

# Impact-Driven Leadership for Cross-Border Partnerships, Sustainability and International Trade



University of San Diego®  
**SCHOOL OF LEADERSHIP  
AND EDUCATION SCIENCES**

*The Global Center*



Nov 8 - Nov 14, 2025

Welcome to the University of San Diego! On behalf of the School of Leadership and Education Sciences (SOLES) and the Global Center, it is my pleasure to extend a warm greeting to our distinguished guests from the South African Supplier Diversity Council (SASDC). We are honored to host you this week for a program focused on Impact-Driven Leadership for Cross-Border Partnerships, Sustainability, and International Trade.

This weeklong exchange provides a unique opportunity to deepen dialogue on critical global issues, from sustainable business practices and inclusive leadership to the power of cross-border partnerships in driving economic growth and social impact. Participants will have the opportunity to engage with faculty from USD and SOLES, as well as with leaders from industry and the nonprofit sector who bring diverse perspectives and hands-on experience.

At SOLES, we believe transformative leadership emerges when people step beyond familiar contexts, engage deeply with diverse perspectives, and commit to authentic collaboration across borders. This program embodies those values by providing a space for leaders to expand their vision, strengthen their capacity, and advance equitable, innovative, and sustainable futures.

We also celebrate the remarkable partnership that makes this program possible. A special word of gratitude goes to Dr. Renée Horne from WITS Business School, whose vision and leadership have been central in bringing together SASDC and the University of San Diego. It is through such partnerships that we create meaningful impact and advance shared goals across continents.

I encourage you to immerse yourself fully in this experience: ask bold questions, exchange ideas generously, and explore opportunities for collaboration. And of course, take time to enjoy San Diego's vibrant culture, natural beauty, and hospitality.

On behalf of USD, welcome to campus. We look forward to an inspiring week together.

Kimberly A. White-Smith, EdD  
Dean, School of Leadership and Education Sciences  
University of San Diego

# Schedule at a Glance

Saturday | Nov 8- Friday | Nov 14

Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
Fly to San Diego	Breakfast at hotel	Breakfast at hotel	Breakfast at hotel	Breakfast at hotel	Breakfast at hotel	Breakfast at hotel
<b>12:45-1:00pm</b> Arrival	10:30am-4:30pm	8:45-9:00 MRH 102 <b>Welcome</b>	9:00-10:00 MRH 102 <b>The Business of San Diego and California</b>	9:00-12:00 Company Visit <b>Goodwill Industries</b>	8:00am Hotel check-out & bus to LA	Morning: LA Tour 12:00 Check out
<b>3:00pm</b> pick up from airport	Fieldwork with Dr. Renee Horne	Dean Kimberly White-Smith 9:30-12:00 Company Visit <b>Port of San Diego</b>	Asst. Dean Linda Dews 10:00-12:00 <b>Leadership &amp; Authority</b> Dr. Rene Molenkamp	San Ysidro & Otay Mesa	9:30  Company Visit:  Amazon (TBC)	13:00  Depart to LAX
<b>6:00pm</b> Arrives and checks in to hotel Hacienda Hotel Old Town	6:00-7:30 Welcome Dinner Included @ Cafe Coyote	12:30-2:00 Tour and Lunch at USD  2:00-3:00 <b>Guest Speaker Harry Ryan,</b> Ryan Bros Coffee  3:00-4:00 <b>Guest Speaker Jocelyn Lo,</b> Co-Founder Jyx Engineering  4:00-5:00 <b>Guest Speaker Sophia Antonopoulos</b> <b><u>San Diego World Trade Center</u></b>  5:00-6:30 Dinner at USD	12:00-1:30 Lunch at Con Pane Rustic Breads & Cafe  1:30-5:30 <b>Company and Border Visit &amp; workshop on <i>Building Lasting Cross-Border Partnerships</i></b> <b>Andy Carey</b> <b><u>Border Partnership</u></b>  Dinner on own	12:00-1:30 Lunch at USD  1:30-4:30 MRH 133 <b>Strategy &amp; Social Responsibility</b> Karen Henken, MBA  4:30-5:00 Graduation Ceremony  6:00pm Group Dinner at Bowlegged BBQ	12:00 Marc Smith, Simon Property Group: Ontario Mills VP Presentation  1:30 Lunch at food court excluded  Retail at Ontario Mills (Own Cost)  6:30pm Bus departs for hotel: Hilton Marina Del Ray	

# Company Visits

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## Port of San Diego



The Port of San Diego is a seaport in San Diego, California. It is located on San Diego Bay in southwestern San Diego County, and is a self-supporting district established in 1962 by an act of the California State Legislature. In addition to port activities, the Port District controls San Diego Bay and owns and manages the bay's immediate waterfront under the state's Tidelands Trust.

The U.S. Bureau of Transportation Statistics has ranked the Port of San Diego as one of America's top 30 U.S. containership ports, bringing in nearly 3 million metric tons (3,000,000 long tons; 3,300,000 short tons) of cargo per year through the Tenth Avenue Marine Terminal and the National City Marine Terminal. Together with the National City Marine Terminal, the Port of San Diego is the primary port of entry for Honda, Fiat, Audi, Mazda, Acura, Isuzu, Volkswagen, Nissan, Mitsubishi Fuso, and Hino Motors into the United States. The port holds a 24 1/2-year lease with Dole plc, bringing in much of the country's banana crop. It is the third-busiest cruise ship port in California.

The port is governed by a seven-member Board of Port Commissioners. One commissioner each is appointed by the city councils of Chula Vista, Coronado, Imperial Beach and National City, and three commissioners are appointed by the San Diego City Council. The board establishes policies under which the port's staff – supervised by the Executive Director – conducts its daily operation.



# Company Visits

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## U.S.-Mexico Border

## Philanthropy Partnership



The Border Philanthropy Partnership serves as the leading binational organization focused on building prosperity along the U.S.-Mexico Border region through leadership, collaboration, and philanthropy. Together, with our network of more than 400 members, we are helping to build prosperity for communities on both sides of the border.

In 2008, leaders from the U.S. and Mexico joined together to promote vibrant communities on both sides of the Border. They recognized that their individual efforts would go further through collaboration, and decided to launch a new initiative that focused on maximizing the charitable and civic work being done across all sectors.

Thus, the Border Philanthropy Partnership was born.

BPP is unique in that it is the only organization promoting philanthropy along and across the region, and that is a legally incorporated 501©3 nonprofit in the U.S. BPP's sister organization, Alianza Fronteriza de Filantropía, A.C. is based in Cd. Juarez, Chihuahua and is a designated Asociación Civil with Donataria Autorizada and CLUNI, which allows Alianza Fronteriza de Filantropía, A.C. to provide donors with tax-deductible receipts, as well as seek funding support from the Mexican government.

# Company Visits

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## Goodwill Industries



Goodwill Industries is a global non-profit organization dedicated to helping individuals improve their lives by providing job training, employment placement services, and other community-based programs for those facing employment barriers. It operates as a network of independent, community-based organizations worldwide, with the proceeds from its retail thrift stores funding its mission.

Our mission is to provide employment and training opportunities to people with disabilities and other barriers to employment.

### Our Core Values:

- Credibility – As an organization, we do what we say we will do.
- Creativity – We are willing to try new ideas in order to improve any aspect of the organization.
- Collaboration – We are different people, with different skills, who work well together to get the job done.

We are 100 percent local and 100 percent nonprofit. All of our programs and services are provided at no cost to all San Diego County residents.

### In 2024:

- 952 people obtained work through Goodwill San Diego.
- 1,666 people were employed by Goodwill San Diego.
- 148 Goodwill San Diego Ambassadors earned a promotion.
- More than 7,994 people were served!

# Faculty and Guest Speakers

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Dr. Kimberly White-Smith, EdD

Dean and Professor,  
School of Leadership and Education Sciences

Dr. Kimberly A. White-Smith serves as Dean and Professor at the University of San Diego's School of Leadership and Education Sciences, and is a nationally recognized leader in teacher education and educational equity. With over 30 years of experience, she has advanced inclusive, high-impact teaching practices and worked alongside marginalized and economically oppressed communities to expand educational access. A Black woman and former foster youth, Dr. White-Smith brings a powerful perspective to leadership that centers justice, identity, and transformation in education. She also serves as the Vice-President of the American Educational Research Association (AERA) Division K (Teaching and Teacher Education).

In Spring 2023, Dr. White-Smith was recognized for her community engagement by the San Diego Business Journal and the San Diego Black Chamber of Commerce as one of 50 Black Leaders of Influence. In 2024, she was the recipient of the AACTE Edward C. Pomeroy Award for outstanding contributions to teacher education. As of 2025, Dr. White-Smith continues to build a legacy in education that is dedicated to opening doors, expanding horizons, advocating for the greater good, and serving a higher purpose. She is frequently invited to speak on podcasts and consulted by media outlets as a thought leader and expert in her field.

# Faculty and Guest Speakers

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Connie M. Le Fevre

Senior Trade Account Representative: Maritime Business, Port of San Diego

Le Fevre joined The Port of San Diego's Maritime Division in July 1999. Since that time she has gained Maritime industry knowledge through her experience in real estate, business development and operations at various levels within the organization. Le Fevre travels both domestically and internationally to augment cargos and revenue for the Port of San Diego's Maritime Commercial Unit through its two marine cargo terminals and is responsible for the development and execution of its break-bulk, heavy-lift and project cargo services. Le Fevre is a graduate of University of San Diego and completed her master's degree in Port and Terminal Management in December 2024. She is also fluent in English, Spanish and French.



Harry Ryan

CEO and Cofounder of Ryan Bros Coffee

Ryan Bros Coffee specializes in custom crafted, artisan styled coffee, tea, cocoa and frappe beverages. The largest collection of 'Nitro Cold Brew Coffee' in California. All of our core ingredients are made in house here at our Barrio Logan Headquarters. Keeping it local, keeping it real, keeping it honest. From our Coffees to our Attitude, we BELIEVE that 'Life is too short to be bitter!'

Serving the San Diego Community coffee since 1994. A family owned and operated business that specializes in craft tea & coffee. Founded in 1994 as a coffee cart in Downtown San Diego, Ryan Bros has grown to an innovative coffee roaster with a series of coffee shops across San Diego County.

# Faculty and Guest Speakers

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Jocelyn Lo, MS

Co-Founder, Jyx Engineering

As the co-founder and owner of Jyx Engineering, and previously VP of Latitude 32 Engineering, Jocelyn focused her energy on securing new high-value customers, providing quality engineering and project management services, acting as liaison to the company's prototyping and mass production partners around the world, and providing mentorship and guidance to other Mechanical Engineers. In 2021, Latitude 32 Engineering was acquired by Peloton Interactive, where she worked till 2024. She is currently working with another large health and wellness brand, where she continues mentoring junior engineers, participates in local STEM outreaches, as well as volunteers at events hosted by local universities.



Sophia Antonopoulos

World Trade Center San Diego

Sophia is an alumni of the University of San Diego Knauss School of Business where she studied international business. Sophia is skilled in project management, international business, international trade, business consulting, and international development. She has experience in planning trade missions with the World Trade Center San Diego and was a student consultant at the Student International Business Council. She also has experience from her time as a business Development Marketing Intern at Purposer, and a student consultant at Golden Coast Mead.

# Faculty and Guest Speakers

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Linda Dews, MA

## Assistant Dean

As assistant dean for SOLES, Linda N. Dews brings her extensive experience in higher education student affairs administration. She offers that professional knowledge, understanding and practical training to her role in overseeing enrollment management and enriching the student experience at SOLES. Her volunteer experience includes consulting and advising in admissions and diversity issues for local schools, creating strategic staffing plans for non profit organizations, and various committee leadership positions for national education organizations.



Dr. Rene Molenkamp

## Professor of Practice, Leadership Studies

Dr. Molenkamp, a native of Haarlem, The Netherlands, teaches courses on leadership, human relations, and organizational theory and change. He directs the Leadership for Change conference based on the group relations methodology. He also designs and delivers intensive, experiential leadership development programs and retreats for international corporations, NGOs, non-profit organizations and universities.

René is a founding member and executive director of Group Relations International and Fellow of the A.K. Rice Institute for the Study of Social Systems. He was Training Director and Senior Fellow at the James MacGregor Burns Academy of Leadership, University of Maryland, and served as first program director of the Howard Peters Rawlings Fellowship Program in Public Leadership. He was also on the faculty of the American University/National Training Laboratory master's program in Organizational Behavior.



# Faculty and Guest Speakers

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**Andy Carey**

Executive Director, US-Mexico Border Philanthropy Partnership

Andy Carey is the Executive Director of the U.S.-Mexico Border Philanthropy Partnership (BPP), serving a network of more than 420 organizations that builds prosperity through leadership, collaboration, and philanthropy in the U.S.-Mexico Border region. Previously, Andy led volunteer mobilization and fund development at Kiwanis International. Andy is an Adjunct Faculty member at the University of San Diego in the School of Leadership and Education Sciences where he teaches post-graduate courses on International nonprofit management. He was named 2017-18 Adjunct Faculty of the Year by the Dean of the School of Leadership and Education Sciences. Andy has served in many civic capacities including, Chairman of the U.S. Environmental Protection Agency's National Advisory Committee, University of San Diego Kroc School of Peace and Justice Advisory Board, Independent Districting Commission in Escondido, CA., and on the Advisory Board of St. Mary Catholic School in Escondido. In 2018, Mexico's Ministry of Foreign Relations presented Andy with the Ohtli Award, in recognition of his long-standing commitment and service to the needs and interests of the Mexican community residing in the United States of America. In February 2025, the Conrad Prebys Foundation named Andy a Prebys Leadership Fellow.

# Faculty and Guest Speakers

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Jacky Brown

Vice President of Retail, Goodwill Industries of San Diego County



Jacky Brown is Vice President of Retail for Goodwill Industries of San Diego County (GISD), bringing over 30 years of experience in retail and nonprofit management. Jacky is recognized for her results-driven leadership, strategic vision, and commitment to advancing GISD's mission—providing training and employment opportunities for individuals with disabilities and other barriers to employment.

Jacky's leadership is defined by her ability to drive operational excellence and revenue growth across multiple departments, including Retail, Aftermarket, eCommerce, and Sustainability. She has successfully managed multi-store operations, developed and executed strategic business plans, and led initiatives that improved productivity, optimized inventory management, and enhanced customer experience.

A champion of organizational growth, Jacky has played a pivotal role in expanding GISD's revenue-producing departments and sustainability initiatives. Her strategic approach to talent development and operational efficiency has contributed to a year-over-year increase in organizational revenue and strengthened internal promotions, supporting a workforce where over half of employees have a disability or significant barrier to employment.

Jacky is deeply committed to leadership development, mentoring future leaders, and fostering a culture of collaboration and continuous improvement. She has spearheaded programs to enhance supervisor and manager effectiveness, sharpen strategic decision-making, and continuous improvement.

Her educational background includes a Master of Business Administration (2022), a Bachelor of Science in Business Management (Summa Cum Laude), and completion of executive leadership programs from Goodwill Industries International (GII). Jacky's achievements have been recognized with the Outstanding Leadership and Service Award (San Diego Rescue Mission, 2013), the Richard Nelson Award (Goodwill, 2022), and "Lion of the Year" (San Diego Pathfinders Lions Club, 2023).

Jacky leads by example, inspiring teams to embrace innovation, accountability, and a shared commitment to GISD's mission. Her strategic mindset and dedication to organizational growth continue to transform lives and strengthen the impact of Goodwill in the San Diego community. Jacky is a firm believer that life is a journey of learning experiences, which gives us the opportunity to grow, become stronger, and encourage others. I lead by example and want my legacy to be that I have made a positive impact on others' lives.

# Faculty and Guest Speakers

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Karen Henken, MBA

Professor

Karen Henken started out the early part of her career in international education in Japan with the Fulbright Commission. From there she moved to Silicon Valley using her fluency in Japanese to work in business. She received an MBA at Stanford and set up and ran international operations for technology businesses in the Asian Pacific and throughout other parts of international markets.

Karen has helped dozens of organizations establish a beachhead in new industries and geographies in the US and globally. Focused on market entry and expansion, she has built and managed sales and marketing teams, channels and partnerships across the world. Her experience ranges from working with early stage companies to Fortune 500 businesses, resulting in millions of dollars of new revenue opportunities.

# USD Community Wellness



## Equipment Check Out

Host your own fun day in the San Diego sun and check out our FREE lawn games. We also have different types of recreation equipment available for check out such as Corn Hole, Bocce Ball, Archery Tag, grass/park volleyball set, and other fun group outdoor and lawn games. Just email [campusrecreation@sandiego.edu](mailto:campusrecreation@sandiego.edu) to check inventory and availability and our Rec staff will set up check out and check-in dates that works best for you.



## Pickleball Ladder

Our Pickleball Ladder is a 32-player ladder that includes a rotation of courts and partners. Players come and choose a court, and after the completion of 3 matches, the round ends and players rotate up or down depending on their match results. The ladder invitation is sent via email, and the first 32 players to RSVP are given a spot. Information about the ladder, including days, price, and how to be added to the email list.

When:

- Sundays 10am-12pm
- Mondays 6pm-8pm

Fee:

- \$8 payable via cash or Venmo

How to be added:

If you're interested in being added to the email list, please email [quickpickleball@gmail.com](mailto:quickpickleball@gmail.com) and share your interest in the ladder.



## Pickleball

Our Pickleball Open play follows our Sunday Pickleball Ladder and allows for players of all levels to come and play. Players work together to determine a rotation-style based on the number of participants, whether it be "winners stay on" or "four off, four on" methods. See the information below about open play, including days, price, and how to participate.

When:

- Sundays 12-3pm

Fee:

- \$5 payable via cash or Venmo

How to participate:

- No registration or RSVP is required, simply show up to our courts, pay the \$5 fee, and pick a court to play on



# San Diego Food Highlights

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## TACOS/Mexican

- Tacos El Gordo
  - Oscar's Mexican Seafood
  - Cafe Coyote
  - El Agave Restaurant & Tequileria
  - Miguel's Cocina
  - Coasterra
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## PIZZA/Italian

- Tribute Pizza
  - Parma Cucina Italiana
  - Buona Forchetta
  - Cesarina
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## Chinese/Asian/Middle Eastern

- Spicy House
  - Shan Xi Magic Kitchen
  - Koon Thai Kitchen
  - Harney Sushi
  - Leila
- 

## AMERICAN/SEAFOOD

- Farmer's Bottega
  - Phil's BBQ
  - In-N-Out
  - Ironside Fish & Oyster
  - Brigantine Seafood & Oyster Bar
  - insideOUT
- 

## French/Spanish

- La Bonne Table
- Costa Brava
- Cafe Sevilla

# San Diego Adventures



## Balboa Park

Balboa Park is a cultural oasis that includes 18 museums, numerous beautiful gardens and the world-famous San Diego Zoo. At 1,200 acres, Balboa Park is one of North America's most renowned urban parks and a must-see on any visit to San Diego. Located just blocks from downtown San Diego, the park has a rich history, reflected through its stunning architecture, thought-provoking exhibits and installations, and cultural events that take place throughout the year.



## Torrey Pines State Natural Reserve

Torrey Pines State Natural Reserve is located within San Diego city limits and yet remains one of the wildest stretches of land on the Southern California coast. Experience beautiful hikes, stunning views, beaches and trees all because of the efforts and foresight of the people in this area to preserve 1,500 acres of land as they were before San Diego was developed.



## San Diego Zoo

Located in Balboa Park, the San Diego Zoo is known for its large assortment of animals and wildlife from around the world. See giant pandas, gorillas, giraffes, experience the tram ride and be ready for a whole day's worth of sights, shows and activities.



## Sunset Cliffs

Sunset Cliffs Natural Park is a 68-acre City of San Diego regional park which extends 1½ miles along the Point Loma peninsula's western shoreline. Very close to downtown San Diego, this unique coastal environment features expansive ocean views, dramatic cliff formations and caves, a fascinating intertidal area, and native coastal sage scrub habitat which provides connectivity to the adjacent Point Loma Ecological Reserve. Sunset Cliffs has long served as an attraction for San Diego residents as well as national and international visitors.



# San Diego Adventures



## Coronado Island

Take the bridge over to Coronado Island to experience beautiful beaches, tourist activities, restaurants, bike ride rentals, shops, surfing classes, beach activities and see the impressive Hotel Del Coronado.



## Gaslamp District

The Gaslamp Quarter in San Diego is famous for its vibrant nightlife scene, authentic restaurants, and mix of historic Victorian-era architecture and modern establishments offering a diverse range of restaurants, bars, nightclubs, shops, and entertainment venues all within a walkable area in the heart of downtown San Diego; making it a popular destination for both locals and tourists seeking a lively cultural experience.



## Pacific Beach

Located just south of Crystal Pier, Pacific Beach extends south before becoming Mission Beach. One of the busiest beach areas in San Diego, Pacific Beach draws large crowds of locals and tourists in the summer. Enjoy the laid-back scene and popular 3.2 mile beach boardwalk with shops, restaurants, bars and nightlife.

## NOTICE OF FILMING & PHOTOGRAPHY

Upon entering a USD School of Leadership and Education Sciences (SOLES) event or program, you acknowledge potential recording in various formats, including photography, audio, and video.

Your presence at the event implies your consent to the use and potential release, publication, exhibition, or reproduction of these recordings.

Please note that you have been duly informed of this consent, waiver of liability, and release before participating in the event

# The Global Center

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## Mission Statement

The Global Center empowers students, faculty, and professionals to develop global leadership competencies through immersive international experiences, cross-cultural collaboration, and socially responsible initiatives. We are committed to fostering ethical, inclusive, and transformative learning opportunities that bridge disciplines, promote critical consciousness, and cultivate leaders who drive meaningful change in a complex, interconnected world. Our programs prioritize equity, sustainability, and innovation, ensuring that global engagement is accessible, impactful, and aligned with our values of education, leadership, and social justice.

## Vision Statement

The Global Center envisions a world where education transcends borders, fostering globally minded leaders who drive innovation, equity, and sustainable change. Through strategic partnerships, immersive experiences, and interdisciplinary collaboration, we strive to be a leader in international education—equipping individuals with the skills, knowledge, and cultural fluency to navigate and shape a rapidly evolving global landscape.



Linda Dews, MA  
Interim Director &  
Assistant Dean



Jessica Wilson, MS  
Assistant Director



Phillip Tran, PhD  
Study Abroad Manager



Eli Wild  
Graduate Assistant

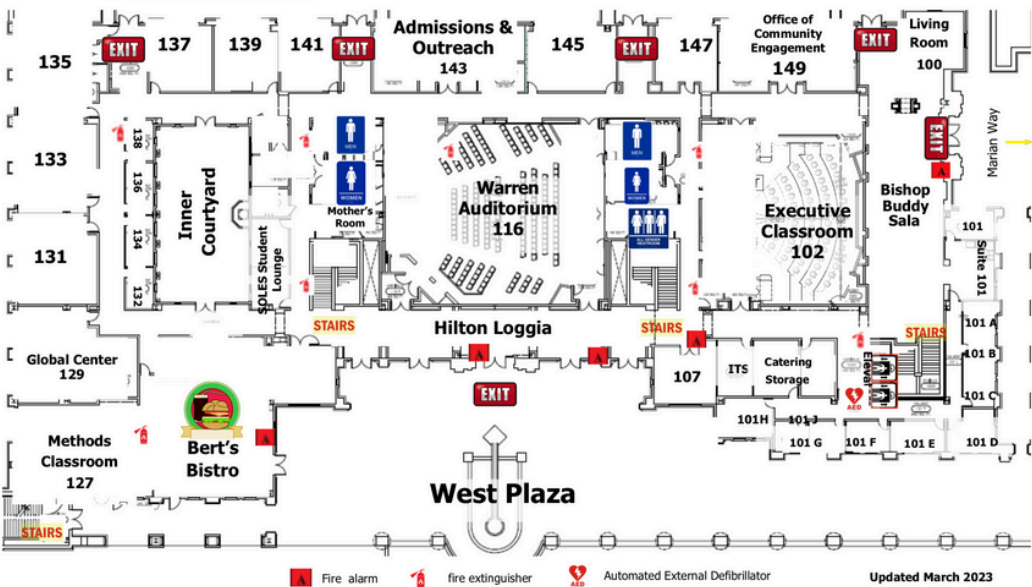


Lauren Kling  
Graduate Assistant

# Mother Rosalie Hill Hall Map



## Mother Rosalie Hill Hall 1<sup>st</sup> Floor



# Campus Map

University of San Diego



FOR MORE INFORMATION [sandiego.edu/maps](http://sandiego.edu/maps)

TRAM ROUTES [sandiego.edu/safety/tram-services](http://sandiego.edu/safety/tram-services)

## ACADEMIC AND ADMINISTRATIVE FACILITIES

- 1 Admissions Office and Career Development Center (Manchester Hall)
- 2 Alcalá Park West - Añla
- 3 Alcalá Park West - Conrado
- 4 Alcalá Park West - Durango
- 5 Balanich Engineering Center
- 6 Camino Hall
- 7 Copley Library
- 8 Dighieri Alumni Center
- 9 Facilities Management Complex
- 11 Founders Hall
- 12 Franciscan School of Theology
- 13 Graduate Hall
- 14 Hahn School of Nursing and Breyer Institute for Nursing Research
- 15 Hahn University Center
- 16 Hughes Administration Center
- 17 Joan B. Kroc Institute for Peace and Justice
- 18 Kroc Center for Business Education (KCBCE) and Olin Hall
- 19 Learning Commons
- 20 Maher Annex
- 21 Maher Hall
- 22 Manchester Family Child Development Center
- 23 Manchester Hall
- 24 Matayom Crossroads
- 25 Ministry Center
- 26 Mother Rosalie Hill Hall
- 27 NDCIC
- 28 Pacific Legal Research Center
- 29 Sacred Heart Hall
- 30 St. Francis Center for Priestly Formation
- 31 Saints Tekla and Sera Hall
- 32 Shiley Center for Science and Technology
- 33 Student Life Pavilion
- 34 Warren Hall

## ATHLETIC FACILITIES

- A1 Berman Football Fieldhouse
- A2 Bowling Cafe and Fitness Center
- A3 East Tennis Courts
- A4 Fowler Park / Cammisham Field
- A5 Jenny Craig Pavilion / McMahon Fitness Center
- A6 Manchester Valley Field
- A7 Pool
- A8 Softball Field
- A9 Sports Center
- A10 Hogan Tennis Center / Varsity Championship Courts
- A11 Torero Stadium
- A12 Valley Field
- A13 Weight Room

## BOOKSTORE

- B1 Torero Store

## CHURCHES

- C1 Founders Chapel
- C2 The Immaculate

## DINING AND CAFES

- D1 Anonas (Maher Hall)
- D2 Ben's Bites / Mother Rosalie Hill Hall
- D3 Bowling Cafe and Fitness Center
- D4 La Gran Terraza (Hahn University Center)
- D5 La Paloma (Joan B. Kroc Institute for Peace and Justice)
- D6 Oliva Cafe / USD Smart Market (Olin Hall)
- D7 Pavilion Dining / Tu Mercado / Frank's Lounge (Student Life Pavilion)

## GALLERIES

- G1 David W. May American Indian Gallery
- G2 Exhibit Hall (Student Life Pavilion)
- G3 Fine Art Galleries (Joan B. Kroc Institute for Peace and Justice)
- G4 Hoehn Family Galleries and Hoehn Print Study Room (Founders Hall)
- G5 Humanities Center Gallery
- G6 Visual Arts Center (Sacred Heart Hall)

## LIBRARIES

- L1 Copley Library
- L2 Paulsen Legal Research Center

## PARKING STRUCTURES

- P1 Joan B. Kroc Institute for Peace and Justice Parking
- P2 Main Parking Structure
- P3 Mother Rosalie Hill Hall Parking
- P4 West Parking Structure

## PLAZAS AND GARDENS

- PG1 Bishop Leo T. Maher Garden
- PG2 Camino / Founders Patio
- PG3 Cardinal Tim Thulin Plaza
- PG4 Colchico Plaza
- PG5 Eagan Plaza
- PG6 Garden of the Moon
- PG7 Garden of the Sea
- PG8 Garden of the Sky / 9/11 Memorial
- PG9 Karmayay Garden
- PG10 Mother Teresa Plaza
- PG11 Paseo de Colchico
- PG12 Plaza de San Diego
- PG13 Strata Plaza

## THEATRES

- T1 Peace and Justice Theatre (Joan B. Kroc Institute for Peace and Justice)
- T2 Shiley Theatre (Camino Hall)
- T3 Studio Theatre (Sacred Heart Hall)
- T4 Yausabado Family Black Box Theatre (Camino Hall)

## RESIDENCE HALLS

- R1 Alcalá Vista Apartments
- R2 Camino Hall
- R3 Casa de la Paz
- R4 Founders Hall
- R5 Maher Hall
- R6 Manchester Village Apartments
- R7 Presidio Terrace Apartments
- R8 San Antonio de Padua
- R9 San Buenaventura
- R10 University Terrace Apartments
- R11 Valley Residence A
- R12 Valley Residence B

## SERVICES

- S1 ATM
- S2 Hospitality Services
- S3 Mail Center
- S4 Media Center (Maher Hall)
- S5 Military and Veterans Center (Hahn University Center)
- S6 One-Stop Student Center (Financial Aid, Campus Card Services, Student Accounts and Registrar, US Bank (Hahn University Center))
- S7 Outdoor Adventures (Hahn University Center)
- S8 Parking Services (Hahn University Center)
- S9 Public Safety / Huber Information
- S10 Student Health Center (Maher Hall)
- S11 Ticket Offices (Fowler Hall, Hahn University Center, Jenny Craig Pavilion)
- S12 University Copy
- S13 Zipcar

All Classes will be held in Mother Rosalie Hill Hall (26)



Promoting social justice and igniting  
meaningful change in our diverse society

Contact Us

School of Leadership and Education Sciences  
Mother Rosalie Hill Hall, 129  
5998 Alcalá Park  
San Diego, CA 92110

(619) 260-5901  
[globalcenter@san Diego.edu](mailto:globalcenter@san Diego.edu)  
[sandiego.edu/soles/global-center](http://sandiego.edu/soles/global-center)





# Immersion Outline





## COURSE OUTLINE

**United States of America (USA)** is a federal country of 50 states covering a vast area of North America. By total area, the USA is the third largest in the world, covering 9.8 million square kilometres with an estimated population of **350 million people as of 2016**. The capital is **Washington D.C.** The USA is a highly developed economy with the largest nominal GDP. It is ranked competitively high in several socioeconomic measures such as human development, socioeconomic performance, productivity, and financial market development.

As global leaders, it is vital to understand the business and socio-economic culture of countries around the world. This course is on-field learning which will expose students to a unique experience covering the following key issues:

- Review the history, social-cultural background, and political economy of the USA.
- Overview of the economic performance of the USA.
- South African corporate investments in USA.
- USA economic success and challenges
- Degree of USA interest in South Africa and the Africa continent.
- Nature of global investment in USA.
- Influence of North America's investment in South Africa.
- American employees' values and behaviours.
- Assess the risks and opportunities of doing business in USA.
- The central role of politics in doing business in this country.
- Private enterprise and the specific challenges facing start-ups.
- The special and evolving characteristics of USA capital markets and related risks
- The emergence of an increasingly powerful middle class and its impact on the consumer market and corporate social responsibility

### About California

California, known as "The Golden State," is the most populous U.S. state and has the largest economy in the country. It is a cultural, economic, and geographic powerhouse, home to a diverse population and iconic landmarks.

- A global economic leader: California has the largest economy of any U.S. state. If it were an independent country, its economy would rank as the world's fourth largest.
- Technology and entertainment hubs: The San Francisco Bay Area is home to Silicon Valley, the global centre for the high-tech industry. Los Angeles hosts Hollywood, one of the oldest and largest film industries in the world.
- Agricultural powerhouse: The state leads the nation in agricultural output. California produces 80% of the world's almonds and is the top U.S. producer of dairy, grapes, and other nuts and fruits.
- Inventions: Many notable items were invented in California, including the wetsuit, Barbie dolls, and the first McDonald's restaurant.
- Most populous state: With almost 40 million people, California is the most populous state in the U.S., with more residents than all of Canada.
- Highly diverse: California is a cultural melting pot, with a majority of its residents belonging to minority ethnic groups. Over a quarter of Californians were born outside the United States.

- Tourism: The state attracts millions of tourists each year with its spectacular scenery, vibrant cities, and theme parks like Disneyland.
- Cuisine: Californian cuisine is influenced by Spanish, Mexican, and Asian flavors. Specialties include farm-to-table dishes and a variety of seafood.

**About San Diego**

San Diego is a city on the Pacific coast of California known for its beaches, parks and warm climate. Immense Balboa Park is the site of the renowned San Diego Zoo, as well as numerous art galleries, artist studios, museums and gardens. A deep harbour is home to a large active naval fleet, with the USS Midway, an aircraft-carrier-turned-museum, open to the public.

- Military: The U.S. military is a major part of the local economy, with a long-standing association with the city. Naval Base San Diego is one of the largest naval bases on the West Coast.
- Technology: San Diego has emerged as a center for biotechnology, wireless technology, and electronics. The telecommunications company Qualcomm is headquartered there.
- Tourism: With its warm weather and many attractions, tourism is a significant part of the economy. Major draws include the San Diego Zoo, SeaWorld, and numerous beaches.
- Trade and research: The city's location is advantageous for international trade, particularly with Latin America and Pacific Rim countries. It is also home to prominent research institutions, such as the Scripps Institution of Oceanography at UC San Diego.
- "Birthplace of California": San Diego is called the "Birthplace of California" because it was the first site on the West Coast visited and settled by Europeans. A Spanish expedition led by Juan Rodríguez Cabrillo first claimed the bay for Spain in 1542.
- Cultural institutions: Balboa Park, the largest urban cultural park in the U.S., is a major cultural hub. It features numerous museums, gardens, and the renowned San Diego Zoo.
- Neighbourhoods: The city is composed of diverse neighbourhoods, including the historic Gaslamp Quarter, Little Italy, and coastal areas like La Jolla and Coronado.
- Local cuisine: The culinary scene is influenced by Mexican culture and access to fresh seafood. San Diego is particularly famous for its fish tacos and for being a significant craft beer destination.

**At the end of this immersion, delegates will be able to:**

- Develop contemporary knowledge about business practices in the USA which will assist to appraise the basics and standard protocol of interactions with the business environment in the USA.
- Critically assess the economies of USA and determine its strengths and weaknesses for doing business.
- Compare and contrast different cultures and the way of life in USA as in relation to South Africa and Africa as a whole.
- Evaluate and analyse business models of selected companies in USA.
- Source Investment and Business opportunities

## ESSENTIAL READINGS

World Bank - Small and Medium Enterprises (SMEs) Finance

Improving SMEs' access to finance and finding innovative solutions to unlock sources of capital.

<https://www.worldbank.org/en/topic/sme/finance>

DPO Group - How to create A business Plan for Entrepreneurs: An introduction to the African Landscape.

<https://dpogroup.com/resource-centre/white-papers/how-to-create-a-business-plan-for-entrepreneurs/>

(retrieved 18 February 2022)

Sheehan, A. (2021) Seven Business Plan examples to Help Write your own.

<https://www.shopify.co.za/blog/business-plan-examples> (retrieved 15 January 2022)

Canner, C. (2012) Winning A 5 Minute Pitch: How Candace Klein Won \$1.7M in 25 Competitions (And Why She and SoMoLend Are Giving Money Away)

<https://www.forbes.com/sites/cherylsnappconner/2012/08/15/winning-a-5-minute-pitch-how-candace-klein-won-1-7m-in-25-competitions-and-why-she-and-somolend-are-giving-money-away/?sh=4cd123702f6b> (retrieved 18 February 2022)

O'Rourke, Angelique -----. What to Say in Your 1, 5, 10, or 20 Minute Pitch (+ Tips from Successful Entrepreneurs! <https://articles.bplans.com/what-to-say-in-your-1-minute-pitch-and-more/> (retrieved 18 February 2022)

<https://www.sandiego.gov/doing-business> (retrieved 16 October 2025)

[https://www.glassdoor.com/Explore/top-companies-san-diego\\_IL14,23\\_IM758.htm](https://www.glassdoor.com/Explore/top-companies-san-diego_IL14,23_IM758.htm) (retrieved 16 October 2025)

<https://www.sandiego.gov/economic-development/sandiego/facts> (retrieved 16 October 2025)

<https://business.simon.com/retailer-marketing> (retrieved 16 October 2025)

<https://www.aboutamazon.com/workplace/facilities> (retrieved 16 October 2025)

## COPYRIGHT STATEMENT

The articles, readings and cases included in this course pack have been copyright approved. We declare no conflict of interest.

## NOTE TO DELEGATES ON THE IMPORTANCE OF PREPARATION FOR THE TOUR

### READINGS



#### Essential Readings

The above readings should be read before departure. Delegates should also research on the companies that will be visited. The scope of this course covers a wide range of topics; thus, a variety of readings have been carefully selected to provide different perspectives. It is essential that delegates focus on these readings and embark on company research. Appended with the readings are the links for ease of access.

## SAFETY



#### Safety

Your safety is important to us, please notify your lead facilitator or place in the WhatsApp group should you go out alone or participating in activities outside of the curriculum

## IMMIGRATION

- ✚ Proof of accommodation and flight tickets to be carried with you through immigration will ask you your purpose of visit – you are with a group visiting for business and tourism purposes.
- ✚ SASDC letter (if requested)

## OTHER TRAVEL MATTERS

- ✚ Credit card and Forex card recommended over cash
- ✚ Take heed of transfer times and departures – the bus will leave you behind.
- ✚ Your tickets are open on EK website to pay for seats and pre-book any special meals i.e., vegetarian etc. For special meals they need to be booked at least 72 hours before departure.
- ✚ Baggage: Please pack 1 (23KG) and 2 hand luggage.
- ✚ Please ensure that you have travel insurance that covers the entire duration of your trip.
- ✚ Do not forget your travelling documents and electronic chargers. Obtain the relevant adaptor when travelling outside South Africa

## TEACHING METHODS

This is experiential and involves on-site action learning. The tour itself would entail visits to one or more destinations to provide broader international learning exposure for the delegates. Delegates should keep a learning log on insights that they gain from each business or organisation that they visit, and these logs are used for debrief sessions during the tour.

## LEARNING CONTRACT

Please note, all visits and events on the tour are MANDATORY. Please sign this document which consist of standing orders of this document. Please review this document so you are fully aware of the methods and implications of the assessment approach as mark allocations cannot be changed retrospectively. If you have any concerns about the assessment, you should raise this with the tour leader at the start of the course.

## COURSE ASSESSMENT

- Complete all assessments
- 100% Attendance to lectures, company visits and cultural activities.
- Failure to comply with this policy will result in an automatic failure off programme. A record of attendance at each prescribed activity will be kept by the Lead academic and will be submitted to the International Office as a formal record.

The course assessments will be weighted as follows: 75% individual assignment and 25% on-field syndicate.

### Pass Mark Requirements

In terms of the Standing Orders, to pass a course, a student is required to achieve a final accumulative average of 50% for a pass mark. When an assignment is an exam equivalent, failure to submit on time will result in a student being 'failed absent', with the result that the student will be failed off the programme.

Assessment	Weighting (%)	Deadline	Return date
Group assignment- Integrated Assessment	75%	28 November 2025	5 December 2025
Field Based Sprint	25%	7-9 November 2025	2 December 2025

## INDIVIDUAL ASSIGNMENT

### Purpose:

Based on what you have learnt throughout the course ILED Programme, delegates will be exposed to experiential and on-site learning, thus delegates will need to contextualize USA in line with strategic management decisions in the SELECTED GROUP business.

### Group Assessment Presentation

### Learning Objective:

The purpose of this assessment is the integration of the objectives and the outcomes in relation to the Course.

*Assessment Brief: Simulation*

“A vision without a strategy remains an illusion.”

**Lee G. Bolman, [Reframing Organizations: Artistry, Choice, and Leadership](#)**

Whether you are a big or small business, strategic planning is mandatory for every business, providing the company with direction. In your allocated group provide a 10-YEAR STRATEGIC PLAN for ONE of the companies in your group. You will have only 10 minutes to present your plan on 28 November 2025 at 10h00.

- Your presentation should incorporate:
- An executive summary.
- A company description.
- Mission, vision, and value statements.
- Strategic analysis of the internal and external environment.
- A SWOT Analysis (“SWOT” is an acronym for strengths, weaknesses, opportunities, and threats).
- A description of your business goals and projects to achieve them.
- A 12-month action plan that lists specific initiatives and key performance indicators to track progress.
- Instructions:
- The presentation can be in any format you desire, be it PowerPoint, word, or any other format you wish to use.

Instructions:

- ✓ The presentation can be in any format you desire, be it PowerPoint, word, or any other format you wish to use.

### Mark allocation:

Criterion	Mark Allocation %
Application to the integration of theories developed and learnt throughout the programme	30
Application of the theory to the relevant case study selected	30
Research and use of relevant data to complement situation analysis	30
Presentation: Referencing style, use of pictures and videos to illustrate the above	10
<b>TOTAL</b>	<b>100</b>

## FIELD-BASED SPRINT– Amazing Race

### Purpose

The purpose of this assignment is for you to think quickly on your feet. It is fun and interesting. You will be put in a syndicate group and will need to work as a team. The purpose of this assignment requires you to think out of the box and familiarize yourself with the environment. As a suggestion, download maps, know the history of the city and the country, all attractions, and all modes of transport.

**At the end of this exercise, each syndicate group must provide the following:**

- ✓ A brief report on the success, challenges and lessons learnt during the exercise (maximum 500 words).
- ✓ Pictures of the locations visited and any other thing of interest relevant to the task.
- ✓ A short video summarizing the core of the assignment (professional editing not needed)
- ✓ Provide receipts for the use of public transport and/or special facilities during the exercise.

Provide all the above (except receipts on a memory stick).

The tour leaders will provide details of the assignment.

## IMPORTANT INFORMATION

### EMERGENCY CONTACTS: TOUR LEADERS, HOTELS & SOUTH AFRICA EMBASSY

Dr Renee Horne (Tour Leader)	<b>Phone:</b> +27 795768754/ <a href="mailto:rho208@gmail.com">rho208@gmail.com</a>
Mr Gary Joseph	<b>Phone:</b> +27 83 411 7194 <b>Email:</b> <a href="mailto:Gary.Joseph@sasdc.org.za">Gary.Joseph@sasdc.org.za</a>

## DRESS CODE

Kindly bring formal wear and business cards for company visits. The following dress code applies:

- **Conservative suits** for men with subtle colors are the norm.
- **Please wear comfortable shoes.**
- **Women should wear short-sleeved blouses.**
- Both men and women should wear subtle, neutral colors.
- Casual dress should be conservative as well.
- Men and women can wear jeans. However, jeans are not acceptable for business meetings.
- 

## TOUR LEADER PROFILE

**DR RENEE HORNE** is an International Political Economist. She joined WBS in September 2013 as a Senior Lecturer in Economics and Business in Africa. She is also the WBS Director of International Relations, a non-executive Director for the South African Supplier Diversity Council (SASDC) and a member of the Institute of Directors in Southern Africa. Dr Horne is also a Senior Associate at the University of Johannesburg, School of Leadership. Dr Horne holds five degrees, three degrees (BA – Law, Hons, MA) from the University of KwaZulu-Natal and two degrees (MSc and PhD – IPE) from the School of Oriental and African Studies (SOAS), University of London. Her area of interests are Business in Africa, BRICS economies, Macroeconomic Policy, and Broad-Based Black Economic Empowerment.



**Experience:** With more than fifteen years' experience as an award-winning political journalist, war correspondent, editor and political economist, Dr Horne has been acknowledged by government, business and academics as an expert political economist and journalist on Sub Saharan Africa and the Middle East. Internationally, Dr Horne has advised governments, media, and business on the political and economic policy of South Africa, Iraq, Kenya, the Democratic Republic of the Congo, Nigeria, and Uganda. She has worked extensively in regions and countries such as East Africa, Southern Africa, the Middle East, Europe, the United States and Brazil, etc. Dr Horne has worked with institutions such as Transparency International, Delta Economics, Royal Africa Society, Exclusive Analysis, Royal United Services Institute, BBC, SKY, ITV, SABC and the World Entrepreneur Society. During this period, she interviewed politicians and high-profile personalities such as South African Presidents, Nelson Mandela, Thabo Mbeki, Jacob Zuma, former Finance Minister, Trevor Manuel, former Palestinian National Authority (PNA) President, Yasser Arafat and former Israeli Prime Minister, Shimon Peres. Since 1994, Dr Horne has been a lecturer and guest speaker on Political Economy and International Relations in Africa and the Middle East at numerous institutions such as SOAS, the University of KwaZulu-Natal, the University of Rhodes and Johannesburg University, John Hopkins University, and the Centre for Strategic and International Studies (CSIS), Washington DC. Passionate about enterprise and skills development, she was also the Head of the Gordon Institute of Business Science (GIBS) Broad-Based Black Economic Empowerment (BBBEE) Unit.

## Assessment Groups – Amazing Race

### Group 1

GROUP	
Mr	Mpho Jacobeth Mogodiri
Ms	Yoshni Singh
Ms	Nicole Cindy Joubert

### Group 2

GROUP	
Ms	Dipitseng Mananela
Ms	Shashika Jaggernath
Mr	Gary Joseph

## Integrated Assessment Group

### Group 1

GROUP	
Mr	Kelushi Sekgwele
Ms	Yoshni Singh

### Group 2

GROUP	
Ms	Dipitseng Mananela
Ms	Shashika Jaggernath

## LEARNING CONTRACT AND STANDING ORDERS

### 1. Assessment Policy

All assignments, including the attendance of the On -Field Sprint and all scheduled visits to businesses, other organisations, and cultural activities, is compulsory. Failure to comply with this policy will result in an automatic failure off this course. A record of attendance at each prescribed tour activity will be kept by the Tour Leader.

### 2. Code of Conduct

All delegates will abide by the daily dress code as indicated by the Tour Leader depending on the daily schedule of events and places visited.

- Delegates are also advised that whilst they are encouraged to enjoy the tour, they are reminded that they are participating in an ILED programme and are not traveling for their own leisure purposes. As such, the prime focus is on learning and at all times delegates will need to participate in all prescribed activities and field visits.
- Delegates are advised to heed the guidance and instruction of the designated Tour Leader on each trip.
- During visits, delegates are to ensure that all mobile phones are switched off.
- Delegates are to be punctual for all visits, failure to attend a visit without a valid reason will render your attendance as incomplete.

*I confirm that I have received, read, and understood and agree to be bound by the Learning Contract and Standing orders.*

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*Name and ID number*

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*Date*

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*Signature*