

UTSA BUSINESS



2014
A YEAR IN REVIEW





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Dean's MESSAGE

As a College of Business, we have the privilege to train the next generation of managers, leaders and wealth creators. This is a solemn stewardship entrusted to us by the state of Texas. I firmly believe that by transforming our students from curious and hopeful learners to confident and career-ready professionals we will forever alter the course of their lives, the fortunes and economic opportunities of their families and the socioeconomic prosperity of San Antonio and South Texas.

Our goal during this past year has been to develop a strategy that effectively utilizes the strengths of the College of Business and UTSA in ways that allow us to prosper in current and future marketplace conditions and provides increased opportunities for our students. To this end, the college has engaged in internal and external analyses to help us determine the relative strength of our various capabilities and programs and the school's existing strategy.

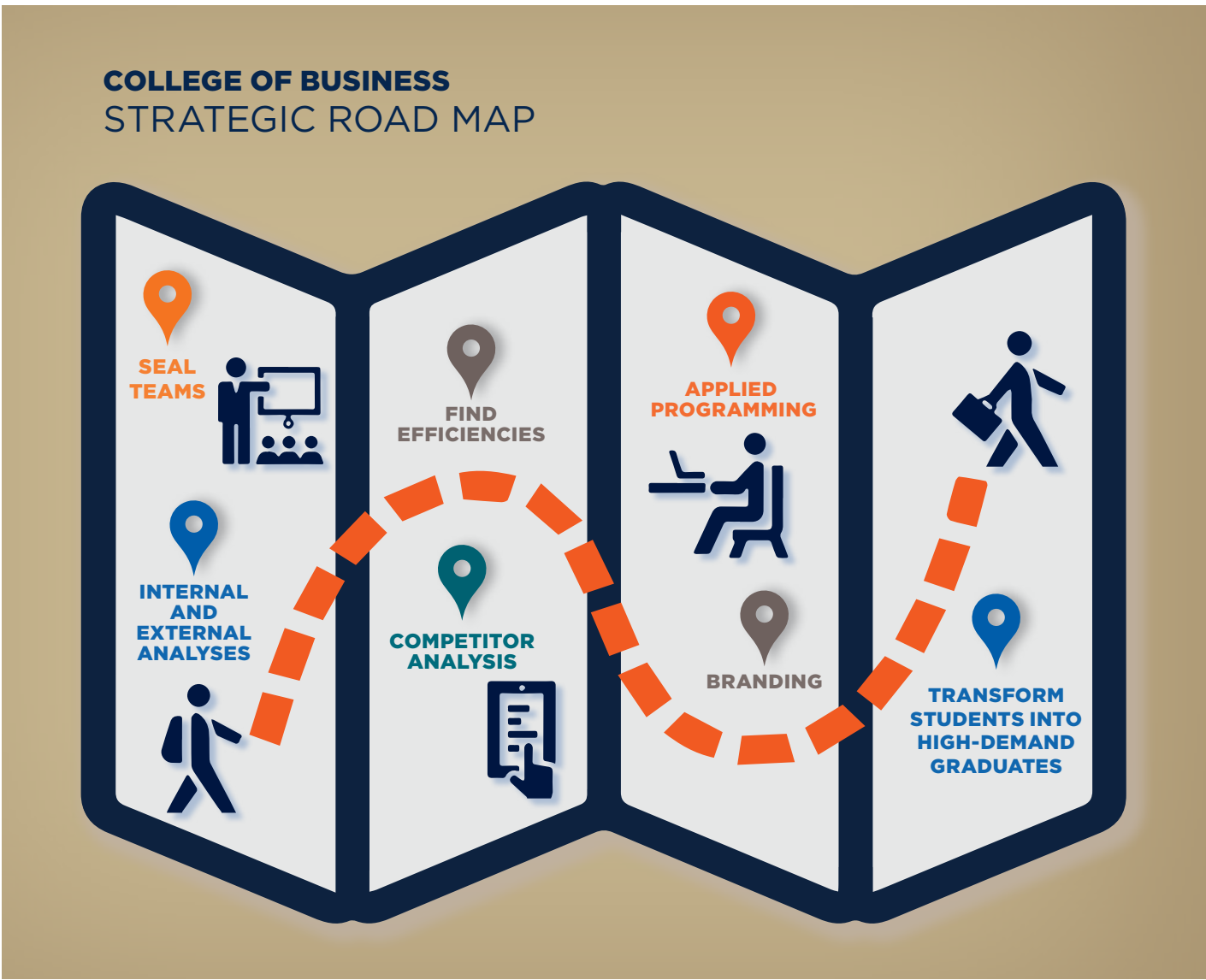
Last fall we recruited and commissioned six small teams of faculty (affectionately referred to as our Seal Teams) to address critical areas of our operation. Through their work we have discovered a number of enlightening facts. For instance, although we are the most efficient college at UTSA in terms of faculty utilization (e.g., we teach more students per faculty member than any other college), and one of the most efficient colleges of business in the state of Texas, we discovered many opportunities to deliver programs and classes in ways that even better utilize our resources.

In addition, we found that we are spread a bit thin in some areas. We have perhaps tried to do too many things. What we choose to

do, we must do exceptionally well. We also realized that we could improve at telling our story; many people simply do not realize how good we are.

These and other findings provide us with great opportunities to practice what we preach. For instance, in management science classes we teach students how excellent operations can run lean. We have uncovered areas where we can be more efficient. Furthermore, we teach students how to market products and ideas in order to build brand equity and value for shareholders. We must engage in similar practices so that the quality of a UTSA business degree results in even greater value in our students' careers.

As we have engaged in this strategic analysis, we have also analyzed voluminous amounts of data on our business school competitors. The external analysis helped us understand how our current programs and activities stack up with what is happening elsewhere. However, as we compare ourselves to others, there can be a tendency to move toward the average profile of the competition. In most



cases, we want to studiously avoid doing this because it is exceedingly hard to win in this type of competition. Rather, we will focus on being excellent in ways that deliver unparalleled value and in ways that are not easily imitated.

As we develop this strategic road map, we will focus on programs that are very applied (as opposed to theoretical) in nature. Our programs will be designed to prepare students with skills that they can implement immediately in the workplace.

In the future, we will increasingly be known as a college of business where industry and organizations come for graduates with state-of-the-art skills in areas of high demand. Illustratively, in the areas of accounting and cyber security, we already have an excellent reputation for delivering job-ready professionals as evidenced by our exceedingly high placement rates in these majors.

We also have the opportunity to significantly improve the careers of our students by putting increased emphasis on some key "soft skills." Research reveals that the three most important skills corporations seek in new graduates are (1) written and oral communications;

(2) the ability to manage multiple priorities; and (3) decision making and problem solving.

Activities offered through the college's Center for Student Professional Development represent an excellent start in this regard. However, we must find the resources to address this need.

In the coming years, we will sharpen this focus across all of our programs. As we succeed in doing this, opportunities for our students will increase, and we will better fulfill our vision of transforming our students into the next generation of managers, business owners and leaders.

Wm. Gerard Sanders
DEAN, BODENSTEDT CHAIR AND PROFESSOR OF MANAGEMENT

UTSA’s Cyber Security Program Ranked No. 1

UTSA’s cyber security program has been ranked the best in the nation, according to a national survey of certified information technology security professionals. The Ponemon Institute conducted the survey for Hewlett-Packard.

“This number one ranking confirms our reputation as the leading institution for education and research in cyber security,” said **Yoris Au**, chairman of the Department of Information Systems and Cyber Security in the UTSA College of Business. “It also recognizes the hard work our faculty and students have put into the program since its inception more than a decade ago in the College of Business.”

UTSA is a recognized leader in the field of infrastructure assurance and security by the National Security Agency and the Department of Homeland Security. The university is one of 58

U.S. institutions that holds the Center of Academic Excellence in Information Assurance Research designation. UTSA is also designated a Center of Academic Excellence in Information Assurance/ Cyber Defense Education.

Security is one of UTSA’s five core research strengths. The university offers top-tier academic programs in security through its College of Business, College of Engineering and College of Sciences.

Within the College of Business more than 150 students major in cyber security at the undergraduate, master’s and

doctoral levels. Students learn how to protect data, gather and examine digital evidence, perform security risk assessments and study computer and network forensics procedures.

The college’s Center for Education and Research in Information and Infrastructure Security conducts high-impact research in information assurance and security and fosters student involvement in research activities.

“Several years ago UTSA made a strategic decision to invest in the area of cyber security and hire experts in the field from around the nation to conduct research and teach our students,” said **Mauli Agrawal**, vice president for research at UTSA. “The latest ranking and recognition are yet another validation of the success of this approach.”

Hewlett-Packard’s ranking was derived from a survey that asked 2,000 certified IT professionals to rank the top five strongest colleges and universities in security from a list of 403 educational institutions. Respondents rated each school’s program according to their perceptions of the school’s academic rigor, faculty quality, professional reputation and other qualifications.



2014
UTSA’s cyber security program ranked No. 1 in the nation

2012
Dedication of the Ernst & Young Leadership Suites

2009
Named the No. 1 graduate business program in the nation for Hispanics by *HispanicBusiness*

2008
College receives NSA designation as a Center of Academic Excellence in Information Assurance Education

2002
First class of Ph.D. students

1997
Executive MBA program begins

1997
Dedication of the Business Building

1992
First Leadership Challenge class

1980
College receives first accreditation from AACSB International

1975
Upper-division undergraduate courses first offered

1969
Texas Legislature establishes UTSA



College Receives NSHMBA’s Brillante Award

The UTSA College of Business was the lead educational sponsor for the National Society of Hispanic MBAs (NSHMBA) Career Conference and Expo in San Antonio last October. More than 40 MBA students and alumni attended the conference and career expo.

“The conference allowed us to showcase our talented students to top national employers, spread awareness about the strength of our students and build upon current employer relationships,” said Dean **Gerry Sanders**.

The conference provided professional development seminars for students as well as a job fair. Students interviewed with companies such as Accenture, Coca Cola, Exxon Mobil, Ford, Intel, Nationwide, USAA and Wrigley. Additionally, 75 undergraduates participated in NSHMBA’s Ignite program, which encourages undergraduates to continue their education and pursue graduate opportunities.

The event culminated with the College of Business receiving the Brillante Award for Educational Excellence from NSHMBA. This is NSHMBA’s highest honor recognizing educational excellence. The College of Business also received this award in 2006.

Graduate Programs Nationally Recognized

The UTSA College of Business was ranked the No. 10 graduate business school in the nation for Hispanics according to *HispanicBusiness*. This is the seventh consecutive year the College of Business has been ranked among the top 10 “Best Schools for Hispanics.”

“We are proud that our College of Business continues to provide a top-tier academic experience not only to Hispanic students, but to all students,” said **Lisa Firmin**, associate provost for faculty and student diversity and recruitment at UTSA.

Each year, *HispanicBusiness* ranks the effectiveness of U.S. universities in attracting Hispanic students based on four criteria: enrollment of full-time Hispanic students, percentage of full-time Hispanic faculty members, percentage of degrees conferred to Hispanics and availability of programs aimed at increasing Hispanic student enrollment. This is the 16th year that *HispanicBusiness* has conducted the study.

“As a Hispanic, it is great to attend UTSA where you feel at home and all the administrators and professors understand your background,” said **Adolfo Soliz**, MBA ’14. “I can focus on school and my career without any unwelcome distractions. I hope to continue on to a great career using the resources UTSA has provided me.”

The *Princeton Review* also ranked the College of Business No. 6 in the nation for providing the “Greatest Opportunity for Minority Students” in their 2014 edition. This is the ninth consecutive year that the college has been ranked in this category. The rankings were determined based on survey responses by 20,000 students at 295 business schools.



COLLEGE OF BUSINESS

17TH
LARGEST UNDERGRADUATE BUSINESS SCHOOL IN THE NATION



29TH
LARGEST BUSINESS SCHOOL IN THE NATION

Speaker
Spotlight



Dick Evans
Chairman and CEO
FROST

“What does it take to run a successful company? The most important elements are people, technology and company culture. Your success is based on how you can adjust to changes in time.”



Bob Grimalia
Vice President of Safety,
Security and Environment
UNION PACIFIC

“The best thing that ever happened to me was being born in the state of Texas to loving, caring and sharing parents. They always encouraged me to go for it, and that is the message I leave with you.”



Red McCombs
Chairman and Founder
MCCOMBS ENTERPRISES

“Be confident in yourself and embrace the challenges. The No. 1 mistake made by managers is that they are afraid to ask questions. Asking a question is not a sign of weakness, but a sign of strength.”

Frost Endows Faculty Chair in Finance

Long-time UTSA supporter **Tom C. Frost** and Frost Bank established the \$1 million Frost Chair in Finance during the 25th anniversary celebration of the Frost Distinguished Lecture Series last fall.

“Tom has been not only a friend to UTSA, but a leader in UTSA’s charge for attaining Tier One excellence,” said UTSA President **Ricardo Romo**. “Tom has been instrumental in recognizing the importance of endowing faculty positions at UTSA and encouraging others to support that endeavor through the Academic Excellence Council.”

A native San Antonian, Frost began his banking career in 1950 and is currently the chairman emeritus of the board of Frost Bank. He is the fourth generation of his family to oversee the bank founded by his great grandfather, Col. T.C. Frost in 1868.

Recognizing his service to UTSA, he is the first non-UTSA alumnus to receive the Distinguished Service Award from the UTSA Alumni Association. Committed to educational excellence, Frost is chairman emeritus of the UTSA Development Board and serves on the Campaign Leadership Committee.

“It is a great pleasure to be a part of what you’re doing here at this institution,” said Frost. “You are making a significant impact on the educational level here in San Antonio. I feel putting my efforts into UTSA is the real way I’ve been able to help you make that significant impact in our community, and it’s very important.”

The inaugural recipient of the Frost Chair in Finance is Professor **Palani-Rajan Kadapakkam**. Professor Kadapakkam is a leading academic scholar whose primary area of research is corporate finance. His research has examined issues such as the source of merger synergies and the impact of stock splits. Kadapakkam has been on the UTSA faculty since 1996 and received his Ph.D. from the University of Michigan.

“I am deeply honored by this appointment, especially because of the link to Tom C. Frost,” said Kadapakkam. “Mr. Frost epitomizes a successful business leader with a deep commitment to society. He is a tireless champion of UTSA with a keen appreciation of its critical role in our city. I admire and draw inspiration from his humility and his enthusiasm to share his knowledge with students. The endowment provides not only deeply appreciated financial support, but also vital encouragement to my efforts to enhance the academic experience of our students.”

CITE Receives \$300,000 Gift from 80/20 Foundation

The UTSA Center for Innovation and Technology Entrepreneurship (CITE) has received \$300,000 from the 80/20 Foundation to continue its growth as San Antonio’s pipeline for young tech entrepreneurs.

“UTSA’s entrepreneurship program has been the best kept secret in San Antonio for many years,” said **Lorenzo Gomez III**, executive director of the 80/20 Foundation. “It is these students that will end up creating the next Rackspace, and we hope that with our partnership we can accelerate and expand their great momentum.”

Established in 2006 as an interdisciplinary center in the College of Business and College of Engineering, CITE fosters the growth of entrepreneurs and new technology-based ventures through education, experiences, resources and support. More than 500 UTSA students have competed in the center’s technology business competition resulting in more than 80 new ventures pitched to investors. Several past competition winners have established start-up companies, secured funding, hired CEOs and are on their way toward commercial success.

“With additional resources in place, we expect to see a sizable increase in the number of students and faculty involved in San Antonio tech start-up companies over the next few years,” said **Cory Hallam**, UTSA chief commercialization officer, associate professor and CITE director. “We have built the foundation, now we are taking the next steps to create an even more robust entrepreneurial ecosystem at UTSA.”

“With additional resources in place, we expect to see a sizable increase in the number of students and faculty involved in San Antonio tech start-up companies over the next few years.”

—CORY HALLAM



PROVOST JOHN FREDERICK, TOM C. FROST, PALANI-RAJAN KADAPAKKAM AND DEAN GERRY SANDERS CELEBRATE THE ANNOUNCEMENT OF THE FROST CHAIR.

“We chose UTSA because we want our employees to benefit from a very high caliber of teaching, and because UTSA is already one of our community partners.”

—STEVEN R. YATES



College Partners with Chase to Offer On-Site Business Training

The UTSA College of Business has partnered with Chase to offer customized business training to its employees. The first executive education programming provided project management instruction to 67 Chase employees. The program will continue this fall with a business writing and communication course.

“We were looking for an opportunity to train our employees for the roles they aspire to, not just the roles they’re in now,” said **Steven R. Yates**, manager of the Chase work centers at Westover Hills and Stone Oak. “We chose UTSA because we want our employees to benefit from a very high caliber of teaching, and because UTSA is already one of our community partners.”

The College of Business established a formal partnership with Chase in 2013 to assist the company with two key initiatives: help drive talent to Chase to meet the company’s hiring demands; and develop customized programs to enhance advancement opportunities for its employees.

Since then, the college has focused on enhancing Chase’s visibility to business students and on streamlining the recruitment process to help align its undergraduate and graduate students with professional opportunities at Chase.

“This new program embodies the college’s executive education mission, which is to teach people something today that they can use tomorrow,” said **Cheryl Linthicum**, associate dean for MBA programs and executive education. “It has become clear that this type of customizable on-site business training is a win for employers, employees and UTSA.”

This program is just one component of the executive education programming at UTSA. The college’s primary executive program, the Executive MBA, is a highly integrated, 21-month program that offers an exciting opportunity for experienced managers, professionals and rising leaders to strengthen business fundamentals and acquire advanced skills and knowledge that are immediately applicable to career and personal growth.

Companies interested in partnering with the UTSA College of Business to create customized executive education for its employees should contact Cheryl Linthicum at Cheryl.Linthicum@utsa.edu.



Why We Give

“We have known UTSA since its start-up days in the early 1970s. From these early beginnings, UTSA has always been dedicated to advancing the growth and education of those who are willing to be an active participant in developing themselves.

The Dr. William D. Litzinger Endowed Memorial Scholarship was established to encourage that development. Dad, along with his cohorts, worked tirelessly to make UTSA what it is today. We give to continue the memory of our dad and hope that this endowment assists deserving students in their quest to earn an education at UTSA.”

LEFT TO RIGHT: JILL (LITZINGER) GRIMES, JOHN LITZINGER AND LINDA LITZINGER DR. WILLIAM D. LITZINGER ENDOWED MEMORIAL SCHOLARSHIP

Kudla Fellowship Program Supports UTSA Doctoral Student

Michele Maasberg had two passions growing up—computers and flying. She satisfied her love of aviation by serving as a helicopter pilot for the U.S. Navy. And, she is realizing her dreams in cyber security through the Nancy and Frank Kudla Endowed Fellowship in Information Assurance and Security.

The Kudla Fellows program is a prestigious and competitive graduate fellowship program established through the generosity of UTSA alumni **Frank**, ’85 and **Nancy Kudla**, MBA ’87. Their \$500,000 gift supports graduate student research and education in cyber security.

Maasberg, the inaugural recipient of this fellowship, is a doctoral student majoring in information technology. During her military career she graduated from the U.S. Naval Academy at Annapolis and flew antisubmarine warfare and combat search and rescue missions overseas before retiring as a lieutenant commander in 2006.

As a civilian, Maasberg explored her love of technology working on global health record systems with both the U.S. Navy and U.S. Army in Virginia. Even after earning numerous certifications, Maasberg wanted to formalize her education in a top-ranked cyber security program.

“I researched the best programs and selected UTSA,” said Maasberg, who earned her master’s degree in information assurance from UTSA in 2013. “UTSA has a good reputation in cyber security.”

Gaining technical experience in her graduate classes, Maasberg enjoyed the hands-on work. “I learned the formal process for how incident responses should be

handled when investigating a virtual machine compromised with a variety of malware,” she said. “I realized I wanted to continue my education and pursue a Ph.D.”

As a doctoral student, Maasberg is conducting research with faculty members **Nicole Beebe** and **Darrell Carpenter** on insider threat. Most recently she has had a paper published in the *Journal of Information Privacy and Security* and will present another paper at an upcoming security conference.

“I’m looking at the correlation between addiction theory and insider threat,” said Maasberg. “Studying the risks of insider threat using this behavioral model is unusual.” An insider threat is danger posed by trusted members of an organization.

“Obtaining a Ph.D. is a full-time job,” Maasberg said. “But throughout my studies I’ve been motivated by my fellowship. I’ve worked hard this past year on my research so that my donors can see the progress that I’m making in the world of cyber security. Their support of my education makes me want to achieve more.”



College Appoints New Advisory Council Members

Eight business and community leaders joined the UTSA College of Business Advisory Council this year. The Advisory Council is a senior-level advisory group whose purpose is to assist the dean, faculty and staff in raising the academic profile of the College of Business.

Members advise the dean; fundraise for the college; support students through guest lecturing, mentorship activities and arranging corporate site visits; connect faculty to the business community; and promote the college to enhance student recruitment and executive education program development.

New members include **Pat Duncan**, retired chairman and CEO of USAA Real Estate Company; **Jim Laffoon**, president and CEO of Security Service Federal Credit Union; **Patrick Mulva**, MBA ’75, retired vice president and controller of Exxon Mobil Corporation; **Karen O’Reilly-Smith**, managing director and global head of identity administration for Citi; **Nancy Ozuna**, ’93, MPA ’95, partner at BKD; **Michael Ramirez**, ’79, executive vice president and chief financial officer at Strategic Materials; **Martin Salinas**, ’94, chief financial officer at Energy Transfer Partners; and **Gary Simmons**, EMBA ’00, senior vice president of supply, international operations and systems optimization at Valero Energy Corporation.

“I would like to provide guidance to the college in how to develop the best students possible,” said Duncan. “As a former CEO, I wanted to hire people that were well trained and ready to contribute to the organization. For new graduates I was looking not only for the technical skills, but also their interpersonal skills. I feel such interpersonal skills are often overlooked by most universities, and yet are perhaps the most critical for one’s success.”

“As a UTSA alumnus, I truly want to ‘give back’ to the school,” said Mulva. “I have watched UTSA grow from a distance and felt I could contribute to its future through direct involvement with the business school.”

“I would like to provide guidance to the college in how to develop the best students possible.”

—PAT DUNCAN

Student Organization Makes Inaugural Gift to College

Beginning new traditions in the UTSA College of Business, the **Business Student Council** made a \$3,000 gift to the college’s Ernst & Young Leadership Suites. The gift marked the first time that a business student organization has given back to the college financially.

“Each week we come into the Ernst & Young Leadership Suites for our meetings, and we wondered what it would take to get our names on the donor wall,” said **Kenneth Martinez**, a senior management science major. “The Business Student Council supports student professionalism, and this seemed like a perfect opportunity for us to give back to the college.”

The students raised the money by selling College of Business T-shirts and from their profits in helping co-sponsor the Texas Energy Expo.

“The college appreciates your precedent-setting gift to the Ernst & Young Leadership Suites,” said Dean **Gerry Sanders**. “I encourage you to get in the habit of giving back to causes that you support personally and professionally.”



DEAN GERRY SANDERS ACCEPTS A DONATION FROM BUSINESS STUDENT COUNCIL MEMBERS.

The Business Student Council is a student organization that seeks to provide leadership and professional development opportunities for business students and strengthen synergies between registered business student organizations.

The Ernst & Young Leadership Suites were established in 2012 to provide first-class interview and professional development space for business students and employers. The 1,200-square-foot suites are located on the ground floor of the Business Building and feature six multipurpose breakout rooms with wireless Internet access and video conferencing capabilities.



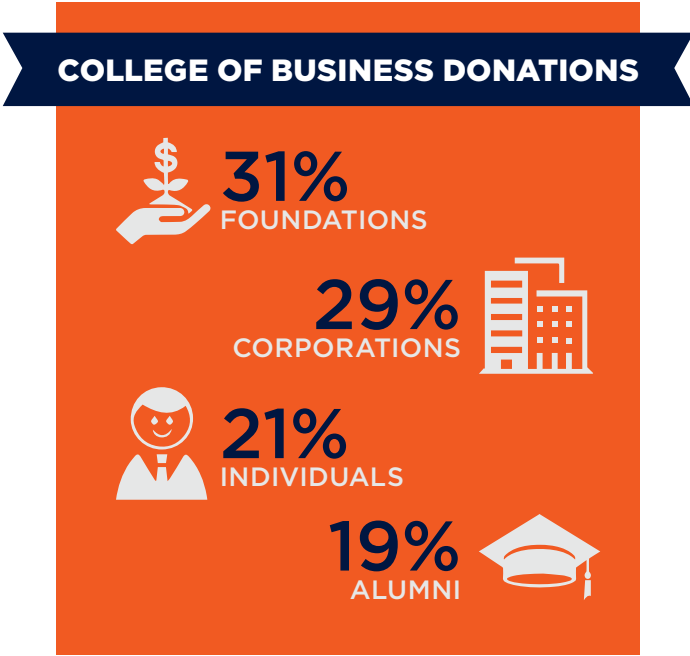
Crowdfunding Campaign Sends Accounting Students to National Conference

As part of a new crowdfunding initiative at UTSA, 20 accounting students were able to raise enough money to attend the national convention of the Association of Latino Professionals in Finance and Accounting (ALPFA) this summer.

During a month-long campaign, \$7,745 was raised from over 125 donors. The money was raised through Launch UTSA, a crowdfunding campaign that uses social media and networking to raise money for worthy causes.

While at the conference, the students attended professional development seminars, participated in numerous professional programs and receptions and spoke to recruiters at the national job fair.

ALPFA is an organization for students interested in accounting and finance. They host professional development events throughout the year and sponsor an accounting boot camp for students taking intermediate accounting.



Linthicum Named New Associate Dean

Longtime UTSA faculty member **Cheryl Linthicum** joined the college’s executive leadership team in April as the new associate dean for MBA programs and executive education.

She has been charged with curriculum development and oversight of the college’s EMBA and MBA programs as well as the promotion of non-degree executive programming.

“Cheryl is well regarded in the business community and brings with her considerable experience from academia and industry,” said Dean **Gerry Sanders**. “She will refresh the EMBA and MBA curriculums and position them within the community as premier educational opportunities in South Texas.”

“I’m ready to accept this challenge,” said Linthicum, who has taught accounting at UTSA since 1993.

Linthicum’s professional background makes her the ideal candidate for this position. Notably, Linthicum was appointed and served two terms as an academic fellow at the Securities and Exchange Commission (SEC). In 2005-2006 she worked in the Office of the Chief Accountant and in 2007-2008 at the Division of Corporation Finance. In their D.C. headquarters, she participated in International Financial Reporting Standards (IFRS) filing reviews and led staff training.

“That changed the trajectory of my professional career,” said Linthicum. “I deepened my technical accounting knowledge and became more attune to the demands placed on public accounting firms.” She continues to work as an adjunct faculty member for The SEC Institute in New York City.

Because of her experience at the SEC and her expertise as a leading IFRS scholar, Linthicum has been called upon to lead training for executives at Fannie Mae, Ford, Google, Proctor and Gamble and Walmart. Teaching these corporate programs has given her excellent insight into what makes executive education work.

Using this knowledge, her first two priorities are expanding the college’s executive education and Executive MBA programs.

“We want to work more closely with the business community,” said

Linthicum. “You need to understand a company’s issues and challenges in order to develop a program to meet their needs.”

Just two months into the job, she did just that and launched a customized program with Chase in San Antonio. Chase employees received on-site training in project management as part of a UTSA certificate program. The partnership will expand this fall to include coursework in business writing and communication.

“There is a demand for skill-specific courses in the San Antonio business community,” she said. “UTSA has the capability to fill that demand. We are looking to partner with other businesses in the community.”

As part of refreshing the college’s Executive MBA program, a 21-month lockstep program for professionals, she has recruited the college’s best and brightest faculty to teach in the program and created two new courses in negotiation and corporate reorganization.

Other long-term plans include remodeling the college’s first floor executive education suite to create a more open, bright and modern aesthetic. Linthicum met with an architect this summer and plans to make some cost-effective updates to transform the center.

Realizing the importance of executive education to the financial health of the college, Linthicum has put in long hours this past summer to develop a framework for success.

“We invite executives to come to the College of Business and learn today what they’ll need to lead tomorrow,” said Linthicum.



Warren to Lead College Recruiting

John Warren, associate professor of information systems and cyber security, has been named associate dean of recruiting in the UTSA College of Business. In this newly created position, Warren will be engaged in actively recruiting undergraduate and graduate students as well as faculty members.

“John has an outstanding track record in recruiting faculty and students through his work with the Ph.D. Project, which supports minority faculty and doctoral student recruitment,” said Dean **Gerry Sanders**. “He will work closely with UTSA admissions, college program directors and our undergraduate and graduate deans to find the most highly-qualified candidates for the college.”

Priorities for this role include implementing a college-wide effort to recruit transfer students; supporting new freshmen recruitment; formulating graduate recruiting plans; and assisting in recruiting new faculty, particularly underrepresented minority candidates.

“I look forward to this new role within the college,” said Warren, who joined the UTSA faculty in 2003. “I’ve been reviewing strategies from other top institutions, and I plan on increasing awareness about the College of Business through hosting recruitment events, online college fairs and expanding scholarship opportunities for talented students.”

Prior to entering academia, Warren was an entrepreneur who owned his own computer applications training and development company. And, he worked for 12 years in the pharmaceutical industry for such large companies as Pfizer, DuPont Pharmaceuticals and Bristol-Myers Squibb.





New Leadership Chosen for College Departments

Two new department chairmen have been named in the UTSA College of Business. **Melody Lo**, associate professor of economics, will lead the Department of Economics. **Suman Basuroy**, professor of marketing, will lead the Department of Marketing.

A leading economics scholar, Lo joined the college’s faculty in 2006. Teaching courses in financial economics and macroeconomics, she received her Ph.D. in economics from Purdue University. Her research interests are in the areas of financial economics and economic voting behavior.

“I’m eager to take on this challenge,” said Lo, who hadn’t planned on being an administrator. “The field of economics has evolved over time, and it is time for our department to embrace change as well.”

Lo’s top priority for the coming year is to re-structure the current master’s program in economics by adding two new tracks to the current general economics track. Another priority will be to find effective ways to recruit for the undergraduate economics majors.

“The proposed changes to our master’s degree will give more structure to the program,” said Lo. “The two new tracks will be in financial economics and business data analysis and forecasting. These tracks are designed to prepare students for posi-

tions in industry. The current general economics track will continue to be offered for students who are interested in pursuing a Ph.D.”

Basuroy comes to UTSA from the University of Oklahoma where he previously was the Ruby K. Powell Professor and associate professor of marketing and supply chain management.

His research interests include the role of critics in motion pictures, managing product line sequels, bundling in video game marketing and studying how advertising impacts editorial content in the fashion industry.

“I look forward to shaping the future of the department,” said Basuroy, who received his Ph.D. from the Katz Graduate School of Business at the University of Pittsburgh. “And, I welcome the opportunity to collaborate with the college’s great consumer behavior scholars.”

Basuroy is eager to speak with employers and find out what skills they need from our graduate and undergraduate students. In addition he would like to review the academic offerings and possibly create some specialty areas based on external feedback.

“Marketing is external facing,” he said. “I want our department to work with the community on real-life projects.”

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

College Faculty Award Recipients

Long Liu, associate professor of economics
E. Lou Curry Teaching Excellence Award

Bruce Rudy, assistant professor of management
Dean’s Teaching Excellence Award for Tenure-Track Faculty

Ed LuQuette, lecturer II in economics
Dean’s Teaching Excellence Award for Non-Tenure-Track Faculty

Michael McDonald, associate professor of management
Col. Jean Piccione and Lt. Col. Philip Piccione Endowed Research Award

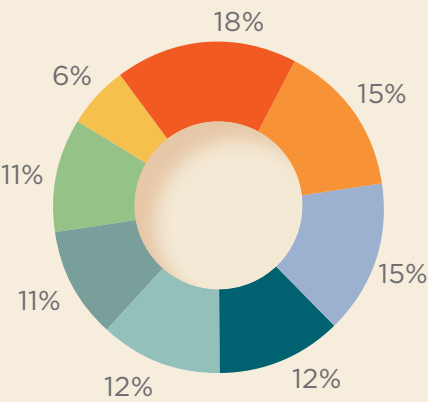
David Han, assistant professor of statistics
Dean’s Research Excellence Award for Tenure-Track Faculty

Karen Williams, senior lecturer in information systems
Patrick J. Clynes Endowed College of Business Excellence in Service Award

David Silvera, associate professor of marketing
Dean’s Excellence Award for University Service

Sharad Asthana, professor of accounting
Endowed 1969 Commemorative Faculty Award for Overall Faculty Excellence

BUSINESS FACULTY BY DISCIPLINE



MANAGEMENT



ACCOUNTING



MANAGEMENT SCIENCE AND STATISTICS



ECONOMICS



FINANCE



INFORMATION SYSTEMS AND CYBER SECURITY



MARKETING



ENTREPRENEURSHIP AND TECHNOLOGY MANAGEMENT

Management Faculty Member Receives Regents’ Outstanding Teaching Award

Bruce Rudy fell in love with teaching during his first teaching assignment as a doctoral student at the McCombs School of Business at UT-Austin. Ironically, he hadn’t even considered teaching before walking through that classroom door. Now, four years later he has been named the recipient of the 2014 Regents’ Outstanding Teaching Award.

“At first I was nervous, I didn’t know what to expect. I stumbled through my first few weeks of teaching,” said Rudy, an assistant professor of management who has taught at UTSA since 2011. “But once I started thinking creatively about how I could teach the class and after researching teaching models, it all came together.”

Calling upon his experience in the corporate world, Rudy challenges students in his management strategy class to become critical thinkers. “When you are managing a company, there is no script to follow,” said Rudy, who previously worked at Enron and in the renewable energy sector in Austin. “Companies today are all about innovation, new ideas and finding efficiencies. Inductive problem solving skills are highly valued in business.”

Rudy utilizes a unique hourglass class structure that breaks the class period into 15-minute increments. He starts first with trivia questions and current events that apply to the day’s lesson. Then, he delivers the lesson for the day. Utilizing the case study method, the students apply these concepts and theories to business cases. In teams, students analyze the case, then participate in an interactive discussion.

“If you publish in a top journal, it might take two or three years to receive 40 citations,” said Rudy. “But in every class I get to influence 40 students. Teaching is where I can really impact students and, I hope, influence them for the better.”

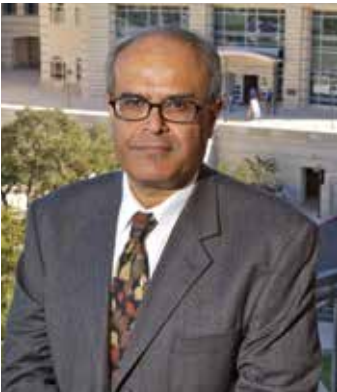
Teaching primarily undergraduates, Rudy finds that his students offer fresh perspectives on the subject matter. “Teaching is incredibly enjoyable and rewarding, particularly as I observe the success of students in the classroom and beyond,” said Rudy, whose lowest teaching rating during his three-year tenure at UTSA was a 4.8 out of a 5.0 scale.

This spring Rudy looks forward to working with the college’s Executive MBA students. “New strategies in management come out all the time,” he said. “Working with executives, you can teach them something that can be put into practice the very next day.”

Offered annually in recognition of faculty members at the 15 University of Texas System institutions who have demonstrated extraordinary classroom performance and innovation in undergraduate instruction, the Regents’ Outstanding Teaching Awards are the Board of Regents’ highest honor. With a monetary award of \$25,000, the Regents’ Outstanding Teaching Awards are among the largest in the nation for rewarding outstanding faculty performance.

“This is an incredible honor,” said Rudy, whose friend and colleague at UT-Austin was a previous recipient. “Knowing how good he is in the classroom, it is humbling to be placed in the same group as him. I can’t imagine not teaching now. I truly love it.”





Beladi Receives President’s Achievement Award

Hamid Beladi, associate dean of research in the UTSA College of Business, was named a recipient of the President’s Distinguished Achievement Award for Advancing Globalization during UTSA’s University Excellence Awards Ceremony in April.

“It is a real honor for me to receive this award,” said Beladi, who teaches international

economics and international trade and finance. “Globalization has become an indispensable part of the curriculum at every major research university. Faculty members do the work they love every day, but by receiving recognition, it makes it so much more rewarding.”

A professor of economics, Beladi is a renowned researcher with more than 200 published articles in peer-reviewed academic journals. He is the co-founder of the International Economics and

Finance Society and a recognized leader in the field of international economics.

He is the editor of the *International Review of Economics and Finance*, associate editor of the *Review of International Economics*, managing editor of the *North American Journal of Economics and Finance* and series editor of *Frontiers of Economics and Globalization*.

“As UTSA strives to establish a global presence and perspective, Hamid assists the university in reaching these goals,” said **Ken Weiher**, former chair of the Department of Economics. “He is a portal to the globe, and we are very fortunate to have him on our faculty.”

His impressive record of teaching, research and service linked to global issues and, more specifically, to fundamental theoretical and methodological contributions to international trade led to this honor.

The Advancing Globalization award recognizes faculty who have significantly expanded UTSA’s involvement in the global arena, either through the development and implementation of international components into the curriculum; study abroad programs; or collaborations with foreign institutions.

FALL 2013 NEW FACULTY



SAMSON ALVA
Assistant Professor
Economics
Ph.D. Boston
College



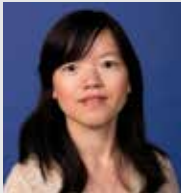
DINA KRASIKOVA
Assistant Professor
Management
Ph.D. Purdue
University



DANIEL SASS
Associate Professor
Management Science
and Statistics
Ph.D. University
of Wisconsin at
Milwaukee



MEHDI BEYHAGHI
Assistant Professor
Finance
Ph.D. York
University



JUAN MAO
Assistant Professor
Accounting
Ph.D. The University
of Kansas

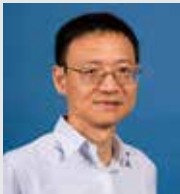
FALL 2014 NEW FACULTY



DEEPA CHANDRASEKARAN
Assistant Professor
Marketing
Ph.D. University
of South Carolina



HUY LE
Associate Professor
Management
Ph.D. University
of Iowa



ZIJUN WANG
Associate Professor
Finance
Ph.D. Texas A&M
University



POONAM KHANNA
Assistant Professor
Management
Ph.D. University
of Texas at Austin



SAEROM LEE
Assistant Professor
Marketing
Ph.D. The
Pennsylvania
State University



ZHONGXIA (SHELLY) YE
Assistant Professor
Accounting
Ph.D. Temple
University

College Names
Dean’s Distinguished
Research Scholars

Twelve faculty members were named inaugural recipients of the Dean’s Distinguished Research Award for Summer 2014.

The purpose of the Dean’s Distinguished Research Award program is to recognize and support the highest-quality scholarly research by faculty who are not otherwise supported by endowed fellowships and chairs.

Recipients must have published in a targeted “A” level scholarly journal during the past four years. Two or more publications resulted in a higher award.

“As we pursue Tier One status, we want to reward faculty members for achieving academic excellence and support them so that they can conduct research during the summer in lieu of teaching,” said Senior Associate Dean **Daniel Hollas**.

Summer 2014 Recipients

Sharad Asthana
Professor of Accounting
The Accounting Review

Onur Bayar
Associate Professor of Finance
*Journal of Financial
Economics*

*Journal of Financial and
Quantitative Analysis*

Rajesh Bhargave
Assistant Professor of Marketing
*Journal of Consumer
Research*

Kristina Durante
Assistant Professor of Marketing
*Journal of Consumer
Research*

*Journal of Marketing
Research*

Cynthia Lengnick-Hall
Professor of Management
*Academy of
Management Review*

Mark Lengnick-Hall
Professor of Management
*Academy of
Management Review*

Charles Liu
Associate Professor of
Information Systems and
Cyber Security
*Information Systems
Research*
MIS Quarterly

Michael McDonald
Associate Professor
of Management
*Academy of
Management Journal*

*Administrative
Science Quarterly*

Stewart Miller
Professor of Management
*Journal of International
Business Studies*

John Wald
Professor of Finance
*Journal of Financial
and Quantitative
Analysis*

*Journal of International
Business Studies*

*Review of Economics
and Statistics*

Dengfeng Yan
Assistant Professor
of Marketing
*Journal of Consumer
Research*

*Journal of Marketing
Research*

Yinlong (Allen) Zhang
Professor of Marketing
*Journal of Consumer
Research (2)*

Management
of Technology
Founder Retires



After 39 years with the UTSA College of Business, **William Flannery** retired effective August 2014. Flannery, the Melvin Lachman Distinguished Professor in Entrepreneurship, began his career at UTSA in 1975 at the Koger Center.

“There was a pent-up demand for education at UTSA,” said Flannery. “Being part of a new university allowed me the opportunity to develop some things from the ground up.”

He originally taught management capstone courses at the college before becoming the architect and founder of the college’s Management of Technology program in 1992.

“It’s been a lot of fun,” said Flannery. “I’ve enjoyed working with other disciplines and finding collaborations with other departments and specialties.”

TENURE APPOINTMENTS

Stewart Miller
Professor of Management

Yinlong (Allen) Zhang
Professor of Marketing

Onur Bayar
Associate Professor of Finance

Nicole Beebe
Associate Professor of Information
Systems and Cyber Security

Charles Liu
Associate Professor of Information
Systems and Cyber Security

The Paper Clip PROJECT

by Wendy Frost

What is a paper clip worth to you? For the more than 200 students in faculty member **Matthew McCarter's** management classes this past year, their paper clips were transformed into a fully catered dinner by Taco Cabana's executive chef, sofas, patio furniture, microwaves, flat screen televisions and \$4,000 in gift cards, to name just a few.

merger. But, few people understand the science or theory behind negotiating.

McCarter's negotiation module walked students through the theory of negotiating. From learning about the ABC's of negotiation (acquire information, begin building reasons and claim value) to the art of strategic silence, the theoretical lessons were then applied as part of the paper clip project.

The project was modeled after the one red paper clip exercise conducted by a Canadian blogger who bartered his way from a single red paper clip to a house in a series of 14 online trades over the course of a year.

The exercise had just four ground rules: teams must complete a minimum of six trades; no trades with family members; one trade must be at a pawn shop or flea market; and most importantly, the students could not say the

trades were being made for charity. Instead, they had to rely on the negotiation skills they learned in class.

One team's trade began with help from San Antonio Spur **Danny Green**. Contacted through Instagram, Green agreed to meet the students at a local store and accepted their paper clip for a signed eight ball.

"Our team thought about how we could obtain something of value, and our first reaction was to trade with someone famous," said **Claire DeRocher**, a junior business major. "Once we made the trade, we could tell him the project benefited a local charity."

Their final trade resulted in a microwave, futon and television being donated to the shelter.

Senior **Emilio Cuellar's** experience with the paper clip project was more intense given that he had only five weeks to conduct the exercise during a summer session course. His team was charged with accumulating \$500 worth of restaurant gift cards.

"We learned that when we started using the negotiation tactics, a lot of success happened," said Cuellar, a senior majoring in engineering and minoring in business.

"We had to do one trade at a thrift store," said Cuellar. "Our first tactic was to gather information on the store. We noticed that he sold a lot of furniture. Then, we started the negotiation. We wanted to trade a recliner that we had for a mountain bike. At first, he wanted to trade for money, but we couldn't accept cash. We tried adding items to sweeten the deal. After 30 minutes, he got tired of our negotiations and just gave us the bike."

Cuellar's team made 18 trades that resulted in \$775 in gift cards and vouchers, plus a few items that were donated to the shelter.

"To see these students be able to apply what they have learned in the classroom setting to real-life situations, and not only learn, but also help give back to those in need is truly remarkable and very inspiring," said **Vanessa Rodriguez**, director of volunteer services/community relations at the Family Violence Prevention Services, Inc.

"This has been my best class at UTSA," said **Justin Jolley**, a junior majoring in accounting. "I learned so much during a short period of time."

What was most rewarding for McCarter was watching the students utilize the principles during their everyday lives. "When you know why something happens, you'll be able to make it happen in your career or personal life," said McCarter, who revealed that one student used the tactics to negotiate a raise.

Cuellar learned firsthand the benefits of negotiation. When his laptop broke this summer, he put the principles into practice to negotiate a lower repair cost.

"They told me it would cost \$70 for labor, but then another \$70 for replacement parts," said Cuellar. "We learned to ask why in class. So, I asked why I was being charged that amount. In the end, I got it repaired for less after I talked with them about the costs for the parts and the actual cost of labor."

In the end, the students weren't graded on the value of their trades, but their understanding of the theory behind the process. For their final exam, the students conducted professional presentations outlining their experiences and the lessons learned.

"The lives of many women and children will be changed because of the generosity of the UTSA students that participated in the paper clip project," said **Marta Prada Pelaez**, president and CEO of Family Violence Prevention Services, Inc.

Looking back on the project the students learned several valuable lessons that will last a lifetime. They learned how to negotiate; they learned to work as part of a team; and they learned that their skills could be used to assist others.

"A lot of people thought the paper clip project was impossible when we started," said DeRocher. "Yet, we proved that we could learn to be successful in negotiations. It was also valuable to see that business skills can be applied to make a difference in people's lives."



**MATTHEW McCARTER'S
NEGOTIATING TIPS**

**BEGIN WITH
THE END
IN MIND**

**BE ATTENTIVE
TO OTHERS'
NEEDS**

**BEFORE YOU
CLAIM VALUE
FOR YOURSELF,
CREATE VALUE
FOR THE OTHER
PERSON**

Negotiation theory is typically a subject covered in management classes, but McCarter took the lesson one step further when he challenged his students to put their newly-learned negotiation skills to the test and create value with a paper clip. The twist is that everything acquired through these trades would be donated to the Family Violence Prevention Services Battered Women and Children's Shelter.

"Experiential learning is the overall best method of learning," said McCarter, assistant professor of management. "Most programs are good at teaching you how to plan things, but I wanted to design something where the students see what happens when the plan goes into effect."

Negotiations happen every day. Whether it is something small like co-workers deciding where to eat lunch or something larger like negotiating a complex business



ALICIA CORDES AND
LYNSEY CURRAN
INTERNEED AT FORD
THIS SUMMER.

by Molly Miller

DRIVEN to Success

This summer UTSA College of Business students **Alicia Cordes** and **Lynsey Curran** traded the hot, sunny weather of San Antonio for the chance to intern with Ford Motor Company in Dearborn, Michigan.

Securing internships with a Fortune 500 company can enhance a student's résumé no matter what future plans they may have. Both Cordes and Curran were afforded the opportunity through the college's partnership with the National Society of Hispanic MBAs (NSHMBA). NSHMBA's annual career expo was in San Antonio last fall and allowed UTSA business students access to top national employers like Ford Motor Company.

"We are looking for the best of the best," said **Samuel Warnock**, human resources manager at Ford and chairman of NSHMBA's corporate advisory board. "We provide our interns with the best-in-class experience within the auto industry." This past summer Ford hired 470 interns, mostly in the areas of product development, finance, manufacturing and information technology.

While at the conference, Cordes, an MBA student, learned that Ford was looking for individuals with engineering experience. She thought her undergraduate degree in engineering and her business background would be a perfect fit. Cordes was hired to work in Ford's information technology department.

Curran's participation in the college's Association of Latino Professionals in Finance and Accounting (ALPFA) student organization led to her Ford internship. Her résumé along with others from ALPFA members were sent to Ford recruiters prior to the career expo.

Ford employee **Adrian Esqueda**, '93, MBA '99 wanted to leverage Ford's participation at the NSHMBA conference in San Antonio to recruit at his alma mater. Working through the college's Center for Student Professional Development, he hosted an on-campus information session for students. Curran was selected for a phone interview, then invited to interview in person at the conference and present a business case.

Esqueda, a finance supervisor at Ford, noted her effort and enthusiasm as qualities Ford looks for in potential interns. "Hands down it's the energy," said Esqueda, who got his start at Ford as a student attending the NSHMBA career expo. "Lynsey is a ball of energy. We look for students with enthusiasm, who grasp the concepts and can articulate their point."

Curran, a senior accounting major, worked on a team responsible for transitioning Ford's accounting standards to International Financial Reporting Standards (IFRS). She benchmarked how peer companies reported under IFRS and helped draft the financial statement footnotes. "So far I've had a blast," said Curran. "I love the culture at Ford; I love my team. In general, I feel the team motto is work hard, play hard."

Summer internships can be great opportunities for students to apply their knowledge and learn how to interact within the workforce. They allow for employers to see how interns fit into the company and how they solve problems on the job.

"Employers are hungry for passion and talent, especially passion for the company," said **Peter Morales**, '97, MBA '04, assistant director of graduate business career services at the UTSA College of Business. "You're doing yourself a disservice if you don't at least explore that opportunity."

While at Ford Cordes analyzed and interpreted analytical data from Ford's website in order to improve the user experience for a new website in development. Cordes gained perspective on the automotive industry prior to her internship from her courses in management of technology at UTSA. "Statistics courses helped me choose what mathematical tools to use to analyze the data," said Cordes.

Both students said that being chosen to intern at a Fortune 500 company allowed them to imagine new career possibilities. In addition to their projects, Cordes and Curran met other Ford interns and had the chance to network with a vast array of Ford employees. Other opportunities in-

cluded meeting top Ford executives, visiting various plants and even driving Ford cars on the test track.

Cordes' internship experience allowed her to fine-tune her career goals and made her realize that she'd prefer to work for a large company instead of pursuing her original goal as an entrepreneur. "I like the opportunities available in larger companies and the focus on corporate culture."

Likewise, Curran has discovered many new positions that she might be interested in after she finishes her accounting degree and is CPA certified. "I took it upon myself to find shadowing opportunities," said Curran. "I talked to



LYNSEY CURRAN MET
WITH FORMER FORD
CEO ALAN MULALLY.

people throughout the finance departments and learned about opportunities in the industry."

Given their success in recruiting at UTSA, both Esqueda and Warnock hope that they can continue to recruit UTSA students. "We want to develop a pipeline with UTSA and other Texas universities to leverage the diverse talents of the area," said Warnock.

"Ford is a diverse company," said Esqueda, who has volunteered with the finance team to recruit at NSHMBA the last several years. "Recruiting at UTSA brings in different views and perspectives, which are important to Ford. The biggest benefit of working at Ford is the opportunity they give you to move around the company and learn different jobs."

Both students will return to the College of Business this fall armed with a wealth of knowledge about the auto industry and new professional connections. "In a nutshell, it was an awesome experience," said Cordes.

Following their valuable experience at Ford, Cordes and Curran will certainly continue their drive toward success.



College Leads Inaugural Immersions to India and Russia

UTSA business students visited India and Russia for the first time as part of the college’s international immersion study program.

Fourteen students visited India as part of a course led by **Lalatendu Misra**, professor and chair of the Department of Finance.

“No matter what aspect of business an individual pursues, having a global perspective is critical to success,” said Misra.

Accompanied by **Dennis López**, academic director of international business programs, and **Chino Rao**, professor of information systems, the students first visited Hyderabad, where they participated in classes at the University of Hyderabad and the Indian School of Business and met with technology, pharmaceutical and health care industry leaders. Next, they traveled to New Delhi, the capital of India, for company visits. Then they traveled to Agra, home of the Taj Mahal. Finally, they visited Jaipur in northern India, where they were introduced to many aspects of the local culture.

“India was so far away and so different,” said **Rene Magana-Lopez**, a senior majoring in accounting. “Almost everything about Indian culture is in stark contrast from our own.”

Twelve business students participated in the college’s international immer-

sion to St. Petersburg, Russia. The trip also included a visit to Helsinki, Finland.

Led by Associate Professor **Victor Heller** and Lopez, the group attended academic lectures at St. Petersburg University in Russia and Aalto University in Finland. In St. Petersburg, they toured the State Hermitage and Catherine’s Palace. In Novgorod, they met with the founder and CEO of a space partitions and doors company.

“Words cannot begin to describe how incredible the Russia/Finland immersion was,” said **Jillian Maley**, a MBA student. “I had the opportunity to fully experience the culture by touring iconic landmarks of each location, attending lectures at local universities, meeting with business leaders and spending time with local students.

“The result is truly a life-changing learning experience, and I am deeply grateful to have been given this opportunity.”

Prior to the immersion experience, students studied the history, culture and socioeconomic conditions of each country and completed a final project upon their return.

In addition to the immersion trips to India and Russia, the College of Business also hosted immersions to Australia/ New Zealand, Austria/Germany, Peru and Taiwan/Hong Kong.



TOP TO BOTTOM: BUSINESS STUDENTS TRAVELED TO RUSSIA AND INDIA WITH THE COLLEGE’S IMMERSION PROGRAMS.

Undergraduates Participate in Research Showcase

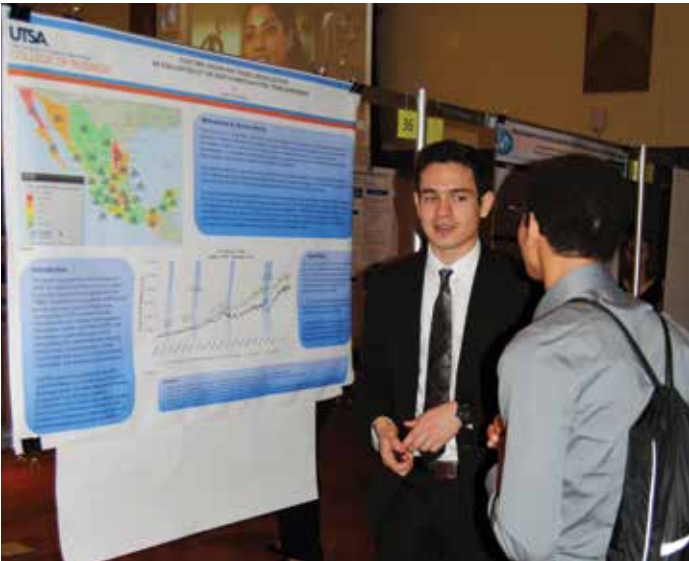
Fifteen business students participated in the inaugural UTSA Undergraduate Research & Creative Inquiry Showcase in April. The conference was held to showcase the research capabilities of UTSA undergraduates. And, the end result for one student was a full-time job offer.

Biljana Jovanova, ’14, a finance major, leveraged her work on her year-end honors research thesis into a job with Rackspace—the subject of her study.

As part of her project “The Role of Economic Value Added in Increasing Shareholder Wealth,” Jovanova met with **Karl Pichler**, senior vice president and chief financial officer at Rackspace, to receive financial information about the publicly-traded company. “He was surprised with the quality of work from an undergraduate,” said Jovanova, who is a native of Macedonia. In the end, she landed a job as a financial analyst at Rackspace based on the knowledge that she showcased from her research study.

Curtis Powell, a senior honors student majoring in economics, studied intergenerational mobility—the ability for individuals to change their social standing. “My first economics class looked at social mobility, and that sparked my interest,” he said. Powell will expand on previous research in this area and look at how qualitative factors may influence mobility. “It has been a lot of fun researching something you are interested in,” he said.

Marketing major **Matthew Konwinski**, ’14 looked at the evolution of marketing to determine the best means of marketing products to



JOSE CAMACHO PRESENTS HIS RESEARCH FINDINGS.

consumers. “To satisfy the values of consumers in an age of abundance, marketers should be appealing to these deep-level values. This can be accomplished by selling the customer, not products, but a story that tells the experience they will have. Anthropologie is a great example of a company employing this strategy.”

“This experience has been rewarding and challenging,” said **Jose Camacho**, ’14, an economics major and honors graduate who researched NAFTA trade. “Research is applicable to everything in our lives. All students can benefit from research.”

Two Students Receive Sergio Silva “Outperform” Award

UTSA students **Timothy Breidenbach**, a senior finance and economics major, and **Ricardo Rosales**, a junior mathematics major, were selected as the inaugural recipients of the Sergio Silva “Outperform” Award.

The award was created to recognize outstanding members of the Investment Society and is named after the organization’s founder.

The Investment Society is a student organization that educates members about the financial industry, fundamental analysis and investments. Organized like a real investment firm, they meet several times a week and analyze the markets.

Ron Sweet, MBA ’91, UTSA finance lecturer and Investment Society adviser, established the award using funds he received from a UTSA undergraduate teaching award. In addition to Sweet’s contribution,

past Investment Society alumni have contributed as well.

“Without a doubt, my education would be significantly poorer without my peers in the society,” said Breidenbach, an Investment Society member since 2011 and current president. “I plan to grow the member base, inspire new students and develop a group of students aiming for the highest positions in finance.”

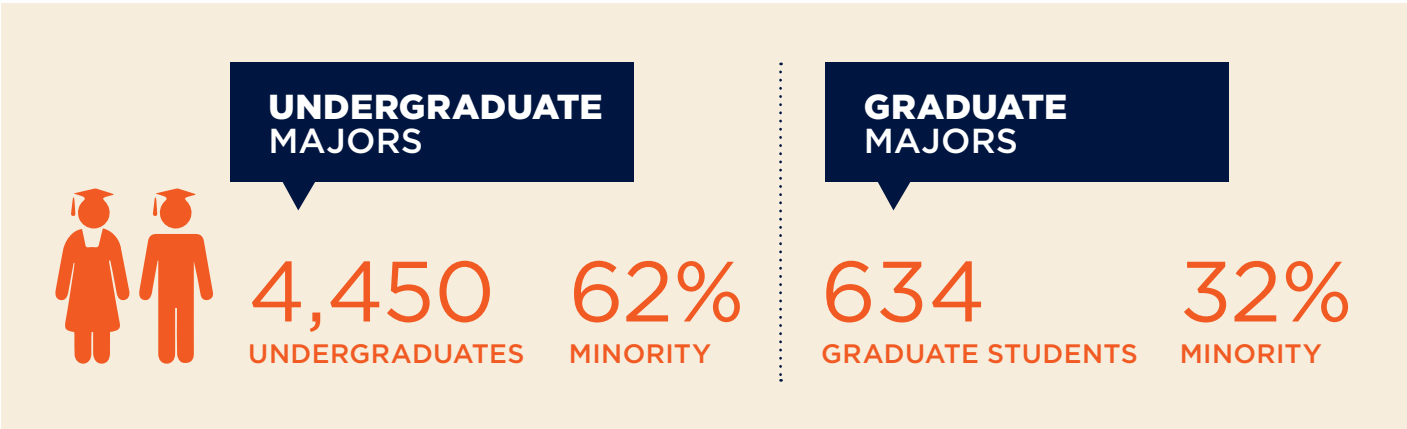
Rosales will be treasurer of the Investment Society this fall. He has served as a senior analyst for the aerospace/defense investment sector. “I have developed a love for financial markets and gained invaluable skills through my participation in the society’s corporate finance club and our weekly finance roundtable discussions.”

Founder **Sergio Silva**, ’09 congratulated the students during the presentation via

RICARDO ROSALES AND TIMOTHY BREIDENBACH RECEIVE THEIR AWARD.



YouTube. “As passionate finance students we were looking for a place where we could practice our skills and develop outside the classroom,” said Silva, assistant vice president at Barclays in New York City. “Tonight’s recipients demonstrate an appetite for learning. I hope they continue outperforming.”



Invested in UTSA

by Wendy Frost



Martin Salinas, '94 credits his family for his personal success. "My parents were first-generation U.S. citizens," said Salinas, who grew up near Harlingen, Texas. "Their parents encouraged them to go to school and get an education. They instituted the ethics and values that my parents instilled in me."

Uprooting their families from Mexico, his grandfathers moved to South Texas to do what was best for the family. "They were our pillars," he said. "They worked through their 60s and never once complained."

In honor of his grandfathers, he and his wife, **Rebecca**, '00, MA '11 established the Jesus Rodriguez and Lorenzo Salinas Endowed Fellowship in 2010. The scholarship provides need-based support for students pursuing the master of accountancy degree. Last year the Salinas' endowed the

scholarship with a \$250,000 gift, which was matched to create a \$500,000 endowment. The scholarship will now support four to six students in perpetuity.

"This was personal to me," said Salinas, who majored in accounting. "I wanted to share our good fortune with others and give them an opportunity. I view it as an investment."

Salinas definitely knows a good investment when he sees it. As the chief financial officer (CFO) of Energy Transfer Partners (ETP), Salinas has seen ETP's assets grow by 400%

to over \$40 billion since he was named CFO in 2008.

ETP owns and operates one of the largest and most diversified portfolios of energy assets in the United States with approximately 56,000 miles of natural gas, natural gas liquids, refined products and crude oil pipelines.

Salinas joined ETP in 2004 as controller after a 10-year career in public accounting with KPMG. But, when the CFO position became open, he saw an opportunity and went for it.

"It was like drinking out of a fire hose," said Salinas, who supports an internship program at ETP for UTSA accounting students. "There was a steep learning curve, but the leadership was supportive, and they helped me with the transition."

As controller, his focus was on closing the books and ensuring that the firm's records were complete and accurate. As CFO, Salinas' days and nights are focused on entrepreneurial financial issues such as ensuring access to capital and credit lines and reviewing merger and acquisition targets.

"I'm fortunate to be in a company that is very acquisitive and willing to take calculated risks," said Salinas, who is a member of the college's Advisory Council. "We've done five to six acquisitions at almost \$20 billion in worth since 2010."

Shuttling back and forth between ETP's Dallas headquarters and their San Antonio office, Salinas still makes family a priority. "Every week I review my schedule with my family so I can plan around personal commitments."

Reflecting on the excitement of the job, Salinas notes that he enjoys not knowing what the day might hold for him. And, as a self-proclaimed people person, he likes to wander around the office and make sure his staff are having fun.

"I don't wear my title on my sleeve," he said. "I have a great team here, and I treat everyone with respect."

Salinas didn't always dream of being an accountant. Before transferring to UTSA, he played point guard at Hardin-Simmons

in Abilene for one year before realizing that basketball wasn't going to pay the bills. He came to UTSA because of its strong accounting program.

Following in his father's footsteps, Salinas decided to be an accountant. "My dad has always been my role model.

"By being an accountant it afforded him the opportunity to provide for his family and the flexibility to have a true work/life balance," said Salinas.

Attending UTSA in the '90s, Salinas remembers classes with accounting faculty members **Ted Skekel**, **Sandy Welch** and **Cheryl Linthicum**. One class he will never forget was an income tax class with **Lou Curry**.

"My experience at UTSA was great. Professors took an interest in my work and in me personally. The fact that I still maintain contact with them is a testament."

—MARTIN SALINAS

"I got an F on the first test and was devastated," he said. "I went to talk to her and told her that this was not me. She instructed me to work hard, and I did." Salinas prevailed and finished the semester with an A.

"I shared that story with my daughter, Maira," he said. "It is not how you start, but how you finish."

Finishing strongly, Salinas was named the 2014 Outstanding UTSA Accounting Alumnus. He was honored for his professional accomplishments in the field of accounting, his

continued support of the college's Department of Accounting and his service to the community.

"My experience at UTSA was great," he said. "Professors took an interest in my work and in me personally. The fact that I still maintain contact with them is a testament."

Salinas' family are loyal Roadrunners as well. His wife received her degrees in education, and his daughter, **Maira**, '12, received her degree in accounting. She is following family tradition as an auditor at KPMG.

This fall Salinas can be found in Lot C of the Alamodome parking lot tailgating before the UTSA football games. An avid fan, he tailgates with his former professor Ted Skekel.

"The great thing is that it is a family event," said Salinas, who has a UTSA football schedule proudly displayed in his office. "We all get excited. My daughter and I are already making plans for the weeknight games this year."

When asked to provide advice for students today, Salinas encourages students to have the willingness to get out of their comfort zones and try new things. "When the CFO opportunity came up, I went in and asked for it," he said.

He also notes the importance of learning new skills. Early in his career at KPMG he was asked to attend meetings when they needed someone to speak Spanish. Although he spoke fluent Spanish, he had never learned proper business terminology. "I quickly taught myself business Spanish, and that skill set gave me an edge," said Salinas.

Salinas relishes his work and plans to remain with ETP until he retires. He jokes that he does not plan on leaving until he becomes a grandfather.

"I would love to come back and teach at UTSA someday," he said. "In the classroom I can give back to UTSA by helping educate future business leaders."

Proud of his family and Roadrunner heritage, Salinas considers himself blessed. "I give thanks to UTSA for giving me the foundation to succeed. I'm honored to give back in time, effort and financing to keep bettering the school."

Business Alumni Lead Charge to Fill the Sombrilla Fountain



When the water stopped flowing in the UTSA Sombrilla fountain, business alumni **Nancy, '93, MPA '95** and **Andrew Ozuna, '91**, stepped up to challenge the UTSA community to “Fill the Fountain.” They pledged \$10,000 to encourage others to match their gift to support renovations.

“The fountain in the Sombrilla is iconic to the Roadrunner community. It is a place where so many photos are taken and memories have been made,” said Nancy, a principal at BKD and College of Business Advisory Council member. “Andrew and I wanted to help bring this icon back to life. And we wanted to encourage others to give to UTSA, too.”

With a strong response from alumni, students, faculty and staff, the challenge was quickly met. Donations were received from 299 individuals, with an average gift of \$33. Fifty-two percent of the donors were alumni. The UTSA Alumni Association and Green Fund also contributed \$75,000 each to help the effort.

The 35-year-old fountain was restored and rededicated this spring and now is fully sustainable using reclaimed gray water from the air conditioning systems on campus.



Two Business Alumni Honored by UTSA Alumni Association

The UTSA Alumni Association named **John T. Engates, '94** Alumnus of the Year and **Winell Herron, EMBA '00** Alumna of the Year at their annual Alumni Gala.

Engates is the chief technology officer at Rackspace Managed Hosting in San Antonio. An accounting graduate, he began his career at Rack-space in 2000 as vice president of operations and managed the data center operations and customer service teams. Engates was one of the leading forces behind the Rackspace Microsoft Gold Cer-tification and is recognized as a cloud computing expert internationally.

Herron is group vice president of public affairs, diversity and environmental affairs for H-E-B in

Houston. Since beginning her career at H-E-B in 1988, she has held several key positions at the company including director of workforce diversity and vice president of customer service.

She is a trustee for the H-E-B Tournament of Champions and was instrumental in creating the H-E-B Faculty Research Excellence Fund at UTSA. Herron serves on the boards of Texans Care for Children, The Ensemble Theater, Girl Scouts, Big Brothers Big Sisters, the board of trustees for the University of the Incarnate Word, and chairs the Texas NAACP Corporate Advisory Council.



EMBA Graduate Launches Social Enterprise

Business alumnus **Shaun Lee, EMBA '13** has turned an Executive MBA class project into a social enterprise—Truckin' Tomato.

Truckin' Tomato is a mobile farmer's market with locally grown produce that is dispatched to local businesses, churches and apartment complexes. Func-tioning as a for-profit business, Truckin' Tomato shares profits from their first trailer with the Christian Hope Resource Center.



Lee's business plan for Truckin' Tomato became a reality when the business opened in May. He received \$50,000 in funding from the 80/20 Foundation as well as financing from crowdfunding cam-paigns and angel investors.

“My whole professional career has been in nonprofit work,” said Lee, who previously worked as executive vice president of operations at Haven for Hope. “I wanted to figure out a way to make nonprofits more self-sustaining.

“My faith is the driving force behind all of this. I've been blessed with opportunities, and I want to give back to others.”

Truckin' Tomato not only supports local vendors, but Lee envi-sions the business as a way to create more jobs and job training opportunities for San Antonians.

“The EMBA program awoke an entrepreneurial side of me that I didn't know existed,” said Lee. “This business would not have been possible without all the knowledge that I received from UTSA's EMBA program.”

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Meet a Roadrunner

ALEX RICH, '06, FINANCE
*Strategy & Operations
Consultant at Deloitte*



Alex Rich's dedication to both his education and career has led him to succeed. While as an undergraduate at UTSA, Rich com-pleted his degree in less than three years. With that same passion he has focused his energy on his oil and gas consulting career in Houston, Texas.

Briefly describe your career experiences since graduating from UTSA.

I began my career in an oil and gas rotational program at BP. There I gained exposure to several commercial functions of their upstream business unit. When an opportunity arose to help De-loitte build their oil and gas practice, I jumped on it. I have spent the last few years focused on tailoring professional service offer-ings to the needs of the ever-shifting energy industry. My new role as of this summer is focused on delivering strategy and finance solutions directly to clients.

What is your favorite part of the job?

Consulting is an extremely dynamic environment. I love seeing new business problems and developing solutions, adapting to new environments and working with intelligent people.

What is the toughest part of your job?

Managing multiple stakeholders, ensuring focus on client service, industry issues and overall market trends.

Favorite business class

The capstone simulation was a great finale. I gained a lot of confidence related to working with and leading diverse teams (e.g. highlighting strengths, coaching weaknesses, understanding roles/expectations).

Favorite business professor

Lalatendu Misra and **Palani-Rajan Kadapakkam**

How did UTSA help prepare you for your career?

What I found most valuable, apart from the curriculum and faculty, was the culture of UTSA's College of Business. Being surrounded by mature students and professors already working in the busi-ness world motivated me every day and kept me focused on my career aspirations. This gave me multiple sounding boards to vet my plans as I built my network, and it also helped me realize life doesn't stop when you “get the job.” You should always be learn-ing and developing yourself and others.

“My goal is to make an impact on the field of organizational behavior by conducting research that clarifies leadership processes in organizations and by developing methods that can help researchers better study organizational phenomena.”

—DINA KRASIKOVA

Management Professor Studies Destructive Leadership



If your boss reminds you of Darth Vader, then you might be familiar with destructive leadership. Destructive leadership is like crossing over into the dark side. Leaders can be bad by either being ineffective in their jobs, or by being intentionally harmful to their subordinates and organizations. Destructive leadership is one of the many areas of study of **Dina Krasikova**, assistant professor of management. Recently, she and her co-authors published a paper in the *Journal of Management* on this topic.

Her research found that leader personality characteristics, subordinate behaviors and organizational context can influence the occurrence of destructive leadership. Krasikova has also merged her passion for studying leadership with developing analytical tools that can be used to study relationships between leaders and followers in the workplace. “A dyad is two individuals that maintain a relationship such as a boss and a subordinate or a pair of co-workers,” said Krasikova. “It is beneficial to study those relationships from the perspective of both members of a dyad.” She and her former advisor, an expert in statistical methodology, have published a paper in the *Journal of Applied Psychology* that is essentially a tutorial for others to use to learn how to analyze and collect data from dyads.



Cultural Attitudes Impact Charitable Behavior

Can someone’s geographic location impact their charitable behavior? According to a research study published in the *Journal of Consumer Research* by Professor **Yinlong Zhang**, cultural attitudes do influence giving. Zhang and his co-author Professor Karen Winterich at Penn State studied how power distance (a culture’s attitude toward human inequality) influences philanthropic behavior.

Individuals who come from countries that accept social inequality as part of their social hierarchy were found to have weaker perceptions of responsibility to aid others—resulting in decreases in charitable behavior. Consumers from countries who promote equality were more likely to donate their time or money to help others. “We found substantial differences in the level of charitable behavior across countries,” said Zhang, a marketing faculty member. “Culture was found to impact giving more than income levels.” Interestingly, the researchers found that this power distance belief could be overcome in certain circumstances. Consumers from all countries were found to give at the same level when the need was viewed as uncontrollable, such as in the case of a natural disaster. Also, individuals were more willing to donate if the need came from an individual within their social group. “The trend in marketing is to study these cross-cultural comparisons,” said Zhang. “Given the uniqueness of this research in power distance, the potential is unlimited for future studies in this field.”

Center Receives Funding from National Science Foundation

The UTSA Center for Innovation and Technology Entrepreneurship (CITE) has received \$294,000 in funding from the National Science Foundation (NSF) and has been named an Innovation Corps Site. UTSA is the first university in Texas to receive this distinction from the NSF. The primary goal of the NSF Innovation Corps program is to foster entrepreneurship that will lead to the commercialization of technology. Since its founding in 2006, CITE has actively focused on fostering the growth of new technology-based ventures and establishing UTSA as a pipeline for young technology entrepreneurs. The center is led by UTSA Chief Commercialization Officer and Associate Professor **Cory Hallam**, who serves as CITE director, and **Anita Leffel**, director of entrepreneurship programs. CITE currently hosts a biannual \$100K Student Technology Venture Competition, which partners business and engineering undergraduates to develop and pitch new technologies to investors. To date, more than 500 students have participated in the competition and more than 80 new ventures have been pitched to investors. They also host a Technology Entrepreneurship Boot Camp each semester as well as incubator space for early-stage student companies as well as emerging technology biomedical device companies. CITE’s primary partner for the program will be the Texas Research & Technology Foundation (TRTF), a nonprofit organization dedicated to building San Antonio’s bioscience and technology economy.



With the support from NSF, UTSA and TRTF will be able to formalize a relationship that provides a well-designated pathway for the commercial progress of selected research that begins at UTSA. “With the NSF I-Corps Site designation, UTSA will undoubtedly see a marked increase in entrepreneurial activity and successful technology commercialization that will help attract and retain the best students and faculty,” said Hallam. CITE is an interdisciplinary center of the UTSA College of Business and College of Engineering that fosters the growth of entrepreneurs and new technology-based ventures through education, experiences, resources and support.



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