

UTSA[®] Business

2017
ANNUAL
REPORT

UTSA[®] The University of Texas at San Antonio
College of Business





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13 LAUNCHING BUSINESS LEADERS

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DEAN'S MESSAGE



It has been a momentous year at UTSA and within the College of Business. UTSA welcomed its sixth president Taylor Eighmy this September. President Eighmy previously served as the vice chancellor for research and engagement at the University of Tennessee-Knoxville. Eager to develop partnerships throughout the city, President Eighmy is focused on UTSA becoming a great multicultural discovery enterprise.

Aligned with this vision, the College of Business has made great strides this past year. Continuing our focus in cyber security and data analytics, the college graduated its first cohort of students from the M.S. Data Analytics program this fall. In only its second year, data analytics has grown from 63 to 118 students—an 87 percent increase. Our cyber security program launched a new online BBA in August with 95 students, and our traditional cyber security program continues to be one of the most popular majors for our incoming freshmen.

Breaking enrollment records, the College of Business is home to 6,376 business students. This represents a 10 percent overall increase and a 25 percent gain at the graduate level. Over the past five years the college's enrollment has grown by 25 percent, and the graduate enrollment has risen 60 percent. Increasing graduate enrollment in the college will remain one of our strategic priorities.

At the academic level, business faculty have also broken records for their research achievements. Over the past four years research grants have expanded exponentially reaching a record high of \$4.5 million this year. In addition to research awards, our faculty publish in high-level journals. Because of faculty research, the College of Business has been named one of the top 100 business schools in the nation according to the UT-Dallas business school rankings. This is impressive because there are thousands of business schools nationwide.

The College of Business is also celebrating two milestones this fall—the 10th anniversaries of both our Center for Student Professional Development (CSPD) and the Investment Society student organization. Both of these entities have successfully enhanced the future of our business students by providing them

with professional resources and networking opportunities that have led to successful career outcomes for our graduates.

Continuing on this trajectory, the College of Business will grow strategically in areas of high workforce demand as well as in those areas identified as priorities for UTSA and the state of Texas. As our enrollments increase, we'll also need to explore enrollment management strategies in order to maintain the quality of education that we provide our students.

Building on these programs of excellence, we'll be working with our corporate partners to expand support in these high-demand areas to help us achieve our goals.

Investing heavily in the professional development of our students at both the undergraduate and graduate levels remains a priority. The CSPD has done an excellent job of preparing our students for the workforce. Our next focus will be to encourage students to expand their horizons by exposing them to more Fortune 500 companies and national employers. Just this October the CSPD hosted a corporate visit to Dallas for 20 students who learned about international business development and job opportunities at AT&T and Southwest Airlines. This is just the first of many corporate visits that will allow our students to realize their dreams.

As we make significant strides in our academic reputation, we remain cognizant of our mission to support the needs of San Antonio and to improve the social and economic development, not only of our students, but also for the city, the state of Texas and the nation.

Wm. Gerard Sanders
DEAN AND BODENSTEDT CHAIR
UTSA COLLEGE OF BUSINESS

College of Business Earns AACSB Reaccreditation

The UTSA College of Business earned reaccreditation in business and accounting from AACSB International—The Association to Advance Collegiate Schools of Business.



AACSB accreditation is the hallmark of excellence in business education and has been earned by less than five percent of the world's business schools. Only 786 business schools in 53 countries and territories have earned AACSB accreditation. Within those schools, 186 institutions hold additional specialized AACSB accreditation for their accounting programs.

"During this peer-review process schools must demonstrate alignment with AACSB's global accreditation standards, as well as how they encourage engagement, innovation and impact across the communities they serve," said **Robert D. Reid**, executive vice president and chief accreditation officer of AACSB International.

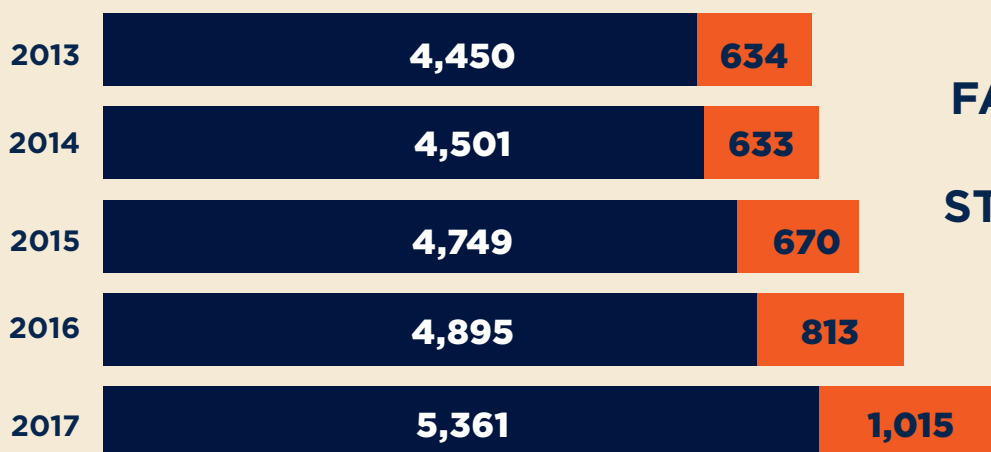
During the review process, the UTSA College of Business was praised for its student engagement and professional development programs as well as innovations in academic programming including the new masters' degree programs in business and data analytics.

"Our reaccreditation affirms that our curriculum, faculty and strategic planning are high quality, and that we are providing a top-tier education to our students," said **Wm. Gerard Sanders**, dean and Bodenstein Chair of the UTSA College of Business. "I commend our faculty and staff who worked tirelessly to secure this reaccreditation."

Achieving accreditation is a process of rigorous internal review, engagement with an AACSB-assigned mentor and peer review. During this multi-year continuous improvement review, schools are evaluated in areas relating to strategic management and innovation; student, faculty and staff participation; learning and teaching; and academic and professional engagement.

Accredited business schools are evaluated every five years to maintain accreditation. The UTSA College of Business has been continuously accredited by AACSB since 1980. Founded in 1916, AACSB is the longest-serving global accrediting body for business schools.

College of Business Enrollment



**FALL 2017
6,376
STUDENTS**



UNDERGRADUATE
STUDENTS



GRADUATE
STUDENTS



First Online Degree Program Launched in Cyber Security

This fall the UTSA College of Business launched the Online BBA in Cyber Security, the first fully-online degree program at UTSA, with almost 100 students.

“The College of Business is proud to support UTSA’s online initiatives by offering our cyber security degree program in this innovative format,” said **Wm. Gerard Sanders**, dean and Bodenstedt Chair of the UTSA College of Business. “It allows us to create a professional pathway for even more students into this burgeoning job market.”

Six courses were offered this fall utilizing an array of technological tools to create an interactive student learning environment.

The initial courses and student support services were developed through a partnership between UTSA and the University of Texas System’s Institute for Transformational Learning.

“Faculty have learned to view their courses using a different lens,” said **Kevin Grant**, associate dean of undergraduate studies.

“Our goal was to create a platform that enables student success. Students will be able to read material, watch videos, participate in white board chat sessions and communicate with their classmates as part of the online format.”

Graduates of UTSA cyber security programs work at security firms as well as government agencies like the CIA, FBI and NSA and for major business corporations such as H-E-B, Rackspace and USAA.

The Ponemon Institute previously ranked UTSA’s overall cyber security programs No. 1 in the nation, based on a survey of IT executives, and the university’s academic and research programs are recognized for excellence by the NSA and the Department of Homeland Security.



FROST DISTINGUISHED LECTURE SERIES

NOV. 4
2016

RICHARD PERETZ, '85

Chief Financial Officer at UPS

Joining the company in 1981 while a student at UTSA, Peretz has risen through the ranks to become chief financial officer of the \$58 billion company headquartered in Atlanta.

Peretz encouraged the audience to be flexible and understand the value of numbers, words, customers and time. He also challenged them to follow their passions.

“The best thing to do is remember that one constant is change. Be dissatisfied, be flexible and leave your ego at the door.”



Carolan Research Institute Funds Marketing Research

The Carolan Research Institute has donated \$100,000 to the UTSA College of Business Department of Marketing in support of marketing research. The institute was established to further the pursuit of behavioral science as it pertains to everyday human action and decision making.

“Our department is extremely grateful for the support that we’ve received from the Carolan Research Institute,” said **Suman Basuroy**, chair of the Department of Marketing. “The award will allow us to support the high-quality research objectives of our doctoral students and faculty.”

The institute was founded by the late **Geraldine Fennell**, a visiting faculty researcher at UTSA from 2007-2013. Fennell, who died in 2014, was an accomplished marketing practitioner and academic researcher. Earlier in her career, she worked for Unilever and J. Walter Thompson before receiving her Ph.D. in social psychology from City University of New York.

Her research on developing a conceptual framework for prospective customer wants was published in numerous marketing journals and conference proceedings, including the elite *Journal of Marketing*.

“Geraldine was a renaissance woman who successfully merged business practice and marketing theory; she pursued what she thought was right and never backed down,” said **Joel Saegert**, professor emeritus of marketing and trustee of the institute.

“I worked with her for over 25 years on her upstream marketing approach to exploring prospective customers’ heterogeneous wants and desires in the pursuit

of successful brand offerings. It seems only fitting that the institute is funding research in support of her research ideals.”

“The award will allow us to support the high-quality research objectives of our doctoral students and faculty.”

SUMAN BASUROY

CHAIR, DEPARTMENT OF MARKETING

College of Business Profile

Founded
1969

First Classes
1973

24
Degree
Programs

107
Full-time
Faculty

Student
Profile



66%
Minority

49%
Hispanic

38%
Female



McCarter Receives Howe Undergraduate Teaching Award

Matthew McCarter, associate professor of management in the UTSA College of Business, was named the recipient of the Richard S. Howe Outstanding Undergraduate Teaching Award during the UTSA University Excellence Awards.

Established to honor former UTSA College of Engineering Professor **Richard Howe**, the award recognizes faculty for sustained excellence in developing signature learning experiences for undergraduates beyond the traditional classroom environment.

"I feel privileged to receive the Richard S. Howe Outstanding Undergraduate Teaching Award," said McCarter. "Dr. Howe's research on solving complex organizational problems suggests that a hands-on approach to learning is effective in helping students use theory to solve real problems.

"My use of simulation-based learning gives students hands-on experience at managing organizational behavior," said McCarter, who spent this spring at the University of Canterbury in New Zealand as

a Visiting Erskine Fellow. "I hope I can continue to be an effective teacher and create new simulations to help undergraduate students become better leaders."

Since joining the College of Business in 2013, McCarter has become a student favorite because of his innovative teaching style and experiential classroom exercises. Popular exercises have included the Group Paper Clip Project and the Rainmaker.

In the first exercise students are given a paper clip and must make a series of trades that result in a final item of considerable more value. The final item is then donated to charity.

As part of the Rainmaker project, undergraduate teams identify a policy at school, work or within an organization that would be beneficial if changed. Then, they must identify the issues related to this

policy and meet with the decision makers to persuade them to make the change. The students are not graded on whether they get the policy changed, but on the process they used to plan, organize and execute the negotiation.

"Simulation-based learning is where students experience a case through role-playing," said McCarter. "They enjoy these activities because if their plan works they can celebrate their achievement, but if their plan does not pan out as they had hoped, they can learn from their mistakes with low costs and try again."

In recognition of his interactive style of learning, McCarter was inducted into UTSA's Academy of Distinguished Teaching Scholars and received the UT System Regent's Outstanding Teaching Award in 2016.

NEW FACULTY



DAVID DAMPER

Professor of Information Systems and Cyber Security

Ph.D. Naval Postgraduate School



PAUL RAD

Associate Professor of Information Systems and Cyber Security

Ph.D. University of Texas at San Antonio



DANIELA SANCHEZ

Assistant Professor of Accounting

Ph.D. Texas Tech University



MANUEL SANCHEZ

Professor of Accounting Director of Ph.D. Program

Ph.D. University of Texas at San Antonio



Dan Hollas Stepping Down from Administration

Longtime administrator **Dan Hollas** stepped down from his senior associate dean role and returned to the economics faculty this fall. Throughout his 25-year administrative career, he has worked with four deans, overseen three AACSB reaccreditations and witnessed tremendous growth in the UTSA College of Business.

"This is a different business school than when I started," he said. "We were always a good business school, but now we are excellent. There has been dramatic improvement in all areas of the college."

Hollas began his career in the Dean's Office in 1992. His original duties included supervising undergraduate and graduate advising and working with department chairs and faculty.

"My first assignments were developing the blueprint for the Ph.D. program and shepherding the college through an accreditation review," said Hollas.

Known as the college's diplomat, Hollas felt that his greatest accomplishment was his ability to successfully work with administrators, faculty and staff to help move the college's mission and goals forward.

"It has been a lot of fun," said Hollas, who is teaching a multidisciplinary MBA course this fall. "I've had a rare opportunity to have a broad impact on the growth and development of the college. But I look forward to returning to my true passion—teaching."



Three faculty members retired from the College of Business this year with a combined 66 years of service to UTSA.

JUAN GONZALEZ
*Associate Professor of
Management Science
and Statistics*

MARK LENGNICK-HALL
*Professor of
Management*

SANDRA WELCH
*Professor of
Accounting*

ENDURING LIFETIME ACHIEVEMENT AWARD



DANA FORGIONE
Professor of Accounting



AWARDED BY THE
AMERICAN ACCOUNTING
ASSOCIATION
GOVERNMENT &
NONPROFIT SECTION

WOMEN'S LEADERSHIP AWARD



KATHRYN KEETON
*Associate Director
of Executive Education
CENTER FOR
PROFESSIONAL EXCELLENCE*

PRESENTED BY THE
SAN ANTONIO
BUSINESS JOURNAL

TENURE

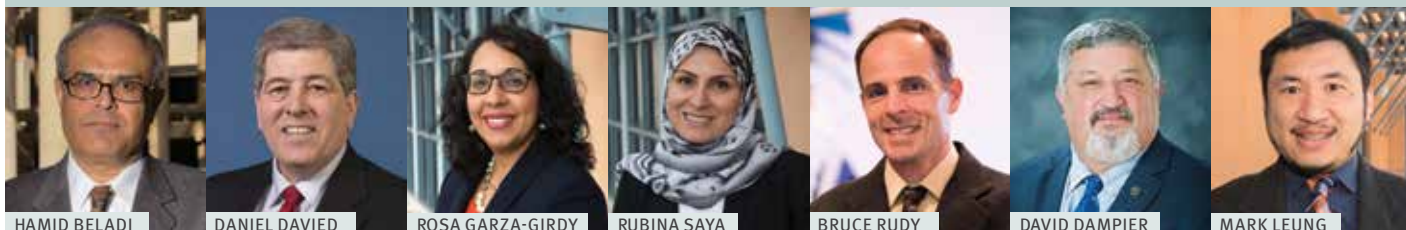
DENG FENG YAN
ASSOCIATE PROFESSOR
WITH TENURE
DEPARTMENT OF
MARKETING

PROMOTION

MYUNG KO
Full Professor
*Department of Information
Systems and Cyber Security*

College Announces New Administrative Appointments

With the start of the academic year, the UTSA College of Business has announced several new administrative appointments that will support faculty, student development, academic programs and executive education.



Hamid Beladi has been named associate dean of faculty and research in the College of Business. In addition to his previous duties in research, he is responsible for managing faculty support issues.

Three new assistant dean positions have been created in the College of Business to assist with undergraduate, graduate and fiscal issues. **Daniel Davied** has been appointed assistant dean of graduate studies. He will oversee admissions, program development and recruitment for the college's MBA, M.S. Business and M.S. Data Analytics programs.

Leading undergraduate efforts, **Rosa Garza-Girdy** has been named assistant

dean for undergraduate studies. She will develop programs to improve academic success and the academic experience for business undergraduates.

Rubina Saya will manage all fiscal operations for the college as the new assistant dean of fiscal administration. Her duties include overseeing the college's academic budgets as well as developing long-range budget plans.

Leading the college's executive programs, **Bruce Rudy** has been named senior executive director of the Center for Professional Excellence. Rudy, assistant professor of management, will lead the Executive MBA program as well as build

executive education programming within the college.

New faculty member **David Dampier** has assumed the duties of interim chair of the Department of Information Systems and Cyber Security. Dampier is an accomplished cyber security scholar and teacher joining UTSA from Mississippi State University.

Associate Professor **Mark Leung** has been chosen as the new chair of the Department of Management Science and Statistics. Leung is a talented scholar and teacher who will work to advance efforts within this department.



Stewart Miller
Professor of Management
E. Lou Curry Teaching Excellence Award

Jonathan Clark
Assistant Professor of Management
Dean's Teaching Excellence Award for Tenure-Track Faculty

Max Kilger
Senior Lecturer and Director of the Data Analytics Program
Dean's Teaching Excellence Award for Non-Tenure-Track Faculty

Huy Le
Associate Professor of Management
Col. Jean Piccione and Lt. Col. Philip Piccione Endowed Research Award

Dina Krasikova
Assistant Professor of Management
Dean's Research Excellence Award for Tenure-Track Faculty

Kevin Grant
Associate Dean of Undergraduate Studies
Patrick J. Clynes Endowed College of Business Excellence in Service Award

Mark Lengnick-Hall
Professor of Management
Endowed 1969 Commemorative Faculty Award for Overall Faculty Excellence



First Alumni Graduate from New Masters' Programs in Business and Data Analytics

Culminating a momentous year of firsts, the UTSA College of Business graduated the first cohort of students in both the M.S. Business and the M.S. Data Analytics programs and placed them on the pathway to professional success.

M.S. BUSINESS

The M.S. Business program is a one-year master's program that provides non-business majors with a solid foundation in business. The inaugural class, which was 50 percent Hispanic and 43 percent female, featured 31 students from a variety of disciplines including biology, communications, kinesiology, psychology and political science.

Coming from diverse academic backgrounds, the students credit the faculty with making the curriculum relatable and in taking a personal interest in the students.

"Initially I was scared, but the professors made it easy for us to understand the subject matter," said **Brittany Castilleja**, MS '17, a native of Houston. "After my undergraduate degree in kinesiology I felt lost. Now I have a clear pathway."

Capri Schafner, MS '17 was drawn to the program because of its one-year format. Schafner was employed at UTSA's Texas Sustainable Energy Research Institute part time, but she was looking for an opportunity to advance her career.

"The master's degree helped me rethink my career path and gave me the confidence to branch out," said Schafner. "Using my background in English and my new business training, I was offered a position as a technical writer at Southwest Research Institute."

"I couldn't be more pleased with the outcomes we've seen in this first class," said **Daniel Davied**, assistant dean of graduate studies. "The students have expanded their business expertise, found success in the job market and have made bonds that will last a lifetime. Now we're continuing that experience for our next class."

M.S. DATA ANALYTICS

Filling the need for highly-skilled data analysts, the college launched the M.S. Data Analytics program last fall. Offered in both daytime and evening cohorts, the daytime cohort concluded this summer with 20 graduates. The evening cohort will graduate in December 2017.

The initial class included students from a variety of majors including mathematics, marketing, statistics, computer information systems, finance and psychology. Representing universities from across the United States and internationally, 30 percent of the students were Hispanic.

"The faculty in the program deeply care about the students and challenged us to succeed," said **Beth Ross**, MSDA '17. "They spent extra time outside of class ensuring that we were comfortable with the material."

Drawing upon experiential learning, the students became data savvy profes-

sionals and learned the latest tools, techniques and applications used to transform data into meaningful information. Further, they applied their education by performing real-world data analytics through intensive practicum coursework with strategic business partners.

"Our program covers a wide array of topics including analytics, data architecture and business issues. The students learned how to apply this skill set to real world problems. We are thrilled with the success and the growth that we've seen in this first class of students."

MAX KILGER

Director of the Data Analytics Program



MBA Student Becomes First UT System Student Regent from UTSA

Jaciel Castro, a MBA student in the UTSA College of Business, has been selected as a UT System Student Regent—the first student from UTSA to serve in this role. During his one-year term, Castro will represent the UT System student voice at Board of Regents meetings and visit all 14 UT System institutions.

Castro's priorities are student success and retention. He wants to find out what programs are working at other universities in the UT System and bring new ideas back to UTSA.

"I know there are some awesome things happening within the UT System that I can share with departments at UTSA," said Castro. "I also want to be part of the process as we enhance some already successful practices."

He also believes UTSA has a lot to teach the other institutions. "I believe UTSA represents what universities will look like across the country in the next 30 years," he said. "UTSA has the potential to show the country what can be done for minority students."

Castro has already taken what he's learned at UTSA and applied it to his job as a school administrator and college counselor with KIPP San Antonio Public Schools.

"The real estate courses I've taken at UTSA have been key to understanding the role of real estate in building schools and determining locations," said Castro.

He's also inspiring his own family. Born and raised in Mexico, Castro is the first of five generations to attend college and pursue a master's degree.

Castro says he's excited to represent UTSA as its first Student Regent.

"The UT System as a whole has a lot to say when it comes to research, innovation and program development," Castro said. "It's exciting to be among such an outstanding group of people and learn about the universities and what they're achieving in Texas and across the world."



Record Setting Doctoral Student Placement

Four College of Business doctoral students graduated this spring and received placements at top research universities.

Marketing doctoral students **B.J. Allen**, Ph.D. '17, **Chia-Wei Lin**, Ph.D. '17 and **Jorge Pena Marin**, Ph.D. '17 have accepted academic positions as assistant professors at the University of Arkansas, the University of Tennessee Chattanooga and

the University of Cincinnati respectively.

Allen's research interests are marketing strategy, new product strategy development and product lifecycle stages. Lin explores virtual identity and fan identity in Internet and

sports marketing. Pena Marin's research has focused on video game marketing and the influence of numbers in consumer decision making.

Information systems doctoral student **Michele Maasberg**, MSIT '13, Ph.D. '17 was

appointed assistant professor at Louisiana Tech University. Maasberg's research interests include insider threat detection, securing the nation's critical infrastructure, information security risk assessment and incident response.

Marketing Major Named Outstanding Business Undergraduate

Epitomizing the ideal business student, **Colton Barton** was named the Most Outstanding Undergraduate in the UTSA College of Business during the University Life Awards.

"It was very surreal to be recognized with this award," said Barton, who is double majoring in marketing and sport, event and tourism management. "This will definitely be an honor that I'll be proud to place and keep on my résumé."

Calling Barton a high achiever might be an understatement. Since joining UTSA, he has participated in three internships with Fortune 200 companies, completed three international experiences and has excelled academically.

Barton interned with the Walt Disney World College Program his freshman year.

There, he discovered his passion for marketing, honed his customer service skills and learned the dynamics of business. He followed up that experience by completing an operations internship with the Élan Hotel & Spa. And, last fall he was one of 114 applicants chosen from a field of 10,000 to intern with Southwest Airlines at their headquarters in Dallas.

Barton credits the college's Career Action Program (CAP) with giving him the skills and the confidence to succeed professionally. "The CAP program is the best thing I've done in the College of

Business," said Barton. "CAP gave me the tools that I needed to learn how to create my résumé, interview and network professionally."

In addition to his professional experiences, Barton is also active with the college's Global Business Club and international programs. He completed an independent study abroad program with American International University in 2015, traveled with the College of Business to Spain in 2016 and participated in the European Innovation Academy this summer in Italy.



International Explorations

The UTSA College of Business hosted eight international immersions this past year including an inaugural immersion to Cuba. Students attended academic presentations, visited local businesses and participated in cultural activities as part of these faculty-led international experiences.



124
STUDENTS



CHILE
CHINA
CUBA

INDIA
ITALY
JAPAN

RUSSIA/FINLAND
SPAIN

COLLEGE NAMES DISTINGUISHED BUSINESS STUDENTS



Each year the UTSA College of Business chooses an elite group of business majors as Distinguished Business Students. The students are selected based on their academic achievement, leadership experience and professional development. Seventy-four students were chosen this year for this honor. As a group, 86 percent of the Distinguished Business Students were leaders in student organizations and 73 percent have completed at least one internship.



STUDENTS PITCH TECHNOLOGY VENTURES

Chiron, a student team that created a new type of gauze that increases absorbency to prevent external hemorrhaging, won the top prize at the UTSA \$100K Student Technology Venture Competition sponsored by the Center for Innovation, Technology and Entrepreneurship. The team included **William Baldridge, Madeleine Farrer, Hannah Jones, Brian Ruliffson, Alex Sutcliff and Jose Trevino.**

FINANCE STUDENTS COMPETE IN CASE STUDY COMPETITION



Graduate finance majors **Andrew Alvarez, Ovidio Garcia, Bron Weston and Andrew Wilcoxson** placed third in the Association for Corporate Growth case study competition in Dallas. The team was mentored by finance adjunct faculty member **Mike Naquin.**



CYBER STUDENTS EXCEL IN NATIONAL COMPETITIONS

UTSA cyber security students advanced to the finals of two national cyber security competitions.

In Panoply, the team of **Julian Chan, Chelsea Hicks, Alexander Klepal and Joe Mireles** placed second in this “capture the flag” competition. The exercise tested network assessment and network defense skills.

Competing in the National Cyber Analyst Challenge, the team of **Erin Allred, Justin Copeland, Joe Mireles, Jesse Munos and Catherine Telles** placed in the top 10. This contest challenged students to analyze a cyber incident and provide recommendations.

Launching Business Leaders

by Wendy Frost

Launching the careers of business students is the goal of the college's Center for Student Professional Development (CSPD).



When the doors to the CSPD first opened in 2007, the mission of the center was twofold. First, provide business students with comprehensive career development services that allow them to gain a competitive edge in attaining internships and employment. Second, partner with local, regional and national employers to meet their employment needs.

"The CSPD provides professional development opportunities that allow students to hone their skills, define their goals and launch their careers," said **Lisa Montoya**, associate dean of professional development and international business programs.

Celebrating its 10th anniversary this October, the CSPD has stayed true to its original mission, but the scope of services offered by the center has expanded exponentially.

One way that services have expanded includes the addition of graduate professional development programming this fall for the college's 1,000 graduate students. To better ascertain their needs, graduate students were surveyed, and focus groups were held last spring.

Based on the needs analysis more than 50 percent of the respondents were looking for a new position upon completing their

degree. And, the top request for training was learning how to negotiate a job offer.

"We've developed an array of workshops and boot camps to meet the professional development needs of our graduate students," said **Jenna Wallace**, assistant director for graduate career development. "We've tried to make our programming more accessible. We plan on creating online resources that students will be able to access at any time and place."

Throughout the year, the center hosts more than 50 events that help students develop a balanced portfolio of career acumen, leadership development, industry knowledge and personal image enhancement.

The center's signature program is the Career Action Program (CAP). Offered each semester, CAP is a 17-hour professional development program that includes a comprehensive overview of résumé writing, interviewing, networking and business etiquette.

CAP kicks off with an all-day conference that introduces students to the finer points of the business world. Additional components include mock interview sessions led by potential employers as well as speed networking sessions with business professionals.

Since its inception in 2008, more than 3,200 business students have completed the program, with many receiving job and internship offers because of the experience.

"The CSPD helped prepare me professionally and exposed me to a variety of employers," said **Karla Cruz**, '16, a marketing associate at Eli Lilly. "Now, I'm hoping to help open the door for other UTSA students at Eli Lilly."

"The CSPD provides professional development opportunities that allow students to hone their skills, define their goals and launch their careers."

LISA MONTOYA

ASSOCIATE DEAN OF PROFESSIONAL DEVELOPMENT AND INTERNATIONAL BUSINESS PROGRAMS.



“UTSA students are phenomenal. Employers should know that you could find your next CEO at UTSA, and that you get a larger return on your investment growing future leaders.”

PORCSHA PRESLEY, '12

EXECUTIVE RECRUITER AT RACKSPACE



The program has expanded to include specialized content for graduate students including workshops on networking, social media, digital hiring practices and negotiation.

This spring the CSPD will launch an Evening CAP that will better serve students who have daytime commitments. The goal is to have 100 participants in the inaugural session. Looking toward the future, the CAP program goal will expand to serve all business undergraduates.

"I think the challenge for growing the program is helping students recognize its value," said Montoya. "CAP is like magic—we pull back the curtain and give away the secrets for succeeding professionally."

Another key component of scaling up the CSPD's reach is the use of online training and resources. Beginning this fall, the center has partnered with VMock, an online résumé software platform, to provide free résumé analysis for all business students. The program allows students to upload their résumé, receive instant feedback and be benchmarked against their peers. Following the analysis students learn what skills and competencies to focus on to increase their marketability.

"This tool is available to every student in the College of Business and is accessible 24 hours a day," said **Aimee Laun**, senior associate director of the Center for Student Professional Development. "It is a valuable resource, and it will free up staff resources for new programming efforts."

In an attempt to reach more business students, the CSPD will bring professional development programming directly into classrooms this spring as part of a weeklong Business Career Days program. Industry speakers across a wide variety of disciplines will be invited to provide guest lectures in business classes. The program will give students access to business leaders as part of their academic schedule.

Helping students expand their horizons, the CSPD in partnership with the college's International Business Programs Office is taking 20 undergraduate and master's students to Dallas this fall to visit two Fortune 500 companies. Students will spend the morning at AT&T learning about international business opportunities. Then they will visit Southwest Airlines in the afternoon to learn about global operations and job opportunities.

"Our goal is to continue to bring more value to our students," said Montoya. "We want students to consider their opportunities and think big."

Interfacing with the business community, the CSPD delivers customized recruitment experiences for employers.

"We are dedicated to serving as a resource to the business community," said **Nancy Scott Jones**, associate director of the CSPD. "We support employers through the entire recruitment process and work closely with the University Career Center to find fulfilling careers for our students."

The CSPD partners with more than 70 companies and 110 corporate volunteers each semester who volunteer their time to coach students while also recruiting for their next generation of employees and leaders.

The EY Leadership Suites serve as the college's recruitment home. Established in 2012 with a lead gift from EY, the suites provide first-class interview and professional development space for business students and employers.

The center hosts companies for on-campus interviews, information sessions, networking receptions, industry panels and career expos throughout the year.

"I'm honored to partner and work closely with UTSA's CSPD," said **Porcsha Presley**, '12, executive recruiter at Rackspace. "UTSA students are phenomenal. Employers should know that you could find your next CEO at UTSA, and that you get a larger return on your investment growing future leaders."



EMBA Graduate Receives Wayne Drymala Leadership Award

Aaron Risinger (left) celebrates with fellow EMBA graduates Ryan McLeaird and Jason Silberberg.

Being recognized for exemplary leadership in a class of 39 executives is quite the feat. But, recent Executive MBA graduate **Aaron Risinger**, EMBA '17 rose to the challenge and was voted by his classmates as the **Wayne J. Drymala Memorial Endowed Leadership** recipient.

The award was established in memoriam for **Wayne Drymala**, EMBA '01 to recognize exemplary EMBA students. Award criteria includes ethical behavior, intellectual contribution to program activities, support of others, team building and overall leadership effectiveness.

"I am honored to be chosen for this award," said Risinger, national sales manager at PerkinElmer. "I wasn't expecting to receive this honor since our class has many strong leaders."

Coming from a technical background in biochemistry, Risinger chose UTSA's EMBA program to expand his accounting, finance and leadership skills as he rose through the ranks from an application scientist into a management position. The EMBA is a comprehensive 21-month cohort program designed for experienced managers, professionals and rising leaders.

"I needed to learn the language and the different approaches in business," said Risinger, who manages PerkinElmer's high content screening and cellular imaging field sales team in North America, Canada, Central America and South America. "I wanted a degree that prepared me for current work responsibilities such as developing operating plans, surveying the marketing landscape and working with business development teams."

While the program was challenging, Risinger felt the commitment was necessary to level up to the next stage in his career. "I knew coming into this type of environment that you are going to get out of it what you put into it," he said. "I seized the opportunity to learn, and that attitude helped me get a lot out of the program."

Two months after beginning his EMBA, Risinger was promoted to his current position.

"This program is a nexus for diverse thought," he said. "I've met and networked with some great people, and I've been able to apply what I've learned in the classroom to better manage my team. My professional future is now limitless."

"This program is a nexus for diverse thought. I've met and networked with some great people, and I've been able to apply what I've learned in the classroom to better manage my team. My professional future is now limitless."

AARON RISINGER, EMBA '17
NATIONAL SALES MANAGER AT PERKINELMER

Business Alumni



33,819
ALUMNI



44%
FEMALE



56%
MALE



Business Alumnus Overseeing Geekdom

Helping self-proclaimed geeks become entrepreneurs is the mission of **David Garcia, Jr. '93**, chief executive officer of Geekdom.

Following high school, Garcia enrolled in community college briefly.

"I took my basic courses and never really got a good idea of what I wanted to do," Garcia said. "That led me to think I didn't need to go to college, so I just left and went straight into the workforce."

He worked at several different retail jobs over the next few years and began to realize that he had the mind-set to be a manager. Garcia decided to seek out a top-tier education at UTSA.

"There were so many benefits to being a UTSA student," he said. "I was able to work and take classes at the same time, which enabled me to pay my way through school."

Having realized business was his true calling, Garcia majored in management, knowing it was a field of study that could apply to many different career paths. One of the first jobs he acquired after graduation was managing a computer store, part of a large national chain. He hired a number of promising young people.

"Many of the people that worked under me there had the same kind of drive and ambition that I had at that age," Garcia said. "I tried to be a mentor and pass on my own values."

When the chain folded, the employees moved on, but Garcia stayed in touch with several of them. Many of his former employees had gone on to work at Rackspace

and became affiliated with Geekdom, a co-working space in downtown San Antonio that brings together aspiring technology entrepreneurs and fosters small business development.

At Geekdom, they sang Garcia's praises for his management skills. He started as chief operating officer and was promoted this fall to his current role as chief executive officer.

"Throughout my journey, I've been all about seeing people succeed," he said. "I'm still a manager. I still want to see people grow and develop. At UTSA, I laid the foundation to make myself succeed. That was where it happened."

CLASS NOTES

Art Conklin, Ph.D. '06 received the Ernie Rakaczky ICS Security Lifetime Achievement Award. This award is presented by SANS, one of the premier education and training companies in cyber security. Conklin is associate professor and director of the Center for Information Security Research and Education at the University of Houston.

Joseph Hernandez, '93 was named the UTSA Outstanding Accounting Alumnus of the Year. Hernandez is audit partner at Akin, Doherty, Klein & Feuge, PC. Recipients are chosen based on their professional accolades as well as their service to UTSA and the Department of Accounting. Hernandez has served as chair of the college's Accounting Advisory Board as well as the golf committee.

Ruben Mancha, Ph.D. '10 was named one of the Best 40 Under 40 university professors by *Poets & Quants*. He is an assistant professor of information systems at Babson College.

Karen Meriwether, '77 was named chief financial officer at Southwest Business Corporation (SWBC). An accounting graduate, she joined SWBC in 2015 and previously served as vice president of internal audit and chief audit executive.

Rolando Pablos, MBA '94 is secretary of state in Texas. An attorney, Pablos moved into the role in January after serving as chairman of the Texas Racing Commission. As secretary of state, he is in charge of overseeing elections integrity and the state's diplomatic relations with foreign countries.

Susan Pape, '86 was named publisher of the *San Antonio Express-News*. She will continue in her role as chief financial officer of the *Express-News* and the *Houston Chronicle*. An accounting major, Pape is the first woman to be named the top executive at the *Express-News* in its 151-year history.

Pat Teague, '97 was named executive vice president for human resources at USAA, a financial services and insurance company based in San Antonio. She previously led the company's member experience organization and has worked as a financial risk and compliance officer.

Share your professional accomplishments and accolades with us. Email your news to: wendy.frost@utsa.edu.



Phishing Scams Thrive on Overconfidence

A study by **H.R. Rao**, AT&T Distinguished Chair in Infrastructure Assurance and Security, examines overconfidence in detecting phishing emails. According to Rao, most people believe they're smarter than the criminals behind these schemes, which is why so many fall easily into a trap.

"A big advantage for phishers is self-efficacy," said Rao. "Many times, people think they know more than they actually do and are smarter than someone trying to pull off a scam via an email."

However, phishing has continued to evolve with the internet. It's no longer strangers posing as troubled Nigerian princes looking to cheat the average person out of their credit card information. Instead, phishing emails often look like messages from companies ordinary people recognize and trust.

"They're getting very good at mimicking the logos of popular companies," Rao said. "In any of these situations, overconfidence is always a killer."

Rao's study, which he collaborated on with colleagues from The University of Texas at Arlington and Columbia College, utilized an experimental survey that had subjects choose between the genuine and the sinister emails that he and his colleagues had created for the project.

Afterward, the subjects explained why they made their choices, which allowed Rao to classify which type of overconfidence was playing a role in their decision-making processes.

"Our study's focus on different types of overconfidence is unique and allows us to understand why certain tactics appeal to different people," Rao said. "It helps us to figure out ways to teach people to guard against these kinds of methods."

COLLEGE OF BUSINESS RESEARCH RANKING



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*Assistant Professor of Marketing
The Role of Public Recognition in
Self-Benefit vs. Other-Benefit
Marketing Appeals*

MEGHAN THORNTON-LUGO

*Assistant Professor of Management
Guilt and Atonement: A Study of
Makeup Calls*



College Receives Grant for Cyber Security Educational Programs

Professor Glenn Dietrich conducts research in the Industrial Control System laboratory.

Glenn Dietrich, professor of information systems and cyber security, received a \$350,000 grant from the U.S. National Security Agency (NSA) for cyber security educational programs.

The first program will teach cyber security and digital forensics courses to Wounded Warriors. The three-week courses will be taught in both San Antonio and Camp Pendleton in California.

"This program will provide a pathway to a high-paying career for these warriors," said Dietrich. "This skill set is in high demand both in the military as well as in government industry."

Promoting research activities for UTSA students through the INSuRE Program is the second component of the grant. UTSA undergraduate and graduate students will work on research projects

provided by technical directors at NSA and federal labs. As part of an academic class, students will conduct literature reviews, develop software and review existing research. The goal is that the students' final papers will be accepted and presented at academic conferences.

"UTSA students will learn how to conduct research and interface with leading cyber security experts as part of this program," said Dietrich. "We hope to have up to 20 students participate in the program this year."

Debt Disaster

John Merrifield, professor of economics, says that the United States could be headed for disaster if it doesn't start taking its spending problem seriously.

Cutting spending is unpopular on both sides of the aisle for a number of reasons, but the most common excuse is that the government needs to be able to spend without limits in the case of a disaster.

To eliminate that excuse, Merrifield and his co-author, **Barry W. Poulson**, have adapted Swiss and Swedish spending policies. One of these adaptations includes an emergency fund to cover the recovery costs of a natural disaster or terrorist attack.

The next step is a cap on spending, which is more difficult to make happen.



However, if Merrifield and Poulson's measures were adopted tomorrow, the debt would only be reduced by about 10 percent in 10 years.

"Even if we restrict our rate of growth of spending, it's going to be a lot harder to move forward," Merrifield said. "The longer we wait to do something, the harder it's going to be to make much progress."



Economics Professor Studies Income Inequality and Inflation

Edgar Ghossoub, associate professor of economics, posits that income inequality can have substantial positive and negative effects for people in all walks of life depending on what kind of financial system they live under.

“Typically, we have different income groups,” Ghossoub said. “The low-income groups hold mainly assets like cash, which comes from their salaries, whereas the richer groups have more money to invest in many different assets.”

Ghossoub studied financial systems all over the world to understand the relationship between income inequality and inflation, which is the rising or falling value of money.

“An economy with a large, active stock market leads to less income inequality”

compared to one with a smaller stock market,” Ghossoub said. “A stock market promotes capital formation, which leads to higher wages and a healthier economy.”

In countries like Mexico, with a smaller stock market but higher inflation, income inequality has a more damaging effect on the populace.

“Normally we associate income inequality with poverty,” Ghossoub said. “There’s always this feeling of unfairness. If you’re rich, you have the resources to defend your interests, but the poor are left

behind. If income inequality becomes a larger problem, it can lead to social unrest.”

He notes, however, that as long as a nation's economy is moving forward, positive effects will follow.

“Central banks should focus on stabilizing prices to mitigate the effects of financial development on income inequality. When we have financial development, everyone is going to benefit,” Ghossoub said. “Some people are always going to benefit more, but as the economy advances the welfare of everyone is going to rise.”

Detecting Dishonesty Online

Kim-Kwang Raymond Choo, associate professor of information systems and cyber security and Cloud Technology Endowed Professor, has developed a method to detect dishonesty in online posts.

Choo and his collaborators found that it's challenging for authors to completely conceal their writing style in their text.

Based on word choice, punctuation and context, a statistical method to analyze writing samples is used to detect whether one person or multiple people are responsible for the samples.

The researchers used writing samples from the most prolific online commenters on various news websites and discovered that many people espousing their opinions online were actually all linked to a few writers with multiple accounts.

“Astroturfing is legal, but it’s questionable ethically,” Choo said. “As long as social media has been popular, this has existed.”

Now that Choo has the capability to detect one person pretending to be many online, he is considering further applications for his research. He's now looking into whether the algorithm can be used to prevent

"In addition to raising public awareness of the problem, we hope to develop tools to detect astroturfers so that social media users can make informed choices and resist online social manipulation and propaganda," Choo said.





Do CEOs Influence Corporate Political Activity

Managers can influence a firm's corporate political activity according to research from **Bruce Rudy**, assistant professor of management. Rudy's research focuses on corporate lobbying investment.

Rudy and his co-author, **Andrew Johnson**, assistant professor of management at Texas A&M University-Corpus Christi, examined 100 large companies over a 27-year period to assess the effect their CEOs have on the firm's investment in lobbying.

"Strategy research talks a lot about the role of the leader in making critical decisions within the firm, yet most of this research focuses on market-related activities like mergers and acquisitions," Rudy said. "We wanted to know whether CEOs' influence also impacted how firms engage in politics.

"There are basically two types of lobbying investments a firm can make," Rudy said. "Firms can contract with existing lobbyists or choose to invest money to develop lobbying capabilities in-house. Each type of lobbying investment has benefits and drawbacks for the firm."

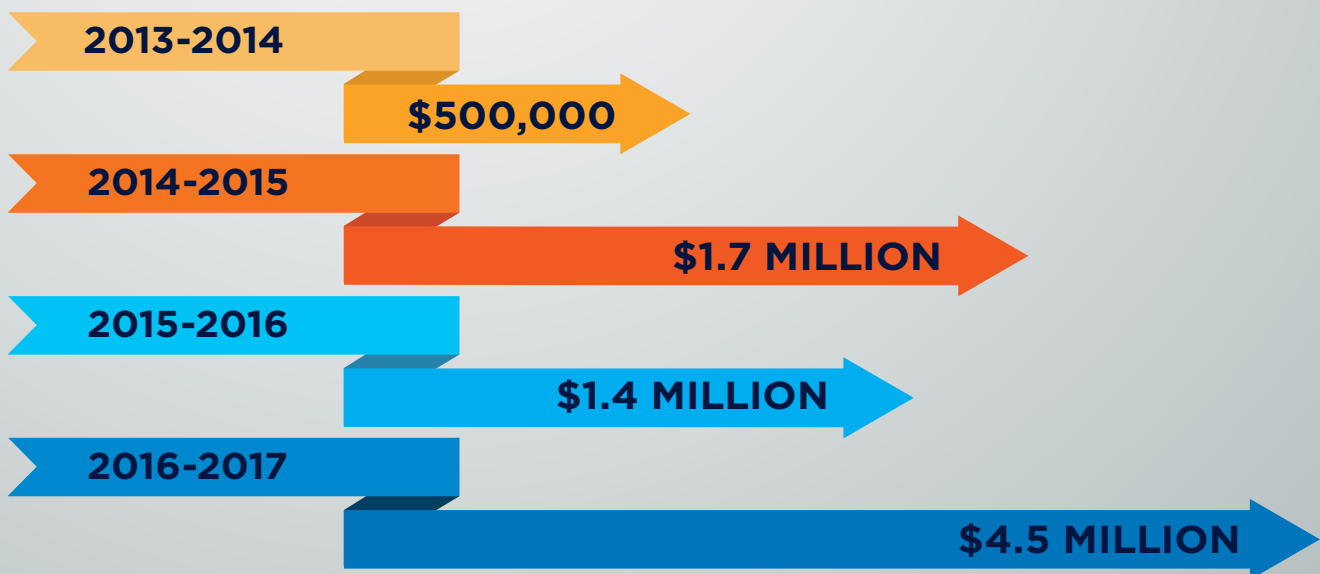
Rudy and his co-author found that CEOs who were younger, had shorter tenure, held undergraduate degrees in business and

law or were promoted to CEO via backgrounds in accounting, finance and law were more likely to invest internally to build lobbying capabilities within the firm. Older and longer tenured CEOs were more likely to contract with Washington, D.C. lobbyists who were external to the organization.

"External lobbyists tend to be former politicians or D.C. insiders who are really good at tapping into their network," Rudy said. "This skill set is particularly well-suited for maintaining the status quo in politics which older and tenured CEOs prefer.

"In contrast, the CEO characteristics that predicted a firm's investment in in-house lobbying capabilities tend to be less associated with status quo maintenance. A skilled in-house lobbying team may even be capable of shifting policy that can benefit the firm over the long term."

COLLEGE OF BUSINESS RESEARCH GRANTS



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Level Up

The bottom half of the page features a dark blue background with a large, abstract geometric design. This design consists of several overlapping chevrons or arrow shapes pointing upwards. The chevrons are rendered in two shades of orange: a lighter, more vibrant orange and a darker, more muted orange. The arrangement of these shapes creates a sense of depth and movement, resembling a staircase or a series of steps ascending towards the top right of the page. The text "Level Up" is written in a large, italicized, orange font, positioned on the left side of this geometric pattern.