



# 2012

**COLLEGE OF BUSINESS**  
ANNUAL REVIEW



# Fulfilling OUR MISSION

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At the heart of the mission of the College of Business is our quest to translate theory into practice throughout the college. We are fulfilling this mission by integrating our academic experiences with real-world opportunities for our students.

During this year's successful reaccreditation by AACSB International, the review team was especially impressed by the professional development activities we offer through our Center for Student Professional Development. The center provides a broad approach to professional career development that includes activities such as résumé review, mock interview sessions, company site visits, industry panels and business etiquette training.

In this issue you'll also read about the college's innovative approach to leadership. What began as a scholarly journey for our Associate Dean Robert Lengel has materialized into a transformational leadership experience for students that participate in the college's Leadership Challenge, Executive MBA and customized executive leadership programming.

Finally, there is no better reflection of this mission than the work of our faculty who are producing top-tier research addressing real-world problems. They then infuse that knowledge into the classroom by sharing insights they've learned with their students—knowledge that wouldn't be available in textbooks.

Recognizing the importance of this work, the college is hosting its first research symposium "Bridging the Gap: Research and Practice" on Nov. 1 so our faculty can share their research with the community. The event, which is open to the public, will encourage intellectual discourse on the relevant issues in business today.

Look for me at the Alamodome this fall cheering on the Roadrunner football team. The camaraderie and outpouring of support we saw from the students, staff, faculty and San Antonio community during our inaugural football season was something I will never forget. I am proud to be a Roadrunner, and I'm proud to share with you in this annual report the accomplishments of my fellow Roadrunners.

**Daniel Hollas, Ph.D.**  
INTERIM DEAN AND PROFESSOR OF ECONOMICS

## MISSION

*The College of Business is dedicated to creating and sharing knowledge that enhances the translation of theory to practice. The college combines rigor with relevance and provides innovative solutions to global business challenges.*



UTSA Business is an annual publication for alumni, faculty, staff and friends of the UTSA College of Business.

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Alumni Nancy and Andrew Ozuna are passionate about many things in their lives—their family, their careers and their love of UTSA.

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LEFT TO RIGHT  
LYNDA Y. DE LA VIÑA  
DANIEL HOLLAS



## Dean Steps Down to Return to Teaching

Bringing to a close her eight-year tenure as dean of the UTSA College of Business, **Lynda Y. de la Viña** stepped down as dean of the college at the end of May. De la Viña, a Peter Flawn Professor, will continue to direct the Center for Global Entrepreneurship and teach in the Department of Entrepreneurship and Technology Management.

"I am grateful to Dr. de la Viña for her leadership and many years of service to this university," said UTSA President **Ricardo Romo**. "Her vision and strategic planning have brought many well-deserved accolades to the College of Business and will continue to pave the way for great things to come, I am sure."

With the support of the faculty, professional staff and students of the College of Business, de la Viña has led the college on a remarkable journey in achieving national recognition, academic program growth and a renewed focus on student services.

"This decision allows me to transition and refocus my efforts in an area of passion for me—entrepreneurship," said de la Viña. "It has been an honor and privilege to serve as dean of the UTSA College of Business. I deeply appreciate the support and assistance I have received from the university and the San Antonio business community in partnering with the College of Business in pursuing our mission and achieving our vision."

Some of her accomplishments for the college included the first national rankings for the MBA program by *BusinessWeek*, *Hispanic Business* and the *Princeton Review*; conceptualizing the Center for Student Professional Development; establishing the Advanced Laboratories for Information Assurance and Security; creating new departments in Entrepreneurship and Technology Management

and in Information Systems and Cyber Security; and establishing worldwide educational immersion programs for students.

Senior Associate Dean **Daniel Hollas** has been appointed interim dean of the College of Business.

"Dan Hollas has an extensive record of leadership at UTSA, as well as the widespread support of his colleagues in the College of Business," said Provost **John Frederick**. "I am confident that he will continue to guide the college in the right direction, and I look forward to working with him while we conduct a national search for the next business dean."

With more than 20 years of experience at UTSA, Hollas has held numerous administrative appointments including serving as associate vice president for academic affairs at UTSA and associate dean for graduate studies and research in the College of Business. Prior to coming to UTSA he served as department chair in economics and finance at the University of Mississippi.

A professor of economics, Hollas is known for his expertise in industrial organization and regulated industries, with a focus on the effects of competition in the electric and gas industries. As an administrator, he has been instrumental in maintaining the college's AACSB International accreditation and has served on the University Scheduling Committee, UTSA Cost Savings Committee and the Core Curriculum Assessment Committee.

Hollas holds a doctorate and master's in economics from the University of Illinois at Urbana-Champaign and a bachelor's in economics from the University of Houston.

A nationwide search is being conducted for the next College of Business dean.



## College of Business Reaccredited by AACSB International

In what is tantamount to a gold medal at the Olympics, the College of Business earned reaccreditation in business and accounting from AACSB International—The Association to Advance Collegiate Schools of Business. With only 643 accredited business schools and 177 accredited accounting programs, AACSB accreditation represents the highest standard of achievement for business schools worldwide.

Every five years accredited schools must undergo a rigorous internal review process to showcase ongoing improvements in delivering a high-quality business education. Three main areas reviewed as part of accreditation included strategic management, faculty and student participants and assurance of learning.

“Our AACSB accreditation places us among the world’s elite business schools,” said Interim Dean **Daniel Hollas**. “Less than five percent of the world’s 13,000 business programs have earned AACSB accreditation. This reaccreditation affirms the quality of our academic programs, faculty members and student services and programs.”

During the review process, the college was recognized for its Career Action Program which provides a broad approach to professional career

development for business students; the college’s bilingual business certificate program which provides business students with essential Spanish language skills in core disciplines; and for its burgeoning entrepreneurship program that has tripled in size and culminates with the \$100K Student Technology Venture Competition.

The college’s accounting program also went through a separate reaccreditation process. “We are proud to maintain our AACSB accreditation,” said **James Groff**, chair of the Department of Accounting. “The committee commended our department for our diversity as well as innovative programs incorporating professional development and ethics.”

The College of Business has been continuously accredited by AACSB since 1980.

AACSB International is the longest-serving global accrediting body for business schools that offer bachelor’s, master’s and doctoral degrees in business and accounting.



## Quarri Technologies Executive Chairman Donates Cash and Stock to UTSA College of Business

Quarri Technologies, a security software company that empowers organizations to keep their sensitive data secure, announced that Executive Chairman **Bill Morrow**, '86 has given the UTSA College of Business a gift of \$10,000 cash and 100,000 shares of his company stock to support cyber security research. Morrow, an alumnus of the UTSA College of Business, is a strong supporter of UTSA cyber security and has a history of giving to the university, dating back to 2001.

“UTSA is extremely grateful to business leaders like Bill Morrow, who are providing the much-needed community support that UTSA needs to become a Tier One research institution,” said UTSA President **Ricardo Romo**. “His gifts will continue to foster cyber security research.”

Morrow hopes that his example will spur other UTSA alumni who are successful entrepreneurs and innovators to give back to their alma mater.

“The researchers in the UTSA College of Business are some of the best in the world,” said Morrow. “Their level of innovation and advancement in network security research is unmatched across the U.S. Quarri looks forward



to the opportunity to work with UTSA in the future on next generation IT security advancements.”

Morrow has more than 25 years of business foundation and leadership experience with technology companies. He currently sits on the UTSA Development Board and has served on the UTSA College of Business Advisory Council. Morrow earned a BBA in marketing from UTSA and is a 2002 UTSA Alumnus of the Year. In addition, he was the 2010 Ernst and Young Entrepreneur of the Year Award winner for Central Texas.

## Graduate Programs Receive National Acclaim

Recognizing the quality of College of Business graduate programs, the college garnered national attention this year as it was ranked by four separate entities.



### Bloomberg BusinessWeek

The College of Business MBA program was ranked

6th in the Southwest and 40th in the nation by *Bloomberg BusinessWeek* in its biennial business school rankings.

Three measures were used to compile the rankings. First, a student survey was sent to part-time MBA students to measure general student satisfaction.

Then, academic quality was assessed based on six equally weighted measures: average GMAT score, average work experience, percentage of tenured faculty teaching in the program, average class size, number of business electives available to part-time MBA students and the program's completion rate. The college ranked 12th nationally in the academic quality category.

Finally, post-graduation outcomes such as advancement in current position, new job and attainment of career goals were determined based on survey responses.

Schools included in the Southwest regional ranking were (1) Rice, (2) Southern Methodist University, (3) University of Texas at Austin, (4) University of Texas at Dallas, (5) University of Denver and (6) **UTSA**.



### Eduniversal International

Five different college master's programs were recognized by the Eduniversal International Scientific Committee.

The programs ranked included the MBA in Information Systems (23rd), MBA in International Business (30th), MBA in Management of Technology/Project Management (30th), MBA in Real Estate Finance (67th) and MBA in Tourism Destination Development (89th).

"Given our international focus, we are pleased to be included in this inaugural ranking of graduate programs by Eduniversal International," said **Daniel Hollas**, interim dean. "The programs ranked include our areas of specialization, and the ranking furthers our mission of becoming a top-tier international business school."

The rankings were based on a survey of 12,000 masters and MBA programs in the top 1,000 business schools in 153 countries. The ranking was based on three criteria: (1) reputation of the program; (2) salary of the first employment of the graduates; and (3) satisfaction of the students.

### Hispanic Business

For the fifth consecutive year, the College of Business has been ranked one of the top 10 graduate business schools in the nation for Hispanics by *Hispanic Business*. The college was ranked 7th.

The rankings (in order) included UT-El Paso, University of California at Berkeley, University of New Mexico, UT-Austin, New York University, University of Virginia, **UTSA**, University of Miami, Yale University and Stanford University.

*Hispanic Business* ranked the top 10 universities nationally in business based on five criteria: enrollment of Hispanics, percentage of full-time Hispanic faculty members, availability of student support and services, retention rates and graduate program reputation.



### Princeton Review

The *Princeton Review* ranked the college as the No. 3 MBA program in the nation providing the "Greatest Opportunity for Minority Students." This is the seventh consecutive year that the College of Business has been ranked in this category.

The College of Business shared the spotlight with such schools as Emory University, Florida International University, Fordham University, Howard University, Thunderbird and University of Massachusetts.

The *Princeton Review* conducted surveys with more than 19,000 business students at the best AACSB-accredited MBA programs in the world. Business schools were judged based on institutional data such as percentage of minority students and percentage of minority faculty as well as based on student surveys assessing resources for minority students, culture of institution and diversity of student body.

The College of Business offers a portfolio of 30 graduate business programs that are known for their high quality, flexibility and affordability including the MBA, MBA International, Executive MBA and specialized master's programs. Enrolling more than 600 graduate students, the college graduate student body is diverse with 34 percent women, 30 percent minorities and 12 percent international students.



## New Real Estate Graduate Certificate Offered

The College of Business is offering a new graduate certificate program in Real Estate Finance and Development beginning this fall.

The certificate program will provide in-depth knowledge of the finance, development, accounting and legal principles of today's real estate industry. Professionals will develop specialized skills within this field without the requirement of completing a formal degree program.

The 12-hour certificate includes coursework in Foundations of Finance for Entrepreneurs, Real Estate Finance, Real Estate Investment and Real Estate Development.

The college's dynamic Real Estate Finance and Development program has grown to more than 150 students since it was

established in 2008. The college also offers a bachelor's degree in real estate finance and development, a master's degree in business administration with a real estate finance concentration and a master of science degree in construction science and management.

The program, which is comprehensive academically as well as professionally-integrated with the San Antonio real estate community, prepares students for careers managing businesses associated with real estate and the planning, financing, developing and construction of building projects.

Candidates can apply for this graduate certificate by enrolling at UTSA as a special non-degree seeking graduate student. For more information, call (210) 458-4330.

## Speaker Spotlight



**Nancy Kudla**, MBA '87, president of the Kudla Foundation, presented the fall Frost Distinguished Lecture. The lecture series brings prominent business and community leaders to UTSA.

**Jim Bodenstedt**, '96, president and CEO of MUY Brands, LLC, keynoted the spring Frost Distinguished Lecture. The lecture series, which began in 1988, presents a forum for business leaders and academics to share their experiences in business with students.



**Tom DeSot**, executive vice president and chief information officer at Digital Defense, discussed "Living in the Age of Anonymous" during his presentation as part of the college's Business Ethics Symposium sponsored by the San Antonio Federal Credit Union. The theme of the symposium was Privacy and Cyber Security.



UTSA alumnae and San Antonio business leaders shared their experiences in the workplace as part of a "Women in Business" panel held as part of the university's Women's History month celebrations.

Panelists were **April Ancira**, MBA '03, vice president of Ancira Enterprises; **Sara Dysart**, MA '77, attorney at law; **Yvette Segura**, vice president of claims service at USAA; and **Yvonne Fernandez**, '85, assistant vice president of commercial services at Security Service Federal Credit Union.



LEFT TO RIGHT  
TONY CIOCHETTI  
K.K. RAMAN



## Two New Chaired Professors Join Faculty

*Two new distinguished faculty joined the College of Business in Fall 2012 as endowed chairs.*

**Tony Ciochetti** has been named the Elmo James Burke Jr. Chair in Real Estate Finance and Development. Ciochetti previously served as the Thomas G. Eastman Chair and chairman of the Center for Real Estate at the Massachusetts Institute of Technology.

His areas of expertise include commercial mortgage credit risk and the role of real estate within pension plan portfolios. Ciochetti's work has appeared in leading scholarly journals, and he regularly consults on behalf of investment banks, institutional clients and development companies. He holds a doctorate and a master's in real estate and urban land economics from the University of

Wisconsin-Madison and a bachelor's in finance from the University of Oregon.

**K.K. Raman** is the inaugural holder of the Glenn L. and Sally P. Ramsdell Memorial Chair in Accounting. Raman previously was the O.J. Curry Professor at the University of North Texas.

His research and teaching interests are in the areas of financial reporting, auditing and the pricing of information risk in global capital markets. Raman is widely published and has more than 30 articles in leading academic and professional journals. He has a doctorate in accounting from Indiana University, an MBA from the Indian Institute of Management and a bachelor's in economics from the University of Calcutta.

## New Departments in Entrepreneurship and Cyber Security Created

A new academic department was created and another department was renamed to better reflect College of Business strategic priorities. Highlighting the college's programming in cyber security, the Department of Information Systems and Technology Management was renamed the Department of Information Systems and Cyber Security. All academic programs remain the same.

The department, chaired by **Jan Clark**, offers bachelor's degrees in information systems and infrastructure assurance; an MBA concentration in information systems; a master's of science degree in information technology with a concentration in infrastructure assurance; and a doctoral degree with an emphasis in information technology.

**William Flannery** leads the new Department of Entrepreneurship and Technology Management. Flannery, who has been a faculty member at UTSA

since 1975, is the founding director of the college's Management of Technology program.

"The department focuses on global entrepreneurship, social entrepreneurship and technology entrepreneurship," said Flannery. "Our goal is to aim high, grow our programming in this area and become nationally ranked and respected by the entrepreneurial and technology management communities."

The department offers a bachelor's degree in entrepreneurship; MBA concentrations in management of technology and project management; a master's certificate in technology entrepreneurship; and a master's of science degree in the management of technology.



WILLIAM FLANNERY

## Business Faculty Members Receive Regents' Outstanding Teaching Award

Faculty members **David Han** and **Daniel Tablada** were bestowed the highest honor by the UT System Board of Regents—the Regents' Outstanding Teaching Award.

Known for having the patience of Buddha, Han's educational career has included instructing everything from middle school mathematics to graduate level statistics. He has a knack for simplifying difficult concepts and relating them to real-life problems. Han currently teaches Probability and Statistics and Mathematical Statistics in the college.

"With explosive amounts of data and ever growing computational power, statistical analysis has become an integral part of most research in the 21st century," said Han, assistant professor of statistics. "My aim in teaching statistical science is to ensure that the students have a strong qualitative grip on the quantitative concepts and ideas introduced in the courses so that they can apply this new knowledge to solve real-world problems."

At UTSA since 2009, Han received the President's Distinguished Achievement Award for Teaching Excellence and the college's Dean's Excellence Teaching Award this year.

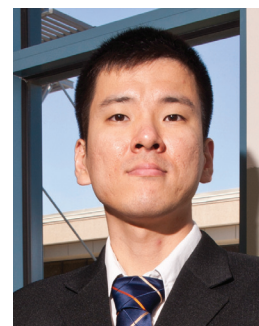
Tablada's students credit him with delivering intriguing lectures that stimulate engagement and curiosity and cultivate independent thought. A senior lecturer in marketing, he draws upon his own

professional experience in international marketing in teaching Principles of Marketing (in English and Spanish), International Marketing and a special studies course on the Border Corridor.

"I think the greatest challenge that I offer students is requiring them to apply the knowledge they are learning in class to real-world situations," said Tablada, who has taught at UTSA for 10 years. "By inviting practitioners in different fields to serve as guest lecturers, I can link business concepts to what is being taught in the classroom."

Tablada has received the college's Dean's Excellence Award for Globalization in 2012, and in 2010 he was awarded the President's Distinguished Achievement Award for Community Service and the college's Dean's Excellence Award for Community Service. In 2007 he was recognized for his teaching by being named the recipient of the college's Dean's Excellence Teaching Award.

Awardees are selected following a rigorous review process. Candidates must demonstrate a clear commitment to teaching and a sustained ability to deliver excellence to the undergraduate learning experience. Evaluations by students, peer faculty and external reviewers consider a range of activities and criteria including classroom expertise, curricula quality, innovative course development and student learning outcomes.



DAVID HAN



DANIEL TABLADA

## Business Faculty Member Receives 2011 Howe Teaching Award

**Robert Lengel**, associate dean for Executive Education, received the Richard S. Howe Outstanding Service to Undergraduates Teaching Award. The award recognizes faculty for developing signature learning experiences for undergraduates outside the traditional classroom environment.

Lengel was recognized for his work with the Leadership Challenge Program, established by Lengel in 1992 to challenge juniors and seniors to broaden their leadership perspectives through exposure to community leaders and personal reflection about service and growth. Most recently Lengel was instrumental in creating and mentoring the "For the Kids" student organization on campus. Modeled after a successful program at his alma mater, this

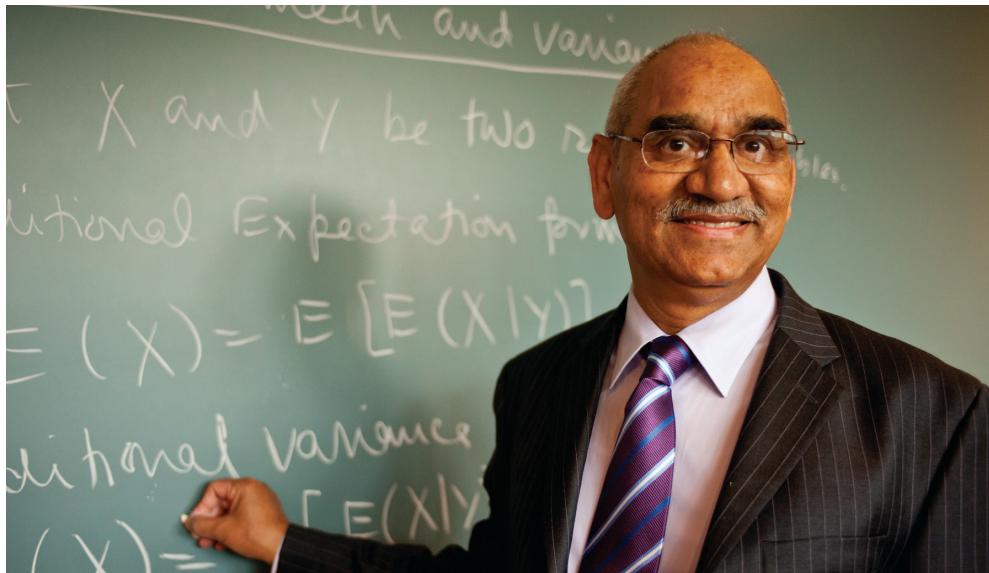
organization raises funds to help children battling cancer and the year-round program culminates with a 24-hour dance marathon.

"UTSA is extremely fortunate to have so many excellent teachers—educators who constantly find new ways to motivate our students to achieve their personal best," said Provost **John Frederick**. "The four recipients we are honoring this year are committed to shaping the next generation of leaders through educational experiences that extend beyond our classroom walls. We are grateful for their passion and for the countless hours they spend to give UTSA students the best possible preparation for successful careers."

*UTSA is extremely fortunate to have so many excellent teachers—educators who constantly find new ways to motivate our students to achieve their personal best."*

—JOHN FREDERICK

## Ram Tripathi Elected a Fellow of the American Statistical Association



**Ram Tripathi**, professor of statistics in the College of Business, was named a fellow of the American Statistical Association.

"The 48 individuals honored nationally as 2012 fellows represent an extraordinary set of accomplishments within the field of statistics," said **Robert N. Rodriguez**, president of the American Statistical Association. "Their selection as fellows signifies that they and their work have earned the admiration of their peers, and I congratulate them on behalf of our association."

Tripathi's research spans the divide between the academic world and the world of applied statistics. His published work includes 50 journal articles and many highly-cited works. Tripathi was selected for his fundamental research contributions in discrete distributions; novel applications and development of statistics in assessing the health effects of dioxin on Vietnam-era veterans; and for his outstanding service to the profession.

"Over a span of 37 years his leadership has been instrumental

in developing a strong applied, interdisciplinary statistics program at UTSA," said **Jerry Keating**, professor of statistics and former department chairman. "He has earned a reputation among his colleagues for his integrity, commitment to the statistics program and his attention to detail."

His most highly-cited work stems from his involvement with the United States Air Force's ranch hand project—a major epidemiological study of the adverse health effects of dioxin, a contaminant in the herbicide, Agent Orange. His research has been published in such prestigious journals as *Environmetrics*, *Statistics in Medicine*, *Toxicology and Environmental Health* and the *American Journal of Epidemiology*.

Tripathi joined the UTSA faculty in 1975 as its first statistician. He is the associate editor of *Communication in Statistics* and served as president of the San Antonio chapter of the American Statistical Association in 2000-2001 and 2009-2010. He holds a Ph.D. from the University of Wisconsin–Madison.



TOP TO BOTTOM  
BRUCE RUDY  
KRISTINA DURANTE

## Two New Faculty Join College of Business

**Bruce Rudy**, assistant professor of management, and **Kristina Durante**, assistant professor of marketing, were named new faculty members in the College of Business.

Rudy's research and teaching is focused on strategy. He received his doctorate in strategic management and organizational theory from the University of Texas at Austin.

Durante received her doctoral degree in social psychology from the University of Texas at Austin and previously taught at the Carlson School of Management at the University of Minnesota. Her research interest is in the field of consumer behavior.



## Three College of Business Faculty Members Selected for the Inaugural Class of the University's Academy of Distinguished Teaching Scholars

In recognition of the preeminent role of instructional faculty in advancing knowledge, three College of Business faculty members have been selected for the inaugural class of the university's Academy of Distinguished Teaching Scholars.

Charter members of the academy were selected from the university's past recipients of the UT System Regents' Outstanding Teaching Award. College of Business academy members are **Tom Cannon**, senior lecturer in marketing; **Ermine Orta**, lecturer in management science and statistics; and **Rick Utecht**, associate professor of marketing. They are joined by 14 colleagues from UTSA.

"Recognizing our most effective classroom teachers is important in continuing to foster a culture of excellence at UTSA," said Provost **John Frederick**.

"But beyond that, this academy also will be a working group, charged with advocating exceptional teaching and learning practices across our campuses."

In addition to being an internal campus resource, Tom Cannon said the establishment of the academy sends a strong message to the community that the university places a high value on its teaching mission.

"Tier One means having excellent teaching faculty and excellent researchers," said Cannon. "Parents want to send their children to a university that will educate them, teach them and provide them with the skill sets and knowledge to begin their careers. From my perspective, the academy shows our external audiences that we have the faculty here who can do that."

*Tier One means having excellent teaching faculty and excellent researchers."*

—TOM CANNON

## Finance Faculty Member Publishes Book on Technical Analysis

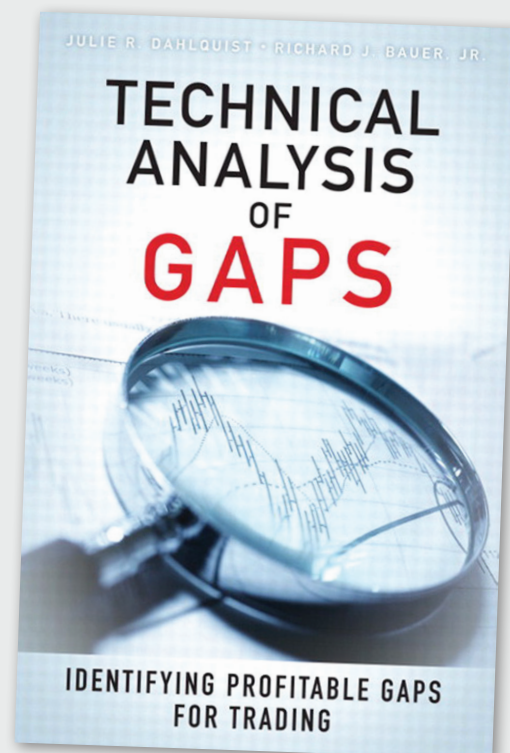
**Julie Dahlquist**, senior lecturer in finance, has published her third book on technical analysis, *Technical Analysis of Gaps*.

Gaps represent price jumps that could signal profitable technical trading opportunities. Using 17 years of comprehensive data, the book shows how to identify strategic gaps with high-profit potential in order to trade more successfully.

The book addresses such issues as gap size, volume and previous price movement; and integrates their insights into practical, actionable gap-related trading strategies for stocks, futures and options.

Technical analysis is a method used to make investment decisions based on the study of past market data, primarily price and volume data. Rooted in economic theory, technical analysts study the actions of the market in order to forecast the direction that the market will continue.

Dahlquist, a renowned technical analyst researcher, is a certified chartered market technician. A frequent presenter at national and international conferences, Dahlquist was honored last year by the Market Technicians Association for her paper on this issue.



## Kudos

**Glenn Dietrich** and **Chino Rao** have both been promoted to professor of information systems and cyber security.

**Marshall Pitman**, professor of accounting, has been appointed to the Board of Trustees of the American Institute of Certified Public Accountants Foundation.

**Pamela Smith** has been promoted to professor of accounting.

**Dianna Stone**, professor of management, was awarded the Sage Scholarly Achievement Award by the Academy of Management in recognition of career contributions to research on gender and diversity. She also received the Leading Editor award from Emerald Publishing Company for her work as editor of the *Journal of Managerial Psychology*.

## Business Faculty Members Honored During College's Awards Ceremony

*Eleven faculty members were honored for excellence in the areas of teaching, research and service at the annual College of Business Awards Ceremony.*

**Keith Fairchild**, *associate professor of finance*  
**E. Lou Curry Teaching Excellence Award**

**David Han**, *assistant professor of statistics*  
**Dean's Teaching Excellence Award for Tenure-Track Faculty**

**Mark Phillips**, *lecturer in management*  
**Dean's Teaching Excellence Award for Non-Tenure-Track Faculty**

**Allen Zhang**, *associate professor of marketing*  
**Col. Jean Piccione and Lt. Col. Philip Piccione Endowed Research Award**

**Onur Bayar**, *assistant professor of finance*  
**Dean's Research Excellence Award for Tenure-Track Faculty**

**Elaine Sanders**, *associate professor of accounting*  
**Patrick J. Clynes Service Award**

**Linda Vaello**, *lecturer in accounting*  
**Dean's Excellence Award for University Service for Non-Tenure-Track Faculty**

**Ray Teske**, *assistant director of the Real Estate Finance and Development program*  
**Dean's Excellence Award for Community Service**

**Daniel Tablada**, *lecturer in marketing*  
**Dean's Excellence Award for Advancing Globalization**

**Tina Lowrey**, *professor of marketing*  
**Endowed 1969 Commemorative Faculty Award for Overall Faculty Excellence**

**Stewart Miller**, *associate professor of management*  
**Endowed 1969 Commemorative Faculty Award for Overall Faculty Excellence**

## In Memoriam

**Rolando Quintana**, professor of management science and statistics, passed away December 12, 2011. A native of Cuba, Quintana was a business faculty member since 2003.

"Dr. Quintana was a caring, knowledgeable and respected professor who was appreciated by his students," said **Victor De Oliveira**, associate professor of management science and statistics. "He was an extraordinary colleague and friend, always supportive and willing to help. He'll be missed in the department."

His research and teaching interests were in the

application of statistical quality control, sampling design, engineering statistics and predictive modeling in the areas of safety and manufacturing engineering and management and environmental management.

In 2001 he was awarded a national technical innovation award from NASA for the development of a monitoring, control, tracking and prediction safety model, and he was also a previous recipient of the National Intelligence Certificate of Distinction for his electronic warfare work during the Gulf War.

## Top 100 Business Students Recognized by College

Representing the top two percent of all business students, the College of Business recognized the 100 Best business students last fall in an inaugural ceremony attended by university administrators, alumni and business and community leaders.

“The College of Business has placed a renewed focus on academics, professional development and career services for our students,” said **Lisa Montoya**, associate dean for undergraduate studies.

“We are transforming business students into business professionals.”

Honorees were junior and senior business majors who were nominated by faculty and staff. The students were chosen based on their record of outstanding academic achievement, leadership and professional development. Each student received a lapel pin that denoted their honor and served as ambassadors for the college.



“Attending UTSA as a second generation Roadrunner has proven to be the best decision that I could have possibly made,” said **Andrea de la Garza**, '12, a recent finance graduate. “UTSA is more than just a university. For me, UTSA represents pride in one’s city, home and culture.”

As a group, the 100 Best had an average grade point average of 3.7. One third of the students were members of

the Honors College and participated in the college international immersion program. Ten percent of the students were veterans or served in the Reserve Officer Training Corps and 70 percent of the students completed an internship or held a professional position while also being active in a student organization.

## UTSA Accounting Students Give Back to the Small Business Community

College of Business accounting students spent the semester putting their accounting skills to practice while also serving the local small business community. The Accounting Practicum course, taught by Senior Lecturer **Gary Bridges**, allows students to gain hands-on experience in the accounting industry and focuses on the importance of service learning to the community.

Since the program’s inception in 2008, students have completed 10,000 hours of community service—amounting to \$1 million in services provided to small business clients.

Working in partnership with the Institute for Economic Development Small Business Development Center and new partner Accion, small businesses are partnered with accounting students who consult for those businesses throughout the semester.

“This program prepares students for the workplace, benefits the local small business community and ultimately strengthens the region’s economy,” said Bridges. “Students learn to address complex problems in a real world setting and the businesses gain a better understanding of their financial situations.”

*Students learn to address complex problems in a real world setting and the businesses gain a better understanding of their financial situations.”*

—GARY BRIDGES



## Finance Students Place First in CFA Global Research Competition



THIBAUT GUIDET,  
NEAL ORSBURN  
AND TIBY ERDELY  
WON THE CFA  
INSTITUTE  
REGIONAL  
RESEARCH  
CHALLENGE.

The key to being a great financial analyst instead of just a good one might be as simple as attending the right university. A team of finance students from the College of Business proved that theory by placing first in the CFA Institute Research Challenge, a global competition which tests financial analytical skills of business students from throughout the world.

Team members were recent graduates **Tiby Erdely**, '12, finance; **Thibaut Guidet**, '11, finance; and **Neal Orsburn**, '12, accounting and finance.

"We proved that UTSA finance students are top tier," said Guidet. "We can not only compete with some of the best business programs in Texas, but we can beat them. Our finance education gave us the tools we needed to succeed."

In addition to their academic preparation, the students also credit their participation in the college's Investment Society, a student organization dedicated to learning about and applying finance.

"Our student's success is a direct result of the top-notch teaching by our faculty combined with the applied learning experiences our students receive through the college's Financial Studies Center," said **Ron Sweet**, finance faculty member and advisor to the Investment Society. "UTSA has created a learning atmosphere that is unmatched by other schools."

The UTSA team beat out 19 competitors from the Texas, Louisiana and Oklahoma region including teams from Loyola, Rice, Southern Methodist University, Texas Tech and Tulane. This was UTSA's third year participating in the competition and their first win.

As part of the competition the team had to prepare a company valuation of Gamestop, that included producing a written report and presenting their findings during an oral presentation. More than 3,000 students from 600 universities in nearly 50 countries participated in this year's competition.

The students credit their success to the passion of their mentor Ron Sweet. "We all love finance, but we've never met a person more passionate about his students or finance than Professor Sweet," said Erdely. "He even offered to pull an all nighter with us to help us succeed."

## Founders Council Members Mentor Real Estate Students

*"This program allows me to share my passion for education with the students..."*

—LAURIE GRIFFITH

Eighteen real estate students learned firsthand about the real estate industry through a professional mentoring program sponsored by the Real Estate Finance and Development Founders Council.

The mentorship program began last fall and provides students an opportunity to connect with industry professionals for career guidance and professional development opportunities. Participants were encouraged to meet monthly throughout the semester.

"The REFD mentorship program will benefit me long after I graduate from UTSA," said **Daniel Rodriguez**, a senior in the program who was mentored by **Silvia Gangel**. "Ms. Gangel has been an excellent resource for me and has demonstrated how to achieve success through perseverance, hard work and leadership."

Eighteen students have participated in the program since its inception last fall. Mentors have included **Jeff Bailey**, '86, **Bob Barnes**, **Chuck Calvin**, **Plack Carr**, **Pat Duncan**, **Walter Embrey**, **Silvia Gangel**, **Brent Given**, '85, **Laurie Griffith**, **Dale Kane**, **Kevin Roberts** and **Tim Swan**.

"This program allows me to share my passion for education with the students, and to ensure that the next generation of industry professionals is prepared for the workforce," said **Laurie Griffith**, executive vice president at Texas Capital Bank. "I've also learned that students today have expanded their horizons and are ready to embrace not only local, but global job opportunities as well."



## Business Scholars Program Succeeds in Mission of Graduating Students

Established in 2002 as a program to help first-generation college students make a smooth transition from high school to college and on to graduation, the Business Scholars Program (BSP) in the College of Business celebrated its biggest accomplishment yet—the graduation of 22 students from the program in one semester.

“I am very thankful for everything the Business Scholars Program has offered me,” said **Rose Ornelas**, '12, a marketing major. “I have grown as a professional thanks to the events, workshops and conferences that I have attended. I’m also grateful for the academic assistance and scholarship opportunities that helped me accomplish my goals.”

BSP provides academic, leadership and professional development services for first-generation college students. Students also develop leadership skills through mentorship and community service

activities. The program boasts an 84 percent retention rate for participants.

Business Scholars Program graduates were **Crystal Aldrighette, Juan Cabrera, Esther Cole, Laura Cox, Jessica Figueroa, Laura Galvan, Daysi Garcia, Angelica Garcia, Jamaal Hollingsworth, Carmen Lafuente, Patricia Lara, Rochelle Mata, Rose Ornelas, Oanh Pham, Luis Reyes, Jo Rios, Courtney Skelly, Ryan Smith, Nadine Suh, Christian Tijerina, Cynthia Urrea, and Joseph Valencia.**

“The Business Scholars Program serves as a community of support for academic achievement, friendship and professional development,” said **Rosa Garza-Girdy**, director of undergraduate studies and the Business Scholars Program. “Participating in a community of like-minded students who face the same challenges enriches the college experience and makes students more likely to realize their goals.”

## UTSA Business Student Named Pearson National Fellow

During his senior year **Caleb Pendleton**, '12 was one of 20 students nationwide awarded the Pearson Prize for Higher Education. The award, given by the Pearson Foundation, recognizes students who distinguish themselves through commitment to community service.

“It was an amazing experience to learn from other fellows about their community service work,” said Pendleton who received the \$10,000 award last fall

at a ceremony at the Smithsonian in Washington, D.C. “There are three things that I love: business, technology and helping people. I’ve been fortunate to be able to combine each of these passions in my life.”

Pendleton, who recently completed his undergraduate degree in information systems, is the co-founder of a real estate company focused on assisting low-income families own homes.



CALEB PENDLETON





BUSINESS STUDENTS  
PARTICIPATED IN  
INTERNATIONAL IMMERSIONS  
TO ABU DHABI, MALAYSIA,  
CANARY ISLANDS, FINLAND,  
CHILE AND SPAIN.

## Business Students Travel Around the Globe in Summer Immersion Programs

Seventy business students participated in seven international immersion programs funded by the College of Business this summer.

These 10-day intensive immersion programs, led by faculty members, include academic presentations, visits to local corporations and cultural experiences. Prior to the immersion experience, students study the history, culture and socioeconomic conditions of each country. Following the experience the students complete a final project.

This year's trips featured new excursions to the Middle East, Asia and Australia. Immersion locales included Abu Dhabi/Dubai, Argentina/Chile, Australia/New Zealand, Canary Islands, Finland, Malaysia/Singapore and Spain.

"Immersion broadens global perspective and unequivocally make the point that business is done differently around the globe," said **Lisa Gomez**, director of international engagement in the college.

"Students visit businesses from the most prominent industries in their respective countries. In the Middle East, the students explored the energy, shipping and transportation industries. In Malaysia the students studied Islamic finance and toured Groupon."

The immersions give students an introduction to the challenges of doing business internationally. "It's like a textbook coming to life," said **Jesus Valadez**, a senior majoring in international business who participated in the Spain immersion. "We learn about management and operations in different cultures in the classroom, but to see it firsthand really makes a big impact."

Since the inception of the international business immersion program in 2007, 322 students have participated in exchanges to Argentina, Australia, Brazil, Canada, Chile, Finland, Malaysia, Mexico, Morocco, New Zealand, Singapore, Spain, United Arab Emirates and Vietnam.



# Meeting the

# LEADERSHIP



EMBA STUDENTS EXPLORE LEADERSHIP THROUGH CREATIVE EXPERIENCES.

## Challenge

How do you train the next generation of leaders? What will future business leaders need to know, do, be? Can these leadership skills be taught?

These questions and many others form the basis for the academic journey taken by **Robert Lengel**, associate dean of executive education and director of the college's Center for Professional Excellence (CPE).

Lengel has spent the bulk of his career pursuing the nature of leadership. He and his colleagues in the CPE have watched leadership development programs fall short in creating leaders who impact their organizations. In response, the CPE was established as a living laboratory to study how to nurture leaders.

"Leaders are natural. Everyone has leadership potential. The challenge is creating the conditions for its emergence," said Lengel, associate professor of management.

As the French novelist Marcel Proust wrote "the only real voyage of discovery consists not in seeking new landscapes but in having new eyes." The CPE is looking at the leadership development challenge with new eyes and has become the home for transformational leadership experiences. And, the most visible program where these concepts are explored is the college's Executive MBA (EMBA) program.

"As executives you don't always get a chance to experiment and try new things," said **Hal Adams**, EMBA '12, vice president of retail merchandising at Valero. "The EMBA program allows you to express





**WILLIAM DI FILIPPO (TOP) AND TRACY JACKSON (RIGHT) TAKE PART IN THE LEADERSHIP JOURNEY.**



your creativity through new language, new ways of thinking and new ways to conduct conversations.”

The college’s EMBA, a 21-month lockstep program for seasoned professionals, is a personal learning journey that invites participants into a learning community to explore foundational business topics within the context of a personal leadership inquiry.

“I valued the uniqueness of the program,” said **LaSalle Vaughn**, EMBA ’12, a director within external affairs at USAA. “Combining creativity with business and offering us a platform to practice those skills has been vital to my leadership development.”

“The Executive MBA program was a gift, an opportunity to reflect and be introspective,” said **Tammy Mallaise**, EMBA ’12, director of employment and labor relations at Zachry Industrial, Inc. “Exploring my personal leadership edges and how these can manifest themselves to benefit an entire organization was the most meaningful part of the experience.”

In addition to traditional coursework in accounting, marketing, finance and economics, leadership is a note played throughout the curriculum. “The focus is not on leadership development, but is on setting the conversational stage—ultimately creating the culture to allow leaders to emerge in the context of doing leadership work,” said Lengel. “We help students be more open minded, more accepting of diversity of thoughts, more creative and, in general, to be more able to think in complex ways.”

The EMBA program begins each semester with a two-day leadership seminar that employs dialogic and experiential methods



to set the context for the program. Coursework in management and behavior in organizations, organizations in transition and social issues in business build on those concepts.

“The program makes you push the boundaries of what you think you can do,” said **Tracy Jackson**, '93, EMBA '12, vice president of finance and treasurer at Tesoro. “A lot of leaders are driven by a fear of failure. Experiences such as the ropes course or singing in front of an audience pushed us out of our comfort zone. We realized that even those things that we fear are not insurmountable.”

A unique element in this leadership journey is the incorporation of the arts throughout the curriculum. Students worked with poets, created artwork, sang, acted and participated in martial arts. Incorporating these elements allow the students to metaphorically explore leadership concepts while opening their minds to new possibilities.

“You can't learn leadership on paper, you have to act it out,” said **Joseph Lopez**, EMBA '09, a physician with Alamo City Medical Group. “We were challenged to leave our comfort zone by singing, dancing and acting.”

“The leadership components serve as a practice lab for the students to develop a leadership mindset,” said **Kandis Larkey**, EMBA '04 and associate director of the EMBA. “Students begin to shift the language used to convey leadership concepts and explore the capacities necessary to steward the organizations commons.”

Learning to think more strategically and in more complex ways is a core leadership capacity addressed in the EMBA program. Managers are traditionally called upon to solve problems by simplifying the issue. In contrast, leaders must be able to adapt—to see the bigger picture to keep their organizations competitive.

“Strategic intelligence is a big part of my role, how do we deal with our stores, customers and our brand,” said Adams. “Management is today, this reporting period. Leadership is a bigger vision. Are we thinking further down the path, building something that is sustainable?”

“Before this program, leadership was out of my skillset,” said **Nate Barber**, EMBA '09, vice president at Barber & Barber Associates, an engineering consulting firm. “I would instruct and manage. Now I work to lead by example to encourage and empower people.”

While leaders are thought of as omnipotent, the EMBA encourages students to suspend their perspectives on business, to be unorthodox in their thinking and to find answers by asking questions.

“I've learned to ask the right questions, see the bigger picture and learn how to interact with individuals with different perspectives,” said **Bernard Arulanandam**, EMBA '07, associate dean of research for scientific innovation and the Jane and Roland Blumberg Professor of Biology at UTSA. “I've learned how to have those difficult

conversations, to listen more and take in different points of view.”

With almost 400 graduates, the UTSA College of Business Executive MBA has been successful in planting the seeds that will allow leadership to flourish for their graduates, their companies and San Antonio.

“Throughout the EMBA program we referred to a metaphor from Zen And the Art of Motorcycle Maintenance about experiencing life from inside the compartment of a car or on a cycle where the experience is more alive,” said **William Di Filippo**, '91, EMBA '11, senior vice president at Frost. “The UTSA EMBA program provides the foundational concepts and skills required to be successful in business and makes them alive and meaningful for individuals in the context of today's organizations.”

CONVERSATION IS A VITAL COMPONENT OF THE COLLEGE'S LEADERSHIP PROGRAMS.







Against a backdrop of the San Antonio skyline sparkling amid orange and blue fireworks, UTSA officially launched its inaugural capital campaign, *We Are UTSA—A Top-Tier Campaign* in April.

# We Are UTSA

With a goal of raising \$120 million by 2015, campaign funds will be used to fund student scholarships, aid faculty research, support new institutes and centers and enrich the student experience. Donors can decide where their money will be used. More than \$100 million has already been raised since the campaign began in 2009.

*"We Are UTSA—A Top-Tier Campaign* is about people and ensuring strong futures for them. One hundred and twenty million dollars will bring greater opportunity to UTSA and South Texas," said President **Ricardo Romo**. "The campaign is providing a foundation of support that will continue the university's dynamic progress and ensure that excellence and innovation thrive here."

With state funding continuing to decline every year, community support is needed to ensure that UTSA continues its journey to Tier One status. State

appropriations make up about 28 percent of UTSA's current operating budget, down from 41 percent in 2002. Private gifts play a large role in UTSA's advancement by providing an infusion of funds that can support first-class students, faculty and programming.

"We are elated to see how much the San Antonio and surrounding communities have stepped up to support UTSA through the *We Are UTSA* campaign," said **Marjie French**, vice president for university advancement. "This is the first capital campaign in university history, and the response has been tremendous. We are so thankful for the commitments and investments that all of the donors have made."

Joining in this effort, the College of Business goal is to raise \$15.3 million to bring needed resources to the college and expand opportunities to help our students succeed. The college is currently at 56 percent of its goal—having raised \$8.6 million to date.

"Just as the start of UTSA's football program has ignited interest in UTSA, the university's first-ever capital campaign, *We Are UTSA*, is inspiring alumni and the San Antonio community to contribute philanthropically to the College of Business," said **Kimberly West**, executive director of advancement.

"Due to the generosity and vision of individual and corporate donors, the College of Business will see the lasting impact of this support in providing access to excellence for our students, creating new knowledge through our faculty and research, serving society through our centers and outreach programs and enriching experiences for all those touched by UTSA," said West.

Leadership gifts from Valero Energy and alumni **Nancy**, MBA '87 and **Frank Kudla**, '85 were critical in supporting graduate students in the college. Valero's \$1.25 million gift, which was matched by the State of Texas, has provided funding for graduate fellowships and assistantships. The \$500,000 gift from the Kudla Foundation

will be used to support graduate student research and education in cyber security.

More than \$1 million has been contributed to recruit top-notch faculty to UTSA through faculty chairs and professorships. Among notable gifts, **Steven** and **Bruce Lee** have established the Quincy Lee Distinguished Professorship in Real Estate Finance and Development in honor of their father with a gift of \$500,000.

Finally, to provide enriching experiences for all business students, H-E-B has given \$1 million to the college's Center for Student Professional Development in support of professional development efforts. In recognition, the center's premier program has now been named the H-E-B Career Action Program.

Campaign gifts support students like **Corey DeAngelis**. Named one of the inaugural 100 Best business students, DeAngelis is a senior majoring in economics. A graduate of San Antonio's Taft High School, he has worked two jobs to pay for school while attending full time.

A scholarship made possible by Valero Energy is helping DeAngelis lighten his load and develop as a leader. "The scholarship provides me the incentive to not only come to school, but to excel in school. Also, it's very helpful to me because I can work less," he said.

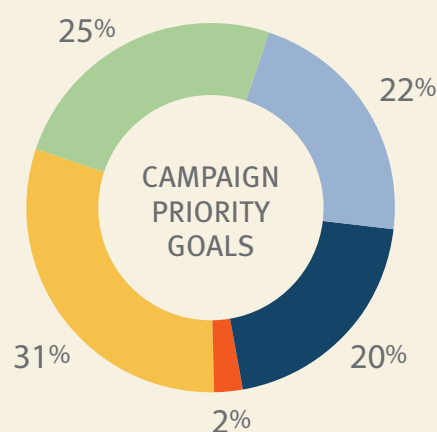
In addition to being a top business student, he is also president of the Business Scholars Council, a program that gives first-generation students access to exceptional opportunities. "With scholarship support, I can do more activities, get involved. I can use that extra time to focus on my education and take advantage of the great programs at UTSA so I am prepared to lead in business."

For more information about the university's capital campaign or to discuss giving opportunities, contact Kimberly West at (210) 458-4313.

[giving.utsa.edu](http://giving.utsa.edu)

## OUR CAMPAIGN GOAL

# \$120 MILLION



### \$36.7 MILLION

#### Creating New Knowledge

- Chairs and other endowed faculty positions
- Faculty research funding

### \$30 MILLION

#### Enriching Experiences

- Student activities
- International study programs

### \$26 MILLION

#### Serving Society

- Research centers of excellence
- Services to benefit the greater community

### \$24.3 MILLION

#### Providing Access to Excellence

- Scholarships for undergraduates
- Fellowships for graduate students
- Funding for student access
- Funding for retention programs

### \$3 MILLION

#### Presidential Priorities

# GIVING BACK

## *to their alma mater*



Alumni **Nancy**, '93, MPA '95 and **Andrew Ozuna**, '91 are passionate about many things in their lives—their family, their careers and their love of UTSA.

The Ozunas met at Jefferson High School and made UTSA their first choice when they went onto college. Continuing to call San Antonio home, Andrew is a senior vice president for Regions Bank, and Nancy is a partner at public accounting firm BKD, LLP.

Andrew was immediately attracted to the college's building development program and was active with the program's student organization. He went on to Texas A&M to complete a master's in real estate—a degree that he was thoroughly prepared for because of his UTSA education.

Giving back to his alma mater, Andrew is a frequent guest lecturer on campus and has mentored students.

"My advice to students is to network, network, network," said Andrew. "San Antonio is a big small town. Once you get into a profession, you see the same people. You need to know how to position yourself as a trusted advisor, communicate effectively and act with a sense of urgency for clients."

"Student organizations are incubators for building professional networks," said Nancy, who was active with many UTSA student organizations and served as president of Beta Alpha Psi. "Peer networks begin in school. Get involved, but also become a leader."

Nancy credits in part her experiences at UTSA and the faculty with helping her get started in her career. "My life has been an amazing journey. I'm proud to be the mother of three magnificent kids, and I have had a successful 17-year career in public accounting."

"When I started my family, the issue of balancing career and family was a major consideration for us. Everyone looks for that balance in their lives whether they are male or female. I think what I have learned is that it takes hard work, commitment and the support of my family and my firm to constantly work to achieve balance."

Nancy continues to maintain her connections to UTSA. She is chairman of the college's Accounting Advisory Board, serves on the Alumni Association gala committee and is a member of the college's Advisory Council. In 2009 she was named the Accounting Alumnus of the Year.

"When I'm interviewing students, I tell them having a strong GPA is just one aspect of what an employer is looking for, it tells one part of who you



are,” said Nancy, who serves as the San Antonio office partner in charge of recruiting. “But there are many attributes that people look for like communication, leadership and the ability to multitask.”

While UTSA has changed greatly since the Ozunas were on campus, they are excited about the changes that are occurring. “Our families instilled within us the importance of giving back,” said Andrew.

“We were both afforded great opportunity from our time here at UTSA,” said Nancy. “We believe that you should be involved as a student, then come back and give back as alumni.”

Following their own advice, the Ozunas support UTSA through their volunteer activities, their participation in the Alumni Association and now as football season ticket holders.

“Football has instilled pride into the campus and gives alumni like us an outlet to cheer on not only our team, but also our university,” said Nancy. “We are looking forward to a new season of Roadrunner football.”

## Alumni Association Honors Business Alumna

**Jeanie Wyatt**, MBA '86 was named Alumnus of the Year at the 13th annual UTSA Alumni Association gala this fall. She is the founder and chief executive officer of South Texas Money Management (STMM), a private investment company with approximately \$1.8 billion in assets under management. STMM has offices in San Antonio, Austin, Dallas and Houston. Prior to forming STMM, Wyatt was executive vice president and head of Frost Investment Services. Her total trust-banking career has spanned 27 years with three bank holding companies around the state.

Wyatt was selected as one of Barron's Top 100 Independent Advisors in 2012—one of seven women to make the national ranking. She was elected San Antonio's Entrepreneur of the Year in 2003 by the Women's Chamber of Commerce and is a Texas Business Hall of Fame honoree.

A chartered financial analyst, Wyatt serves on the UTSA Development Board and has an honors degree in actuarial science from the University of Texas at Austin.



The Alumnus of the Year Award was established in 1980 to recognize UTSA alumni who have gained unique distinction through their achievements.

## Amber Rudolph Named Outstanding Accounting Alumnus of the Year

During the 30th annual Department of Accounting Scholarship and Awards Celebration, **Amber Rudolph**, '95 was named the Outstanding Accounting Alumnus of the Year. With 16 years of experience in auditing, financial reporting and accounting, Rudolph has worked with small privately held corporations and large multinational SEC registered companies. She also has significant experience with U.S. GAAP and U.S. GAAS. She is the director of internal audit at Pioneer Energy Services Corporation.

Joining Pioneer Energy Services in April 2010, Rudolph manages audit engagements for the public company, assists the company with process improvement and conducts annual risk assessments. Previously, she worked for 15 years at Ernst & Young, LLP in San Antonio and completed her tenure there as the audit senior manager.

A certified public accountant, she is a member of

the Chief Audit Executive Roundtable and serves on the Audit Committee for the Girl Scouts of Greater South Texas. An active supporter of UTSA, she is also a member of the College of Business Accounting Advisory Board. Professionally, Rudolph is a member of the Institute of Internal Auditors, Texas Society of CPAs and the American Institute of CPAs.

The Department of Accounting recognizes the accomplishments of accounting alumni by awarding the outstanding alumni award each year. Individuals are chosen based on their career accomplishments and their active participation and support of the department, college and UTSA.



DEPARTMENT CHAIR JIM GROFF PRESENTS AMBER RUDOLPH WITH HER AWARD.



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## Marketing Alumnus to Attempt Record-Breaking Swim Across Pacific Ocean

Attempting to set the Guinness World Record for the longest swim, **Ben Lecomte**, '95 will begin his journey across the Pacific Ocean this fall. Through the swim, Lecomte will raise awareness and money for cancer.

Lecomte is dedicating his efforts to his father who died of cancer in 1991 at the age of 49. He credits his dad for teaching him to swim as a young boy in France.

"Life is a big adventure and not only do I hope to be an inspiration for others, but I also draw inspiration by seeing the struggles others are able to overcome," said Lecomte, a marketing alumnus.

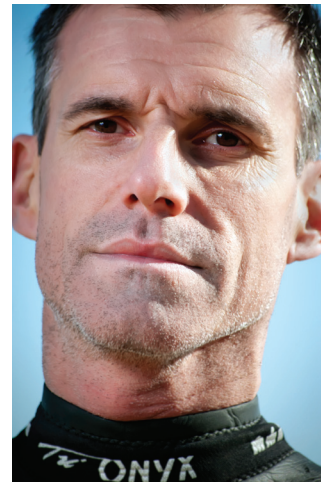
Embarking on an endurance challenge of this kind is not new to this Roadrunner. In September 1998 he completed a swim across the Atlantic Ocean from Cape Cod to the French Shore of Quiberon. The journey spanned 3,700 miles. He was the first to accomplish such a feat without the aid of a flotation device or kickboard.

When asked about the relation between his battle in the ocean and those with cancer, Ben notes, "My battle was very different from the one faced by cancer

patients, it was my decision and I could give up at any time. But during my swim, I better understood their suffering and the feeling of not knowing the outcome."

Lecomte's Pacific swim will begin in Tokyo, Japan and be completed in San Francisco, Calif.—a 5,500-mile trek that should take five to six months depending on ocean conditions. His current training consists of swimming 3-5 hours per day, six days per week. During his Pacific swim, his body will require a consumption of 8,000 calories per day.

Once Lecomte begins his swim, supporters can track his progress via his website, [thelongestswim.com](http://thelongestswim.com), with the help of GPS tracking and live video cameras.





## Why is Faculty Research So Important?

**Hamid Beladi, Ph.D., Associate Dean of Research  
IBC Bank Senior Faculty Fellow and Professor of Economics**

Faculty research publications help support and further an academic institution's mission to carry out research, deliver teaching and facilitate learning. A strong record of published research by the faculty increases the prestige for not only that faculty member but also the university and their discipline.

Conducting research is essential for the scholarly development of any faculty member. Through this continuous research faculty members can not only disseminate their ideas in scholarly journals, but also in the classroom to the benefit of the students.

And, much like how football teams are ranked each season, a university's academic prestige is directly tied to the quantity of research published in high quality and leading academic journals.

I encourage you to learn more about the research conducted

in the College of Business and the application of this research to business by participating in a research symposium hosted by the college—"Bridging the Gap: Research and Practice." The symposium, which is free and open to the public, will begin at 3:30 p.m. on Thursday, Nov. 1 in the University Center Ballroom.

Faculty members will present on such topics as branding, data mining, green building and international accounting. The panel discussions will be presented in layman's terms and will allow participants to learn about a variety of subjects in a condensed time format.

As UTSA and the College of Business continue our quest to attain Tier-One status, faculty research will be a vital component in achieving this goal.



## Do Stock Heavy CEO Compensation Packages Lead to Lower Stock Returns?

When CEOs get paid more in stock and options, their company's stock returns have a tendency to be lower for the next 1-3 years, according to a study by **John Wald**, professor of finance.

"CEOs can reduce their firms risk if they have too much pay exposure in stocks and options, and lower risk implies lower returns," said Wald, who has taught at UTSA since 2006.

The study, "Too Much Pay Performance Sensitivity," appeared in the *Review of Economics and Statistics* this spring. Wald and his co-authors studied a large sample of firms for a 13-year period. The results noted a risk aversion effect in which CEOs mitigated firm risk in order to reduce the risk to their own wealth.

"We've seen the explosion in CEO pay in the last 20 years," said Wald, who has done numerous studies on CEO compensation. "And, those increases typically come from higher stock and options packages."

While this seems to contradict the reasons why boards of directors have structured compensation



packages in this manner, Wald says that it is hard to ignore strong statistical evidence to support his case.

How to remedy this situation? Wald says that directors could focus more on cash bonuses and less on large stock and options packages to incentivize senior management.



## Research Addresses Why Disabled People Have a Harder Time Finding Jobs



Discrepancies in employment rates between people with disabilities and those without disabilities may be related to the strength of their professional networks according to research by **Mark Lengnick-Hall**, professor of management, doctoral student **Christopher Langford**, and doctoral alumnus **Mukta Kulkarni**, Ph.D. '06. The authors address their findings in a recent paper "How Do Social Networks Influence the Employment Prospects of People with Disabilities?" The paper is forthcoming in the *Employee Responsibilities and Rights Journal*.

Researchers identified different types of professional contacts in an individual's network. These contacts include strong ties ("close relationships") and weak ties ("acquaintance relationships"). Although it is generally believed that strong professional ties have a greater impact on one's job search, research shows that acquaintance relationships are more important. Since individuals with disabilities have a harder time establishing acquaintance relationships, their employment prospects may be reduced.

"By conducting this in-depth study regarding people with disabilities and their professional networks, we hope to have an impact on closing the employment gap between those with disabilities and those without," said Lengnick-Hall.

The team of researchers suggests that a closer look at disabled individuals' use of professional networks is necessary. In examining this issue, future researchers will need to identify training and development opportunities to assist disabled individuals during the job search.

## Does Being Rejected Increase Charitable Behavior?

Being rejected might not be good in the dating world, but it can be beneficial to charitable organizations according to a study published by **L. J. Shrum**, professor of marketing, and **Jaehoon Lee**, Ph.D. '11 in the *Journal of Consumer Research*.

The study examined two different types of social exclusion: being ignored versus being rejected—and their effects on conspicuous consumption and charitable behavior.

Researchers simulated an exchange in which participants felt they were being ignored or rejected as part of an online chat session. Immediately following this study, they were then quizzed on their

preferences for various types of clothing brands and asked about their willingness to help or donate money in different situations.

"The conclusions were consistent across all of the experiments," said Shrum. "Being ignored increased an individual's preference for conspicuous consumption; being rejected increased one's propensity for charitable behavior."

According to the researchers, different types of social exclusion heighten different insecurities, which in turn results in different types of behavior to repair those insecurities.

# Faculty Publications

## Accounting

### Sharad Asthana

"Abnormal Audit Delays, Earnings Quality, and Firm Value in the U.S." *Journal of Financial Reporting and Accounting*. Vol. 10, No. 2, (2012).

Co-author. "Abnormal Audit Fee and Audit Quality." *Auditing: A Journal of Practice and Theory*. Vol. 31, No. 3, (2012).

Co-author. "Differential Changes in the Value-Relevance of Earnings and Book Values Over Time: Financial Versus Other Industries." *International Journal of Accounting and Finance*. Vol. 3, No. 4, (2012).

### Jeff Boone

Co-author. "Abnormal Audit Fee and Audit Quality." *Auditing: A Journal of Practice and Theory*. Vol. 31, No. 3, (2012).

### Cathy Cole

"International Best Practices for MD&A." *The Journal of Corporate Accounting & Finance*. (September/October 2011): 51–63.

### Dana Forgione

Co-author. *Costly Reflections in a Midas Mirror: Instructor's Guide and Discussion Questions*. Durham, NC: Carolina Academic Press, (2012).

"DRG-Based Healthcare Payment Systems Around the World: Is There Any Association with the Cost or Quality of Care?" *San Antonio Medicine*. Vol. 65, No. 3, (2012): 34–35.

"How Recession and Inflation Affect Practice Management Decisions." *San Antonio Medicine*. Vol. 64, No. 11, (2011): 18–19.

"Not Afraid Anymore." *San Antonio Medicine*. Vol. 64, No. 7, (2011): 22–23.

### Dennis Lopez

"Auditoras de Cumplimiento en los Programas de Fondos Federales de los Municipios de Puerto Rico." *Revista Frum Empresarial*. Vol. 16, No. 2, (2011): 1–17.

### Pamela Smith

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