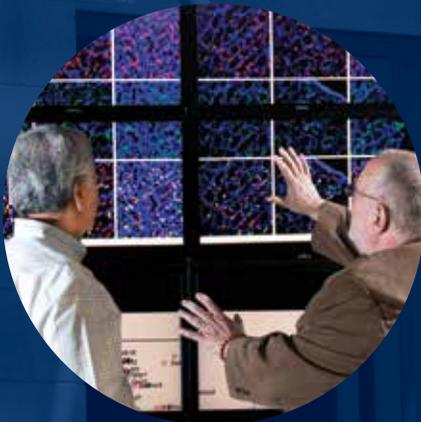


# UTSA<sup>®</sup> Business

2015  
A YEAR IN REVIEW



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# DEAN'S MESSAGE



We have come a long way from the days of our founding, back when UTSA was on the outskirts of town and faculty and students parked in dirt lots. Today, the UTSA College of Business has one of the 30 largest undergraduate business programs in the country. More important than the size of our school is our portfolio of accomplishments, and the opportunities we have over the next several years. I believe strongly that our brightest days are yet ahead of us.

Our Tier One aspirations encompass all we do, from facilities to faculty to research. But, there is one thing that is at the critical core of Tier One: our students. We are here because of, and for, our students.

We are poised to make remarkable strides. As those that follow UTSA are aware, our cyber security program was named the No. 1 program in the nation by the Ponemon Institute last year. The College of Business had the first academic program in cyber security at UTSA and continues to be the largest academic program on campus in this area. Partnering with the College of Engineering and the College of Sciences, UTSA's team won the Southwest Regionals of the Collegiate Cyber Defense Competition and was one of 10 teams who advanced to the national competition. This is a strategic area of high priority for the college, and we will continue to invest in this program and the faculty and facilities necessary to continue to deliver excellence.

The business world is dynamic, and we must accordingly be agile in responding to market needs. For this reason, we are thrilled to launch two new graduate programs this year. Our new data analytics program is designed to meet the needs created by Big Data, which is perhaps the most dramatic change in the business landscape in the past several decades. Advances in information technology have resulted in the digitization of almost all human, corporate and government activity. Big Data is both a challenge and an opportunity. The College of Business will launch in Fall 2016 our first cohort in the M.S. in Data Analytics program pending final accreditation approvals. Graduates will be equipped with practical skills and toolkits to analyze Big Data and aid decision makers through sophisticated analysis and predictive modeling. This area represents the single, highest area of pent up workforce demand in industry.

Another new program addresses a need in our community to assist recent college graduates having difficulty finding attractive and rewarding careers. Many undergraduate majors are not designed to assist with the eventual employability of their students. Weak economic growth has compounded the job prospects for such students. Consequently, the College of Business is launching a new one-year Master of Science in Business degree designed for recent graduates who majored in anything other than business. This intensive, lock-step program will immerse students in the fundamentals of business, enabling them to leverage their diverse educational backgrounds with the knowledge and tools needed to embark on a successful career.

Our vision in the College of Business is to transform our students from the curious and hopeful into confident and career-ready young professionals. We aim to be the best in class by focusing on providing educational programs that provide both applied technical skills in areas of high workforce demand and professional skills that help students integrate into the workforce.

Let me share a few stories about our recent graduates that highlight how we are transforming our students.

Mike Stevens is an Air Force veteran and lifelong tech geek. After finishing a degree in political science, he was attracted to our No. 1 ranked cyber security program. Mike was a member of the Collegiate Cyber Defense team and credits the experiential learning gained in our Cyber Security Lab and the mentoring by Dr. Nicole Beebe, The Melvin Lachman Distinguished Professor, for his success. Upon graduating he was recruited by one of the leading cyber security firms, FireEye, in Washington, D.C. His experience at UTSA made this possible.

Our Financial Studies Center has been profoundly instrumental in allowing our undergraduate students to gain hands-on training with sophisticated technology used on Wall Street for research and valuation. This technology is common at many large and prestigious business schools, but what is unusual is that at UTSA the lab is primarily used by undergraduate students, which is access not generally afforded to undergraduates at other institutions.

Two recent graduates are evidence of the value added by exposing our undergraduates to the experiential learning in this lab. Timothy Breidenbach is a Coast Guard veteran who developed a passion for finance while visiting New York City during his shore leaves from duty. After leaving the Coast Guard, he enrolled at UTSA where he pursued his interest in finance and for two years was the president of the Investment Society. This summer he joined Goldman Sachs in New York City. Angeline Mathew was the president of the Financial Management Association, a member of the Investment Society and a protégé of faculty member Ron Sweet. She also went to Wall Street, where she is a fixed income analyst with Deutsche Bank. Their experiences at UTSA made this possible.

This past year we have also benefited from the generosity of business leaders who have seen the value in our programs and students and have reached out to help them realize their dreams.

San Antonio real estate icon Walter Embrey Jr. gave \$1 million in support of real estate fellowships. The fellowships will be used to recruit more students in the master's program in real estate finance and development. In recognition of his gift, the college has renamed our program the Embrey Real Estate Finance and Development Program.

Alumni Nancy and Frank Kudla donated \$500,000 to establish the Kudla Fellows program, which provides support to graduate students in cyber security. This gift was made because the Kudlas recognized the prominence of our cyber security program and wanted to help make it better. Last month the college dedicated the Kudla Foundation Research Laboratory in their honor, a lab that will house the members of the Cyber Defense Competition team.

And our most recent gift has come from Barbara and Alan Dreeben. Their \$250,000 gift will support graduate students with a passion for entrepreneurship.

I am humbled to think what our current and future students will be able to accomplish. It is an honor to be associated with the UTSA College of Business at this point in time and to have your support as we continue to improve the social and economic development of San Antonio and make dreams possible for our students.

Paraphrasing the words of one of our recent graduates, "We will never forget where we came from, but we will never let it hold us back!"

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



MIKE STEVENS, '15



TIMOTHY BREIDENBACH, '15



ANGELINE MATHEW, '15

## UTSA Team Wins Southwest Regionals of Collegiate Cyber Defense Competition

A team of UTSA cyber security, computer science and engineering students won the Southwest Regional of the Collegiate Cyber Defense Competition and advanced to the national competition this spring.

UTSA defeated teams from New Mexico State University, Oklahoma State University, Sam Houston State University, Southern Methodist University, Texas A&M University, Texas A&M-San Antonio, University of Arkansas at Little Rock and University of Tulsa.



Business team members included senior **Derek Bassham**, **Justin Gray**, '15, Ph.D. student **Chelsea Hicks** and **Mike Stevens**, '15. The team was coached by **Miroslav B. Bartik III**, lecturer in cyber security, and Computer Security Association advisor **Nicole Beebe**, the Melvin Lachman Distinguished Professor in Entrepreneurship in the College of Business.

"I am extremely proud of this team," said Beebe. "They were a well-rounded, cohesive team who put in the work to be successful."

The teams were tasked with protecting computer networks against the same type of real-world cyber threats that are infiltrating major retailers, corporations, social networks and financial institutions today. Students from more than 180 colleges and universities from across the country competed in various regional tournaments. Ten regional winners advanced to compete in the two-day national competition.

This is UTSA's second opportunity to advance to the nationals. UTSA also qualified for the national competition in 2006.



## College to Offer Two New Innovative Graduate Programs

Highlighting the college's vision of championing innovative programs that provide students with applied skills, the UTSA College of Business will offer two new master's degrees beginning next year, one in data analytics and another in business, pending approval by the Southern Association of Colleges and Schools Commission on Colleges.

Transforming Big Data into intelligent results, the Master of Science in Data Analytics program will produce highly-skilled and educated data analysts who can convert the growing amount of data confronting all organizations into usable information for decision makers.

The one-year lockstep program has a strong educational focus on data science algorithms and communication skills and offers a strong, practical, experiential emphasis on the tools, techniques and technology used in the industry.

The Master of Science in Business is designed for non-business majors. The one-year program will provide a broad base of business education to students seeking to learn business principles that can be applied to their undergraduate studies and beyond.

For more information on these programs as well as other graduate business offerings, call (210) 458-4641.



JOANN KUCHERA-MORIN PRESENTS HER WORK WITH THE ALLOSPHERE PROJECT.

## Big Data, Big Challenges Discussed at Inaugural Conference

Recognizing the value of Big Data to businesses today, the UTSA College of Business hosted “Big Data, Big Challenges,” a daylong symposium to a sold-out audience last spring. The symposium was dedicated to sharing recent knowledge and experiences in Big Data within the areas of business, cyber security, healthcare and visualization.

Calling in a star-studded lineup of national, regional and local speakers, the symposium provided a wide range of perspectives from industry, government and academic experts for general business audiences as well as analytics and security professionals.

Keynote speakers included visualization expert **JoAnn Kuchera-Morin**, professor of media arts and technology at the University of California at Santa Barbara; *New York Times* bestselling author **Bill Tancer**, general manager for global research at Experian Marketing Services; and **Richard Thieme**, author and technology commentator.

“The symposium highlighted how Big Data is being used to maximize knowledge across industries as well as illustrated the impact that data analytics has had on companies and products,” said **Hamid Beladi**, associate dean of research in the College of Business.

In addition to the keynote speakers, four panel sessions were held in the areas of Big Data Applications in Cloud and Cyber Security, Big Data Analytics in Business Enterprises, Bioanalytics and Healthcare and Big Data and Visualization.

Symposium sponsors were the UTSA College of Business, the UTSA Office of the Vice President for Research, Consumer Orbit, Giles-Parscale and the San Antonio Life Sciences Institute.

Due to its success, the college plans to host another Big Data symposium in Spring 2016.

The *Princeton Review* ranked the College of Business No. 7 in the nation for providing the “Greatest Opportunity for Minority Students” in their 2015 edition. This is the 10th consecutive year that the college has been ranked in this category. The rankings were determined based on survey responses by 21,600 students at 296 business schools.



### UTSA COLLEGE OF BUSINESS BY THE NUMBERS

**5,419**  
STUDENTS

**60%**  
MINORITIES

**53%**  
OF INCOMING FRESHMEN  
IN THE TOP 25%

**44%**  
HISPANIC

**40%**  
FEMALE

**107**  
FULL TIME FACULTY

**45**  
DEGREE PROGRAMS

## Speaker Spotlight

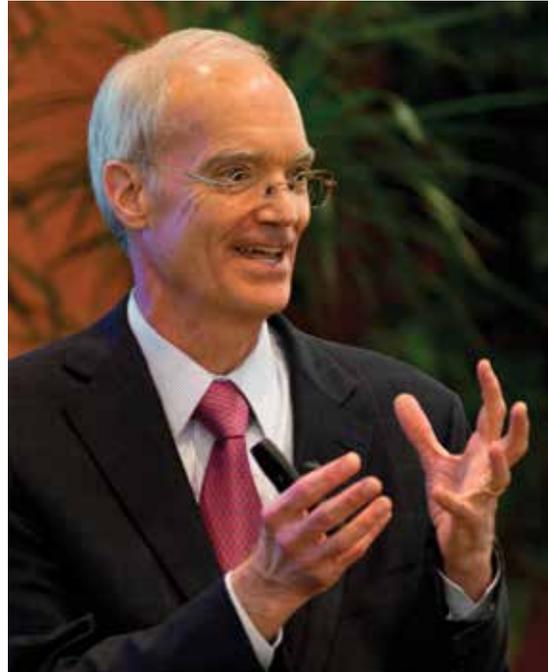
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“

*Leadership is an ever-changing challenge. As the leader of an organization, you have the opportunity to craft what happens. You are only as good as the relationships you build with the people you trust. Push yourself out of your comfort zone. I believe in developing people to meet the needs of the world.”*

**Patrick T. Mulva, MBA '75**  
*Retired Vice President and Controller  
for ExxonMobil Corporation*

FROST DISTINGUISHED LECTURE SERIES



“

*A great strategic vision, without a good culture is dead upon arrival. Culture isn't something that you can dictate. Culture is living and breathing in any company. Colin Powell says that true leadership is what takes an organization beyond what management textbooks tell you is possible.”*

**Kim Lubel**  
*Chairman, President and CEO of CST Brands, Inc.*

FROST DISTINGUISHED LECTURE SERIES



## \$1 Million Gift by Walter Embrey to Support Real Estate Graduate Students

Creating a legacy in the UTSA College of Business, San Antonio real estate legend **Walter M. Embrey Jr.** has made a \$1 million gift in support of graduate student real estate education. In recognition of his gift, the college's program will be named the Embrey Real Estate Finance and Development Program.

Embrey is the founder and chief executive officer of Embrey Partners, a fully integrated development, construction and property management operation specializing in multifamily and commercial projects. Since founding the company in 1974, Embrey has partnered in projects that total 40 million square feet throughout 10 states.

"We are proud to have the Embrey name forever tied to the college's real estate program," said **Tony Ciochetti**, the Elmo James Burke Jr. Chair in Real Estate Finance and Development. "Walter was instrumental in the creation of our program, and his gift will help bring us to the next level in developing premier programming for our graduate students."

Building on the success of the undergraduate real estate finance and development program, the UTSA College of Business is launching a cohort-based, two-year master's program in real estate finance and development. Grounded on a strong academic foundation and strong relationships with local and global leaders in the real estate industry, the program will allow for multidisciplinary and specialized real estate training and will emphasize industry engagement and applied activities.

"Our industry needs talented professionals to keep up with the growth in Texas and the Southwest," said Embrey. "I hope this gift will help UTSA develop a new breed of professional, strong in finance, adept in development and skillful in practical issues like design, engineering and construction."

Embrey's gift will support graduate student fellowship opportunities, externship stipends and graduate research funding for opportunities such as conferences and industry competitions.

"The Embrey name has been a recognized leader in the real estate community for many decades," said **Wm. Gerard Sanders**, dean and Bodenstedt Chair of the UTSA College of Business. "We are so grateful for Walter's enthusiastic support in helping build a top-tier graduate program in real estate finance and development at UTSA. This is a transformational gift for our program and our students."

A native of San Antonio, Embrey received his finance degree from the University of Texas at Austin. He is a founding member and former chairman of the UTSA Real Estate Finance and Development Program Founders Council and was a charter member and co-chairman of the Real Estate Finance and Investment Center at the UT Austin McCombs School of Business.

"UTSA has a major impact on San Antonio, and I'm excited to be a part of that momentum," added Embrey.

The Embrey Real Estate Finance and Development Program, which comes at the close of UTSA's inaugural capital campaign, is a milestone for the College of Business. It is the university's second named academic program, the first in business.



**67 BUSINESS STUDENTS**  
RECEIVED \$250,000 IN SCHOLARSHIPS  
IN 2014-2015 THANKS TO THE GENEROUS  
SUPPORT OF OUR DONORS.



## College Dedicates Laboratory in Honor of Alumni Nancy and Frank Kudla

The UTSA College of Business dedicated the Kudla Foundation Research Laboratory this fall in UTSA's North Paseo Building.

The laboratory was named for business alumni **Nancy**, MBA '87 and **Frank Kudla**, '85 for their unwavering support of the college's cyber security program.

"The Kudlas are pioneers in the field of information technology," said UTSA President **Ricardo Romo**. "Today we are here recognizing an important occasion in support of UTSA's cyber security initiative."

Joined by their family as well as UTSA faculty, students and administrators, the Kudlas unveiled the new laboratory which will be utilized by cyber security students to train for cyber competitions.



"We have high expectations for the College of Business to ascend to the Top Tier," said Nancy Kudla. "We believe the cyber security program is going to lead the way." Speaking to the students she said, "Show the rest of the world what UTSA can do. You are in a great place to build your skills."

The Kudlas were recognized for their \$500,000 gift to establish the Nancy and Frank Kudla Endowed Fellowship in Information Assurance and Security in the College of Business. The fellowship supports graduate research and education and allows the college to recruit the best and brightest in the field of cyber security. Since the program's inception, three students have been named Kudla fellows.

"The Kudla's transformational gift will make a lasting impact in UTSA's cyber security mission," said **Wm. Gerard Sanders**, dean and Bodenstedt Chair in the College of Business. "Through their generosity we are able to provide our students with the resources and support that are crucial in growing our reputation in cyber security."

The College of Business has been offering cyber security classes since 2001. The college currently offers a bachelor's degree in cyber security, a MBA concentration in cyber security, a master's degree in information technology with a concentration in cyber security and a doctoral program with a concentration in information technology.

## Family Establishes Endowed Scholarship for Parents

**Mike** and **Brigitte Perkins** received a Christmas gift from their children that will last a lifetime. Their children **Kimberly Stanley**, '95, **Keri Saiz**, '01 and **Michael Perkins**, a UT-Austin alumnus, established the Mike and Brigitte Perkins Commitment to Education Endowed Scholarship in the UTSA College of Business.

"Each year our children pick a theme for their gifts. This year it was the gift of education," said Brigitte, a local realtor. "They thanked us for supporting their education, announced that they established the scholarship and presented us with a book including notes from all of the donors. We were extremely humbled by the generosity of the gift."

More than \$70,000 was raised to establish the endowment, and gifts came from over 50 family members and friends. The annual scholarship will be awarded to graduates from the Northeast Independent School District (NEISD) in perpetuity.

"While at UT-Austin I was lucky enough to receive scholarships from endowments set up by individuals," said their son Michael, a partner at Slattery | Perkins P.C. and a member of the college's Accounting Advisory Board. "Ever since then, I've had a goal to pay it forward."

Mike and Brigitte have committed their lives to education. Married over 40 years, the Perkins graduated from Churchill High School, and their children were graduates of MacArthur. Both have been involved with NEISD in a variety of ways. Brigitte has been serving on the NEISD Board of Trustees for the last 17 years, and Mike has served on numerous bond committees and has been an ardent supporter of NEISD athletics.

"Our kids know how we feel about education and how important it is to us," said Mike. "We want to continue to grow the scholarship fund."



## Scholarship Established in Memory of IS Faculty Member Jan Clark

In memory of longtime faculty member **Jan Clark**, family and friends established the Jan Yestings-meier Guynes Clark Memorial Endowment.

A retired professor of information systems in the UTSA College of Business, Clark passed away this spring at age 65. A champion of the college's cyber security program, Clark was instrumental in leading the college's doctoral program in information technology.

Clark joined the UTSA faculty in 2000 and served as chair of the Department of Information Systems and Cyber Security from 2011-2013. She was a prolific researcher in her field with over 80 journal and book publications. She was instrumental in securing Department of Defense grants for the department and also was active in the college's international immersion program leading students to Spain, Morocco and the Emirates.

Her truest pleasure was her role as Ph.D. advisor

in which she served from 2005-2011.

"Jan was deeply involved in the Ph.D. program and made a significant commitment to mold Ph.D. candidates into real Ph.D.s," said **Wm. Arthur Conklin**, Ph.D. '06. "She spent time with each of us, tailoring our development to drive success. I would not have been nearly as successful post UTSA without her counsel and guidance," said Conklin, associate professor and director of the Center for Information Security Research and Education at the University of Houston.

"Jan's legacy is one of genuine commitment and love for her students, friends and family," said her husband, **Alan Clark**. "She is known on four continents for her smile and joyous laughter. Among many interests, Jan most loved her pets, the ocean, Monarch butterflies, art, spontaneous road trips, red wine and Belgian chocolates."



The endowment will be used to support doctoral students in the Department of Information Systems and Cyber Security. Contributions can be sent to the UTSA College of Business Development Office, One UTSA Circle, San Antonio, TX 78249.



## Business Alumnus Gino Chincarini Is Longest-Running Alumni Supporter

**Gino Chincarini**, '79, MBA '82 remembers his experience as a UTSA student as vividly as if it were yesterday. To this day, he cherishes the professors, the proud students and lifelong friendships. He personifies the spirit of a proud Roadrunner and his 24 consecutive years of giving to the university are the evidence.

"I didn't realize it's been that long. It is such a blessing to know that my years of giving have made an impact for students at UTSA," said Chincarini.

Since 1991, he has made 131 monetary gifts to support various UTSA programs, scholarships and the College of Business, where he earned both his undergraduate degree in accounting and MBA. Including gifts ranging from \$25 to \$1,500, and membership with the Alumni Association, he has contributed more than \$20,000 over the years.

"It's not the amount that matters, because it all adds up over time. I see it as making an investment in the future and our community," he explained. "I believe in tithing at church and giving to UTSA, and supporting other causes are an extension of that belief."

Chincarini credits the foundation built through his education at UTSA for a successful career as an accountant and, currently, a physical therapist. Now 24 years and \$21,025 later, he remains committed to giving to his alma mater. The first-ever freshman to be accepted to the university, the campus that Gino once walked thrives today because of his extraordinary track record of giving and gifts from so many others.

"Progress is ongoing, so we must always be willing to support it. I feel very blessed to be able to give to UTSA," he shared.

*"It's not the amount that matters, because it all adds up over time. I see it as making an investment in the future and our community."*

—GINO CHINCARINI

## Community Members Give Back Through Mentoring Programs

In an effort to enhance student learning and professional development, the UTSA College of Business offers several mentorship programs which connect community leaders with business students.

Members of the Accounting Advisory Board launched a mentorship program last year which paired board members with accounting students pursuing similar career paths. Participants met at an introductory reception and were encouraged to meet quarterly.

"I was interested in seeing what a day in the life of an auditing accountant was like," said **McKenzie Stanton**, a junior majoring in accounting. "My mentor invited me to attend an audit for one of their clients that first month.

"It was motivating to explore this field with someone who has already become successful," said Stanton. "I learned that auditing is challenging, but that it is doable. It broadened my network so much."

Retired AT&T executive **Richard Sibbersen** leads two classes in the College of Business with a focus on mentoring. Over 40 students learned from experienced managers how to apply management

principles discussed in the classroom to the business world.

As part of his mentoring class, students were assigned to mentors and given specific topics and questions to discuss throughout the semester. In the organizational leadership class, students were exposed to the practices and tools of great leaders from textbook research, current business studies and the insights of real world executives.

"The goal is for students to apply management principles learned in the classroom to the business world and integrate the experiences of business leaders into practical, repeatable approaches," said Sibbersen.

"Mentoring students at UTSA is a way to give back to the university," said **Michael S. Anderson**, '86, former chairman of First Victoria National Bank. "The students are hungry for this type of information and are truly appreciative of any advice and guidance shared with them. I believe that programs like this are perfect capstones to complete an education in any business program."



## CAPITAL CAMPAIGN RESULTS

### COLLEGE OF BUSINESS GIVING

**\$15.3** MILLION GOAL

**\$16.9** MILLION RAISED



**2,850**  
DONORS



**2,207**  
ALUMNI DONORS

### TOP COLLEGE CAMPAIGN GIFTS

**Valero Energy Foundation  
Graduate Fellowships**

**Walter M. Embrey Jr. Fellowship in Real  
Estate Finance and Development**

**H-E-B Student Excellence Endowment**

**Frost Finance Chair**

**Bodenstedt Chair for the Dean  
of Business**

**Nancy and Frank Kudla Fellowship in  
Information Assurance and Security**

**Quincy Lee Chair in Real Estate  
Finance and Development**



## Montoya Leading Entrepreneurship Programs

In an effort to highlight the cross disciplinary nature of entrepreneurship, UTSA College of Business Dean **Wm. Gerard Sanders** appointed **Lisa Montoya** as associate dean of entrepreneurship programs. She will also continue to serve as associate dean of undergraduate studies in the College of Business.

Working in this new role since last winter, Montoya coordinates all educational and experiential entrepreneurial activity in the college.

“Our goal is to be one of the premier entrepreneurship programs in Texas and the first choice for students,” said Montoya. “We’d like to see more students starting companies and going into businesses and jobs related to entrepreneurial ventures.”

At the undergraduate level students can major in entrepreneurship, and any UTSA student can minor in entrepreneurship. At the graduate level, an MBA concentration in entrepreneurship is offered as well as a graduate certificate in technology entrepreneurship and management.

In addition to the academic coursework, students can test their entrepreneurial mettle through several experiential learning opportunities such as a biannual Pitch Competition and Student Technology Venture Competition.

“We plan to offer students a signature experience in every required course,” said Montoya. “Students will interact with entrepreneurs, launch a quick business start-up, mold a well-crafted business plan and work with start-up companies. Our goal is to build students exposure to entrepreneurial experiences and teach them entrepreneurial competencies that will help them succeed in their own businesses.”

## Business Faculty Named Endowed Professors

Two UTSA College of Business faculty members have recently been appointed to endowed professorships.

**Hamid Beladi**, professor of economics and associate dean for research, has been named the Tom C. Frost Endowed Professor in International Business.

**Nicole Beebe**, Ph.D. '07, associate professor of cyber security, has received the Melvin Lachman Distinguished Professorship in Entrepreneurship.

A leading scholar in international economics, Beladi is a charter member of the UTSA Academy of Distinguished Researchers and was a recipient of the President’s Distinguished Achievement Award for Advancing Globalization in 2014.

“I am honored and privileged to assume the Tom C. Frost Endowed Professor position and look forward to extending the reach of work in international business,” said Beladi. “These types of initiatives hold tremendous strategic value for the College of Business and its efforts to achieve Tier One status.”

With more than 200 published articles in peer-reviewed academic journals, Beladi is the co-founder of the International Economics and Finance Society. He is also the editor of the *International Review of Economics and Finance*, associate editor of the *Review of International Economics*, managing

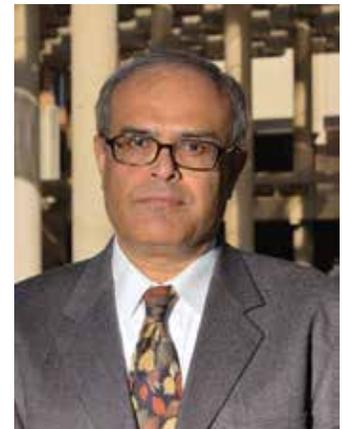
editor of the *North American Journal of Economics and Finance* and series editor of *Frontiers of Economics and Globalization*. Beladi has taught at UTSA since 2005.

With over 15 years of industry and government experience in information security and digital forensics, Beebe has shown extraordinary leadership in building the college’s security and analytics programs.

Beebe’s research focuses on information security and digital forensics. And, she has an exceptional record of obtaining external funding for her work—receiving more than \$1.2 million in research grants while at UTSA.

Recognizing the entrepreneurial ties to cyber security, she will utilize the professorship to focus on the commercialization of new technology, promote faculty research and support student research endeavors and cyber entrepreneurship ventures.

“It means a great deal to me to receive the Lachman Professorship,” said Beebe, who has been on faculty at UTSA since 2007. “While the endowment is fundamentally focused on entrepreneurship, one of the fastest-growing entrepreneurial industries is cyber security. Cyber is a transformation agent in many entrepreneurial endeavors. My aim is to empower cyber-related entrepreneurship activity at UTSA, involving both faculty and students.”





SHARAD ASTHANA

## New Administrators to Lead Accounting and Management Departments

Two new department chairs have been selected to lead the departments of accounting and management in the UTSA College of Business.

**Sharad Asthana**, professor of accounting, will chair the Department of Accounting. Asthana is an award-winning teacher and researcher who obtained his Ph.D. in accounting from the University of Texas at Austin after working for 13 years as a senior manager and CEO in India.

He is the editor in chief of the *International Journal of Accounting, Auditing and Performance Evaluation* and a widely-recognized researcher in the areas of auditing, pension accounting, capital markets and accounting information technology. He has published in top-tier journals such as *The Accounting Review*, *Contemporary Accounting Research*, *Accounting Horizons* and *Journal of Accounting and Public Policy*.

“Sharad is an accomplished scholar and teacher,” said Dean **Wm. Gerard Sanders**. “I am grateful that Sharad has agreed to accept this challenge and look forward to working with him in moving the work of the college and the Department of Accounting forward.”

**Robert Cardy**, professor of management, has been named chair of the Department of Management.

A leading human resource scholar, Cardy joined the UTSA faculty in 2006 and served as chair of the department for seven years. His research has focused on human resource management, particularly in the areas of performance appraisal and the effective management of people.

His work has been published in the *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, *Journal of Management* and *HR Magazine* among others. In addition to his journal publications, he is the author of *Performance Management: Concepts, Skills, & Exercises* and co-author of *Performance Appraisal: Alternative Perspectives*, and of the text *Managing Human Resources*.

“Bob is an accomplished scholar, teacher and administrator,” said Sanders. “I am grateful that Bob has agreed to step back into administration to continue in the important work of leading and mentoring faculty and students.”



ROBERT CARDY

## College Faculty Award Recipients

Seven faculty members were honored for excellence in the areas of teaching, research and service at the annual College of Business awards ceremony.

**Karan Bhanot**, professor of finance

**E. Lou Curry Teaching Excellence Award**

**David Han**, associate professor of management science and statistics

**Dean’s Teaching Excellence Award for Tenure-Track Faculty**

**Daniel Davied**, lecturer II in marketing

**Dean’s Teaching Excellence Award for Non-Tenure-Track Faculty**

**Yinlong (Allen) Zhang**, professor of marketing

**Col. Jean Piccione and Lt. Col. Philip Piccione Endowed Research Award**

**Dengfeng Yan**, assistant professor of marketing

**Dean’s Research Excellence Award for Tenure-Track Faculty**

**Marshall Pitman**, professor of accounting  
**Patrick J. Clynes Endowed College of Business Excellence in Service Award**

**Cynthia Lengnick-Hall**, professor of management

**Endowed 1969 Commemorative Faculty Award for Overall Faculty Excellence**



**JONATHAN CLARK**  
*Assistant Professor  
of Management*

**Ph.D. Harvard  
University**



**PANG DU**  
*Associate Professor of  
Management Science  
and Statistics*

**Ph.D. Purdue  
University**



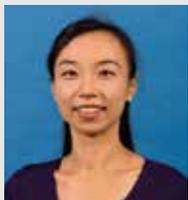
**RICHARD GRETZ**  
*Associate Professor  
of Marketing*

**Ph.D. Claremont  
Graduate University**



**MEGHAN THORNTON**  
*Assistant Professor  
of Management*

**Ph.D. Purdue  
University**



**KAI XU**  
*Assistant Professor  
of Management*

**Ph.D. Texas A&M  
University**

## Longstanding Faculty Member Receives Regents' Outstanding Teaching Award

You might never guess that a faculty member whose philosophy is that statistics is learned by solving problems—lots of problems—would be a student favorite. But, **Jerome Keating** is famous for keeping his class enraptured while he shares statistical problems from his days at Bell Helicopter or consulting with NASA.

Recognizing this skill in the classroom, Keating, the Peter T. Flawn Professor of Statistics in the UTSA College of Business, was named a recipient of the prestigious Regents' Outstanding Teaching Award.

Bridging the gap between abstract statistics and practical meaning, Keating is passionate about his students. Wanting to set his students up for success, he drafted a comprehensive set of statistics notes complete with homework problems into a book. He donates the royalties from the book to UTSA to fund an endowed scholarship for statistics students.

Drawing upon his experiences as a professional statistician, his credibility in the field engages the students in the subject matter. "I was fortunate to work in industry, and I have a lot of real world applications to draw upon," said Keating, who was named a fellow in the American Statistical Association in 1997.

Throughout his career he has consulted with the United States Air Force on a project involving reading electrocardiograms of pilots; developed a patented leak detection system for underground storage tanks; and most recently assessed environmental conditions that affect performance on a NASA satellite.

"I love what I do," he said. "I enjoy sharing what I've discovered with others."

In addition to his classroom prowess, Keating has assisted students in finding internships and jobs, and he has supervised student research projects. Along the way he has developed lifelong bonds with his students.

"I am so fortunate to have so many wonderful students," said Keating. "You touch people in different ways. I felt like I had already won the award while reading the recommendation letters from my students."

Throughout his 35-year career at UTSA, Keating has compiled impressive honors. He received the President's Distinguished Achievement Award for Teaching Excellence in 1989 and 2001 and the Chancellor's Council Teaching Award in 1995 and 2001.

"My favorite part of teaching is watching the lights come on," he said. "That aha moment when a student understands what you've been explaining. That transcends all that I do."

Awarded 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.



### PROMOTION AND TENURE

**Victor DeOliveira**  
*Professor of Management  
Science and Statistics*

**David Han**  
*Associate Professor of  
Management Science and Statistics*

**Matthew McCarter**  
*Associate Professor of Management*

## Sanders Receives President’s Distinguished Achievement Award for University Service

**Elaine Sanders**, associate professor of accounting, received the President’s Distinguished Achievement Award for Excellence in University Service.

“I am so honored to receive the President’s Distinguished Achievement Award for University Service,” said Sanders. “I believe this award is not only an acknowledgement of service provided, but also of the impact of that service on our students and our changing university.”

During her 20 years at UTSA, Sanders has compiled an outstanding record of service to the university. She has been active in the Graduate Council and has also served as a member of the Core Curriculum Committee, Faculty Grievance Committee and the Graduation Rate Improvement Plan Committee.

Sanders was instrumental in developing and administering the PACE examination, an entrance exam for intermediate accounting students. She is the faculty mentor for the E&Y Scholars Program and is the founding advisor of the Association of Latino Professionals in Accounting and Finance.

“Elaine’s commitment to service has spanned her entire UTSA career,” said **Sandra Welch**, senior vice provost for institutional effectiveness and professor of accounting. “Her work benefits our accounting program and positively impacts the students’ educational experiences.”

The President’s Distinguished Achievement Award for Excellence in University Service recognizes faculty who are exemplary in their commitment to service within the university and whose service has had a major impact on the opportunities, lives and futures of UTSA students.



## Ye Named Fellow of the American Statistical Association

**Keying Ye**, professor of statistics, was named a Fellow of the American Statistical Association.

An intellectual leader in Bayesian statistics, Ye conducts interdisciplinary research on a variety of applied topics including environmental science, biomedical science and most recently clinical trials and risk analysis for financial data.

He has more than 50 peer-reviewed journal articles and has served as a principal investigator or co-investigator on several federally funded research projects.

“I’m honored to be an elected ASA fellow,” said Ye, who has taught at UTSA since 2005. “It gives me great inspiration to better serve the statistics community in statistical research, education and application.”

Building bridges across statistical communities, Ye was also recognized for his record of exceptional teaching, mentoring of doctoral students and for leading statistics programs at both UTSA and Virginia Tech.

Nominated by their peers, honorees are recognized for outstanding professional contributions to and leadership in the field of statistical science. The American Statistical Association is the nation’s preeminent professional statistical society. Its members serve in industry, government and academia, advancing research and promoting sound statistical practice.



“I’m honored to be an elected ASA fellow. It gives me great inspiration to better serve the statistics community in statistical research, education and application.”

—KEYING YE

## Distinguished Research Scholars Announced

Twelve UTSA College of Business faculty members were named recipients of the Dean's Distinguished Research Award for Summer 2015.

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.

### SUMMER 2015 RECIPIENTS

#### Sharad Asthana

Professor of Accounting  
*The Accounting Review*

*Academy of Management Journal*

*Administrative Science Quarterly*

#### Onur Bayar

Associate Professor of Finance  
*Journal of Financial Economics*

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

*Journal of Financial and Quantitative Analysis*

#### John Wald

Professor of Finance  
*Journal of Financial and Quantitative Analysis*

#### Rajesh Bhargave

Assistant Professor of Marketing  
*Journal of Consumer Research*

*Journal of International Business Studies*

#### Jeffrey Boone

Professor of Accounting  
*Contemporary Accounting Research*

*Review of Economics and Statistics*

*The Accounting Review*

#### Kefeng Xu

Associate Professor of Management Science and Statistics  
*Marketing Science*

#### Mark Lengnick-Hall

Professor of Management  
*Academy of Management Review*

#### Dengfeng Yan

Assistant Professor of Marketing  
*Journal of Consumer Research*

#### Charles Liu

Associate Professor of Information Systems and Cyber Security  
*Information Systems Research*

*Journal of Marketing Research*

*MIS Quarterly*

#### Yinlong (Allen) Zhang

Professor of Marketing  
*Journal of Consumer Research*

#### Michael McDonald

Associate Professor of Management

## Teaching Honor Roll

Twenty-nine faculty members in the UTSA College of Business were chosen as inaugural members of the College of Business Teaching Honor Roll.

Recognizing the importance of high-quality teaching, Dean **Wm. Gerard Sanders** established the Teaching Honor Roll to recognize the college's top teachers. "Quality teaching is invaluable in accomplishing our mission," said Sanders. "It is every bit as important as research and service."

Members were chosen based on teacher evaluation ratings. Thirty student evaluations were required to be eligible. High honor recipients were ranked in the top 90th percentile of business faculty, and honor recipients were ranked in the top 75th percentile.

### HIGH HONORS

#### Nicole Beebe

*Melvin Lachman Distinguished Professor in Entrepreneurship*

#### Matthew McCarter

*Associate Professor of Management*

#### Jeff Boone

*Professor of Accounting*

#### Mark Phillips

*Lecturer III in Management*

#### Daniel Davied

*Lecturer II in Marketing*

#### Pamela Smith

*Professor of Accounting*

#### Charles Francis

*Lecturer I in Management*

#### Ron Sweet

*Lecturer II in Finance*

#### Robert Kaufman

*Lecturer I in Information Systems and Cyber Security*

#### Alan Utley

*Lecturer I in Management*

#### Jerome Keating

*Peter T. Flawn Professor of Statistics*

#### John Warren

*Associate Professor of Information Systems and Cyber Security*

### HONORS

#### Samson Alva

*Assistant Professor of Economics*

#### Poonam Khanna

*Assistant Professor of Management*

#### Rajesh Bhargave

*Assistant Professor of Marketing*

#### Mark Leung

*Associate Professor of Management Science and Statistics*

#### Timothy Carpenter

*Doctoral Student in Finance*

#### Jorge Pena Marin

*Doctoral Student in Marketing*

#### Terri Davis

*Lecturer I in Information Systems and Cyber Security*

#### Ermine Orta

*Lecturer I in Management Science and Statistics*

#### Gary Grimes

*Lecturer I in Management*

#### Michael Sanchez

*Lecturer I in Management Science and Statistics*

#### David Han

*Associate Professor of Management Science and Statistics*

#### Rick Utech

*Associate Professor of Marketing*

#### Victor Heller

*Associate Professor of Management*

#### Judith Vogt

*Lecturer III in Management*

#### Don Johnson

*Lecturer I in Management*

#### Keying Ye

*Professor of Management Science and Statistics*

#### Palani-Rajan Kadapakkam

*Frost Chair in Finance*

# Cyber UTSA

San Antonio might not be officially known as Cyber City, USA, but it has a long history as a leading city for cyber security development. The 24th Air Force developed the first intrusion detection system in San Antonio, and one of the first commercial intrusion detection systems was produced by San Antonio's SecureLogix.



With the presence of the 24<sup>th</sup> Air Force, the National Security Agency as well as numerous local security companies, cyber security plays a vital role in the San Antonio economy.

And, UTSA plays a pivotal role in the city's growth as a leader in cyber security.

Just last year UTSA was ranked the No. 1 cyber security program in the country according to a survey by the Ponemon Institute. And, the UTSA cyber security program was one of the first programs in the nation to be designated as a Center of Academic Excellence in both Information Assurance/Cyber Defense Education and Information Assurance Research by the National Security Agency and the Department of Homeland Security.

UTSA's cyber security programming is multidisciplinary and housed in the College of Business, College of Engineering and College of Science.

"The No. 1 ranking is a big deal," said **Wm. Gerard Sanders**, dean and Bodenstedt Chair

in the College of Business. "We have a good program, and we have good students. People are talking about us now."

The College of Business has been offering cyber security classes since 2001.

"Our curriculum is quite comprehensive," said **Yoris Au**, chair of the Department of Information Systems and Cyber Security. "Cyber security is not just a technology issue, but also a business issue. Consequently, we offer courses that provide future cyber security professionals with not only technology know-how, but also a sound understanding of how people and business organizations can prepare for and respond to cyber security threats utilizing technology. This really differentiates our program from others."

The college currently offers a bachelor's degree in cyber security, a MBA concentration in cyber security, a master's degree in information technology with a concentration in cyber security and a doctoral program with

a concentration in information technology.

"We were one of the first schools in the nation to be certified by the NSA as a Center for Academic Excellence," said **Nicole Beebe**, associate professor of cyber security and the Melvin Lachman Distinguished Professor. "It means our curriculum meets real-world needs and is viewed as high quality by an outside organization—one to which information security is very important."

The college's Department of Information Systems and Cyber Security offers a broad array of coursework in the areas of digital forensics, secure network design, intrusion detection, voice and data security, secure electronic commerce and security incident response. Students learn how to protect data, gather and examine digital evidence, perform security risk assessments and study computer and network forensics procedures using state-of-the-art tools.

"A common theme in our cyber security

classes is that they are hands-on,” said Beebe. “We teach students to use computers in an intelligent way to solve cyber security and forensics problems.”

For the more than 150 students enrolled in cyber security majors, much of their learning takes place outside of the classroom and in the college’s cyber security laboratories, which utilize high-end virtual workstations and cloud-based infrastructure. Students also benefit from faculty integrating state-of-the-art, commercial and open source software-based cyber security tools into the curriculum.

The program is led by world-class researchers and academics as well as adjuncts who work in security and understand the needs of industry.

“I’m a geek at heart, but I try to demystify the science so students understand how to apply IT to businesses,” said **Robert Kaufman**, lecturer in cyber security and a longstanding leader in the 24<sup>th</sup> Air Force’s cyber security operations both as a civilian and officer. “The labs that I do are focused on things they would see in the real world.”

Past projects have included challenging students to build multi-layered firewall defenses; tasking students with defending a business network from a disgruntled employee; and detecting and overcoming a variety of anti-forensics techniques to look for “evidence” within a specific computer.

“Once I got into this program, I fell in love with it,” said **Mike Stevens**, ’15, a recent cyber security graduate working for FireEye in Washington, D.C. “I love playing in the cyber security lab.”

In addition the program offers a breadth of cyber security activities beyond classroom teaching and research to further challenge the students. These include student organizations such as the Computer Security Association as well as participation in student competitions.

Stevens competed for two years on UTSA’s Collegiate Cyber Defense Competition (CCDC) team, which won the Southwest Regional and advanced this year to the national finals. Beginning last fall the eight-member team of cyber security, computer science and electrical engineering students practiced together twice a week and were led by **Miroslav Bartik**, an adjunct instructor and security veteran with Raytheon.

“We went into this year’s competition with more competencies,” said Stevens. “We were given assigned roles or jobs within the team, and we practiced on our own to excel in these areas.”

The team was tasked with protecting computer networks against the same type of real-world cyber threats that are infiltrating major retailers, corporations, social networks and financial institutions today. In addition, they had to also complete typical IT business tasks that were assigned to them throughout the competition.

“My courses in network security and digital forensics were the most helpful,” said Stevens. “You learn where attackers can hide, and the tools needed to protect the systems.”

“Their professionalism, skill, teamwork and tenacity were noted by many,” said Beebe, their faculty advisor. “Some even walked away with job offers following the competition, since it is a highly-recruited event.”

“Competing at CCDC was one of the best experiences I had during my time at UTSA,” said **Justin Gray**, ’15, an information security ana-



lyst at USAA. “I learned more about security than I had ever expected to. I met some great people and learned how much of a battle cyber security really is.”

Continuing to build upon the strong foundations of the program, several new initiatives are under way to enhance the college’s cyber security offerings. First, a new minor in digital forensics was approved to coincide with certification that UTSA received from the National Security Agency as part of UTSA’s Center for Academic Excellence designation.

Working closely with UTSA’s new Open Cloud Institute, the college is partnering with them to kick-start their cloud security center of excellence initiative as well as utilize their cloud computing platform for faculty research.

Finally, cyber security faculty are collaborating with biology and computer science faculty as part of a UTSA Department of Homeland Security \$400,000 grant to offer a new certificate program in pathogenic outbreak investigations. The goal of the program is to build a future workforce that is trained to address biological and digital threats.

“I’m receiving more e-mails and phone calls from companies wanting to talk about recruiting at UTSA,” said Au. “Our visibility is higher due to the rankings. And, this benefits our students. The demand is high for IT professionals.”

Graduates of the program are highly sought out and have been placed in governmental and private sector positions with such employers as the 24<sup>th</sup> Air Force, the Central Intelligence Agency, Chevron, Digital Defense, Federal Bureau of Investigations, H-E-B, National Security Agency, Rackspace, Raytheon, USAA and many others.

“The classes I took at UTSA gave me a great foundation of knowledge that I built upon during all of the extracurricular activities,” said Gray. “A lot of the things that I encounter every day at work were topics that we talked about in class and practiced in the labs.”

“Students graduating from our program know how to do security, while still understanding the underlying themes, theories and trade-offs,” said Beebe. “Many programs produce skilled cyber security practitioners, or people knowledgeable about cyber security, but few achieve both. UTSA’s programs do just that. And, that is why we are successful,” said Beebe.

# Transforming BIG DATA

When you think of data do you imagine something beautiful and poetic? That is how researchers in the UTSA College of Business describe their relationship with the new world of Big Data.



Big Data refers to data sets that are so large and complex that traditional information technology and analytical techniques are inadequate. Researchers use characteristics like the three “Vs” to describe the data created by this phenomenon: volume (amount of data), velocity (speed of information retrieval and processing) and variety (types of data).

The world is becoming a virtual sea of real-time digital data and everything we do leaves a digital trail behind us. Data is constantly being tracked through credit card transactions, social media interactions, websites and smart phones.

But, more importantly, this same data has now become an important tool to spot new trends and uncover hidden value in organizations. The ability to transform data into knowledge results in competitive advantage, strategic business intelligence, enhanced forecasting and improved decision making.

“Leveraging UTSA’s strength in cyber security, cloud computing and statistical analysis, the College of Business has identified Big Data as a key strategic priority and academic initiative,” said **Wm. Gerard Sanders**, dean and Bodenstedt Chair in the College of Business.

Given the nascency of this field, the demand for trained, experienced data analysts with advanced problem solving skills far exceeds the supply. According to a report by the McKinsey Global Institute, the United States alone faces a shortage of 140,000-190,000 individuals with deep analytical skills as well as 1.5 million managers and analysts capable of analyzing Big Data and making decisions based on their findings.

The College of Business is uniquely positioned to become a leader in data analytics. The college's academic structure includes multi-disciplinary programming in cyber security, statistics and consumer behavior—areas not commonly found in a business school, but critical in developing a data analytics program.

"Data science is about making sense of the world using data," said **Daijin Ko**, professor of statistics. "It is a new word for work that statisticians have been doing for a long time, but the quantity of data has changed everything."

Ko has been teaching data mining courses in the College of Business since he arrived at UTSA in 2003.

"Data analytics courses teach students to reframe business challenges as an analytics challenge; apply appropriate analytical techniques and tools to analyze Big Data; create statistical models; and identify insights that can lead to actionable results," he said.

Recognizing the value of data analytics, the college hired **Max Kilger**, formerly the chief behavioral scientist at Simmons/Experian, a global leader in data-driven marketing, to direct the college's new data analytics program.

"The challenge is for researchers and analysts to make sense of this Big Data coming down the pike," said Kilger, a sociologist by training who holds a patent for integrating disparate data sets. "It is a fire hose of information, but it's useless unless you can analyze it and harvest value."

With a strong background in understanding the relationship between people and technology, Kilger has always been on the cutting edge of technology.

"New technologies have encouraged the creation of these large data sets, and our task is to teach students strategies and techniques to create new visions and value from them," said Kilger.

The college's first initiative is to launch a one year Master of Science in Data Analytics degree program, pending approval by the Southern Association of Colleges and Schools. This new program will produce highly-skilled and educated data analysts who can transform Big Data into usable information for decision makers across a variety of disciplines including business, healthcare and national security.

Slated to begin in Fall 2016, the full-time master's degree will focus on traditional business intelligence oriented analytics as well as provide students specialized expertise in the areas of data science management and data analytic algorithms. Students will learn to analyze data sets and develop communication and visualization techniques to share these insights within organizations.

"We're looking for students who have good quantitative skills and a passion for analyzing data," said Kilger.



FACULTY MEMBERS DAIJIN KO AND MAX KILGER WORK IN THE UTSA ADVANCED VISUALIZATION LABORATORY.

Drawing upon experiential learning, students will learn the latest tools, techniques and technologies used to transform data into meaningful information. Further, they will apply their education by performing real world data analytics through intensive practicum coursework with local strategic business partners.

"There is a huge demand across the nation for individuals with this skill set," said Kilger. "We can help students create significant economic value for themselves and the organizations they lead or work for."

The college is also partnering with researchers across UTSA who are addressing Big Data in a variety of ways. Last spring through a partnership with the 80/20 Foundation and industry sponsors, UTSA launched the Open Cloud Institute. The institute will provide educational opportunities for students; facilitate faculty research in cloud computing and Big Data; and foster industry collaboration in open cloud technology.

"We've been working closely with the Open Cloud Institute to leverage their technology for our data analytics program," said **Yoris Au**, chair of the Department of Information Systems and Cyber Security. "Our students will need to utilize the cloud infrastructure as part of their work platform."

Additionally both Kilger and Ko have been collaborating with **Les Shephard**, director of the UTSA Texas Sustainable Energy Research Institute, to help build the database architecture to study energy usage on the smart grid.

"Big Data is teaching us how to look at our world in new and unique ways," said Kilger. "I love this field, and I can't wait to share this accumulating body of knowledge with our students."

**For more information on the Data Analytics program, contact Max Kilger at [max.kilger@utsa.edu](mailto:max.kilger@utsa.edu).**

# LEADING *the way*

According to business guru **Peter Drucker**, management is doing things right; leadership is doing the right things.

Two UTSA business students have been able to put those principles into practice by serving as the outgoing and incoming presidents of the UTSA Student Government Association.



**Zack Dunn**, a senior majoring in finance, spent the past two years leading the UTSA Student Government Association (SGA). He handed the reins over this spring to the incoming president **Ileana Gonzalez**.

Dunn has accomplished a lot during his time at UTSA. He was named Mr. UTSA and a 100 Best Business student; he joined the Investment Society and the Honors College; and he participated in UTSA's Summer Law Academy and the Civil Rights and Social Justice trip sponsored by UTSA's Student Leadership Center.

And, in the midst of that flurry of activity, he devoted almost 40

hours a week to his main role as president of SGA.

"When I first joined SGA I wanted to join an organization where I could simply make a difference in the lives of the people around me," said Dunn. "I wanted to make the most of my time here."

Dunn joined SGA his second semester on campus and held several leadership positions before running for president at the end of his sophomore year. During his first few semesters in SGA, he had compiled a 10-page list of things he wanted to improve or change at UTSA. That list became his campaign platform.

Following his campaign win, Dunn said that his life changed completely. “I realized that I’m speaking on behalf of 30,000 students,” he said. “You want to do it all for everyone, but you have to realize it’s all about prioritization.”

Accomplishments during his tenure included establishing a student-majority dining services committee, co-authoring the new SGA constitution and bylaws and working with the San Antonio City Council and the UTSA President’s Office to bring UTSA-branded street signs to the surrounding campus area.

“Leadership is about having the courage to make a difference and aligning your goals and expectations with those of the people around you,” he said.

Beyond his work in student government, Dunn is most proud of establishing the San Antonio Higher Education Representative Assembly, an organization that united student government leaders from across San Antonio. His work on that project became the basis for his final management project.

Beginning this fall Dunn will travel to Washington, D.C. to participate in the UT System Archer Fellowship Program. Fellows participate in an internship experience and attend classes focusing on policy, history and advocacy. Upon his graduation in December, Dunn plans to attend law school and utilize law as a vehicle for positive change.

“UTSA is a land of opportunities,” said Dunn. “I know how blessed I am to have gone to UTSA and have the experiences I had. Being a Roadrunner is realizing that you are at a special university where anyone can succeed.”

Following in Dunn’s footsteps, Gonzalez, a senior majoring in entrepreneurship, has forged a different path at UTSA.

Moving to the United States from Mexico when she was 14, Gonzalez entered timidly, but soon gained confidence through participation in school activities. Even a failed run as president of her high school class did not stop her passion.

Ironically Gonzalez almost didn’t become a Roadrunner. In August before classes began, she still had not received any financial aid. Without the financial support, her parents told her that she would need to attend community college instead.

Not willing to give up on her dream, Gonzalez began calling UTSA

every day looking for assistance. Finally, two weeks before classes were set to begin, Gonzalez spoke with **Lisa Blazer**, senior associate vice president of student affairs, and received the assistance she so desperately needed.

“I wasn’t thinking about forging my legacy at UTSA,” said Gonzalez. “I just wanted to go to college. I thought it was about going to classes and developing academically. I wasn’t thinking about the extracurricular activities.”

Once she settled into her new college routine, Gonzalez joined student government and was overwhelmed by the support and mentorship she received from other student leaders. That summer her pathway was set following participation in the National Association of Campus Activities leadership conference and UTSA’s LeaderShape Institute.

“After attending LeaderShape I was able to identify my passions and values,” said Gonzalez. “Being named Ms. UTSA, studying abroad and representing UTSA as student body president became my major goals.”

Beginning this fall, Gonzalez has now accomplished each of her goals. She was elected president of SGA this spring. This summer she completed a College of Business immersion to Hong Kong and Taiwan, and last year she was crowned Ms. UTSA.

“The immersion program opened my mind to so many different things,” said Gonzalez. “I loved the people of Hong Kong and Taiwan, and I feel more prepared now for international business experiences.”

In addition to meeting her goals Gonzalez was also a member of the Business Student Council, served as a wrangler for the Rowdy mascot for

two years and attended the prestigious University of California Summer Institute for Emerging Managers and Leaders the past two summers. The institute offers undergraduates the chance to learn the principles of business development, entrepreneurship and other key management skills. She was one of 25 students chosen nationwide to participate.

“I feel honored to represent all UTSA students,” said Gonzalez, who will graduate next spring. “I look forward to forging strong relationships as president of SGA, developing my people skills and working to better UTSA. There are big things coming, and I’m proud to be a part of it.”

“Leadership is about having the courage to make a difference and aligning your goals and expectations with those of the people around you.”

—ZACK DUNN

# STUDENT SPOTLIGHT

## Business Students Intern at Fortune 500 Companies



Business students **Matthew Chavana** and **Tonjaka Scott** left San Antonio this summer to pursue internship opportunities with Fortune 500 companies.

Chavana, a junior majoring in finance, was one of only 28 interns selected to work at JetBlue's New York headquarters this summer from 3,000 applicants.

"I've always been interested in aviation," said Chavana, a college crew intern in strategic sourcing. Using the power of Google, Chavana applied for the JetBlue position online and received the offer after numerous phone and Skype interviews.

Chavana worked on two major projects during his internship. First, he developed a comprehensive system for managing high-value contracts at JetBlue. Then, following personal ambition he researched cost-saving measures for the airline.

"At an airline input costs are very high," he said. "When you can keep costs down that is very important. By changing one aspect of an operation you can save money for the company."

Through modeling he found that if they could remove just one can of soda from each aircraft they could save \$29,000 in fuel.

"It's been an amazing experience," he said. "I'm laser focused on a career in aviation now. This internship has been a valuable experience for me. I've learned a lot about the industry, and I've developed networks that will be invaluable to my career future."

And, the perks of working at an airline were not lost on Chavana. He was flown to Orlando for orientation and even got to pilot a flight simulator. "The office culture is that employees come to work on Friday with a suitcase so they can head to the airport after work and utilize the company's free flight benefits," he said.

Scott, a MBA student from San Antonio, received an offer with ExxonMobil after meeting representatives at a UTSA recruiting event.

Working for the Controller's Group at their Houston office, she analyzed the depreciation methods used at ExxonMobil, identified whether these methods should be changed and outlined steps that needed to be taken in order to implement these changes.

"Working for a Fortune 500 company, I was really forced to step out of my comfort zone and interface with not only those around me, but employees around the globe," said Scott. "I learned that a company's success relies heavily on the people working there."

Scott credits UTSA faculty and administrators for helping her succeed at her internship. "UTSA has opened doors for me that I didn't think were possible," said Scott, who works with local accounting firm Cohen, Berg, & Co. "I have learned a lot from my professors and the graduate business career office."

### UTSA STUDENTS



**4,755**  
UNDERGRADUATES



**91%**  
FROM TEXAS

#### TOP COUNTIES

1. BEXAR
2. HARRIS
3. FORT BEND
4. TRAVIS
5. HIDALGO



**664**  
GRADUATE  
STUDENTS



**17%**  
INTERNATIONAL

#### TOP COUNTRIES

1. CHINA
2. INDIA
3. MEXICO
4. IRAN

## CAP Program Transforms Business Students Into Business Professionals

Learning how to network at a reception, dress professionally and put your best foot forward in an interview are all important skills necessary to succeed in the business world. But, they aren't part of most business curriculums.

What sets the UTSA College of Business undergraduate program apart is that these skills are all taught as part of a 15-hour signature professional development program—the Career Action Program (CAP). This year more than 400 students completed the CAP program.

“The CAP program was so valuable to my professional development that I completed the program twice,” said recent graduate **Janet Garcia**, '15, coordinator in the credit card department at Kohl's. “It built my confidence and helped me learn to tailor my pitches. When I went on my first interview, the interviewer praised my professionalism.”

Offered through the college's Center for Student Professional Development (CSPD), the program begins with a daylong professional development conference and includes sessions on résumé development, mock interviews and speed networking each semester.

“All business students are encouraged to participate in CAP because it allows them to develop and practice their soft skills in a learning environment,” said **Julio Ramos**, '00, director of student services in the CSPD. “Students interact with external professionals and learn how to build their network and be competitive in the job market.”



The CAP program wouldn't be successful without the support of the business community. While the program is managed by College of Business administrators, much of the instruction comes from one-on-one interactions with business professionals. Each semester more than 125 volunteers participate in CAP programming.

“After hearing about CAP I was excited at the opportunity to help students prepare for their future careers and give back to the UTSA community,” said **Lori Gray**, MBA '09, director of the workforce transition team at USAA. “It is a wonderful opportunity for students to interact with different employers while they gain professional skills in a supportive and encouraging environment. For employers it gives us exposure to the wonderful talent at UTSA.”

## Roadrunners Abroad

SEVENTY-TWO BUSINESS STUDENTS PARTICIPATED IN THE COLLEGE'S INTERNATIONAL IMMERSION PROGRAM THIS PAST YEAR. STUDENTS TRAVELED TO AUSTRALIA, AUSTRIA, GERMANY, HONG KONG, INDIA, NEW ZEALAND, SPAIN AND TAIWAN.



## Jackson Named Outstanding Accounting Alumnus

**Tracy Jackson**, '93, EMBA '12, vice president and controller at Tesoro Corporation, was named the Outstanding Accounting Alumnus of the Year at the annual UTSA Accounting Stars luncheon hosted by the Department of Accounting.

Jackson was honored for her professional accomplishments in the field of accounting, her continued support of the UTSA College of Business Department of Accounting and her service to the community.

"I'm truly honored and humbled to receive this recognition," said Jackson, who is chair of the college's Advisory Council. "I'm just an everyday person with an incredible support team."

Excelling in the accounting industry, Jackson began her career with Arthur Andersen & Co. and moved on to lead accounting governance and internal audit at Valero before joining Tesoro in 2007. In her current role she has negotiated, structured and launched numerous leveraged financial transactions as well as acquisition financing for major transactions.

Jackson shared five words that shape her professional philosophy: preparedness, vision, luck, effort and faith. She encouraged the students to "know where you are going with your career...be in the right place at the right time...get out and network...and be brave, be bold and share your opinion."

At UTSA she has served on the college's Accounting Advisory Board as well as the UTSA Alumni Association board. Within the community, she is active in community initiatives through Tesoro and has served as treasurer for Child Advocates San Antonio.



## MBA Alumnus' Invention Receives FDA Approval

**Daniel Mendez**, BS '10, MBA '14 was having a casual chat with friends one evening when one of them, a neonatal nurse, mentioned something about her workplace. Part of her routine was rotating the heads of newborns to keep their soft skulls from becoming deformed.

"We decided—why not try and create something so these nurses don't have to rotate their heads and prevent deformation?" Mendez said.

Mendez and fellow UTSA engineering students **Nicholas Louis Flores** and **Israel Gonzalez** were already on the lookout for a good idea to help them stand out at the Center for Innovation, Technology and Entrepreneurship (CITE) \$100,000 Student Technology Venture Competition.

CITE, an interdisciplinary center in the Colleges of Business and Engineering, hosts the competition each semester to give students hands-on experience as

early stage entrepreneurs. Teams of senior business and engineering students work throughout the semester to develop a technology demonstrator and business plan to successfully launch a new company.

Five years later their creation, GELShield™, has received FDA approval and is already in production. Their student team, Invictus, is now Invictus Medical.

Mendez and his team first presented their prototype of GELShield™ at the competition in 2010. The headband-like protection device contains an aqueous gel that distributes the weight of the head and reduces points of high pressure.

"We're very hopeful that the market will see its benefits and really embrace it," Mendez said. "I didn't really have any expectations in terms of the success of the product. All I knew was it was innovative, and the doctors we talked to wanted it. It truly was addressing an unmet need."

His professor **Cory Hallam**, director of CITE, said the quick FDA approval is just another result of the phenomenal team at Invictus, which sprouted at UTSA and is now a major San Antonio company in its own right.

Mendez agreed that the competition and making connections at UTSA was vital to Invictus' growth from a student project team to a real-life company with a board of directors. His experience was instrumental in his decision to return to UTSA to earn his MBA at the College of Business.

"I wanted to be able to attend a larger university because of the connections you're able to make, especially with a program like the MBA. It's really important in moving forward in your career," he said. "It's a lot more than a piece of paper, it's the professors you have, their backgrounds and lots of intangibles that contribute to your degree."



## Three Business Alumni Honored at UTSA Gala

Three business alumni were honored by the UTSA Alumni Association during their annual Alumni Gala this fall.

**Pat Clynes, '89** received the Alumni Lifetime Achievement Award. This award is presented to an alumnus who has realized extraordinary accomplishments throughout their professional career.

An accounting major, Clynes recently retired from BP Energy in Houston where he served as a top-level executive since 2003. Prior to working at BP, Clynes was employed at Enron and KN Energy.

Clynes' longstanding volunteer leadership at UTSA includes serving on the UTSA Development Board, the Athletics Executive Advisory Council and past roles on the College of Business Advisory Council and the Alumni Association Board of Directors.

Giving back to his alma mater, he has established and endowed the Patrick J. Clynes Endowed College of Business Excellence in Service faculty award and two student scholarships. He previously received the UTSA Alumnus of the Year Award in 2000.

**Yvonne Fernandez, '85** and **Scott Metzger, MA '05** were the recipients of the Alumnus of the Year Award. Fernandez is vice president of commercial operations at Security Service Federal Credit Union. Metzger is the founder and CEO of Freetail Brewing Company.

Fernandez, a finance major, is a member of the college's Real Estate Finance and Development Founders Council. She is a past president and current board member of the Alumni Association and a former member of the UTSA Development Board.

Metzger began his professional career in the banking and oil industries before discovering his true passion—craft brewing. An economics major, he was instrumental in a statewide effort to change distribution laws to allow brewpubs to distribute their beers throughout Texas.

The Alumnus of the Year Award honors UTSA alumni who have distinguished themselves through their accomplishments and good deeds.

## Meet a Roadrunner

**STEVEN GONZALES, '13**  
Consultant Software  
Engineer at EMC



Leading a team of software engineers remotely for one of the largest and most respected enterprise storage companies, **Steven Gonzales** has quickly advanced through the ranks in the cloud computing industry. An information systems major, Gonzales drew upon his business background to better understand how the technology he develops creates value for his company. Plucked from Rackspace, the 35 year olds background in software engineering and DevOps infrastructure is utilized daily managing one of the largest cloud scale object-storage platforms.

### *What is your role at EMC?*

I've recently transitioned from writing a lot of code to leading a team of engineers. EMC hires only the most experienced talent, so my entire team works remotely. It is difficult to get that talent in one location. A lot of what I'm doing now is strategic planning—looking ahead to what we should be doing next. We are working to deliver more automation and more durable platforms for cloud computing. I'm engaged and passionate about what I'm doing.

### *What is your favorite part of the job?*

My favorite part of software engineering is that I work with leading-edge technologies at the largest scale. We build cool technologies.

### *What is the toughest part of your job?*

Working under accelerated timelines, we are challenged constantly to come up with the best solutions for our clients. I enjoy the challenges that come with that. The key is to find the right team and lead them on a mission to build something awesome. We are trying to do things that nobody has done before.

### *Favorite business class*

Management Strategy Capstone MGT 4893

I remember a Southwest Airlines case study from that class. Other companies were copying Southwest Airlines practices, but couldn't get the same results. It was valuable for me to understand that the context behind the ideas—the values and culture behind the company—is what made them successful.

### *Hobbies*

Spending time with his wife, Lucy, and daughter, Isabella. Tailgating at UTSA football games with friends. Coding.

### *Describe yourself in three words.*

Competitive. Decisive. Energetic.

### *Why are you proud to be a Roadrunner?*

I have a legacy of being a Roadrunner. My whole family has gone there, and my dad is the vice president of student affairs. It gave me a great foundation to start from.

## Dan Karam Issued “I Love UTSA” Challenge

**Dan Karam**, '97, MS '01 loves UTSA. And in an effort to share his love for his alma mater, he challenged fellow UTSA alumni this spring to show their support for UTSA and their respective colleges by making a donation to the university. As part of his challenge Karam pledged to match \$25,000 in gifts made by fellow alumni as part of the “I Love UTSA” challenge.

Throughout the course of the 22-day challenge, 380 alumni answered Karam’s call, and \$89,950 was raised for UTSA. The College of Business was the beneficiary of \$33,311 in gifts. The money will be used to enhance college programming and support student and faculty endeavors.

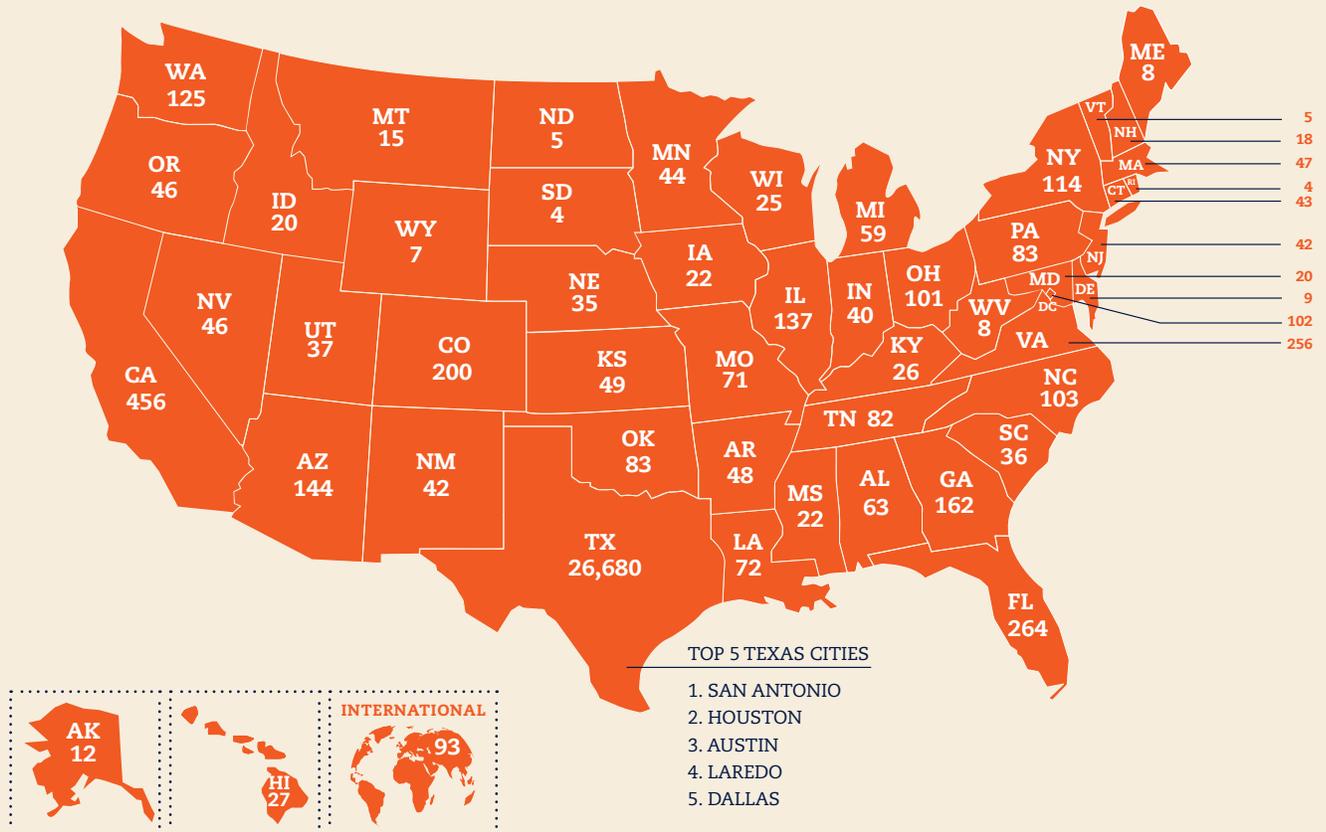
“The truth is we’ve all gained so much more than our degrees from UTSA,” said Karam, chief information officer at MUY!. “I know I wouldn’t be where I am today, personally and professionally, without my experience as a Roadrunner.”

Alumni giving at any level is valued because the percentage of alumni donors is a common factor used in determining business school rankings.

“The goal of the match was to encourage more alumni to join the tradition of giving back to UTSA,” said **Genevieve Tobias**, director of annual giving. “The money raised by alumni in three weeks matched the typical amount of UTSA alumni donations in one semester.”



### WHERE THE ROADRUNNERS ROOST



\*31,222 BUSINESS GRADUATES

## Management Researcher Finds Choice Motivates Employees

It seems to be the questions managers are often pondering. How do you keep employees motivated? How do you keep them happy? **Matthew McCarter**, associate professor of management, has arrived at some of that insight. He's just released a co-authored study in the *Human Resource Management Journal* that suggests that choice in health plans plays a big role in employee motivation and happiness.

Most people already have health insurance. But McCarter discovered that when employees are able to choose from a concise list of health care providers, rather than having to grapple with an endless array of options, they are not only happier with their employer, but feel as if they've had some say in how their lives play out at work.

"Having choice over benefits gives employees the perception of procedural justice or fairness," McCarter said. "The first thing we found is that you don't have to have your employees design the entire plan. It's not about design. It's about being able to choose what happens."

As a result, employees perceive the procedures as more fair, see their managers as more trustworthy and are motivated to work harder.



"The picking is what motivates them," McCarter said. "It's having choice at work rather than having choice of work that motivates people."

McCarter admits there is something of an illusion of power in the process, in that ultimately the employee only perceives he or she has some kind of voice or say.

He hopes the study will help bridge the disconnect between what managers think works well and what their employees actually think.



## What is the Value of Green Housing?

Do energy efficient designations such as Energy Star homes and features such as double-pane windows and low-flow toilets increase the value of a home?

According to **Thomas Thomson**, the Quincy Lee Distinguished Professor in Real Estate and Finance, and **Anjelita Cadena**, Ph.D. '13, assistant professor at the University of North Texas, they do.

The researchers studied 66,000 home sales over a five-year period in San Antonio to evaluate the extent green components add a premium to a house's selling price. They found that green designations increased selling prices by 1 percent; green features such as drought tolerant plants and irrigation systems increased selling prices by 2 percent; and energy efficient features such as Energy Star appliances, windows and HVAC systems raised selling prices by 6 percent.

"We are continuing data collection on this project and have two more recent years of data," said Thomson, whose work appeared in the *Appraisal Journal*. "We'll be looking to see if there is an increasing value to green over time, whether green houses sell faster and if the number of green features increases value."



**36<sup>TH</sup> IN THE WORLD**

**UTSA DEPARTMENT  
OF MARKETING**

*According to the 2014-2015  
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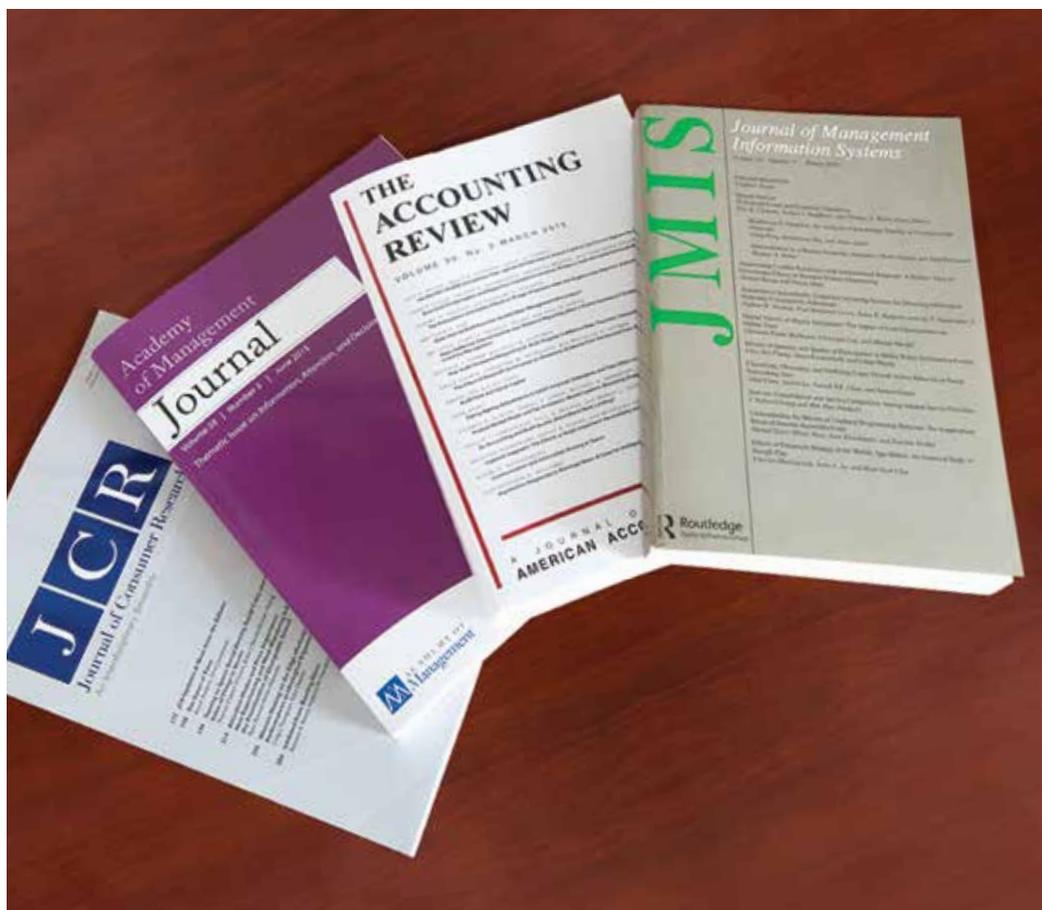
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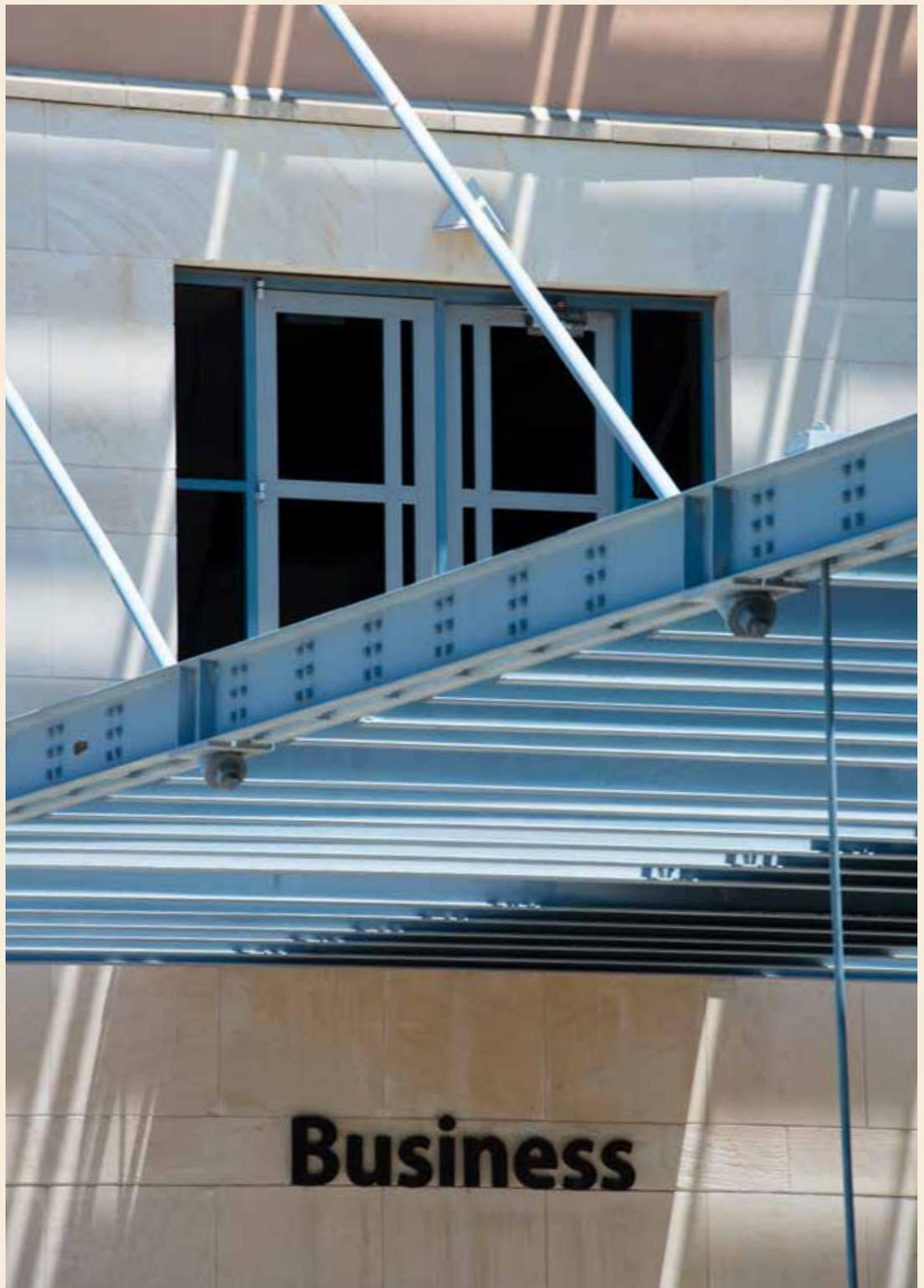
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