

MESSAGE FROM THE DEAN

WELCOME TO OUR NEW MAGAZINE FOR THE CARLOS ALVAREZ COLLEGE OF BUSINESS! WE ARE EXCITED TO CREATE THIS OPPORTUNITY TO HIGHLIGHT THE UNIQUE STORIES OF OUR OVER 45,000 ALUMNI AND COMMUNITY MEMBERS THAT SUPPORT US, SHINING A SPOTLIGHT ON THEIR SUCCESSES.

Jonathon Halbesleben



Jonathon Halbesleben, Dean

Bodenstedt Chair and Tom C. Frost
Distinguished University Chair for
Business Excellence

For our first issue, we have selected a series of inspiring stories. You will hear from three couples whose career and life trajectories were shaped by their experiences at UTSA. Having met my wife while we attended the same university, I uniquely identify with their stories as they highlight how getting a degree from the Alvarez College of Business means so much more than just getting a job.

Our alumni feature highlights alumna **Nancy Ehrlich Ozuna**, who reflects on her first-gen experience, her amazing career in public accounting and how the college was pivotal in launching her career.

We're also proud to introduce you to a few of our outstanding current Roadrunners, like **Ricardo Ayala**, a cyber security student, who will spend the fall in Washington, D.C. as part of the prestigious Archer Fellows program. You'll also meet alumna and MBA student **Keegan McCain**, a former UTSA tennis standout, who is capitalizing on her love of sports to make a difference in the lives of other UTSA student-athletes.

Finally, we have highlighted some of our emerging work in the field of health care, including our new joint degree in health care administration that launches this fall in partnership with the College for Health, Community and Policy as well as research being conducted by our faculty to improve the delivery of health care.

I hope that these stories will inspire you to become more involved with the Alvarez College of Business.

We'd love for you to join our Alvarez Business Alumni Council and attend our alumni social events to connect with your fellow Roadrunners. Please also mark your calendars for **October 18, 2024**, when we will hold our first Alumni Awards Dinner to recognize the accomplishments of our distinguished alumni.

In addition to providing opportunities for you to socialize with your peers, we also need your help in supporting our current Roadrunners. This fall we are launching a new mentorship program as well as **Career Compass**, a required professional development program, to help better prepare our students to quickly launch into their careers. Your expertise can help mold our amazing students into incredible future leaders. We also encourage our alumni to give back financially to allow us to continue existing programming and expand our support to students. Increasing the success for all Roadrunners adds value to all Alvarez College of Business degrees.

Seeing the successes of our business alumni and students and learning how their education has impacted their lives is the most rewarding part of my job. We are excited to share these stories with you and look forward to seeing you around the college soon.

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IN THE NEWS



► Online B.B.A. in Cyber Security Ranked by Forbes

The online B.B.A. in Cyber Security program in the Carlos Alvarez College of Business has been ranked in the top 5 nationally by Forbes.com as a Best Online Bachelor's Degree for 2024. The program was selected among the best based on its credibility, affordability, student outcomes, student experience and application process in comparison to 30 accredited, nonprofit colleges offering online cyber security bachelor's degrees in the United States.

"We're proud to have our online B.B.A. in Cyber Security program recognized by Forbes," said **Jonathon Halbesleben**, dean of the Alvarez College of Business. "Our faculty have created a cutting-edge curriculum where students engage

in hands-on learning in a realistic environment that allows them to graduate with a degree where they can make an immediate impact in this industry."

Forbes selected the program because students learn "to defend organizations from various cyberthreats in flexible asynchronous classes." With the 100% online program, students don't have any on-campus requirements.

The degree program launched in 2017. Offering identical content to the in-person program, students learn about digital forensics, network security, cyber analytics, secure design and malware analysis from top-tier faculty who are experts in cyber security.

Blending technical and theoretical knowledge, the degree program allows students to be well-rounded, but also to focus on unique specialty areas.

Forbes was also impressed that UTSA is designated as a Center for Academic Excellence by the National Security Agency and holds accreditation from the Association to Advance Collegiate Schools of Business as well.

UTSA is one of a few universities nationally — and the only Hispanic Serving Institution — to hold all three National Center of Academic Excellence designations from the National Security Agency and the U.S. Department of Homeland Security.



Learn more about our online B.B.A. in Cyber Security program.

► College's MBA Programs Ranked by CEO Magazine



The Executive MBA (EMBA) program in the Carlos Alvarez College of Business was ranked No. 7 globally and second in the United States by *CEO Magazine* in their 2024 Global MBA Rankings.

The UTSA MBA was ranked as a Tier One Global MBA program. This is the sixth consecutive year that both programs were recognized.



Using a fact-based ranking system, *CEO Magazine* evaluated MBA programs based on the following areas: quality of faculty, international diversity, class size, accreditation, faculty-to-student ratio, price, international exposure, work experience, professional development, gender parity and delivery methods.

The 21-month EMBA program is designed for executives, professionals and rising leaders who have significant professional experience. The UTSA EMBA features cohort classes, Saturday class scheduling and an emphasis on acquiring advanced skills and knowledge needed to solve the pressing concerns of today's fast-paced economy.

Comprised of working professionals, the 36-credit-hour MBA program provides an intensive business education. With flexible scheduling in the evenings, students study in smaller class settings allowing them to network with colleagues who possess a variety of life experiences.

CEO Magazine launched its annual Global MBA Rankings in 2012. This year's ranking included more than 139 schools from 24 countries.



Learn more about Alvarez graduate programs.

I take great pride in the achievements of our MBA program and the faculty who contribute to its excellence. It is my aspiration that we persistently enhance our program to deliver an exceptional educational journey for our students, equipping them with the necessary tools for success in their professional endeavors.

Daniel A. Sass
Associate Dean for Graduate Studies



BUSINESS OF HEALTH CARE

BY WENDY FROST

Hhealth care is an industry that touches the lives of all. But beyond the societal impact, health care is also an economic giant. Estimated to account for 17% of the U.S. Gross Domestic Product, 11% of the American workforce is employed within the health care industry.

Looking to contribute to this space the Carlos Alvarez College of Business has developed innovative programming to train the next generation of health care leaders, while the college's faculty is conducting research to improve health care leadership, access and operations.



► Academic Programming

Just this fall the college has launched a new B.S. in Health Administration degree program jointly with UTSA's College for Health, Community and Policy (HCAP). Designed to meet the growing need for health care professionals, the program will not only train leaders for diverse health administration roles, but also provide customized content that addresses regional challenges faced in South Texas such as border health as well as the unique challenges associated with delivering high-quality services to a diverse population.

“The benefit of this unique joint degree program is that we combine our strengths and provide students with outstanding training in both business and health from experts in the field. Our program curriculum is also aligned with the standards to obtain certification from the Association of University Programs in Health Administration,” said **Joseph Broschak**, chair of the college's Department

of Management and the Glenn and Ann Biggs Endowed Chair in Entrepreneurship.

With coursework evenly divided between both colleges, students will learn about fundamental business topics such as accounting, finance, human resources management and marketing. They will also receive specialized training in areas such as health economics, health care information systems and cyber security, health care management and the analytics of health care operations.

The remaining coursework will be offered through HCAP in areas such as community and public health, health policy, law and ethics as well as health behavior theory and program planning.

“There has been an explosion of jobs in this industry, but there are only two fully-certified undergraduate health administration programs in Texas,” said **Jonathan Clark**,

professor of management. “We saw an opportunity to not just prepare students for the labor market, but also to be an institution that is a force for good in health care in South Texas.”

According to the Bureau of Labor Statistics, the accelerated need for individuals in this field continues to expand and even more so in Texas which has seen a 6% growth in the past 10 years.

In addition to this new degree program, the college offers two health-related master's programs: a MBA/MD joint degree offered in collaboration with the UT Health San Antonio Long School of Medicine, and a MBA/MPH dual degree offered with the UT Health Houston School of Public Health.

Both of these degree programs allow students to earn two degrees and receive both health and business training simultaneously, while saving time and resources.



► Optimizing Health Care Scheduling



Collaborating with **Dr. Frank Rosinia**, professor of practice in management and former chair of anesthesiology at UT Health San Antonio, and **Minghe Sun**, professor of management science and statistics, Roy developed a model using optimization under uncertainty to improve provider scheduling. He applied the model within the UT Health San Antonio anesthesiology department.

“They were looking for an efficient way to schedule providers that would take into consideration their workloads, preferences as well as fluctuating demand for their services,” said Roy, who has also developed decision-making models in cancer radiotherapy.

to roll out this project, Roy hired **Kai Sun**, a post-doctoral researcher, to work on site to manage the process.

Since launching the scheduling model, they have seen a 52% improvement in workload variability, a 10% increase in satisfaction and an 82% increase in time saved by the manual physician scheduler.

Looking to expand on his research, Roy’s goal is to standardize this product and implement it at other sites so the benefits can be seen across more departments, hospitals and providers.

“We’d like to make the system a little more user friendly and develop an interface that allows them to maintain it on their end,” he said.

Beyond the applied benefits from his work, Roy has published in top journals such as *Productions and Operations Management* and the *Journal of Critical Care* on this subject.

Roy’s data-driven work can be replicated in scenarios outside of health care as well to inform decision-making under uncertainty across any industry.

Another way that the college is making an impact in health care is through the research of our faculty members. From providing leadership insights to developing operational advances for clinical support, Alvarez faculty are making a difference through their cutting-edge research.

Arkajyoti Roy, assistant professor of management science and statistics, wanted to be a doctor growing up, but the dream ended quickly when he discovered he didn’t like the sight of blood. Instead he obtained a doctorate in industrial engineering and focused his passion for health care into improving patient outcomes using optimization and data analytics.

“I wanted to develop a scheduling system that was fair, equitable, efficient and robust.” Receiving over \$400,000 in funding from UT Health San Antonio



From the beginning we wanted to make sure that we didn’t just create an abstract mathematical model, but a product that would meet the needs of the physicians. They’ve implemented the scheduling system and have already noticed significant improvements in workload while reducing the burden of the physician originally responsible for scheduling.

- Arkajyoti Roy

► Power in Health Care

Power is an intangible characteristic that is often hard to measure. A recent study by **Stephen Schwab**, assistant professor of management, tackled this concept by examining how physician care is influenced by power in the U.S. military.

Utilizing data from the U.S. Military Health System, Schwab and a colleague analyzed data from 1.5 million emergency department visits to examine how variations in the power differential between doctors and their patients impacted health care outcomes.

“The military is a perfect testing ground to examine this issue due to the hierarchy of rank,” said Schwab. “Patients come in wearing their rank, so it is easy for physicians to identify who is ranked above and below them.”



Their research, which was published in *Science*, addressed several questions. First, how does a power differential impact patient care? Secondly, how are patient outcomes affected when a physician cares for both high- and low-power patients? Finally, they studied how gender and race affect this power dynamic.

“We found that when the patient was higher ranking than the physician, they received around 3.6% more resources,” said Schwab, a retired lieutenant colonel in the U.S. Army. “We observed that lower-ranking patients received less care when there was a higher-ranking patient being seen by their physician, and it had negative health outcomes for them.”

Expanding their research to not only include rank but also account for differences in race and gender, the team found compelling results. Overall, higher-power individuals still received more effort. White physicians gave higher-power Black patients similar levels of effort as lower-power White patients, while Black physicians only responded to the power of Black patients. Female physicians responded less to the patient’s gender for lower-power patients, but increased their efforts when treating higher-power female patients. Surprisingly, all female patients received more effort from male physicians with lower-power female patients receiving about the same resources as higher-power male patients.

+ *We believe that power is a combination of many different characteristics, but in this study an individual’s rank carried the greatest weight. In a civilian context, other factors may be weighed differently.*

- **Stephen Schwab**

Health care has been a long-term passion for Schwab. He began working as an EMT while in college, then later served in the medical service core in the Army. Obtaining advanced degrees in economics and health care management through the military, he served as chief financial officer for the Walter Reed Army Institute of Research and for Brooke Army Medical Center.

“Individuals can have more power than they realize,” he concluded. “People need to be cognizant of how they are wielding that power.”

► Global Health Care Supply Chains

Exploring global supply chain issues in health care, **Amir Karimi**, assistant professor of management science and statistics, has focused his research endeavors in improving access to essential health care products in low- and middle-income countries.

While a typical supply chain issue may result in delayed product deliveries or inconveniences, within the health care sector the consequences can be dire, leading to adverse health outcomes and even death.

In a recently published study in *Manufacturing and Service Operations Management*, Karimi applied econometric models on field data to evaluate contraceptive distribution models in Senegal, a low-income country in West Africa.

His work won the 2024 POMS College of Healthcare Operations Management Best Paper Competition.

His study evaluated and compared two distribution models on last-mile contraceptive availability and key public health outcomes. The pull model, which is more commonly used in low-income countries, requires health facilities to manage their own inventory. In the informed push model, inventory management is delegated to external logistics providers.

“In Senegal they came up with the solution to relieve health care workers of these non-clinical responsibilities by using external providers to manage inventory,” said Karimi.



A specific problem that I look at is shortages in health care items that are needed for individuals to remain healthy. Unfortunately, the lack of access to these health products is most widespread in parts of the world where the repercussions are more severe.

- Amir Karimi

“This model is good, but it is also very costly. We studied the benefits of this model, and whether it was worth the cost associated with it.”

Karimi found significant benefits in the informed push model from both an operational as well as a public health standpoint.

These benefits were most pronounced at severely disadvantaged health facilities—those in remote areas with below-average inventory management capabilities. But, they were less salient for non-disadvantaged health clinics. Further, the disadvantaged clinics experienced the most reduction in the workload for the health care workers, freeing up their time to focus on patient care.

“When I was working on my doctoral degree, I wanted to do something that was meaningful to me,” said Karimi. “My ultimate goal is uncovering actionable insights that public health organizations and governments can use to address inequities on a global stage.”



► Integrating Patient Care

Exploring health care struggles related to coordinating and integrating care for patients, **Jonathan Clark**, professor of management, completed a recent study published in *Health Care Management Review* to determine what physician organizations can do to enable or inhibit integrated care.

“We were really trying to figure out how to crack the code,” said Clark, who specializes in strategic leadership and organization design and learning, with a special emphasis on how these issues play out in the health care industry. “Why are some practices successful and others are not?”

Through a qualitative study including both patients and providers, they identified several issues that can cause breakdowns in the coordination process

such as access to resources, time constraints, technological failures or miscommunication.

Then they worked backwards from those integration failures to try to understand what health care organizations are doing well that prevent these failures from happening.

Two key areas that led to integration success included interpersonal mechanisms that facilitate stronger relationships and more effective coordination between the patient’s care providers as well as resources (patient navigators or information technology) that serve as bridges and connectors and assist the patient’s throughout their treatments.

“We observed something as simple as a back office person proactively sharing files with specialists when they made referrals,” said Clark.

“Or, in another case, one practice had different care providers co-located together so they ran into each other regularly and could connect.”

The researchers found that these resources and mechanisms were the product of two dominant mindsets: systems-thinking mindsets and people-oriented mindsets.

Before working in academia, Clark did health care consulting work at Deloitte and was involved in several health care start-ups.

+ ***The problem with the lower-performing practices was that they tended to have either a system-thinking mindset or a people-oriented mindset, but not both. It was only when we saw both of those mindsets being employed at the same practice that integration failures were minimized.***

- Jonathan Clark

Drawn to solving problems within this industry, he pursued his Ph.D. to help define problems and develop solutions to these types of research questions.

“I feel like the work that I’ve done in health care has actually made a difference and contributed to changing how people think about their work and the care they are delivering to their patients,” he said. “My goal is to do research that has a direct impact on how medicine is practiced and delivered.”



COUNTING

HER

BLESSINGS

BY WENDY FROST

If you listen to alumna **Nancy Ehrlich Ozuna**, '93, MPA '95, she'll tell you her path to a career in a top public accounting firm isn't typical for students today. She completed her bachelor's in accounting, passed the CPA exam and then earned her master's in accounting, all without ever working in the field.

"I put all my eggs in one basket," said Ozuna, audit partner at Forvis Mazars, LLP. "It happened to work, but not what I'd advise anyone to do. There are so many internship opportunities for accounting students."

Yet, almost 30 years later she has built a distinguished career at one of the top 10 public accounting firms in the nation.

Ozuna never envisioned the life that she has today while growing up as one of five girls on the west side of San Antonio. Raised by a single mother after her father died while she was young, her mother encouraged her to pursue her education.

"My mother knew that education was the key to my future," said Ozuna, a first-generation college student. "Statistically speaking I shouldn't be

where I am today. I credit everything to my mother, the education that I received at UTSA and my mentors."

While technically Ozuna has spent her career at one firm, she has seen many changes over the years. Beginning her career at Hanke Green and Stein, the firm merged to become BKD, LLP then Forvis, LLP and most recently Forvis Mazars, LLP.

Currently Ozuna serves a dual role in the firm as an assurance partner in the Austin-San Antonio practice unit. She has also been designated as the Employee Benefit Plan financial reporting partner in the firm's professional standards group.

"In my wildest dreams I never would have imagined I'd be working for a top public accounting firm," said Ozuna. "I've had an amazing career, and it is constantly fulfilling."

When people envision accountants, they see someone sitting behind a desk crunching numbers. Ozuna shares that the profession is so much more than that. "At this level much of my day is spent communicating. Thank goodness it was a career that was so much more. There are numbers, but that is not the entirety of my day. Sometimes it is not my day at all."



Working in audit Ozuna specializes in the areas of employee benefit plans and construction and real estate. Relishing being a part of a team and working with clients, she enjoys the variety of her work as well as continuing to be challenged by it.

“The creation of Sarbanes-Oxley and everything that came with it affected the profession a lot,” she said. “Audit came under scrutiny, and there were a lot of new regulations.”

Ozuna has also seen how technology has shifted the way accountants work. Starting with a DOS-based computer and pen and paper, she has witnessed the transition to audits being conducted electronically and now the infusion of artificial intelligence into the profession.

“Auditing is sampling,” she said. “We’ve seen a heightened sense that technology can allow us to look at more. I think that due to the smaller pool of accountants coming out of school, we’ll need to look at ways technology can be used to do those things that aren’t high risk and use that knowledge power from humans to do higher-end thinking.”

Reflecting on her career, Ozuna is grateful that she has been able to work with amazing co-workers, great clients and have the flexibility that allowed her to not only excel at work, but also flourish in her personal life.

“We like to think that we hire the best and the brightest. To have a whole firm of individuals like that is not often replicated in other industries.

“I tell our new associates that audit is sometimes thought of like a necessary evil. But what makes the work exciting is that we get to help our clients build their businesses. Our audits facilitate the clients being able to secure loans, find investors and provide compliance to regulators,” she said.

Benefiting from that work-life balance, Ozuna and her husband, **Andrew**, ’91, raised three kids, and she overachieved again as a parent by being an active participant in their lives and taking on leadership roles such as PTA president and treasurer of the band. “I was allowed so much flexibility to work the way I needed to work during the different periods of my kids’ lives.”

Ozuna sees that as vital in getting more women to achieve leadership roles in the profession. While women make up almost 60% of accountants, the percentage of female partners in accounting firms is 39%.

Recognizing the need to give back to her alma mater to help other accounting students thrive, she has volunteered her time to help advance UTSA and the Carlos Alvarez College of Business.

She is a member of the UTSA Development Board, the Dean’s Advisory Council and the college’s Accounting Advisory Board. She also served as a member of the UTSA Alumni Association Board from 2014-2019. She and Andrew were named UTSA Alumni of the Year in 2023.

As a student, Ozuna was president of Beta Alpha Psi and built strong connections with faculty members like the late **Russell Briner**. Forging friendships and developing peer networks within her student

organizations, she still maintains connections with many of those individuals today.

“UTSA is how I got this job,” she said. “Everything leads back to that point in time. If I hadn’t had really great professors who encouraged me to get involved, and who knew me well enough to recommend me to my firm’s managing partner, **Jack Stein**, who took a chance on me and was my mentor and advocate throughout my career, this wouldn’t be possible.”

Watching UTSA transition from a commuter school to one that is now vibrant and well respected, Ozuna feels that she has grown along with UTSA as part of that journey.

“We were born and raised here in San Antonio, and I feel that UTSA is the school for this community,” she said. “We were privileged to build our foundation here at UTSA. As much as we can, we’ll continue to give back at any level and share what UTSA has done for us.”



Nancy and Andrew Ozuna standing by the Sombrilla fountain, which they led a campaign to revitalize.

+ *Knowing the opportunities I received from the college, I want to be able to give back to students who are coming out of UTSA.*

- Nancy Ehrlich Ozuna

ON A CYBER SECURITY MISSION

BY REBEKAH ALEGRIA



Ricardo Ayala's academic journey was not just a career choice; it was a mission sparked by a deeply personal experience. During his senior year of high school, a computer science class introduced him to the world of technology. However, it was a cyber attack on his parents that solidified his path into the world of cyber security.

"It's very common for immigrants or people who aren't well-versed in technology to be victims of these attacks. I wanted to choose a major that really spoke to me and something that I could use to help people like my parents who might not have the most technological literacy," said Ayala, a senior who is earning his B.B.A. in Cyber Security.

Since joining the Carlos Alvarez College of Business, Ayala has immersed himself in the cyber security program, gaining invaluable knowledge and skills from his coursework and interactions with faculty.

"One of the most impactful courses I've taken is Unlocking Cyber. This introductory class provided me with hands-on experience and introduced the basics of cyber security in a way that made me eager to learn more," he shared. "I'll never forget when I first learned how to install and set up a virtual machine and run basic commands on a Linux terminal. Looking back now, I realize how much I have learned, and how I have been able to build on that foundational knowledge."

Faculty members like **Rita Mitra**, professor of practice in information systems and cyber security, played a crucial role in his development. "Dr. Mitra's guidance and expertise have been instrumental in shaping my understanding of the field. Her passion for cyber security is contagious, and she has always encouraged me to push my boundaries. Her openness to help and offer guidance gave me confidence that cyber security is something I can pursue successfully," Ayala said.

Outside of the classroom Ayala participated in numerous transformative experiences. One particularly impactful internship was with University Technology Solutions at UTSA, where he worked as a security operations center analyst. "It was very daunting at first, but that opportunity allowed me to grow as well as challenge myself," he noted. In this role, Ayala was responsible for monitoring and responding to security incidents, analyzing potential threats and implementing security measures.

"The first week was very draining because I saw that expectations and the stakes were high, but it also made me realize the importance of what I was doing," he recalled. This hands-on experience provided him with real-world insights into the cyber security field and enhanced his problem-solving skills.

This summer Ayala served as a program director for the National Student Leadership Conference in Baltimore—leading a session on cyber security for high school students.



“It’s something that speaks to me because I really enjoy mentoring and being able to inspire and prepare students who want to pursue a career in cyber security,” he shared. His responsibilities included creating the schedule, reaching out to guest speakers, planning field trips and preparing the academic content for the students. “We will be visiting the FBI in D.C., hosting guest speakers from Johns Hopkins University and conducting workshops. I’m looking forward to this opportunity to share my knowledge and passion for cyber security.”

Following that experience, he will spend the fall semester in Washington, D.C., as a member of the Archer Fellowship Program. This unique experiential learning program provides

I’m very excited to be a part of this program. One of my goals is to return to D.C. post-graduation to work in the Department of Education.

- Ricardo Ayala



▶ Scan to hear more from Ricardo.

academic training for students in policy and advocacy while they also work in government service as full-time interns.

In addition to his academic pursuits, Ayala has taken on several leadership roles. He served as a resident assistant in UTSA Housing. “Being a resident assistant taught me how to balance responsibilities and develop soft skills such as communication and empathy,” he explained.

As the president of UTSA Folklorico, a Mexican folklore dancing organization, Ayala connected with his cultural roots and led a group of like-minded individuals. “Being surrounded by individuals who had the same interests was very comforting. Dancing and representing my culture are something I take great pride in,” he said.

Managing a busy schedule of academics and extracurricular activities has been challenging for Ayala, but he has found a balance. “I just have to take time and set boundaries, making sure I’m doing well mentally and physically,” he explained. His typical day involves a blend of online and in-person classes, study sessions on campus and time for personal relaxation and mental health.

Ayala encourages future students to take full advantage of the resources available at UTSA. “Always ask for help. It’s one of the best things that you can do. The Alvarez Student Success Center, faculty and alumni are there to help you,” advised Ayala, who is a member of the Business Honors Program.

Reflecting on his time at UTSA, Ayala expresses deep gratitude for the community, faculty and peers who have supported him. “They have allowed me to learn more about myself and given me the confidence that I needed to pursue the career and opportunities I want,” he said.



MAKING AN IMPACT ONE PLAY AT A TIME

BY SEAN CARTELL



Keeegan McCain, '23 came to UTSA with the goal of making a lasting impact on the school's women's tennis program. Now she helps shape the lives of the next generation of student athletes on a daily basis.

McCain played tennis for the Roadrunners from 2019-2023 and currently serves as a graduate assistant for UTSA's Student Athlete Academic Services, working directly with the Roadrunners' football program.

After graduating magna cum laude through the Honors College with a B.B.A. in Marketing, she began her MBA in the Carlos Alvarez College of Business and her role with UTSA Athletics. A year into her graduate assistantship, McCain believes that her experience as a student athlete has been one of her biggest strengths in developing quality relationships in her job.

"I understand what it's like being a student athlete, and I understand that it's hard. It's really helped in the sense that student athletes feel more comfortable talking to me about the problems they're going through and what they're experiencing," said McCain.

That McCain would become a collegiate tennis player seems almost destined, though she says her parents never encouraged her to follow any specific sports path.



Her mother, **Patty**, played collegiately at Stanford and competed professionally on the Women's Tennis Association Tour, winning the 1991 Australian Open doubles title with **Mary Jo Fernandez**. Her father, **Scott**, played college tennis at Cal and professionally on the Association of Tennis Professionals Tour. He now owns and operates a junior tennis academy for the top junior players in Austin.

"I picked up tennis by the time I could walk, but it wasn't necessarily that I had to play that sport," McCain said. "My parents had thrown me into every sport under the sun. We had a rule in our house that we had to turn 12 before we chose a sport to fully commit to or quit sports entirely."

McCain excelled at both tennis and academics at Westlake High School in Austin. When it came time to make her college choice, the opportunity to positively affect a UTSA program on the rise strongly appealed to McCain.

"My whole belief in coming into a program was that I wanted to leave my mark," McCain said. "I wanted to be at a school where I could have an impact on the team, an impact on the university and an impact on myself as a whole."

Competing as a student-athlete requires an enormous time commitment, but an opportunity to become involved on campus with the Student-Athlete Advisory Committee was the start of a new pathway for McCain.

"By the time my senior year came around in the fall of 2022, I was involved in nine different organizations, and I was in pretty high roles for every single organization that I was involved in," McCain said. "I loved every aspect of it even though I didn't have a lot of time while being a student-athlete."

Knowing that she wanted to pursue a career in sports, she was presented with the opportunity to apply to the NCAA's Career in Sports Forum, a highly selective three-day educational program that brings together student-athletes from across the country to help them chart their career paths in sports.

"I ended up being selected as one of 200 student-athletes to go to the Career in Sports Forum," McCain said. "I really loved that experience so much. It helped me narrow down specifically that I wanted to be involved in college sports."

Through that experience she learned about the NCAA's Ethnic Minority and Women's Enhancement Graduate Scholarship and was one of 13 women to receive the scholarship award. She was also selected to attend the NCAA Emerging Leaders Seminar this past February.

+ When you're a student-athlete who's not going to be a student-athlete any more, what do you do? Your whole life is literally shifting. I knew I was going to grad school, but I didn't have a job. It was a little daunting.

- Keegan McCain

Luckily, she was approached by UTSA's Assistant Athletics Director for Academic Services **Beth Noteware** with an opportunity she couldn't turn down working as a graduate assistant.

As McCain enters her second year of graduate school and prepares to graduate this fall, she can envision a career for herself driven by the desire to make a difference in the lives of others.

"I am all about impacting student-athletes and leaving the world better than you found it."



Jeff Huehn/UTSA Athletics



▶ Scan to hear more from Keegan.

ROADRUNNER LOVE BIRDS

BY WENDY FROST

In the wild, Roadrunner pairs form lifelong bonds. Much like their namesake, alumni in the Carlos Alvarez College of Business also forge longstanding ties to UTSA. But what is better than one alumnus? How about having two alumni in the same family? Read how these business Roadrunner couples have built deep connections not only with each other, but also with their alma mater.

Meeting on campus then falling in love with the university, **Becky**, '80 and **Jerry Salinas**', '80 passion for UTSA and each other has grown over the years.



HEART FOR UTSA

Becky's story is that they met in a finance class at UTSA. But, Jerry's version differs. His recollection was seeing Becky in an earlier accounting class, then making an effort to sit next to her during that finance class to gain her attention. While passing test papers, Becky commented on Jerry's perfect score. What began first as a friendship led to dating after graduation and then marriage several years later.

"I had a lot of great experiences at UTSA," said Jerry, who was part of UTSA's first freshman class as an accounting major. "It was a commuter school then and so different from campus today, but it was a great environment. Classes were so much smaller, and we had great relationships with the professors."

"It was a great opportunity to get a little bit of the college life that we had not had before," said Becky, who was also an accounting major. "We'd hang out at the Sombrilla. I was a member of the Accounting Club, and I remember attending Fiesta UTSA."

Coming from humble beginnings, the Salinas' were both first-generation college students. Jerry's dad was an auto mechanic who passed away when he was 6. His mom was a homemaker/seamstress. Becky's dad worked at Kelly Air Force Base, and her mom was a homemaker.

"My mom had made so many sacrifices for my family," said Jerry. "I knew that I wanted to be successful so I could make her life easier."

"Our work ethic came from watching our parents," said Becky. "They passed that down to us." Realizing that the challenges for first-generation students are greater, Jerry noted that it must be even harder now with the higher cost of a college education.



"It really tugs at your heart," said Jerry, who is a member of the Dean's Advisory Council. "But, our experience is being relived daily by current UTSA students. That is what truly motivates me to continue to be involved at UTSA."

Jerry began his career in public accounting with Touche Ross where he spent six years. Looking to achieve a little more work-life balance, he answered an ad in the newspaper for a director of external reporting position at a public company. That company turned out to be Frost, and he has been working there ever since. Jerry is currently group executive vice president and chief financial officer of Cullen/Frost Bankers, Inc. and Frost Bank.

"I've had a great run," said Jerry. "Frost has such a great reputation in San Antonio and across the state. I really enjoy the people and the culture."

Graduating during the peak of the oil and gas craze, Becky accepted an accounting job in Houston with Transco Energy Company. Moving away from home for the first time in her life, she enjoyed the work and the lifestyle, but she returned to San Antonio to be closer to Jerry. She worked for several years

at USAA in human resources recruiting accountants. But, during one of their layoffs, she chose to stay at home to be closer to her children.

"I've been a housewife ever since and happy to do it and support Jerry and watch his career grow," said Becky.

With their three daughters now grown, both Becky and Jerry look forward to becoming more involved at UTSA.

"It was meaningful to me when the business college was named for Carlos Alvarez," said Jerry. "Obviously I knew him from his involvement on the Frost board, but to have his name on the school means a lot to San Antonio and to Hispanic business students—past, present and future."

Lately their favorite pastime has been being grandparents to their grandson, Omar. They also enjoy spending time at their weekend house in Kingsland, traveling and being together.

Now, over 41 years later, their relationship with each other and the university is as strong as ever.

"We really enjoy each other's company," said Jerry. "She's my best friend. We've been so blessed. I'm always so grateful to UTSA for giving me the foundation for my long career at Frost."

"UTSA has our hearts," said Becky. "We have a lot to be grateful for, and we did it with UTSA's help."



Scan to hear more from the Salinas!

TWO BIRDS OF A FEATHER

If awards were given out for Mr. and Ms. UTSA alumni, then one alumnus couple would easily be top contenders—Yvonne, '09, EMBA '18 and **Drew Addison, '17**.



Beyond managing flourishing careers and raising their two sons, they've devoted their time to giving back to the university that gave both of them their professional start.

After participating in several Alumni Association events, Yvonne was asked to fill an empty seat on the Alumni Association Board of Directors. That initial ask led to two terms on the board as well as serving as vice president and president.

"As president I noticed our bylaws identified chapter alumni councils, but none existed at the time," said Yvonne, who received her undergraduate degree in mechanical engineering. "I worked to establish the first alumni council in engineering. We set up a playbook for how to structure these alumni councils."

Looking to engage with fellow alumni while following his professional passions, Drew has continued Yvonne's work in building affinity councils within the Alumni Association. He is the past chair of the UTSA Construction Science Management Council and the incoming president of the Alvarez Business Alumni Council.

"We wanted to engage with alumni in areas where they have the greatest affinity and get them involved," said Drew, who received his degree in management. "It's been amazing. Our biggest push right now is recruitment and bringing more people onto the boards."



The Addisons also spread their love for all things UTSA through the *Birds Up* podcast, which they created and co-host for the Alumni Association. Featuring conversations with alumni and special guests, they've recorded over 70 episodes and have about 18,000 downloads.

"We get to meet some wonderful people and tell their stories," said Yvonne, who is a member of the UTSA Development Board. "We're excited to just continue moving that project forward."

Beyond the social aspects, the Addisons are also grateful for the business connections and support that they received from UTSA and other alumni.

As CEO and president of Addison Prime, Yvonne received support from UTSA's Small Business Development Center as well as called upon the skills she received in her Executive MBA to launch her business. The company, which provides project management and general contracting services for the commercial construction industry, was founded in 2020.

Prior to starting this business, Yvonne had over a decade of hands-on engineering, project management and leadership experience, getting her start working at StandardAero for almost nine years.

"The EMBA program encouraged me to dive headfirst into the idea of starting my own business and led to the foundation of my company," said Yvonne, who is a board member of Girls Inc. "They gave me the tools and the knowledge to be successful."

Drew credits the UTSA alumni job board with the start of his career. Working previously in sales, when he moved to San Antonio, he utilized Yvonne's contacts to find a data entry position. He quickly moved through the ranks while working and attending school full time at UTSA. Now, he is partner and vice president of surety at Acrisure, which is a global enterprise specializing in risk management and insurance solutions.

"My loyalty to the company remains because they were so good to me early on," said Drew, who is a member of the Alumni Association Board of Directors.

"I know it sounds cliché, but I love what I do. I'm so blessed to be able to work at this company, in this industry."

As the Addisons have grown professionally, they are also excited to see UTSA coming into its own as well. "I can feel the pride of UTSA growing within the alumni," said Drew. "With the recent athletic successes, being able to turn on ESPN and see them reporting on UTSA has been incredible. We've come a long way in such a short time."

Looking to continue championing the growth of the university, they are both grateful for their UTSA experiences.

"We love UTSA, and the time that we've given volunteering. There's more than one way to give to UTSA, and it's not just monetarily," said Drew.

"I've developed so many friendships from my time at UTSA both as a student and alumnus," said Yvonne. "I just couldn't imagine these people not being a part of our lives. I cherish the opportunity to continue my service to UTSA and the Alvarez College of Business."



▶ Scan to hear more from the Addisons.



A PASSION PROJECT

Annette, '88 and Stewart Goodson, '84 have devoted their careers to giving back to the accounting profession and supporting fellow Roadrunners.

From recruiting for their respective firms to lecturing Alvarez students to leading college advisory boards, they are always willing to support their alma mater.

Understanding the significance of not only obtaining a college education, but also finding a rewarding career, Stewart retired this year as the managing director of private tax from EY.

His distinguished 40-year career included working with high net-worth private clients and their businesses and leading the tax technology effort for the private tax team globally.

Annette retired last year as a director at ATKG after a 20-year career where she also worked as their chief talent scout. She began her career at EY where she worked for 10 years, then transitioned outside of public accounting to Gambrinus as a tax manager.

Advocating for their beloved profession, they've worked to promote the field of accounting to current students.

"A lot of students who had traditionally gone into accounting are now choosing other areas. I do not think students really understand all of the career opportunities in accounting. It's not

just about numbers, it's more about relationships," said Annette, who chaired and served as a member of the college's Accounting Advisory Board.

The Goodsons both relate to the challenges that first-generation college students face. They were both the first in their families to obtain a college education, and they worked while doing so.

"When I attended UTSA it was a commuter school and many of the students were older," said Stewart, who is chair of the Dean's Advisory Council. "We didn't have a lot of time

for the extracurricular stuff, which was unfortunate. That is partly why I give back now.”

Serving both the college as well as the Department of Accounting, Stewart was the first chair of the college’s Accounting Advisory Board. And, both Goodsons have been named Outstanding Accounting Alumni of the Year from the accounting department.

While chair of the Accounting Advisory Board, Annette was instrumental in creating the department’s mentorship program.

“Dr. [Elaine] Sanders and I developed the guidelines and the processes to facilitate the program,” said Annette. “We recruited mentors into the program to work with students to not only develop their professional skills, but also develop their business networks.”

Remembering faculty like **Marshall Pitman** and **Lou Curry**, they relished the

relationships that they developed with their professors. “The professors really cared about the students and were willing to go the extra mile for us,” said Annette.

Looking back on their careers, they value the network and friendships that they made along with the alumni they’ve been able to see develop within the industry.

“Seeing the people that I recruited and mentored within the profession become professionals and grow in their career has given me the greatest sense of satisfaction. Knowing that I played a really small part in it makes me proud of what they’ve achieved as well,” said Annette.

“I did everything I could to get Roadrunners hired in both audit and tax,” said Stewart. “That is one of my greatest accomplishments.” With UTSA’s first-generation students still hovering around 45%, Stewart

envisions his role on the Dean’s Advisory Council as making sure the right resources are available to students and helping Dean **Jonathon Halbesleben** achieve his mission. “I’m here to support the students,” said Stewart. “I enjoy giving back. That is just how I was raised.”

Shifting those roles as they enter retirement, the Goodsons look forward to spending more time with their three children and grandchildren, traveling and staying active in their church.

“UTSA did a good job at giving us that foundation and the critical thinking skills that we needed to be successful,” said Annette. “I wouldn’t have had that without their strong accounting program, great faculty and great advisors to help me get to the right place to start my career. I owe it to the next generation.”



Scan here to hear more from the Goodsons.

RESEARCH FORUM

BY REBEKAH ALEGRIA

► Bridging Strategic Gaps



+ *We found that while executives may believe in a unified strategic direction, the reality often reveals a fragmented understanding.*

- Ashwin Malshe

In the realm of business strategy, a profound disconnect often lurks between the strategic alignment companies believe they have and the reality that unfolds within their walls.

This chasm, pivotal in its ability to dictate corporate success or failure, is where Carlos Alvarez College of Business Associate Professor of Marketing **Ashwin Malshe** has directed his scholarly focus for his most recent study, “Is Your Company As Strategically Aligned As You Think It Is?”

Malshe’s research, which appeared in the *Harvard Business Review*, reveals startling gaps in perceived and actual strategic alignment within organizations.

His findings show that strategic consensus can sometimes be as low as 30% within organizations. This gap is not just a minor oversight, but a critical fault line that can undermine corporate objectives and dilute managerial efforts.

“Executives are often confident that they are on the same page as their employees,” Malshe shared, “but when you delve deeper, their understandings are starkly different.

“Our analysis revealed that employees at all levels often hold divergent views of strategic goals, which not only complicates execution, but can also erode trust within the organization.”

His research found that ways to create greater corporate coherence included more frequent strategic reviews and

open channels of communication. “The challenge is to maintain this alignment continuously, not just during annual reviews. It’s about keeping strategic goals in the daily conversation,” Malshe emphasized, underscoring the need for ongoing, dynamic dialogue within firms.

Further elaborating on strategies for improvement, Malshe suggests implementing structured communication channels that facilitate clearer dissemination of strategic goals. He highlights the importance of codifying strategic objectives and making them accessible to all employees, not just top management.

“These strategies ensure that every team member is not only aware of the strategic goals, but is also actively engaged in achieving them.”

Malshe’s journey from an electronics engineer to a marketing strategist is a testament to his interdisciplinary approach to education and problem-solving.

Since joining UTSA in 2016, his research reflects a deep commitment to understanding the nuances of marketing’s impact on financial outcomes. “The key challenge is to measure the return on investment in marketing,” Malshe stated, highlighting the complex, often convoluted data paths that businesses must navigate to gauge their strategic efforts effectively.

As he mentors the next generation of marketers and business strategists, Malshe emphasizes the importance of business leaders remaining curious and adaptable as they navigate the complexities of today’s business landscape.

► Unintended Consequences of Academic Leniency

In the evolving landscape of educational policy, unintended consequences often lurk behind well-meaning reforms. This is the crux of research by **Viviana Rodriguez**, an assistant professor of economics in the Carlos Alvarez College of Business. Her latest research, which was highlighted in *The New York Times*, illuminates the intricate impacts of lenient grading policies, revealing how such measures can unintentionally widen educational disparities. Rodriguez studied a pivotal policy shift in North Carolina where the grading scale was adjusted.

“Under the previous seven-point scale, a student needed a score of 93 or above to secure an A. With the new 10-point scale, a score of 90 now qualifies for an A,” explained Rodriguez, who received her Ph.D. from Columbia University. “This change effectively lowers the threshold for achieving higher grades, making it more lenient.”

This adjustment in grading standards naturally led to higher GPAs because students could achieve higher letter grades with lower scores than before.

“If a student scored a 90 on several assessments, which previously would have been graded as B’s, these are now A’s under the new scale, directly boosting their overall GPA,” Rodriguez pointed out.

The research found that while this policy led to an initial boost in GPAs, it did not correlate with an improvement in actual learning outcomes or student achievement.

Rodriguez’s study also uncovered an unexpected trend: increased absenteeism among students, particularly those who were already struggling academically.

“Students on the lower end of the performance spectrum did not benefit from the GPA boost in the same way their higher-performing peers did. Instead, they became more disengaged, leading to increased absenteeism,” she noted.

This finding suggests that while the policy might have been intended to help students by making grading more forgiving, it inadvertently discouraged attendance and engagement among those who needed the most support.

With research interests in the economics of education and labor economics, Rodriguez noted that her work gained significant attention following *The New York Times* article. She emphasized that work such as hers is even more relevant as it pertains to

educational policy, especially in the wake of the pandemic’s impact on academic policies.

In response to inquiries about how educators and policymakers can apply these insights, Rodriguez advocates for more comprehensive research.

“Before implementing similar policies, it’s crucial to assess the potential impacts comprehensively. We need more data to understand fully how such changes affect all students, not just the average or typical student.”

A native of Bogota, Colombia, Rodriguez values being a Hispanic scholar at a Hispanic-Serving Institution where she can conduct her research and have a profound impact on educational policies.



+ *Our study offers a cautionary example of how well-intended policies can have unintended negative effects on student engagement and achievement gaps.*

- Viviana Rodriguez

ALUMNI NOTES

2000s

JACOB CAVAZOS, '06 was recognized by the Northside Independent School District with the Pillar of Respect honor at their foundation gala. Each year the district selects alumni to represent various character traits and speak with students about their experiences. Cavazos is the senior vice president and community reinvestment manager at Broadway Bank. He serves as the president of the Board of Directors of the UTSA Alumni Association, the president-elect for the Board of Directors of Communities in Schools-San Antonio and as a board member for the SAISD Foundation.



PATRICK REYNOLDS, EMBA '06 received the United States Army Comptroller of the Year Award at The Society of Defense Financial Management Professional Development Institute in Phoenix, Arizona.

ELIZABETH GRADY, '08 is director of human resources at Urology San Antonio. She has worked there for the past four years.

SERGIO SILVA, '09 is the co-founder of Popset, a new web3-powered social media application. He raised \$1 million of pre-seed venture capital to launch the company. Silva was the inaugural president of the college's Investment Society student organization.



BRETT SEYBOLD, MBA '09 has been named chief financial officer at USAA. A 20-year employee, he previously served as the company's treasurer and led the team that created USAA's Transformation Office.

2010s



JUAN TEJEDA, '10 is chief executive officer at PPL Motor Homes. PPL was recognized on the cover of *RV PRO* magazine in their February 2024 issue,

and PPL was selected as a dealer spotlight in *RV Business* for their March/April 2024 issue.

SOMER BABUREK, '13, co-founder and CEO of Hera Biotech, was an honoree for the 2024 Women's Leadership Award by the *San Antonio Business Journal*.

CHANCE ESTES, '18 is director of the San Antonio chapter of Texas Young Professionals. Texas Young Professionals is a community of young professionals dedicated to building engaging spaces with high-minded individuals.

2020s

BILLY MADRID, '20, MBA '22 has been promoted to team leader for Quality Assurance/Quality Control - Asset Recovery for Security Service Federal Credit Union. He is also working on his doctorate at Baylor University focusing on bilingual Latinx experiences within financial organizations.



AMANDA NELSON, '21 was recently promoted to senior recruiter at Galen College of Nursing.

FARAH HAMED, '22 started a new position as a business process owner II for Enterprise Third Party Risk Management at USAA.

JOSHUA PHILIPS, '22 was one of 34 students selected to participate in the NCAA Postgraduate Internship Program this summer in Indianapolis. He worked in their Championships and Alliances Department and received comprehensive training, mentoring and networking opportunities. He recently completed his master's in sport and fitness administration at the University of Houston.



ALANAH YUKICH, M.S. '23 a former UTSA track athlete, was selected to represent Australia at the 2024 Paris Olympics in the 400-meter hurdles.



SUBMIT AN ALUMNI NOTE TO BE FEATURED!



ANNA ALMARAZ, '23 spoke at the Global Consortium of Entrepreneurship Centers Summit in Bangkok, Thailand this summer. A current MBA student, she shared her journey as a student entrepreneur and her experiences with the UTSA Najim Center and UTSA University Career Center. Almaraz also had the opportunity to immerse herself in Thailand's culture and connect with like-minded professionals to expand her global network.

DARSHIKA GAJERA, '23 is excited to be moving to New York City to begin a master's program in business analytics at Columbia University. "I'm grateful for the experiences and connections that I made at UTSA which have prepared me well for this opportunity."

Join us for the inaugural Alvarez Alumni Dinner & Awards

HONORING



Distinguished Alumnus of the Year

William Morrow, '86



Outstanding Alumnus Service Award

Marissa Scheffler, '07



Rising Star Alumnus Award

Jakeim Jackson-Bell, '15



Scan QR code to Register

6:30 p.m. | Friday, Oct. 18

**UTSA Southwest Campus
\$150 per person**

► Management Alumna Shows at London Fashion Week

BY REBEKAH ALEGRIA

Inspired to follow her heart for fashion and entrepreneurship, **Isabella Haa**, '21 traveled 5,000 miles across the world to study in London and ultimately have her work shown at London Fashion Week.

Haa, a management major, got her first taste of London through a study abroad trip in the spring of 2020 while a student at UTSA. While that experience was cut short by the COVID-19 pandemic, it planted a seed that she wanted to return.

A first-generation student, Haa decided to become a Roadrunner and join the Carlos Alvarez College of Business to

follow in her sister's footsteps and to stay close to her family in San Antonio. Working multiple jobs during her years at UTSA and obtaining scholarships to almost fully pay for her undergraduate degree gave Haa the confidence and financial ability to pursue a master's degree in entrepreneurship in fashion and creative industries at the Condé Nast College of Fashion & Design in London.

Finding comfort in close friendships that she developed, and the fashion knowledge fostered by her education, Haa's final project entailed the creation of a business plan. Inspired by her own

experiences, Haa developed the brand Lure Jeans to find a fashionable solution to the often-uncomfortable task women face of finding "perfect-fit" jeans.

"My whole life I have hated jean shopping. This was a universal experience between my mom, sister and I, and I knew that many women also struggled with finding jeans that fit each unique body shape. That was a big motivator in the creativity and thought behind Lure Jeans," stated Haa.

Haa's master's thesis blossomed into something more as she and her classmates were invited to showcase their hard work during London Fashion Week in 2023. In a three-day whirlwind of excitement and achievement, Haa's denim design garnered praise culminating in an award for the best master's project at her college.

Now out of college and back in the states, Haa continues her pursuits in the fashion industry working remotely as an e-commerce manager for a sustainable denim brand based in the United Kingdom. Facilitating inventory, customer queries, website management and other tasks, Haa works closely with a small team comprised of mostly women in business.



"I want to emphasize that none of my accomplishments would have been possible without the incredible generosity of the college's Advisory Board Scholarship and endless faculty support. It not only provided me with invaluable educational opportunities, but it has also empowered me to pursue my passions."

- Isabella Haa

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**LOOKING FOR WAYS TO CONNECT
WITH THE CARLOS ALVAREZ
COLLEGE OF BUSINESS?**



CONNECT WITH ALUMS

Join the Alvarez Business Alumni Council to connect with other business alumni.



VOLUNTEER

Volunteer to participate in student networking events, mentorship programs or help students with professional development skills. Email AlvarezBusiness@utsa.edu.



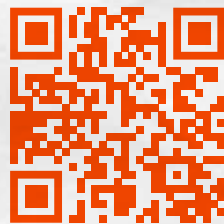
RECRUIT

Looking for Roadrunners to join your company as interns or full-time hires? Email RecruitAlvarez@utsa.edu.



LEVEL UP

Explore custom business training options through the college's Center for Professional Excellence.



SUPPORT ALVAREZ

Make a gift to support the Alvarez College of Business. <https://giving.utsa.edu/givetoacob>



IN MEMORIAM

CARLOS ALVAREZ

The Carlos Alvarez College of Business mourned the loss of our namesake, Carlos Alvarez, who passed away in April. A highly-respected businessman, passionate philanthropist, generous benefactor and honorary Roadrunner, Alvarez championed higher education, inspired positive change and uplifted the UTSA and San Antonio communities.

“Carlos demonstrated kindness and impacted every person he met and every team he led. His business acumen was second to none, but more than that, he was a person of great conviction and a thoughtful friend and mentor whom we all will greatly miss,” said UTSA President **Taylor Eighmy**.

“We wouldn’t be where we are today without Carlos’ passion for helping our students invest in their dreams, just as he did for himself and his family.”

Over the last two decades, Alvarez dedicated his time, talents and generosity to countless UTSA students and programs. All told, these contributions benefitted more than 1,000 UTSA students. In honor of this continued support, UTSA named a residence hall the Carlos and Malú Alvarez Hall in 2015.

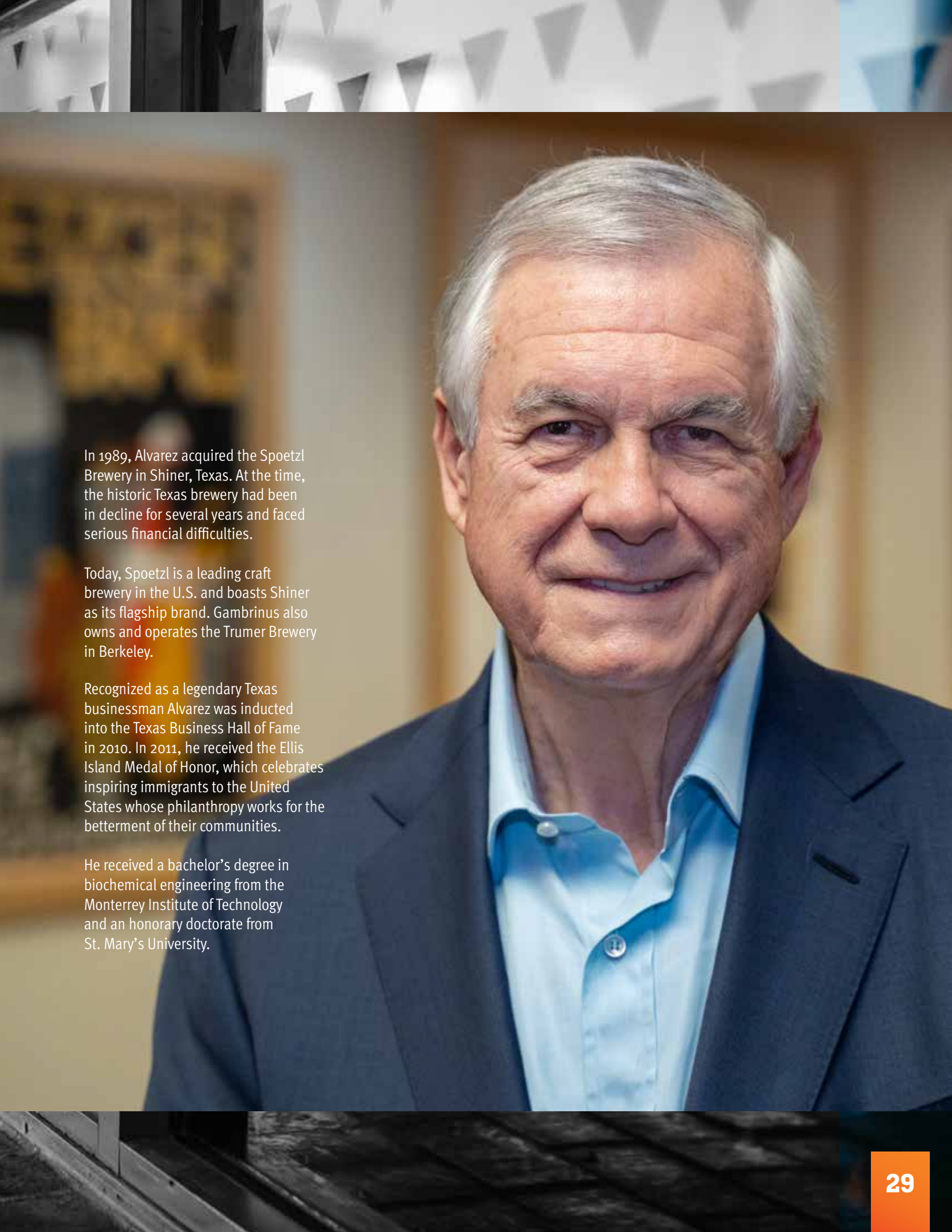
In 2021, Alvarez and his wife, Malú, committed \$20 million toward the then UTSA College of Business. That signature gift led to UTSA’s first named college and the first business college in the University of Texas System to be named after a Latino.

“Carlos believed in the transformative power of education, and he cared deeply for the work we are doing in the Alvarez College of Business. His generosity has and will continue to impact thousands of UTSA students,” said **Jonathon Halbesleben**, dean of the Alvarez College of Business.

“His investments in UTSA’s future go far beyond giving students hope; they have created very real opportunities for students to change their lives, families and community for the better. His memory will live on through the impact our students make on San Antonio and around the globe.”

In recognition of his mentor **Tom Frost**’s passion to uplift UTSA through philanthropy, Alvarez made an additional \$2 million gift to UTSA in 2021 to establish the Tom C. Frost Distinguished University Chair for Business Excellence. This endowment is held by the dean of the Alvarez College of Business.

Alvarez’ success story began in June 1981 in Austin when he sold the very first cases of Corona beer in the United States. His family moved to San Antonio in 1986 and founded The Gambrinus Company, which became the U.S. importer for the Grupo Modelo beer brands.



In 1989, Alvarez acquired the Spoetzl Brewery in Shiner, Texas. At the time, the historic Texas brewery had been in decline for several years and faced serious financial difficulties.

Today, Spoetzl is a leading craft brewery in the U.S. and boasts Shiner as its flagship brand. Gambrinus also owns and operates the Trumer Brewery in Berkeley.

Recognized as a legendary Texas businessman Alvarez was inducted into the Texas Business Hall of Fame in 2010. In 2011, he received the Ellis Island Medal of Honor, which celebrates inspiring immigrants to the United States whose philanthropy works for the betterment of their communities.

He received a bachelor's degree in biochemical engineering from the Monterrey Institute of Technology and an honorary doctorate from St. Mary's University.

IN MEMORIAM

Dale Truett, professor emeritus of economics in the Carlos Alvarez College of Business, passed away in April at the age of 83.

A founding faculty member, he joined UTSA in 1973 when classes were being held at the Koger Center. Truett, who retired in 2019, was the first director of the college's Division of Economics and Finance.

"We were fortunate to have someone like Dale at UTSA to help provide the foundation for our economics department," said **Dan Hollas**, professor emeritus of economics.

"He was a highly intelligent professional and knew his economics, but just as important, he was a wise, kind and gentle person who was a very supportive colleague. I have fond memories of Dale and his kindness. He was a jewel."

With prior teaching experience at the University of Florida and Florida International University, Truett was awarded an Ashbel Smith Professorship in 1997, UTSA's highest honor for professional scholarship.

At the time he said, "Ashbel Smith was one of the most renowned and internationally-recognized economics professors on the faculty while I was a graduate student at The University of Texas at Austin. To have the same title as that person is quite an honor."

Passionate about traveling internationally to collect economics research data, he specialized in international economics, economic



development, industrial development and economic theory.

Truett noted previously that, "When I began my career I thought that since the United States has so many economists working on U.S.-related problems why do they need me. I started with Mexico and branched out to other countries."

His dedication earned him the honor of being one of the most published U.S. economists on the subject of Mexico. Truett researched and published information on international economics and development for over 35 different countries including Australia, Brazil, Canada, Italy, Korea, several African countries and Spain.

Glenn B. Dietrich, MBA '77, professor of information systems and cyber security in the Carlos Alvarez College of Business, passed away in May.

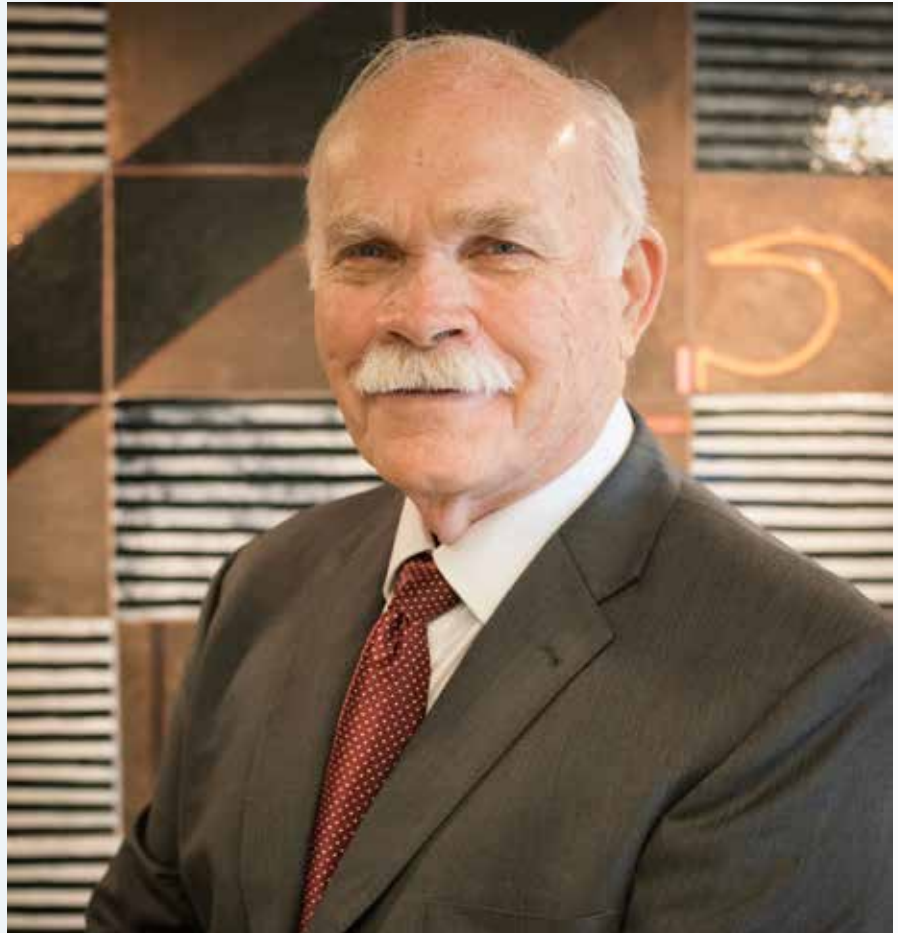
Known as the father of the cyber security program at UTSA, Dietrich was instrumental in developing the college's undergraduate and graduate degrees in cyber security.

"Our top-ranked, world-class cyber security program wouldn't exist today without him," said **Nicole Beebe**, Ph.D. '07, professor of cyber security. "Glenn accomplished a great many things, but perhaps the most important to our success was his early vision to obtain the National Security Agency (NSA) Center of Academic Excellence (CAE) in Education designation for UTSA in 2002 and his tireless efforts to maintain it for more than two decades."

In a recent *Cyber Runners* podcast produced by the department, Dietrich shared that he pursued the designation to ensure the success of the college's cyber security program. "We were one of the first 34 schools in the country and the first in Texas to obtain our CAE designation in education. It was the key to getting our program where it is today." He later led UTSA's effort to earn the CAE designation in research in 2009.

Serving as chair of the Department of Information Systems and Cyber Security from 2001-2011, he founded and was the first director of the Center for Infrastructure Assurance and Security and served as director of the Center for Education and Research in Information and Infrastructure Security.

"I'm so lucky to have had Glenn in my life," said **Dan Karam**, '97, MSIT '01.



"Our relationship came full circle first as a teacher in my undergraduate program, then a mentor when I began my career, later a friend and finally a colleague. He was one of the most important people in my career."

Dietrich's immeasurable impact extended beyond UTSA into the community as he often served as the external face and ambassador for UTSA cyber security. His work encompassed partnering with community colleges, K-12 students, military organizations, Wounded Warriors and national research centers.

"Glenn will forever be connected to what is now one of the best cyber

security programs in the country," said **Joe Sanchez**, executive director of the CyberTexas Foundation. "Without Glenn, San Antonio and the cyber security community wouldn't be where it is today."

The college has established the Glenn Dietrich Cyber Security Fund for cyber security students. Contributions can be made by visiting the giving website. Choose "other" in the drop-down menu and enter "In memory of Glenn Dietrich."



Scan here to contribute to the fund.

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