Hybrid  
Interior Architecture: UCLA UNEX Campus  
Systems Engineering: Hybrid/Online

**PROGRAM ACCREDITATIONS**  
Accelerated Accountancy: AACSB  
Geology: IRIS  
Interior Architecture: CIDA  
Systems Engineering: ABET

**RANKINGS**  
#2 US News Top Public Schools: Regional Universities – West  
#3 US News Most Innovative Schools

**TOTAL COST**  
Accelerated Accountancy: \$25,500  
Business Analytics: \$ 27,225  
Dietetics: \$ 31, 350  
Geology: \$24,000  
Hospitality Management: \$27,000  
International Apparel Management: \$25,500  
Interior Architecture: \$33,500  
Systems Engineering: \$26,775  
\* Estimated Costs international portions of program.

**REQUIRED TESTING**  
All GRE/GMAT requirements have been waived for Spring 2022 Applicants

**APPLICATION DEADLINE**  
October 1, 2021

**PROGRAM CONTACT INFORMATION**  
Alis Zakarian, (909) 869-2939,  
**WEBSITE**  
[ceu.cpp.edu/beyond](http://ceu.cpp.edu/beyond)

Why Do Students Like Online Learning?

Why do students flock to the online learning environment? With over five million students enrolled in online schools and universities (and that number was growing 30% per year even before the pandemic struck), there are many compelling arguments for attending a cyber classroom.

1. Students can “attend” a course at **anytime, from anywhere**. This means that parents can attend to their children, then sit down to class; working students can attend classes no matter what their work schedule might be, folks that travel for business or pleasure can attend class from anywhere in the world that has internet access.

2. Online learning enables **student-centered teaching** approaches. Every student has their own way of learning that works best for them. Some learn visually others do better when they “learn by doing.”

3. Course material is **accessible 24 hours a day 7 days a week**. Students have the ability to read and re read lectures, discussions, explanations and comments. Often spoken material in the classroom passes students by due to a number of distractions, missed classes, tiredness or boredom.

4. In an online environment, attendance to class is only evident if the student actually participates in classroom discussion. This **increases student interaction** and the diversity of opinion, because everyone gets a say, not just the most talkative.

5. Online instructors come with practical knowledge and may be from any location across the globe. This allows students to be **exposed to knowledge** that can’t be learned in books and see how class concepts are applied in real

business situations

6. Using the internet to attend class, research information and communication with other students **teaches skills in using technologies** that will be critical to workers in the 21st century business community that works with colleagues globally and across time zones.

7. Participating online is **much less intimidating** than “in the classroom.” Anonymity provides students a level playing field undisturbed by bias caused by seating arrangement, gender, race and age. Students can also think longer about what they want to say and add their comments when ready. In a traditional class room, the conversation could have gone way past the point where the student wants to comment.

8. Because online institutions often offer “chat rooms” for informal conversation between students, where student bios and non class discussions can take place, there appears to be a **increased bonding and camaraderie** over traditional class environments.

9. The online environment **makes instructors more approachable**. Students can talk openly with their teachers through online chats, email and in newsgroup discussions, without waiting for office hours that may not be convenient. This option for communication provides enhanced contact between instructors and students.

10. Online course development **allows for a broad spectrum of content**. Students can access the school’s library from their PC’s for research articles, ebook content and other material without worries that the material is already “checked out.”

11. Students often feel that they can



actually listen to the comments made by other students. Because **everyone gets a chance to contribute**, students are less irritated with those that “over contribute” and can ask for clarification of any comments that are unclear.

12. Over 75% of colleges and universities in the U.S. offer online degree programs, with online degrees as respected as “on the ground” degrees. (Lewis)

13. Online classrooms also **facilitate team learning** by providing chatrooms and newsgroups for meetings and joint work. This eliminates the problems of mismatched schedules, finding a meeting location and distributing work for review between meetings.

14. Students often comment that online learning lets them attend class when fully awake and attend in increments of convenient time block, rather than rigid 2 or 4 hour stretches

once or twice a week.

15. Because there are no geographic barriers to online learning, students can find a **diversity of course material** that may not be available to them where they live or work. This is especially true for professional training such as medical billing training or purchasing training and for students in remote rural areas that cannot support college or vocational training centers.

While “brick and mortar” institutions will never be eliminated, it’s easy to see why a growing number of people are attending class in the cyber world. They may be reasons of accessibility, flexibility or quality, all compelling and contributing to the attractiveness of this mode of learning.

Information provided by WorldWideLearn.

# EARN YOUR MASTER'S DEGREE FROM CAL POLY POMONA BEYOND TRADITIONAL

## **Accelerated Accountancy**

*(In partnership with the College of Business - 1 Year Program)*

## **Business Analytics**

*(In partnership with the College of Business)*

## **Dietetics**

*(In partnership with the Don B. Huntley College of Agriculture - Launching Spring 2022)*

## **Geology**

*(In partnership with College of Science)*

## **Hospitality Management**

*(In partnership with The Collins College of Hospitality Management)*

## **Interior Architecture**

*(In partnership with the College of Environmental Design & UCLA Extension)*

## **International Apparel Management**

*(In partnership with the Don B. Huntley College of Agriculture)*

## **Systems Engineering**

*(In partnership with the College of Engineering)*

**The College of the Extended University at Cal Poly Pomona offers Master's Degree programs in various fields and disciplines that offer flexibility and convenience.**

The College has also launched new **Pre-Master's Programs** to help you meet your graduate pre-requisite needs. For more information about all of these great programs, please visit [www.ceu.cpp.edu/beyond](http://www.ceu.cpp.edu/beyond) for more information.

The Deadline to apply for Spring 2022 is October 1, 2021



**CalPolyPomona**

College of the  
Extended University

► Visit [www.ceu.cpp.edu/beyond](http://www.ceu.cpp.edu/beyond)  
for more information

HIGHER EDUCATION & ONLINE LEARNING

# A Variety of Course Delivery Options

Students enrolling at the University of La Verne this month will have a variety of course delivery options to meet their individual needs. In-person instruction is resuming at the university’s nine campuses for fall term. The university is also continuing to provide robust online offerings, with 11 programs available fully online.

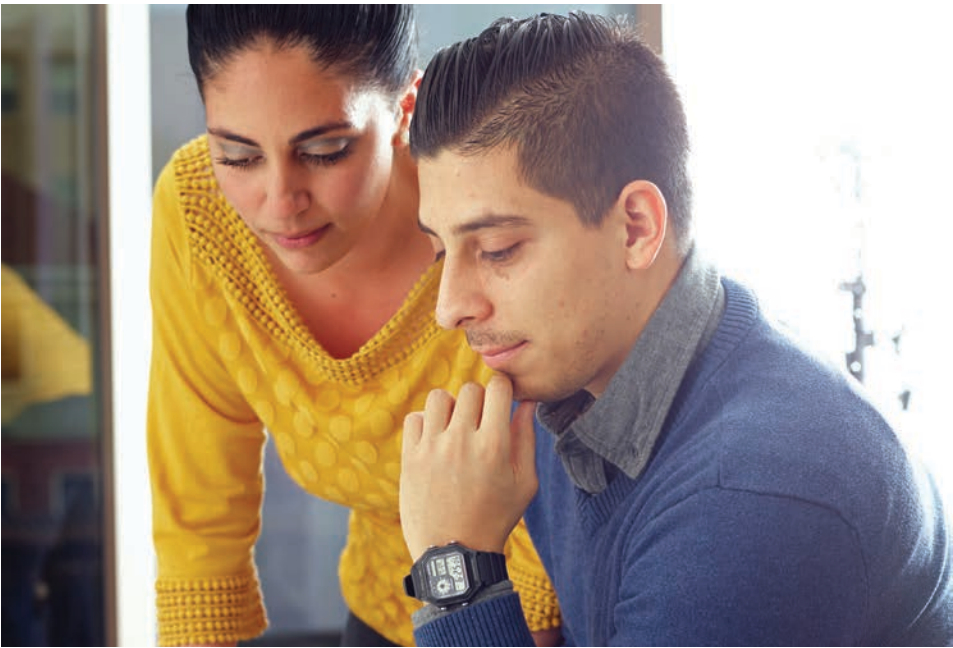
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At the undergraduate level, students can earn a bachelor’s degree online in business administration, information technology, organizational management, public administration, criminal justice and criminology, child development, or educational studies, and an associate degree in general studies. Graduate students can earn an MBA for Experienced Professionals, a master’s degree in child and adolescent development, or a master’s degree in leadership and management.

The University of La Verne prides itself on offering degrees designed for working adults that provide maximum flexibility. Some course offerings are fully online. Others are hybrid, which combines the benefits of in-person instruction with the convenience of completing some work online.

“Teaching and learning preferences plus skill in time management are all important factors to consider when choosing the degree structure that’s right for you,” said Mary Aguayo, vice president for strategic enrollment management. The university’s new and streamlined

academic calendar now makes it easier than ever for students to cross-register between campuses and course delivery modes. In some programs, students may be able to shorten their time to degree by enrolling in an extra session each year that the new academic calendar makes possible.



U.S. News & World Report, one of the nation’s leading organizations that ranks higher education programs, has recognized the quality of the University of La Verne’s online

programs in four categories of its 2021 rankings. Among California colleges and universities offering online bachelor’s degree programs, the University of La Verne ranked fourth. It also ranked fourth in bachelor’s programs for veterans and third for undergraduate business degrees in the state. The online MBA program ranked sixth among California institutions.

These rankings draw on both statistical information provided by colleges and universities and a peer reputational survey. Ranking

scores are based on a formula giving weight to major factors viewed as important to student success. Among these are graduation rate, class size, student indebtedness, technological infrastructure, and student support services. Faculty preparedness to teach distance learners is also part of an institution’s score.

“The key to successful online teaching is proactive engagement from the faculty member and clear expectations from the get-go,” said Issam Ghazzawi, a professor of management who teaches online courses at the University of La Verne.

Ghazzawi sends out a welcome message with the course syllabus before classes start in order to build enthusiasm and to help alleviate fear and isolation. He also responds to all student email.

“Keeping the engagement makes students feel they are not alone,” he said.

In recognition of the financial challenges many students are facing as a result of the pandemic, the university is holding tuition flat for the 2021-22 academic year for most academic programs. Generous financial aid is also offered to students at both the bachelor’s and graduate levels.

Founded in 1891, the University of La Verne is a private, nonprofit, comprehensive institution founded on four core values: lifelong learning, ethical decision making, civic and community engagement, and diversity and inclusion. The university serves approximately 7,000 students on the historic La Verne central campus, eight additional campuses, and online.

Learn more at [laverne.edu](http://laverne.edu).



# Fast Track Your Career with Hybrid, Online, and On-Campus Programs

Flexible scheduling with accelerated 8-week sessions or 17-week semesters for undergraduate and graduate programs.

Learn more at [go.laverne.edu](http://go.laverne.edu)

University of  
La Verne