

INSIDE *BAUER*

Spring/Summer 2014 | Volume 2, Issue 5

UNIVERSITY of HOUSTON



**COMMERCIALIZING
TECHNOLOGY**

***ALUMNA'S
SWEET SUCCESS***



The
FACES
of **BAUER**

Students Share Their Stories



COUGAR INVESTMENT FUND BREAKS \$1M • FACULTY RESEARCH DRIVES BUSINESS

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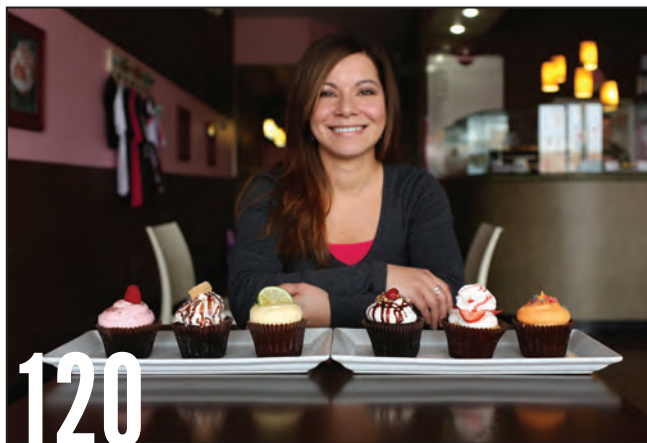
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DEAN'S LETTER





GREETINGS...

When I think of “family,” several images come to mind. Anymore, my “family” to me includes several thousand Bauer students, nearly 200 faculty, over 150 staff, so many partners and friends, and our alumni base of more than 50,000.

You see, at the Bauer College, we’re all part of something special. We all believe that our students define our goals, their achievements validate our efforts, and their success creates our story.

The level of pride and community that echo through the halls of all three Bauer buildings on campus and in the offices of many organizations across the globe where Bauer alumni fill the employee rosters is undeniable.

In fact, within this issue of *Inside Bauer*, you will get a sense of just how exciting it is to be a member of the Bauer family.

Our students are competing against peers from leading business and technology programs across the globe — and winning — winning big.

Our faculty are plugged in to industry in Houston and beyond, integrating their needs into their research and curriculum.

Our alumni are applying what they have learned at the Bauer College in exciting and innovative ways, some starting their own companies and others becoming integral to the success of existing organizations.

Our partners are doing more than just saying they are involved with us — they are showing up and participating by mentoring, recruiting and supporting our students.

All of the stories within these pages illustrate that it is not Bauer that gives you an identity, but it is you who gives Bauer its identity. Your story is our story.

Whether you are currently engaged at some level with the college, or if your last interaction with us was years ago, you are a member of the Bauer family. You have helped to build this place and shape what has become the Bauer brand.

Stay in touch. Help us to continue to tell these stories. And, if you have an idea for how we can better serve you, email me at suggestions@bauer.uh.edu to get the conversation started.

Sincerely and with warm regards,

Latha Ramchand

Dean and Professor, Finance
C. T. Bauer College of Business
University of Houston

A Carnegie-designated Tier One research university

EDITOR'S LETTER

HI THERE...



The magazine you hold in your hands (or that you are viewing online) represents nearly six months of work by a small but passionate production team within Bauer College's Office of Communications.

For us, the stories and images within the magazine represent not just all of the exciting things that have been happening in the college in the last semester, but also an overall strategy to increase the awareness and reputation of Bauer College, internally and externally.

Over the last two years, we have transitioned from producing several smaller print pieces to share Bauer news and achievements to publishing a biannual magazine on par with the nation's leading business schools. Each new issue of *Inside Bauer* serves to further move the needle on the quality and scale of our communication efforts.

In order to produce materials that meet the needs of our stakeholders, we invite you to participate in an online survey about *Inside Bauer*, both the print edition and the corresponding online offering that includes related web and video content. Please visit <https://www.surveymonkey.com/s/InsideBauer> to provide your feedback. If you leave your contact information, you will be entered to win one of 10 Bauer prize packs, including branded T-shirts, notepads, tumblers and other items.

The online survey will close on August 4, 2014, but if you have any suggestions for *Inside Bauer* or ideas on how to enhance the college's communication efforts, you can also contact me directly at jnavarro@bauer.uh.edu.

Best,

A handwritten signature in black ink that reads "Jessica Navarro". The signature is written in a cursive style with a large, stylized "J" and "N".

Jessica Navarro

(BA '07, MA '12)

Director of Communications

INSIDE *BAUER*

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MISSION STATEMENT

The mission of the C. T. Bauer College of Business at the University of Houston is threefold: to create and advance knowledge that will shape and address new business realities, to provide a challenging learning environment through a rich variety of pedagogical approaches, and to prepare our students for effective and responsible business leadership worldwide.

Inside Bauer is published by the Office of Communications in the Office of the Dean.

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“ IN MY EXPERIENCE, PEOPLE WILL ACTUALLY SURPRISE YOU BY DOING BETTER THAN YOU THOUGHT THEY COULD.”



MAN FROM MARS

Bauer Marketing Executive Professor Randy Webb brings
a lifetime of experience to the classroom

By Ann Lynd

Bauer faculty have long been leading Houston from inside the classroom and out, bringing their expertise to provide students invaluable real-world insight.

Marketing Executive Professor Randy Webb is no exception.

Webb has over 28 years of experience in sales, marketing and senior management, first from Dial, where he was the youngest corporate officer when he was appointed regional vice president and later as vice president of sales. The three C's helped him get there, he said.

"Be curious, confident and committed," Webb said. "In my experience, if you have those three qualities, that will separate you from most people. Most people do their day-to-day routine, and they don't think about looking at things beyond what they're doing."

His later experience comes from his time as vice president of sales at M&M/Mars, a division of Mars, Inc. He credits his success and much of the success of the company during his tenure as a result of empowering employees. He gave them more authority and responsibility to make decisions in the field, Webb said.

"I think the way you empower people is you give away your power to them," he added. "In my experience, people will actually surprise you by doing better than you thought they could."

Following his time at M&M/Mars, he became president of Uncle Ben's, Inc. until he retired in 1997. His experience there allowed him to be responsible for the whole business for the first time, presenting him with a broader perspective.

"I had to get out of my comfort zone, which was sales and marketing, and learn about manufacturing, operations and finance," Webb said. "What it did for me was stretch me beyond what I was comfortable with, and I think that gives me a unique perspective to share with students."

Since his retirement, Webb has kept up with the forever-evolving sales field, including research and technology through Bauer's Sales Excellence Institute (SEI) and bringing in the program's 25 partner companies.

"In addition to [SEI] I do consulting, training and executive coaching with a number of other companies," Webb said. "What that does is keep me fresh not only on sales and sales management issues, but business issues."

Now an award-winning professor at Bauer College, Webb teaches classes in sales management, leadership and key account selling, along with the corporate politics course in Bauer's Executive MBA Program. Webb is also the director of undergraduate studies in SEI's Program for Excellence in Selling.

"Because I have real-world experience, starting at the bottom in sales, working all the way up to the VP of sales and then from there to actually be a CEO, I think that enables me to share real life experiences and what happens in the real world with the students."



Webb learned during his time as VP of sales at M&M/Mars that empowering employees is the mark of an effective leader.

“ I’M DELIGHTED TO BRING
THIS RECOGNITION HOME
TO THE BAUER COLLEGE
OF BUSINESS.”



HALL OF FAME

E. Powell Robinson, Jr. cited for two decades of service
to scholarly organization

By Wendell Brock

ABOUT THE AWARD

The Distinguished Service Award, named in honor and in memory of Dennis E. Grawoig, the Decision Sciences Institute's founder, first president and first executive director, is awarded to a member who has provided major service to the Institute over a significant period of years.

Professor E. Powell Robinson, Jr. is the recipient of the Decision Sciences Institute's prestigious Dennis E. Grawoig Distinguished Service Award.

He currently serves as interim executive director. The DSI board appointed him to the top administrative position shortly after the unexpected death of Executive Director Carol Latta in June 2013.

As interim executive director, Robinson is charged with leading the 45-year-old institute, previously part of Georgia State University in Atlanta, into its next phase of development, as it is now housed within Bauer College.

As for his distinguished service award, announced at the Institute's November annual meeting in Baltimore, he said, "I am very honored."

"They entrusted me with the leadership of the institute, and they entrusted me with a lot of strategic decision-making," the Bauer professor of supply chain management said. "So it's just really nice to see it all come full cycle. It's from my colleagues and my peers that I have worked with, and so to have them come back and say, 'Hey, you have done an exceptional job,' like I said, it's quite an honor."

According to the DSI website: "The Distinguished Service Award, named in honor and in memory of Dennis E. Grawoig, the Institute's founder, first president and first executive director, is awarded to a member who has provided major service to the Institute over a significant period of years."

Robinson has been a key player in the DSI during a time of growth. The organization, a premier professional academic society in the field of decision sciences, counts about 2,000 members on six continents.

It holds conferences at the regional, national and international levels and publishes two academic journals (*Decision Sciences* and *Decision Sciences Journal of Innovative Education*) and an online publication (*Decision Line*).

Along with Robinson, Bauer Associate Professor Funda Sahin is also a DSI leader. As 2013 program chair, Sahin organized the annual meeting in Baltimore. Together, they are putting Bauer College on the map as a leader in the decision sciences discipline.

But Robinson says he would have never achieved DSI Hall of Fame status without the support of Dean Latha Ramchand and his department chair, Everette S. Gardner, Jr.

"Without their support, my contributions would not have been possible," Robinson said. "I'm delighted to bring this recognition home to the Bauer College of Business."

E. Powell Robinson, Jr. — a professor in Bauer College's Department of Decision & Information Sciences — is the recipient of the Decision Sciences Institute's prestigious Dennis E. Grawoig Distinguished Service Award.

Named for the institute's founder, the award recognizes Robinson's contributions to the Decision Sciences Institute (DSI) over a period of more than two decades. Since attending the DSI's first doctoral symposium as a young Ph.D. student in 1983, Robinson has played a variety of roles with the organization, including president.



THROUGH THE LOOKING GLASS

RED Labs founder and Bauer professor shares his experience as an early adopter of the controversial Google Glass

By Hesam Panahi

Born out of Google X, the lab facility where Google researches and designs experimental technologies such as driverless cars and glucose-monitoring contact lenses, Google Glass is a wearable computer with a small display that is positioned near the wearer's right eye.

The display delivers relevant and timely information in the form of screens called cards, and the wearer can swipe through the cards and navigate the system using a touchpad built into the right side of the device. Examples of cards include incoming emails and text messages, upcoming calendar events and articles from news subscriptions.

Glass can also be used to place phone and video calls, get driving and walking directions and take pictures. Third-party developers can release additional functionality in the form of apps called "Glassware."

Google has been releasing Glass devices to early adopters through their invite-only Glass Explorer program. I've had the opportunity to test Google Glass since December and have had mixed experiences.

The device is far from perfect, and it suffers from limited battery life and a clunky interface that has a steep learning curve. Third-party app availability is limited at best, and Google's regular software updates add and remove functionality, making it difficult to understand exactly what Glass' capabilities are.

But perhaps the most frustrating part of the Glass experience is public perception. At a time when

people are becoming increasingly concerned about invasions of privacy, Glass' presence in social situations can be uncomfortable.

Most people still don't know how Glass works and wrongfully assume that the camera on the front of the device is always on, capturing their every move. The awkward stares and whispers can make it seem that a Glass wearer is constantly under scrutiny. At least a few times a day, random people will approach you asking questions about the device and your experiences, which can get tiring and repetitive.

While it's unclear if Glass and other heads-up display devices will become as commonplace as a smartphone, there are business use cases already being developed. For example, Pristine, an Austin-based startup, is using Google Glass for telemedicine, allowing medical professionals to remotely monitor and assist in surgeries, emergency response and the ICU. Virgin Atlantic has deployed Google Glass for concierge staff at London's Heathrow airport. The NYPD is testing Google Glass with its officers, making it possible for them to record everything as they're out in the field.

As more businesses begin to test Google Glass and determine its value in their organizations, I'm hopeful that people will become more receptive to Glass in a positive way. In the meantime, the question no one has the answer to is whether Google Glass will be a success, or destined to become the next Segway. It's still too early to tell.

BIO

Clinical Assistant Professor Hesam Panahi is the founder of RED Labs, the university's startup accelerator. Panahi is also the organizing faculty member of 3 Day Startup (see page 98), a technology entrepreneurship education program where students build companies over the course of three days.



During his four-year appointment to the FDA Risk Communication Advisory Committee, Krishnamurthy will get an inside look at how the medical industry processes information.

Marketing experts deal in the science of understanding how people think, feel and act with the goal of triggering mutually beneficial social interaction between consumers and sellers.

For one Bauer marketing professor, understanding consumer behavior is the key to better business decisions. Professor Partha Krishnamurthy researches how consumers process and act on information, particularly in the medical space.

Krishnamurthy, who serves as director of Bauer's Institute for Health Care Marketing, was recently appointed to one of the Food and Drug Administration's advisory committees and will lend his expertise to help shape new policies that advise how the FDA communicates to the public and medical practitioners about new medical procedures, medications and devices that are approved, denied or revoked by the FDA.

During his four-year term on the FDA Risk Communication Advisory Committee, he will travel to Washington, D.C., and be part of a national panel of 15 colleagues that makes its recommendations. Krishnamurthy is a voting member of the committee that advises the FDA on how best to communicate risk information

about the products that it regulates to both healthcare professionals and consumers.

"The committee provides an independent perspective on the variety of issues to be considered in the communication of risk," Krishnamurthy said. "Suppose new information is available about an FDA-regulated product that might alter the risk-benefit judgment — how do you rapidly communicate this to the decision-makers? What are the dos and don'ts when communicating? The risk committee I'm part of gives guidance to the FDA on how to send risk communications to physicians and patients."

Krishnamurthy has spent the last several years studying consumer and marketing topics in the medical field.

"I'm a marketing professor, so I'm in the business of studying how to communicate information to consumers, and I've done work on healthcare marketing," Krishnamurthy said. "I've had a grant from the National Science Foundation and I have been part of the Center for Education and Research on Therapeutics, housed in M.D. Anderson Cancer Center, where the goal was to study ways of communicating risk information to patients. I'm presently working on studying factors that

BIO

Marketing Professor Partha Krishnamurthy serves as director of the Institute for Health Care Marketing, which generates insights for positively influencing delivery and consumption of health care services using techniques from research in marketing, psychology and decision sciences.

He is a grant recipient from the National Science Foundation, and his papers have been published in the Journal of Consumer Research, Organizational Behavior and Human Decision Processes, Marketing Science and Medical Care among other scholarly journals.

WHAT'S THE RISK?

Bauer marketing professor appointed to FDA Risk Communication Advisory Committee

By Jessica Navarro @ Amanda Sebesta

might help improve the diagnostic accuracy of physicians, and I'm also affiliated with doctors at the UT-Medical Branch where we study patient behavior."

He added: "To me, there are strong parallels between how managers and physicians make decisions and how consumers and patients make decisions, and as a business school professor, I have a chance to learn much and hopefully offer something back as well."

As Krishnamurthy immerses himself in the medical field, he is ready for the chance to apply his real-world knowledge to help others.

"I always cherish the opportunity to interact with managers and institutions that are tackling real problems that influence people's lives, because they have such a wealth of experience which sometimes brings the academic theories to life, and in other ways inspires us to study more," Krishnamurthy added. "It is far more interesting for me to go and be in the real-world than to be stuck in the whiteboards and among highly complex theories,



WHEN I GOT THE OPPORTUNITY TO SERVE ON THE FDA PANEL, I LEAPT AT IT BECAUSE FOR SOMEONE STUDYING HOW PEOPLE PROCESS HEALTH INFORMATION, THERE AREN'T MANY OTHER INSTITUTIONS WHOSE JUDGMENTS ARE AS CONSEQUENTIAL AS THAT OF THE FDA.



chasing trivial problems. When I got the opportunity to serve on the FDA panel, I leapt at it because for someone studying how people process health information, there aren't many other institutions whose judgments are as consequential as that of the FDA."

While serving his four-year term, Krishnamurthy is excited to give his students at Bauer an inside look at the FDA.

"When I talk to my students, I can draw from my experience in the Risk Communication Advisory Committee on how one of the most important health regulatory agencies looks at to provide timely and accurate risk information that would help physicians and patients make optimal health decisions," Krishnamurthy said. "Essentially, I get to see it from the inside, and it is fascinating."



HE BRAKES FOR FOOD TRUCKS

Bite by bite, Bauer adjunct turns his passion for street eats into a book

By Wendell Brock



When it comes to food trucks, Paul Galvani (MBA '80) is insatiable.

"I was at a food truck yesterday, and I'm going to one again today," the Bauer adjunct professor of marketing said in a recent interview. He was explaining how he came to write "Houston's Top 100 Food Trucks," his self-published guidebook released last year.

In the course of researching the book, the full-time marketing executive, part-time food journalist and lifelong epicurean visited 350 Houston food trucks, an immersive experience that found him scarfing down Texas barbecue, Chicago hotdogs, Mexican tacos and innumerable other taste sensations — often wonderful but sometimes just plain weird. (Just ask

him about the glazed doughnut burger with bacon, cheese and grilled onions.)

With some 1,400 trucks, Houston's street-food scene is a remarkable buffet of ethnic diversity, entrepreneurial spunk and occasional bursts of culinary genius. It was hard for him to pick a mere 100.

"It would have been very easy for me to write about Houston's top 100 taco trucks," Galvani says. "Every culinary region of Mexico is represented in Houston. There are trucks from the Michoacan region. There are trucks from Veracruz. There are trucks from Oaxaca."

For the past 15-odd years, Galvani has been a freelance food writer for a variety of Houston publications. About three years

ago, it dawned on him that food trucks were everywhere. "I saw this growth and noticed that nobody was writing about it, so I decided to put a book together."

Galvani traces his passion for food to the womb — or possibly earlier. He was born in London to a family of Northern Italian food and restaurant people.

"Anybody who has an Italian heritage somehow or other is going to be involved in the food business," Galvani says in the glibly authoritative style of a radio personality. (The "Car Talk" brothers come to mind.) "We grew up with terrific food. We expect terrific food. And most Italians can cook terrific food."

Italians, by his own admission, can be picky, too. Case-in-point: When Galvani arrived in Houston in 1978, he says he could not find a decent cup of espresso, loaf of bread or glass of beer. Now, Houston is a “world-class city” that nourishes his adventures in eating.

He discovered the University of Houston virtually the moment he set foot in Texas. His wife, Christiane, had accepted a scholarship at Rice University; he studied at the UH business school (now known as Bauer College), earning his MBA in 1980 and specializing in marketing. (He also holds a BA in modern languages from Queen Mary College in London.) Since then, he has been an adjunct professor in Bauer’s Department of Marketing & Entrepreneurship. “The meat and potatoes for me,” he says of his classroom work, “is the graduate core marketing class (Marketing Administration), which I have taught for many, many years.”

Though he worked briefly for an oil-and-gas equipment provider, Galvani couldn’t stay away from the table. In 1984, he joined Riviana Foods Inc., the nation’s largest marketer of rice. Today, as Riviana’s vice president of marketing, he is in charge of developing, implementing and controlling all the marketing programs



for the company’s various brands, which includes Mahatma, Minute, Adolphus and Success rice.

Galvani’s path to becoming a food writer is a serendipitous tale in itself.

Some years ago, he struck up a friendship with a Houston food journalist who was visiting Riviana. She was impressed by his love of cheap, hole-in-the-wall restaurants. When she left Houston, he took over as the restaurant critic for *The Houston Press*. Since then, he has contributed to *PaperCity* magazine, *CultureMap* and *Houston Chronicle*, where he wrote about food trucks.

“Paul Galvani is quite easily one of the most knowledgeable people in Houston regarding the local food truck scene,” says Ryan Soroka (MBA ’11), co-founder of 8th Wonder Brewery and Eatsie Boys, which started as a food truck. As a Bauer student, Soroka took a course under Galvani and found him to be “entertaining and motivating.” Galvani’s marketing course “was definitely one of my favorite classes at Bauer,” Soroka says.

Though the food-truck business has spawned mobile apps and TV programs, such resources didn’t exist when Galvani was researching his book. So he did it the old-fashioned way. “It was literally a question of scouring the Internet, looking

at Facebook and finding trucks by driving around, which in itself was a phenomenal experience,” Galvani said. “I was exposed to parts of Houston I had never been in, and just discovered some unbelievably great neighborhoods that I would have been blind to had I not embarked on this project.”

And he continues to prowl for the latest dish, posting photos and comments on his Facebook page, *HoustonsTop100FoodTrucks*. “Houston, meet the first and only Peruvian food truck to hit town,” he wrote the other day. “Their ceviche is made from scratch, right in front of you and is absolutely incredible.”

Though he thinks chefs sometimes go too far in the creativity department — take that doughnut burger, please! — his favorite meal is likely to be yesterday’s lunch. No doubt about it — it was the bone marrow sprinkled with Kobe beef he bought off the Les Ba’get truck the day before this interview. “It’s unbelievable! I wrote about it last night on my Facebook page. It’s just like: Oh, my god, where can you get for nine bucks a bone marrow in Houston? This is phenomenal!”





“PAUL GALVANI IS QUITE EASILY ONE OF THE MOST KNOWLEDGEABLE PEOPLE IN HOUSTON REGARDING THE LOCAL FOOD TRUCK SCENE.”



EVERYTHING THAT SHIMMERS

Bauer professor explores humankind's attraction to shiny objects

By Wendell Brock



The world is taking quite a shine to Vanessa Patrick's recent research.

In a fascinating study, the Bauer College professor and two Belgian colleagues theorize that humankind's attraction to glossy objects stems from an innate need for fresh drinking water. Since being accepted for publication by the *Journal of Consumer Psychology* in late 2013, the article has captured the attention of a range of science and business publications, including *Fast Company* magazine.

In their article, Patrick and her Belgian co-authors — Mario Pandelaere and Katrien

Meert of Ghent University — explore why people are attracted to “shimmering lipsticks, gleaming cars, dazzling diamonds and sequined gowns” in the first place.

Using a set of six studies, they rule out factors of socialization and mere prettiness as alternative explanations, ultimately arguing that the appeal of glossy could be a function of evolution. In other words, human beings' attraction to slick surfaces may be linked to our eternal quest for water.

“We propose that the preference for glossy surfaces may result from natural

selection,” the authors write in their *Journal of Consumer Psychology* article, “Taking a shine to it: How the preference for glossy stems from an innate need for water.” “Since fresh water has a shiny surface, being drawn to shiny surfaces may have increased the probability of finding fresh water sources and thus have increased chances of survival.”

An indefatigable researcher with a keen interest in art and aesthetics, luxury marketing, branding and the role of mood and emotions in consumer behavior, Patrick is a professor of marketing at Bauer. Her work has appeared

in the *Journal of Consumer Research*, *Journal of Marketing Research* and *Journal of Retailing*.

Patrick connected with Pandelaere while editing a special issue of the *Journal of Consumer Psychology* devoted to aesthetics. When Pandelaere submitted a paper for her issue on aesthetics, the two discovered they had an affinity for some of the same material and decided to explore the topic of glossy. Meert, a student of Pandelaere, collected data for the paper at Ghent University.

Patrick believes their findings could have practical business applications, particularly in marketing. Indeed, the article has already garnered media attention from *Inside Retail*, *Total Beauty* and *Fast Company*.

“Given the globalization of business, marketers are in need of human universals that they can rely on,” said Patrick, a lively and engaging professor who holds a Ph.D. from the University of Southern California. “Knowing that the preference for glossy is innate (not cultural) could help a marketer create packaging, logos, brand signatures and product designs that would be effective, regardless of cultural differences.”

The professor knows of what she speaks.

Before entering academia, she worked with clients such as Unilever, De Beers, L’oreal and Bacardi at the international advertising agencies Ogilvy & Mather and J. Walter Thompson. Since then, she has been an independent consultant for The Coca-Cola Company, Hallmark and CNN.

As part of their research, Patrick and her colleagues conducted a fresh batch of empirical studies. They began by establishing the preference for glossy in both adults and children; then they delved into the reason behind this attraction, ruling out alternative suggestions.

In one study, the researchers presented their participants with a set of four images, two glossy and two non-glossy ones, and asked them to rank them in order of preference. The participants tended to rank the glossy images ahead of the non-glossy ones. The researchers then presented the

participants with the same images, but merely changed the finishing. The images that had been glossy were now non-glossy and vice versa. Interestingly, this change in finishing caused participants to change their minds and choose the non-glossy-turned-glossy images.

Why would they do that?

The most obvious explanation of the appeal of glossy would be socialization and status. “But we show that it goes deeper than that,” Patrick said. The researchers eliminated



**KNOWING THAT
THE PREFERENCE FOR
GLOSSY IS INNATE
(NOT CULTURAL) COULD
HELP A MARKETER CREATE
PACKAGING, LOGOS,
BRAND SIGNATURES
AND PRODUCT DESIGNS
THAT WOULD BE
EFFECTIVE REGARDLESS
OF CULTURAL
DIFFERENCES.**



that possibility by showing glossy versus matte images to 4- and 5-year-olds who were too young to have been socialized into liking glossy.

In the paper, the authors also cite previous research demonstrating that infants tend to prefer to lick glossy objects over dull ones. The infants and toddlers even crouch on their hands and knees to do so — a posture that mirrors the drinking of water in natural habitats. “This does speak to something very primitive, very basic,” Patrick said.

In another study, the authors explore whether the “preference for glossy simply

stemmed from visual appeal.” In other words: Does glossy equal pretty?

Participants in that study were blindfolded and had to rely on touch. Not only did the blindfolded participants prefer glossy to rough paper, but they also “rated an advertised product as being of higher quality when displayed on a glossy versus a non-glossy paper,” the authors report.

In a final study, the authors demonstrated the link between glossy and the need for water by showing that thirsty participants demonstrated a stronger preference for glossy images than non-thirsty ones. Participants were either asked to taste salty crackers (to induce thirst) — or not. After eating salty crackers, their preference for glossy images escalated. The thirstier the person was, the higher the preference for glossy.

That’s pretty compelling stuff.

In an online post for *Fast Company*, writer Eric Jaffe praised the research. “There’s a great deal to like about this study,” Jaffe wrote. “The researchers crafted their experiments carefully, tried to eliminate alternative explanations and presented a theory for other scientists to explore further.”

“This paper shows that our preference for glossy might be deep-rooted and very human,” Patrick said. “Despite our sophistication and progress as a species, we are still drawn to things that serve our innate needs — in this case, the need for water.”

“At the end of the day,” she concluded, “we are all fundamentally human. We all have the same basic drives, and those basic drives might underlie very complex behaviors and preferences.”

Nisan Lanberg
Associate Professor



Tom George
Professor



Praveen Kumar
Cullen Distinguished Chair @ Professor



FOCUS ON FINANCE

Finance faculty bring spotlight to the college

Intro by Ann Lynd

Bauer College has expanded in every direction in recent years, coming out on top in both academics and research, fields that have become global markets.

Department of Finance faculty have been featured in a wide range of scholarly finance journals, placing a new kind of spotlight on the college. The publications in the top tier of journals have become even more selective in recent decades, in part due to the growth of the global market, said Professor Praveen Kumar, who serves as chair of the department.

“Bauer has had an amazing transformation in the last decade or so in a variety of dimensions, whether it is in terms of the breadth and quality of the educational

programs or the quality of the faculty and the academic representation of the faculty,” Kumar added.

The success brings a kind of credibility that is otherwise very difficult to get, Kumar said. It takes top-tier faculty to get there, and he attributes much of the department’s success to the atmosphere of the college.

“I think a big part of that is that we have a very congenial, productive and cooperative atmosphere here,” Kumar explained. “In large part, I think it’s because we hire and recruit people by how they would contribute, and that has a big part of it. A big part of getting really high quality work or research output is that it requires a lot of cooperation among the faculty.”

This achievement is reflected in the classroom as well, Kumar said. It benefits students by presenting a frontier type of knowledge in the classroom, but also when they sit down with future employers. The business world becomes well aware of the college when the faculty is successful, he added, presenting brighter opportunities for their students.

Here, each researcher explains his area of study and describes its impact on the college and industry.

Hitesh Doshi
Assistant Professor



Vijay Yerramilli
Assistant Professor



Kris Jacobs
Professor



NISAN LANGBERG

Associate Professor

Research Focus

I study the exchange that takes place in capital markets between firms that demand capital to pursue new technological innovations and business opportunities, and investors that seek to profit from efficiently allocating their funds across the different investment opportunities. A main challenge to the smooth operation of financial markets in this regard stems from what academics refer to as the separation of ownership and control. Imagine yourself driving a car while holding onto the steering wheel but not having access to the gas/break pedals that are in the hands (or the feet) of a fellow

driver. This does not seem very easy (or safe), right? Well, this is what CEOs are challenged with every day when steering their corporations and tapping financial markets for funds.

Ever since I took my first economics classes I have been fascinated with the possibility of applying mathematical reasoning to the understanding of the decisions of economic agents, and I knew I wanted to continue in this direction. In my research, the economic agents I focus on are capital market participants such as managers, investors, analysts, investment bankers and so forth.

Bauer's Success

The college offers professors outstanding research environment and support. For me, arriving at Bauer after completing my Ph.D. at Northwestern was like starting a second Ph.D. — I learned so much from senior professors in the school and benefited a lot from collaborations and discussions with colleagues.

TOM GEORGE

Professor

Research Focus

Securities markets can be set up in different ways. Some of my research relates to how a market's rules affect the market's performance. My most recent paper in

this area was published in the *Review of Financial Studies* in 2013. It analyzes how rules about displaying orders affect a market's performance. Specifically, we compare a structure like the old Priceline, where offers by sellers are hidden, to a structure like Kayak, where the prices of all participating sellers are displayed.

A key element that makes securities trading different from buying airline tickets is that some traders in securities markets have better information about the value of the security than others. Their trading is essential for bringing prices into line with what the securities are worth, but their trading can also impose losses on others who are less informed. The vast majority of security holdings occur through mutual funds, IRAs, pension funds and other arrangements, whereby those who trade the securities have no special information about the security's value. Policymakers and regulators, such as the SEC, seek to protect the interests of these investors. So one of the questions we ask is whether Priceline-style or Kayak-style rules provide better protection for traders who are uninformed.

The broader message of our work is that as markets innovate in the building of platforms for securities trading, innovations that seem obviously to benefit one group over another are not necessarily bad. Such innovations can stimulate competition among the favored group, and what matters ultimately to the performance of markets is the intensity of competition.

PRAVEEN KUMAR

Cullen Distinguished Chair & Professor

Research Focus

Effective corporate governance is one of the most important issues of our times: corporate executives control enormous resources and efficient use of these resources is crucial not just for their shareholders but for the rate of economic growth globally. And, as the experience in

the past two decades has shown, corporate governance failures can have major economic consequences. My research examines the behavior and incentives of the main actors in corporate governance: management, board of directors and large shareholders. The focus of the research is to study how the incentives of these players affect the executive compensation and the effectiveness of corporate governance related policies, such as requiring boards to have a greater proportion of independent members or to increase disclosure requirements from insiders. The research also examines how the self-interest of management and large shareholders influences their interaction with financial markets, which ultimately determines the long run economic growth of firms.

Research Accolades

My research was among the first to examine the incentives of the major actors in corporate governance and show this mattered. For example, the previous research in corporate governance tended to take behavior of the board of directors or the equity ownership of large shareholders as a given; also, the interaction amongst these main players was rarely considered. My research showed that considering the self-interest and incentives of these main corporate governance players is very important if we want to understand why firms behave the way they do or design policies to promote effective corporate governance.

Research in the Classroom

I teach MBA electives in advanced corporate finance and the strategic aspects of finance (such as strategy and mergers and acquisitions.) The deep understanding of corporate governance that I have gained from my research is very helpful in teaching these courses. I can go beyond the standard texts and present material that is related directly to what the students are seeing in the business world around them.

HITESH DOSHI

Assistant Professor

Research Focus

The featured research titled "Pricing credit default swaps with observable covariates," focused on credit default swaps and was co-authored with Jan Ericsson (McGill University, Canada), Kris Jacobs (University of Houston) and Stuart Turnbull (University of Houston.)

In the study, we introduced a mathematical model to price and hedge credit default swaps. Credit default swaps are insurance contracts used to insure against the default of a firm or any other entity (it could be a sovereign entity; in our paper we concentrate on corporate entities only.) It works just like any other insurance contract. The buyer of protection pays continuous premium at pre-specified dates until default or maturity of the contract. If default happens, the seller of protection pays the buyer of protection whatever he/she loses on the firm's bond.

The mathematical model that we propose in this paper allows us to study how the credit risk of different firms is affected by changes in market and firm-specific conditions. More specifically, we provide detailed analysis of the magnitude of change in the credit risk of a firm for a given change in leverage (proportion of total debt that a firm has relative to the total assets), change in volatility of firm's equity returns, and changes in interest rates. We also show that our model performs very well in forecasting credit spreads as well as in hedging exposure to different firm specific and market risks. Finally, we provide evidence on the magnitude, the time-variation and the cross-sectional variation of risk premiums in credit markets.

Research and Industry

In the financial industry, practitioners are always interested in how market conditions affect the pricing and hedging of securities that they trade. This project provides new contributions along both dimensions.

Research in the Classroom

My experience in working on credit default swaps has helped me immensely in introducing this rather difficult topic to students in my class. I use a substantially simplified version of our model to introduce to pricing of credit default swaps in my class. This gives my students some sense how these markets work without introducing complicated mathematics, which may be difficult to grasp for undergraduate students.

VIJAY YERRAMILLI

Assistant Professor

Research Focus

My current research in corporate finance examines how firm-level capital investment is affected by demand uncertainty and financial frictions (i.e., difficulties in raising external capital), and how firms can hedge demand uncertainty through bilateral contracts with upstream or downstream firms.

My current research on financial institutions examines their incentives to take on “tail risks,” that is, risks that may generate large losses with small probability, but in return, offer generous returns the rest of the time. In this regard, my research has examined whether tail risk exposures of financial institutions can be curtailed internally through strong and independent risk management functions, and externally through discipline imposed by debt market investors.

My research on banking also examines whether poor performance damages the reputation of banks in the loan market, whether concern for maintaining their reputation affects banks’ future performance, and the reasons why firms form new banking relationships.

In the area of entrepreneurial finance, my research has focused on understanding how entrepreneurial firms choose between bank financing and venture capital financing,

and the contract design between the entrepreneur and the bank or VC.

Research in the Classroom

My own research, and my familiarity with the extant corporate finance research, helps me be a better teacher by enabling me to go beyond the narrow confines of standard textbooks. For instance, most standard finance textbooks do not adequately account for the dynamic nature of capital investment and treat it as a one-shot decision. My research allows me to make students aware of these shortcomings of the textbook approach.

Bauer’s Success

Bauer College has many advantages going for it. We are located in the energy capital of the world and the fourth-largest city in the U.S., which allows us to develop strong ties to an important industry and offer specialized programs to meet the needs of a rich and diverse pool of students. These advantages also allow us to attract talented faculty from all over the world. Our future success will depend on how we harness these advantages.

KRIS JACOBS

Assistant Professor

Research Focus

American portfolio managers and retail investors invest in foreign stocks to diversify. Our work shows that the benefits of diversification have significantly decreased over the last four decades, because international stock markets move together more than they used to. This is especially the case for developed markets, somewhat less so for emerging markets. Emerging markets therefore still offer significant diversification benefits.

When measuring co-movements in international stock markets, it is often assumed for convenience that returns are normally distributed. We measure co-movement under more flexible assumptions, and this allows us to investigate how large

positive and large negative returns are related across countries. We find that the ability of investors to diversify has also decreased from this perspective: large negative stock returns occur more often at the same time for different countries than they used to. But for emerging markets these large returns shocks are still mainly country-specific, providing additional diversification benefits from investing in emerging markets. Measuring diversification benefits when returns are not normally distributed is notoriously difficult. Our research also provides a new insightful way to do so.

Research in the Classroom

I teach investments, capital markets and portfolio management to MBA students and Ph.D. students. This research fits right in when we talk about diversification and portfolio choice. What is interesting is that international diversification gets much more attention in the U.S. compared to three decades ago, but the benefits are smaller.

Research Innovations

It seemed like an interesting problem, and I thought several aspects of it were not well understood. For example, a number of years ago there was a lot of talk of “decoupling” in international investing, meaning that international stock markets move more independently of each other. Our work clearly showed that this never happened; it was just talk that was not backed up by facts.

AWE-INSPIRING RESEARCH

Assistant Professor Melanie Rudd analyzes consumers' perception of time and affect

By Jessica Navarro & Amanda Sebesta

The difference between a productive and happy employee and one that always seems stressed and strapped for time comes down to three letters, according to a Bauer College marketing professor — awe.

Assistant Professor Melanie Rudd conducts research that analyzes the perception of time, with applications both in the workplace and in marketing.

“Society often feels in a rush or in a time famine, so one of my main goals is to try and figure out a way to curb that problem for people, so they can feel that they have more time in their lives,” Rudd said.

The key to making it feel like there are more hours in the day? According to Rudd, it's all about perception.

“The main idea in the research is that if you experience a feeling of awe, you become more present focused and feel that time is more plentiful,” she said.

That present focus can also be achieved through different physical and mental exercises, Rudd said.

“Slow, controlled breathing makes you feel less pressed for time, and that is shown to have a boost in creativity,” she said. “When

you feel you have more time available, you are more creative, and that can have important implications in the workplace.”

In addition to impacting employee productivity, Rudd has found that consumers who feel less stressed about time make different decisions on purchases and activities.

“We found that people who felt they had more plentiful time would volunteer, which is beneficial to others and yourself,” she said. “We found that people were more satisfied with life and also started to prefer experiential goods — things like going out with a friend, as opposed to buying something material, like a calculator or helmet.”

By easing time strain, consumers are also taking steps to improve their physical and mental health.

“In general, research has shown that time pressure has negative effects on mental and physical health,” Rudd said. “People (who feel that time is limited) tend to eat poorly, have hypertension and are more depressed. Anything you can do to pull your time perceptions in the right direction can benefit you.”



Assistant Professor Melanie Rudd joins the Bauer faculty with a Ph.D. from the Stanford Graduate School of Business.

Rudd combines both psychology and marketing for her research efforts, which also include affect, consumer well-being, prosocial behaviors and goal pursuit. She has published articles in the *Journal of Consumer Psychology*, *Psychological Science* and the *Journal of Experimental Social Psychology*, and she teaches a marketing course to Bauer undergraduates that focuses on applied buyer behavior.

“At Bauer, we’re giving marketing students an insight into consumer psychology by taking research that is done in marketing psychology and applying that to their business lives, giving them an edge to make better strategies and decisions,” Rudd said. “You want to create well-rounded students, and at Bauer, we teach undergrads all aspects of marketing and help to get them in the mind of consumers.”

A GLOBAL RECOGNITION

Professor Wynne W. Chin named Association for Information Systems Fellow

By Jessica Navarro

A Bauer College professor was one of five to be recognized globally for his contributions to research, teaching and service in the field of information systems.

Professor Wynne W. Chin was inducted as a Fellow of the Association of Information Systems in December at the International Conference on Information Systems in Milan, Italy.

"I was very surprised, but at the same time, delighted, to be honored," Chin said. "The ICIS is the main conference in my discipline, and to be recognized as a Fellow alongside only four others in the world this year is humbling."

This year, out of 9,000 information systems researchers worldwide, inductees included only two from the Americas — Bauer's Chin and Richard Boland of Case Western Reserve University. Other inductees were Guy Fitzgerald of Loughborough University, Patrick Chau of The University of Hong Kong and Christina Soh of Nanyang Technological University.

Established in 1999, the AIS Fellow Award is given annually to candidates who have made significant global contributions to the discipline of information systems as well as outstanding local contributions in the context of their respective countries and regions.

As an ambassador for the information systems field, Chin illustrates those attributes. His scholarship has impacted other disciplines as varied as marketing, management, statistics, psychology and



education. In addition to teaching at Bauer's Houston campus, he has taught in dozens of countries, raising the discipline's profile in the research methods community. He willingly mentors Ph.D. students and junior faculty and is a founding member of DIGIT (Diffusion Interest Group in IT), now the longest existing special interest group that meets at the International Conference on Information Systems. Chin also conducted the first AIS electronic workshop in 1998 and is a founding member and first president of the association's special interest group for the Adoption and Diffusion of Information Technology.

Chin is well published in both IS and statistical journals, including *Multivariate Behavioral Research* and *Structural Equation Modeling*. His research has received over 20,000 citations, earned a Google Scholar H index of 41 and is ranked third overall in first authored articles published in *Management Information Systems Quarterly* and *Information Systems Research* from 1990

through 2012. His editorial service includes *Structural Equation Modeling*, *ISR*, *Journal of the AIS*, *MISQ*, *Journal of Information Technology*, and *Data Base* (co-editor). He has received MISQ's Reviewer of the Year and Management Science Outstanding Reviewer awards.

Chin brings recognition to the IS community as one of the foremost exponents of the Partial Least Squares Path Modeling technique with his freely shared PLS-Graph software (beginning in 1990) used by more than 8,000 researchers worldwide and as chair of the 2012 International PLS conference. Transcending the IS discipline, he is credited as keeping the PLS research community afloat during the 1990s before its renewed interest among statisticians in 1999 and has published two books on this methodology in 2010 and 2013.

Named a World Class University Professor from Sogang University, Visiting Fellow at the Australian School of Business, University of Canterbury, Queens University, and City University of Hong Kong, Chin was inducted into the Circle of Compadres by the Ph.D. Project for his years of service mentoring the minority Ph.D. student community. As the first American-born Chinese to receive an IS doctorate, Chin also donates time as a mentor for the Leadership Development Program in Higher Education supporting Asian and Pacific Islanders (APIs) and is on the board of directors for Asian Americans in Higher Education (APAHE).



MEET MR. MATHLETICS

Former “Jeopardy!” champ and sports analytics expert joins Bauer faculty

By Wendell Brock

Imagine that you are at a University of Houston trivia contest modeled after “Jeopardy!” Suddenly, you get this zinger:

“A new Bauer College professor, he’s a two-time ‘Jeopardy!’ champion and analytics guru who crunches numbers for Fortune 500 companies and professional basketball teams like the New York Knicks.”

But wait. You know this one! You blurt out excitedly: “Who is Dr. Wayne L. Winston?”

Jackpot!

Indeed, Bauer College has hired the “Jeopardy!” winner and the guy known for revolutionizing the way basketball teams analyze performance.

After retiring from Indiana University, Winston — a New Jersey native and graduate of the Massachusetts Institute of Technology and Yale University — arrived at the University of Houston in January.

A quippy sports and math wonk who taught at Indiana for 38 years, the new clinical assistant professor in Bauer’s Department of Decision & Information Sciences has

been entertaining students in his Math and Sports and MBA Statistics courses. During March Madness, he was much in demand as a college-basketball pundit.

“My field is sort of teaching math in the business school,” says Winston, who won more than 40 teaching awards at Indiana, including six honors as best MBA professor.

“My college work was not very practical. It was very theoretical, and then in about the early 1990s, I got involved in trying to teach the subject in a practical way using



Clinical Assistant Professor Wayne L. Winston joins the Bauer faculty after retiring from Indiana University, where he spent 38 years.

Mavericks owner Mark Cuban, who Winston had taught at Bloomington.

“I saw Mark in the stands, and he remembered me,” Winston recalls. “And he said: ‘Do you have any way to make the Mavericks better?’”

He thought about it. They struck a deal. And in 2011, the Mavericks won the NBA championship. (Winston no longer works for the Mavericks, but he does count the New York Knicks as a client.)

In 2009, Princeton University Press published his book “Mathletics: How Gamblers, Managers, and Sports Enthusiasts Use Mathematics in Baseball, Basketball, and Football.” An updated paperback edition was released in 2012.

This brings us back to “Jeopardy!” — Winston traces his love of the quiz show back to his middle-school years. He watched every day after school and dreamed of competing on the program.

In 1987, he flew to Los Angeles to try out but didn’t get picked. When producers visited Indianapolis a few years later, “we filled out 300 postcards to try to get in the contestant search.” He eventually made the cut, appearing on the show in 1992.

From the beginning, he knew he needed to win. “They don’t pay your expenses, and if you lose, you get no money,” he said. “They do five shows in one day. I got on the third show on a Monday. I did real well on the first game. I won that.”

In the second game, he was in last place going into Final Jeopardy. The category was medicine. Alex Trebek read the clue: “It was the last of the four major blood groups to be discovered.”

Winston scribbled: “AB.” His competitors both said Type O. “I got it right, and they got it wrong, and I won that,” he recalled. Though he lost his third game, he took home \$16,800 — plus, he said with a laugh,

a year’s supply of Touch of Butter and Eskimo Pies.

After retiring from Indiana in 2013, Winston accepted an offer to teach at Bauer. He said he’s impressed with the university’s commitment to students and with the city’s amenities.



I SAW MARK (CUBAN) IN THE STANDS, AND HE REMEMBERED ME. AND HE SAID: ‘DO YOU HAVE ANY WAY TO MAKE THE MAVERICKS BETTER?’... (NOW) I HAVE SOME GOOD IDEAS FOR FOOTBALL. I’D LOVE TO TALK TO THE HOUSTON TEXANS.



This fall, he hopes to offer his statistics course online. “I had a lot of experience doing this at Indiana, and I think I know how to do it pretty well,” he said. “I am hoping I can sort of set an example for other people on how these quantitative courses can be taught online. Then perhaps I’ll be teaching analytics courses in functional areas like finance, marketing, supply chain — and sports again, I hope.”

As for his sports analytics career, Winston says he’d like to try football next.

“I have some good ideas for football,” he said. “I’d love to talk to the Houston Texans.”

spreadsheets, like Excel. So basically the last 20 years that’s all I’ve done is write books and teach classes, using Excel to solve business problems.”

Those skills have paid off handsomely — in the form of consulting gigs with Microsoft, Eli Lilly, the U.S. Navy and Cisco. And in the late ’90s, Winston applied his analytics acumen to sports, creating a basketball evaluation system with statistician Jeff Sagarin, an MIT classmate who provides sports ratings for *USA Today*. Using the baseball tool known as sabermetrics, Winston and Sagarin developed a method to analyze the strengths and weaknesses of basketball players.

Attending a Dallas Mavericks game together in 1999, they bumped into



BAUER WELCOMES NEW FACULTY

New lecturers and professors come to Finance,
DISC, Accounting, Real Estate and Marketing

By Ann Lynd

The new academic year brought 20 additions to Bauer College's faculty, including academicians as well as professors of practice.

With a range of backgrounds and experience, these new faculty enhance learning for Bauer students and further connect the college to industry.



ACCOUNTING

AMY SUN

Assistant Professor of Accounting

Amy Sun received her Ph.D. in accounting from Carnegie Mellon University, where she received the William Cooper Doctorial Dissertation Award in Management Science. After receiving her Ph.D., she taught as an assistant professor of accounting at Pennsylvania State University. Her research has been published in *Management Science*, *Contemporary Accounting Research*, *Journal of Accounting & Economics* and other leading journals.

CHAD LARSON

Assistant Professor of Accounting

Chad Larson attended the University of Michigan where he received his accounting Ph.D. His work has appeared in *Management Science* and the *Journal of Accounting and Economics*. In 2008, Larson began his assistant professorship of accounting at Washington University.

SHIHONG LI

Accounting Lecturer

Shihong Li received a Ph.D. in accounting from Bauer College. Li has published several papers, including “Strategic Corporate Tax Lobbying,” with Bauer Professor Janet Meade, “The Impact of FASB Fin 46(R) on Off-Balance Sheet Financing – Evidence from Synthetic Leases,” and “The Effect of Sarbanes-Oxley on the Debt Contracting Value of Accounting Information.” Li has been a reviewer, discussant and presenter for the American Accounting Association’s (AAA) 2012 and 2013 annual meetings.

MICHAEL SPARTALIS

Accounting Lecturer

Michael Spartalis received a BBA in accounting from Bauer College and is a CPA and CPC. He is currently a board member of the Texas CPA Society and has over 25 years experience in both industry and public accounting. He has also delivered qualified candidates to some of the best firms in Houston as a recruiter.

KEVIN CANTRELL

Accounting Lecturer

Kevin Cantrell is currently vice president of internal audits at Plains All American. He is a member of the Board of Governors for the Institute of Internal Auditors Houston Chapter. Cantrell’s principal areas of expertise are internal auditing, Sarbanes-Oxley Act compliance and treasury risk and controls.



DECISION & INFORMATION SCIENCES

EMESE FELVEGI

Clinical Assistant Professor of Decision @ Information Sciences

Emese Felvegi received an Ed.D. in educational leadership from the University of Houston-Clear Lake, following an MS in Instructional Technology and an MS in reading, also from UHCL. Felvegi has taught a number of workshops on podcasts in the classroom, eBooks for the very young and exploring graphic novels. Felvegi’s latest endeavor is with Harris County’s Department of Education for the Scholastic Art & Writing Awards in project management and technology services.

DONNA MURPHY

Decision @ Information Sciences Lecturer

Donna Murphy is an IT professional and mentor. She has an extensive and successful track record of driving mission-critical IT service delivery for a Fortune 100 Company. She is the former lead recruiter for ConocoPhillips prior to her time at Lonestar College, where she was an adjunct lecturer of computer information technology.

CARTER FRANKLIN, II

Decision @ Information Sciences Clinical Assistant Professor

Carter Franklin, II is an expert in the field of management. His most recent publication, “Developing Expertise in Management Decision Making,” can be found in the *Academy of Strategic Management Journal*. Franklin has developed applied business analytics and making modeling courses, as well as Executive MBA, MS in Human Resources Management, and MS in Management, Computing and Systems programs.



DECISION & INFORMATION SCIENCES

JAKE MESSINGER

Decision @ Information Sciences Lecturer

Jake Messinger is founder and CEO of Adjecta Technologies and president and CEO of Portmasters.com, Inc. Along with his duties as lecturer and CEO, he is president, producer and actor for Galveston Movie Productions, which currently includes the project *Galveston*, a \$42 million feature film in production. His publications include several articles and manuals on the Internet regarding networking and database management. He has published and hosts several websites for small businesses.

PAUL DECARLO

Decision @ Information Sciences Lecturer

Paul DeCarlo completed his MS in computer science at UH in 2010 and is currently a technology evangelist at Microsoft and Windows Phone and Windows 8 developer at Wincoder LLC. DeCarlo created top-music-videos.com (TMV), JustAFan, and Searchler Music Video Search Engine for Windows phone and Windows 8.

WAYNE L. WINSTON

Decision @ Information Sciences Clinical Assistant Professor

Two-time “Jeopardy” champ Wayne Winston is author of *Mathletics*, a book about how math can be used in baseball, football and basketball. He was listed as second-best MBA professor in Indiana in 1992 and 1996 in *BusinessWeek’s* Guide to Top MBA Programs and third best in 1994 and 1998 in *BusinessWeek’s* Guide. He also authored computer software with Harvard Business School Publishing, including *Spreadsheet Modeling with Excel 2007* and *Mathematics of Management*.



REAL ESTATE

JOHN FENOGLIO

Graduate Real Estate Lecturer

John Fenoglio has been active in the real estate finance industry since 1973 and is currently executive vice president at CBRE Capitol Markets of Texas LP. Fenoglio was the co-founder of Holliday Fenoglio in 1982 and continued as CEO of Holliday Fenoglio Fowler until his retirement in 1998. Under his direction, Holliday Fenoglio Fowler became the largest commercial mortgage banking firm in the United States with 25 offices nationwide.

WILL HOLDER

Graduate Real Estate Lecturer

Will Holder, a graduate of the Stanford Executive Program, is president of Trendmaker Homes. In 2012, Holder was president of the Greater Houston Builder Association and completed the largest real estate sale in Weyerhaeuser Real Estate Company’s (WRECO) history.

JAMIE BRYANT

Real Estate Finance Lecturer

Jamie Bryant is a graduate of Texas A&M University, where he received a master of land economics and real estate. He is currently vice president of Midway, a real estate and investment firm. He is chair of the Urban Land Institute and a member of the Texas Affiliation of Affordable Housing Providers (TAAHP).



FINANCE

NICK KAPATOS

Finance Lecturer

Nick Kapatos received his MBA from the University of Rochester. His experience lies in enterprise risk management, insurance and strategic planning and budgeting. Kapatos is also currently president and principal consultant of Odyssey Risk Services.

MARCUS STEWART

Finance Lecturer

Marcus Stewart has a background in engineering, with extensive global commercial and financial experience in energy, chemicals and related manufacturing sectors. Stewart received his MBA from the Stanford Graduate School of Business with a global management certificate. Stewart is currently the managing director and head of Energy & Chemicals for Ashton Stewart Capital.

ROBERT SCHOSS

Finance Lecturer

Robert Schoss has 16 years of investment experience in equity research and portfolio management of mutual funds and institutional accounts. Schoss is a law school and Bauer MBA graduate and was most recently a founding partner and senior portfolio manager of Twinhawk Opportunities Fund at Twinhawk Capital, LLC.



MARKETING

MELANIE RUDD

Assistant Professor of Marketing

Melanie Rudd recently received her Ph.D. in marketing from Stanford University. Her research interests include time perception, emotional, prosocial behavior, consumer well-being, consumer judgment and decision making, and brand relationship psychology. Rudd has been published in *Forbes India*, *Business Insider*, *The Wall Street Journal*, *The Boston Globe*, *The Atlantic* and more.

GARY RANDAZZO

Marketing Lecturer

Gary Randazzo is president of GWR Research, a marketing and management consulting firm. He is a graduate of the University of Texas at Austin and Texas A&M in Corpus Christi. He has most recently been published in *Business Expert Press* and is editor and publisher of "Developing Product Strategies in Difficult Markets and Using the Newspaper to Develop Internet Ad Strategies."

GREGORY WRIGHT

Marketing Lecturer

Gregory Wright is an innovator in the practical and efficient use of information technology to achieve extraordinary business value. He is currently co-founder and chief technology officer of Mbira Group, a boutique consulting firm, and founder of the HATCH pitch competition for tech startups. Since 2002, Wright has been working with technology startups in all aspects of the business (vision, strategy, development, operation, funding and sales).



CONNECTING BAUER TO BUSINESS

A new approach to real-world teaching

By **Jamie Belinne**
Assistant Dean, Career Services

Wouldn't it be great if every undergraduate student in college had the opportunity to define their career goals, build their professional networks and get feedback directly from potential employers, all while they are attending class? At the Bauer College, we've done just that through a required course called Connecting Bauer to Business.

The course was initially launched in 2007 in response to employer demand for specific soft skill training as well as the need to help students commit to a choice of major earlier in their college careers. It has evolved over time to become a nationally and internationally recognized course unlike any other in the world.

The Problem

Prior to the course, employers were complaining that, while our students were very skilled in their discipline-specific knowledge, they were not competing well in the job search due to limited career focus and poor soft skills specific to the job search.

Meanwhile, students were not actively engaging in the career development process, since so many of them were working and dealing with family responsibilities outside of class, making traditional workshops and campus recruiting nearly impossible to schedule.

The Solution

Connecting Bauer to Business was designed based entirely on feedback from employers, students and alumni on the specific skills our students needed to develop in order to

succeed in the job search and their careers. The result was a hybrid course with a lab — a format unlike any other we've found at any other university.

Students have one class meeting each week to learn about topics such as self-assessment, networking or corporate politics. Then, they have an online learning component to reinforce classroom learning, such as an ethics videogame or a video-based mock interview. Weekly labs bring the real world into the classroom through guest speakers, case competitions and group projects. This format provided maximum flexibility for our busy students, while still providing access to learning, networking and experiences to help them be more successful.

In the labs each semester, we host nearly 20 guest speakers to talk about the different career paths relevant to the different majors available at Bauer. At the

same time, every student in the course lab participates in either a group project, where they work directly under the supervision of a potential employer, or in a case competition, where they are judged and evaluated by potential employers.

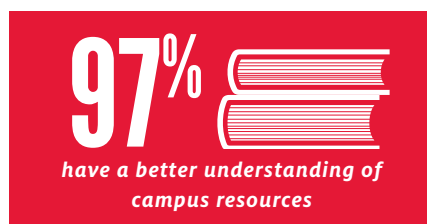
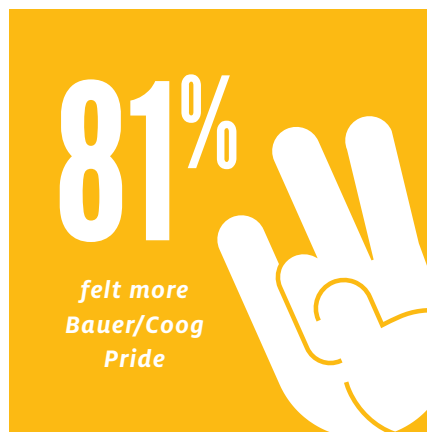
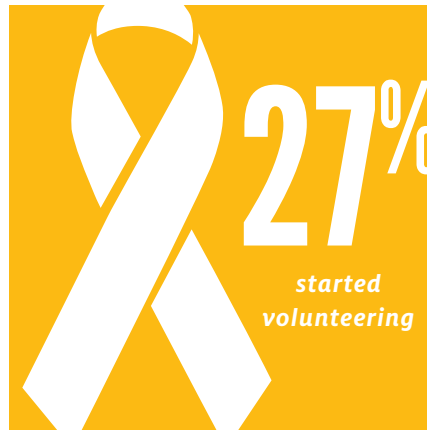
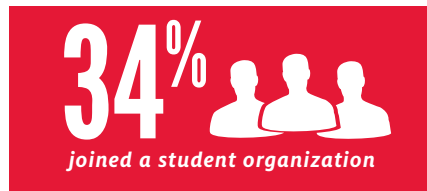
For many of our students, it is the first time they have been required to make a formal presentation of their thoughts and analysis in a corporate setting.

The result of the lab experience is the opportunity for our students to build their professional networks in a meaningful way, all while earning academic credit.

The Outcomes

After the labs and projects were implemented, we saw a large improvement in employer perceptions of our students' soft skills. Between the time we launched the course and the time when the students who had completed the course began interviewing, employer perception of our students' soft skills significantly improved. Of particular note in employer surveys, their perception of our students' professional image improved by 11 percent, perception of their work ethic improved by 28 percent, and perception of their teamwork skills improved by 16 percent over this time period.

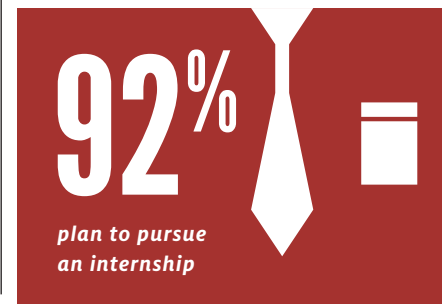
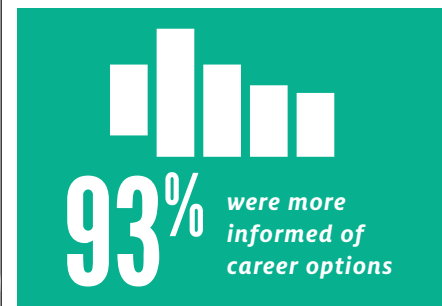
But more important are the outcomes noted by the students who actually complete the course.



Also, student participation in career services programming has more than tripled after implementation of the course. The result is a significant increase in recruiting activities for all Bauer students as well as more success in the recruiting process. All of this success with students and employers has resulted in notable recognition for the college and the course. The course won the 2008 Summit International Silver Creative Award for a videogame designed for the online portion of the course. It also won the National Association of Colleges and Employers 2012 Professional Change Maker award for setting new standards in the field of career services with the corporate projects program. It received the National Association of Colleges and Employers 2013 Innovation Excellence Award for the e-book designed for the course that utilizes video interviews of faculty and alumni talking about different majors and career paths available at Bauer. And most recently, it received honorable mention for the 2014 NACE Chevron Award.

Altogether, the Connecting Bauer to Business course is just one more example of how the Bauer College is preparing students for the real world of business.

To learn more about the Rockwell Career Center, visit hirebauer.com



FILLING THE CORPORATE GAP

Connecting Bauer students to corporate partners is win-win for both sides

By Amanda Sebesta

Through the Rockwell Career Center's Corporate Advisory Board, Bauer College partners with 20 companies to build relationships that give students the opportunity to land internships and jobs with top organizations.

One of those partner companies is Marathon Oil, an independent international energy company based in Houston with activity in North America, Europe and Africa.

Marathon Oil has partnered with Bauer for seven years, sponsoring an interview room in Cemo Hall, where Rockwell Career Center is housed.

"Bringing qualified and motivated new employees into Marathon Oil is extremely important to our continued success," Marathon Oil Talent Acquisition Manager

“

**MARATHON OIL
CHOOSES TO RECRUIT
BAUER STUDENTS
BASED ON THEIR
ACADEMIC KNOWLEDGE
AND THEIR REAL-WORLD
EXPERIENCES.**

”

Susan Baber said. "Recruiting college students from Bauer is a valuable pipeline for our recruiting efforts."

Bauer students are attractive recruits because they come prepared with extensive knowledge of the energy industry, she added.

"Marathon Oil chooses to recruit Bauer students based on their academic knowledge and their real-world experiences. Students are given a strong foundation from the university with an emphasis on the oil and gas industry," Baber said. "This knowledge of our industry is especially beneficial. At the same time, Bauer students have valuable work experience and a strong work ethic, which makes them excellent employees."

As Marathon Oil continues to bring in



strong candidates to their workforce, their partnership with Bauer and UH strengthens the campus as well.

“Marathon Oil is able to provide feedback to the university on industry needs, which evolve over time. The University of Houston provides Marathon Oil input on academic trends and best practices,” Baber said. “Collaboratively, the University of Houston and Marathon Oil are able to combine resources to make a larger impact on the community as a whole.”

Bauer also benefits from the partnership with Marathon Oil, according to Assistant Dean Jamie Belinne, who leads Rockwell Career Center.

“As a business college, we need to be able to prepare our students for the real world of

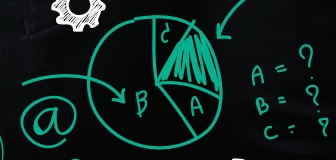
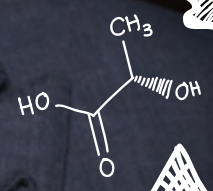
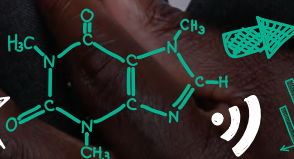
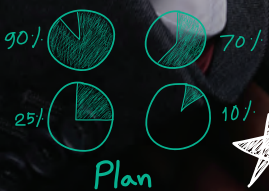
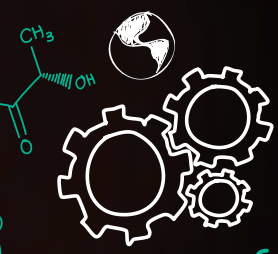
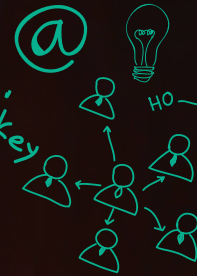
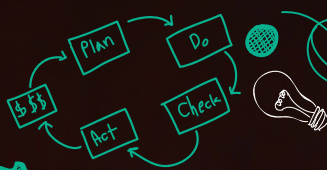
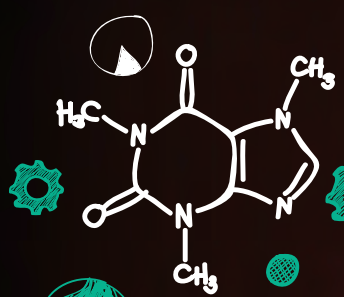
business,” Belinne said. “We could not do this as well as we do without partnering with companies such as Marathon Oil to get feedback and support for our curriculum as well as experiential learning opportunities and jobs for our students and graduates.”

Marathon Oil has partnered with the Bauer College for seven years, creating many opportunities for both students and the company, and fostering a win-win relationship for both sides.



Creative.

Success



A = 2
B = 3
C = 4

MAKING A GLOBAL IMPACT

Intro by Amanda Sebesta

Work. Eat. Sleep. These three things frame a daily routine for many, but Bauer alumnus Edose Ohen (MBA '13) wants to add "serve" to the list. Ohen balances a burgeoning career with strides to improve life in his native land of Nigeria. We sat down with him to learn more about his global approach.

What do you do in your current position?

I am the director of the strategy and business development group for HPO Global Resources Ventures, the parent company of a group of companies with operations and offices worldwide (U.S., Nigeria, Malaysia, Colombia, Mexico, Saudi Arabia.) It is my job to develop our global strategy (business, operations and investments) and secure strategic projects that will not only sustain but continue to grow our business.

What are your interests outside of work?

While I was at seeking my MBA, I designed a broadband wireless solution that could be used in areas where internet connectivity was limited and areas where wired connections were not feasible. I started a wireless Internet Service Provider, Alfa O & O Networks, in Benin City, Edo State, Nigeria. It is currently active and taking on customers in Nigeria.

In addition to Alfa O & O Networks, I, along with my father and mother, decided to build a fruit juice and water bottling facility in Nigeria right outside of Lagos, Nigeria, which is currently under construction. Global development is my passion, hobby and life. I am driven to make a difference in the world through sustainable development.

Why did you choose Bauer to get your MBA?

After watching my father climb up the ranks from a petroleum engineer to the CEO of a global energy company, there was no doubt in my mind that I would eventually work in the oil and gas industry. Immediately after finishing my undergraduate degree in 2009, I began working at a large (300 people) global, family-owned oil field company. After several years of learning, traveling and developing systems that impacted the operations of the company, I decided that it was critical for me to go back to a top-rated school where I could further my education while I worked. After some reflection, I realized that the Bauer College not only prepared me to immediately make an impact right after I finished my undergraduate degree, but the highly ranked part-time MBA program has a strong energy focus in a city known as the energy capital of the world. I decided that Bauer was the school for me.

What sets Bauer's MBA apart from other MBA programs?

There are four main things that set the Bauer MBA apart from other MBA programs: part-time program, energy focus, experienced faculty and diversity of students.

In addition to these things, it is my opinion that the strategic management capstone course and the global leadership elective course are courses that make Bauer stand out. These courses have directly prepared me for managing a global organization in both theoretical and practical aspects. The case studies and open discussions brought in multiple perspectives that forced me to think outside of the box. This development of my thought process aided me in not only securing a multi-million dollar international project, but handling the stresses of multiple cultures and managing teams that were thousands of miles away.

What's on the horizon?

I plan to continue to expand and diversify our business with a focus on the key areas of Southeast Asia — Malaysia, Africa-Nigeria and Latin America — Colombia. I am also focused on the creation of an idea that I came up with while at Bauer, Glazed The Doughnut Café. Glazed is going to be Houston's first 24-hour doughnut cafe with a focus on innovative doughnuts (crème brulée, bananas foster, red velvet, baked—gluten free, etc.) and high quality coffee (Juan Valdez Premium Coffee) all made in house, from scratch 24-hours a day. In order to realize this dream, I partnered with Bauer graduates Bobby Odior, Richard Odior, UH engineering graduate TJ Tijani and my sister Dr. Ohen-Nwokolo.

“ I PLAN TO USE MY PAST SUCCESS . . . IN TRADING ON MY OWN TO SHOW EMPLOYERS THAT I WAS WILLING TO PUT MY OWN MONEY ON THE LINE, AND NOT JUST MAKE PREDICTIONS WITH NOTHING TO LOSE IF I WAS WRONG.”



APTITUDE FOR ACHIEVEMENT

Bauer student Ryan Tierney sets himself at the top of the international score list

By Ann Lynd

Bauer student Ryan Tierney set himself at the top of the international score list after taking the Bloomberg Aptitude Test last fall. His score ranked #2 worldwide, a move that puts the finance senior at the top among his peers.

The Bloomberg Aptitude Test (BAT) is designed to showcase strengths and financial knowledge, a challenge that Tierney was quick to accept. After learning about the test through Bauer student group the Finance Association, the organization's activities and workshops helped him to prepare for the test.

"They're the first organization I've joined, and I'm really glad I did. They provide excellent networking opportunities with their events, great volunteer activities and some great speakers," Tierney said. "One of the things I've really benefited from the organization is the workshops they host, where we learn some of the basics about financial statement modeling, discounting cash flows and preparing for interviews for careers in the financial sector."

Before joining the Finance Association, he first found his interest in finance working at a local bank and through his hobby of stock and paper trading.

"I became very interested in markets and investments during my time at the bank and came back to school to get a degree. After finishing a degree in finance, I would either like to work in banking on the credit side, get a job in government or work as a financial planner," Tierney said.

Tierney hopes that the test scores will show employers his proficiency in finance, but he has even more skills and experience under his belt.

"Aside from test scores, I hope to be able to show companies that I'm an active member in an organization that really focuses on career skill development. I'd also like to get an internship for next summer so I can have more job experience and stories to draw from when I'm interviewing for a full-time position after graduating," Tierney said.

"I plan to use my past success, albeit small, in trading on my own to show employers that I was willing to put my own money on the line, and not just make predictions with nothing to lose if I was wrong."

Tierney hopes to use what he learned while preparing for the BAT during trading team competitions this year. He recently joined a trading team that will compete in trading corn, treasuries, oil, natural gas and other commodities.

"We're using technical analysis and the increased volatility in natural gas to try and earn a good return on our \$100,000 paper trade account," Tierney added. "I'm part of a four-person team, and we try to analyze and make decisions as a group on whether to buy or sell the commodities. We also do a lot of trading solo. It's been really interesting and a fun experience."

While finance senior Ryan Tierney has the Bloomberg Aptitude Test on his résumé, he also can add membership in the Finance Association and a focus on career skill development.



BRINGING HOME THE GOLD

Bauer supply chain students are among the best in LINKS Global Supply Chain Management (SCM) Competition

By Wendell Brock

As far as supply chain management (SCM) projects go, this one had plenty of suspense.

The cost of raw materials for the business suddenly shot up 50 percent. Transportation was unreliable. Research studies had to be ordered and paid for.

Yes, it was all a simulated online “game.” But in the end, a team of five graduate students from Bauer College mastered it.

The five — Juan Chang, Allison Piccirillo, Rehan Jaliawala, Shantanu Rathore and Wenjun Chen — won a Gold Medal in the LINKS Global Supply Chain Management (SCM) Competition.

“We are pretty happy,” said Rathore, who started his MBA last fall. “It’s a big boost.”

Altogether, a total of 32 teams and 136 participants competed in the eight-round match-up, sponsored by LINKS Simulations. Each team operated as a “firm” working in five distinct “industries” of the set-box manufacturing sector.

The teams came from Pennsylvania State University (15), University of Houston (six), Florida Atlantic University (five), Purdue University (three),



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IF YOU ACTUALLY
DO IT, GET HANDS-ON
EXPERIENCE AND
ARE FORCED INTO
A SITUATION TO
MAKE DECISIONS
WITH TIMELINES
AND DUE DATES,
YOU GET A BETTER
PERSPECTIVE OF
HOW IT'S DONE.
”

University of Wisconsin-Superior (two) and the Brazilian institution Insper (one.)

Gold medals were awarded to the top two teams from each “industry.” Bauer’s gold medalists shared their victory with Penn State.

Gordon Smith — assistant clinical professor of Supply Chain Management in the Department of Decision & Information Sciences — organized the Bauer teams.

Smith has used LINKS Simulations in his classroom for three years and believes the LINKS model provides an excellent hands-on experience.

“We find this to be a valuable way of getting students to learn,” he said.

Though the LINKS scenarios are simulated, they play like a real-life game of supply-chain chess.

Once the students enlist in the competition, Smith explained, they are presented with financial and operational information

about their firm. They must then determine a strategy, perform analysis and make decisions about sourcing, manufacturing, logistics/distribution and product pricing.

Within hours after the decisions are made, they receive their results, measured against standard business key performance indicators (KPIs.) Then they move on to the next round, analyzing the past period’s results and making decisions for the next round of the simulation.

“If you actually do it, get hands-on experience and are forced into a situation to make decisions with timelines and due dates, you get a better perspective of how it’s done,” Smith said. “You also learn a lot from it; you figure out your limitations.”

Rathore said the competition proved to be a great lesson in an area in which he needed improvement.

“I didn’t have any direct supply chain experience,” he said. “So when I entered this competition, I was looking to understand what supply chain management is all about.”

Being on a winning team just sweetened the pot.

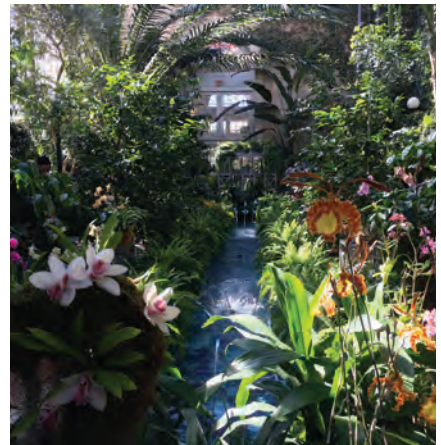
“I mean, it makes you feel good that you actually learned something,” the India native said. “You learned. And you won as well. So that’s a bonus.”

Smith, for his part, is on a winning streak with student competitions.

In 2013, he led three teams of Bauer MBA students to victory in the APICS West Coast Student Case Competition. Under his guidance, the Bauer teams won first, second and third place in the APICS Association of Operations Management competition’s graduate division.



Bauer in D.C. students (from left) Nancy Valero, Sarah Lastovica, Sravya Chilukuri @ Samuel Castillo



FROM UH TO D.C.

Four Bauer students have opportunity of a lifetime in Washington, D.C.

Intro by Amanda Sebesta

Four Bauer College students traded bluebonnets for cherry blossoms this spring as they embarked on a once-in-a-lifetime experience to live and work in the nation's capital.

Undergraduates Samuel Castillo, Sravya Chilukuri, Sarah Lastovica and Nancy Valero, learned the inner workings of finance and management as “Bauer in D.C.” interns, spending four months in Washington, D.C., and earning course credit.

The students interned for various organizations, including Points of Light, the Financial Services Roundtable, U.S. Chamber of Commerce Foundation and the Smiths Group Government Affairs Office.

Sarah Lastovica

Accounting and Management Junior

“My biggest takeaway from the whole experience was being part of a team where everyone was ‘striving to do good.’ I’ve been a part of lots of case competition teams, but this was so different because it wasn’t just about working together to win — it was about making an impact that lasted.”

Samuel Castillo

Management Information Systems Senior

“I had the chance to touch a little bit of everything and see what affected energy, education, the environment and immigration policies. It was really inspiring to work with such passionate, high-caliber people in such a fast-paced environment.”

Sravya Chilukuri

Finance Senior

“Through this internship, I was able to learn about public policy regarding the oil and gas industry. I was able to improve my communication and analytic skills, and learn about the political action committee. D.C. was truly an amazing and inspiring place to be!”

Nancy Valero

Finance and Marketing Senior

“This program was a once-in-a-lifetime opportunity. It was an eye-opening and empowering experience that allowed me to interact with executives. Since this was my first internship, I wanted to pursue the opportunity to be part of a team that makes an impact in the community.”



ALL IN THE FAMILY

Two brothers share the family secret to success

Intro by Amanda Sebesta



Pictured (from left) Mauricio Franco (MBA '09) and Gustavo Franco (MBA Candidate '14)

Although they never served on the Cougar Fund together, brothers Mauricio Franco (MBA '09) and Gustavo Franco (MBA Candidate '14) have kept the tradition of managing Bauer College's multimillion dollar private investment fund in the family. The Cougar Fund holds equity securities that are traded on U.S. markets and is run by select Bauer MBA and MS Finance students, who deal with real money and real investments.

We spoke with the brothers recently about their time at Bauer and with the Cougar Fund, and how each coupled an engineering background with an MBA.

Q: Why did you get involved in the Cougar Fund?

A: GF: My exposure to financial classes throughout engineering was pretty little. Soon after graduation, I realized that a strong financial background is essential to either move up the corporate ladder or successfully open a business.

MF: Coming from an engineering background, I knew it was vital to develop strong financial and analytical skills to progress in my career. When Professor Tom George pitched the Cougar Fund to us, I decided this was the right move for me given what I wanted to get out of the MBA.

Q: Why did you choose Bauer?

A: GF: I completed my engineering background at UH. My brother gave me a good reference of the Cougar Fund and Bauer's professional MBA program in general. I needed an MBA program that accommodated my work schedule and budget. Bauer MBA was the best option.

MF: I got my bachelor's in industrial engineering from UH as well, so I liked the school to begin with. I learned that the Bauer MBA had excellent

programs and faculty that included professionals with many years of real-world experience in several industries.

Q: How did your time in the Cougar Fund help you attain the skills needed for your career?

A: MF: My first job in finance was as a senior financial analyst at Continental Airlines, a position I was referred to by a Cougar Fund colleague. This position required solid analytical thinking and financial modeling skills, which I thoroughly built through the Cougar Fund training.

Q: How do you think the Cougar Fund will help you in your career?

A: GF: The Cougar Fund gave me the skills to analyze problems at a macro level, which is a prized strategy when presenting results to senior management. As an engineer, you tend to focus on small details and tend to forget the big picture.

MF: It has already helped me a lot. It provided me with the skills and training to successfully perform at my current position and prior jobs. I was part of the team that won the CFA Society–Houston Investment Research Challenge in 2008, which I joined after being selected from a pool of Cougar Fund students. The Cougar Fund preparation was critical to win this competition.

Q: What sets Bauer apart from other business schools?

A: MF: I think the different programs Bauer offers sets it apart from other schools. The Cougar Fund is one of a handful of student-run funds that manage private capital. It has excellent programs focused on energy or entrepreneurship, so you have flexibility on where you want to focus your MBA and get the most out of it.

Two brothers with engineering backgrounds found that Bauer's Cougar Fund was instrumental in advancing professionally.

students



THE PERFECT DRIVE

Bauer student golfers see similarities in business and the sport

By Amanda Sebesta

For five Bauer College students who are members of the UH Golf team, both golf and business success rely on the perfect drive.

Curtis Reed, Emmet Oh, Kyle Pilgrim, Matt Scobie and Vincent Martino are all undergraduates at Bauer who golf competitively at the collegiate level.

“There are a couple of different characteristics that business and golf have, and I think the biggest is honesty and integrity,” accounting junior Pilgrim said. “In accounting, you have to be reliable and in golf you can’t cheat; there’s no way around cheating.”

Personal determination is important in golf, but it’s more of a team sport than one might think, marketing senior Reed said.

“Golf really is an individual sport, but you play on a team, and you have to mesh on a team. In marketing, it is also a team atmosphere,” he said. “Being in that setting is preparing me to go down that path.”

Pilgrim agreed that relationships are essential both in golf and business.

“Golf has taught me so much about the game as far as being honest and doing

things the right way. Those are important in business to gain the trust of others and develop relationships,” Pilgrim said. “Bauer has taught me that it’s about the way you treat people, and I see that everyday by our professors and coaches.”

As the team wraps up the season with a No. 9 final ranking under its belt and Reed finishes his final semester, he credits his time in business school with helping him succeed on and off the course.

“Every professor I’ve had at Bauer is helpful. In their lesson plans, they apply real-life situations to give you a better understanding of what happens down the road,” Reed added. “I would say that the Bauer College is second to none. You couldn’t find a better place to learn about anything you want in the business school.”



Curtis Reed



Matt Scobie



Vincent Martino



Emmet Oh



Kyle Pilgrim

nts, success, passion, future, **experience**, driven, opportunity, growth, kind, prepared, work, win, intelligent, **diverse**, creative, individual, **team**, leader, involved, connections, cultures, s, confidence, cutting-edge, **personalized**, customiz, ions, events, professors, home, theoretical, ctical, goal, **qualified**, amazing, project, support, maginatio, tive, m, reneurs, rd, apply, ale, l, estat, nformation, lance, MB, **challen**, study, thriving, alumni, business, choice, campus, resource, **gra**, **ation**, back, **learn**, intera, n go, igrory, y g, n, evolve am



The Faces of Bauer

The heartbeat of any academic institution is the student body. At Bauer College, students mirror the diverse community of Houston with a range of backgrounds, experiences and needs. Still, Bauer students all seem to have one commonality – the passion and perseverance to succeed in spite of (and often times, because of) challenges they face. Here, some of “The Faces of Bauer” share their stories and tell us why they chose Bauer and what makes the college so unique.

Introduction by Jessica Navarro

Zach Poncik

**HOMETOWN:
SUGAR LAND, TX**

MS Accountancy

Bauer has been a place where I have been able to grow professionally and shape my future.

When I started my accounting courses at Bauer, I got involved by becoming a member of Beta Alpha Psi, the premier student organization for financial services majors, and eventually was elected to serve as one of the Student Officer Vice Presidents.

In addition to my time as a Beta Alpha Psi Officer, I was given the opportunity to be a part of several accounting case study competitions. I participated in Deloitte's FanTaxtic Regional Competition; Deloitte's National Case Study Seminar, where my team won the Regional Competition; PricewaterhouseCooper's xTax Competition, where my team won the Campus Competition; KPMG's International Case Competition; and UHY's Accounting Smackdown, where my team won the inaugural competition.

Through these experiences, I was given an extraordinary amount of opportunities to network with individuals and expand my professional network. Houston is such a large city, but my time at Bauer has shown me that the professional world is so interconnected that it seems quite small in reality. The real-world experiences that Bauer has provided me, through classroom integration, case competitions and my internship at Deloitte has been invaluable to my future. These experiences have been an integral part of my success and it was all because of my time at Bauer.





Bauer is unique in the way each and every student, faculty and staff member is really passionate, not just about their own individual work, but also about the work of the people and the organizations around them. In my experience as a student in the MBA program and as a student leader in the University of Houston chapter of the National Association of Women MBAs, I have never been short on opportunities to either help or be helped by the incredibly intelligent, diverse, creative and kind people that are a part of the Bauer community. Bauer is a business school that runs on hard work, and if you're willing to really roll up your sleeves and put in the effort, you'll come out strong and prepared for the next step in your academic or professional career.

Sarah Burge

HOMETOWN: ALLEN, TX

MBA

Michelle Koehler

HOMETOWN: CLEAR LAKE, TX

MS Accountancy

When I came to Bauer as a transfer student, I knew I wanted to be heavily involved with student organizations. Over the last five years, Bauer has fulfilled that goal for me and so much more. Through Bauer, I have received so many opportunities to meet new people, make connections and to further myself as an individual both professionally and personally.

The University of Houston's location in the fourth largest city in the U.S. and mere miles from downtown, the headquarters for many large companies, provides a unique experience to the students of Bauer. With this close proximity to the firms, students are able to establish a connection with professionals on a personal level. This access to professionals is completely unique to Bauer.

Bauer also has immense diversity, allowing students from different cultures and backgrounds to come together to produce completely unique solutions. This ability to come together and create new ideas rewards diversity and can be seen throughout the many case competitions Bauer wins in all of its majors, including marketing, accounting and entrepreneurship.





I am pursuing my second master's degree at Bauer after I've had one from Australia. Bauer gave me the confidence to restart planning my academic and professional career in the U.S. because it provides courses with cutting-edge knowledge that are personalized based on my own background. I benefited a lot from the one-on-one academic advising session tailored to my needs.

What's more, Bauer offers a nice environment to get connected to all students, faculty and staff. We have social events to network with students and professors like the MSACCY lunch. I've met a lot of friends and professors every day when I come to campus, and chatting with them makes me feel like home.

Wenxi He

HOMETOWN: WUHAN, CHINA

MS Accountancy

Trevor Blalock

HOMETOWN: MISSOURI CITY, TX

MS Accountancy

I believe Bauer is where the theoretical meets practicality.

Bauer's competitive advantage is able to provide students with conference calls with lead tax partners, getting feedback on presentations from controllers of companies and having professors with real-world experience.

The diverse nature of the curriculum is reflected by the student body itself. A blend of cultures and backgrounds create lively discussions and establishes bonds that for many would not be possible. Through this shared knowledge, Bauer produces people ready to encounter a globalized world and workforce.

The ultimate goal of most degrees is to be qualified for a job. This cut-and-dry approach can be limiting; however Bauer's faculty does a wonderful job in promoting new thought and creativity from the students. Research opportunities, internships and various professors promote out-of-the-box thinking.

Not enough can be said about the quality of the professors at Bauer. During my tenure, I have met some of the most caring and attentive people who have taken interest in my future success. These relationships with professionals, students and staff create a whole encompassing educational experience that distinguishes Bauer from its peers.



Erica Cervantes

**HOMETOWN:
PASADENA, TX**

MS Accountancy

My experience at Bauer has been nothing short of amazing.

I began the business program a shy sophomore, with no knowledge of business other than a few basic accounting classes in high school. While any business school can show a student the course material, it is the unique set of professors that have academic and real-world experience who teach the material that set Bauer apart. It was with their help that I have been able to become the professional I am today. In my courses I was not only shown the theory of how to deal with things like managerial issues and how to design accounting controls, I was given a mock experience at how situations may turn out through projects and group work. Without the unique professors and their ability to teach not only theory, but what situations that students will be faced with at Bauer, I doubt any student would become the successful professional they can be.



Jenny Liang

HOMETOWN: SHANGHAI, CHINA

MS Accountancy

As an international student, I feel like Bauer is my “home” here in the U.S. My professors and peers are my family, and I have grown up with much of their help and support. I have many good memories at Bauer. Wherever I will be, the things I have done at Bauer will always be a sweet memory of my youth.

I was very motivated when I received my first internship offer. I deeply thank Bauer for providing such opportunities and training. I learned many important networking skills, and the importance of “selling” myself. This has been a great opportunity to learn the differences of cross-cultural attitudes.

As I look back to all that I have gained through the years, all my certificates and awards, I feel confident of my learning abilities. I thank the help and support from the professors at Bauer, in academics, life and work. These are my mentors for life and I will cherish them. Bauer is a place full of opportunities. If you are daring in imagination and work, then hard work will receive just payment.



Bauer's location is what really helps it stand out in comparison to other business schools. Being located in the heart of Houston, TX, the fourth largest city in the U.S. and energy capital of the world, Bauer students have exposure to many employers that are located close to the university.

Being located in such a big city, Bauer students have many more internship and job opportunities. The best benefit is that since Bauer students are already located here in Houston while they attend school, they don't have to worry about relocating for their opportunities the way that students at other schools would have to do. Also, many Bauer alumni are located within Houston and are still closely connected to the school. This creates an opportunity for students to connect with UH graduates that can help with job opportunities.

Bauer is extremely diverse and allows for students to find a fit for themselves through student organizations. These organizations provide career guidance and more networking opportunities to help students prepare for life after college.



Justin Neumann

HOMETOWN: SAN ANTONIO, TX

MS Accountancy



Eric Beydoun

**HOMETOWN:
PARIS, FRANCE**

Entrepreneurship Senior

What is unique about Bauer is its cultural diversity. What I most enjoyed at Bauer was my study abroad summer program in South East Asia with the Microfinance program. I also believe the entrepreneurship program at Bauer is one of the best programs I have ever attended. What program flies you to Omaha, Nebraska, to meet Warren Buffett? What program trains you in elevator pitches to participate in Cougar Pitch and get second place? What program competes in business plan competitions across the nation? What program allows you to work with the Prison Entrepreneurship Program, as well as Wolffest, UH intellectual property and renowned mentors across the nation?

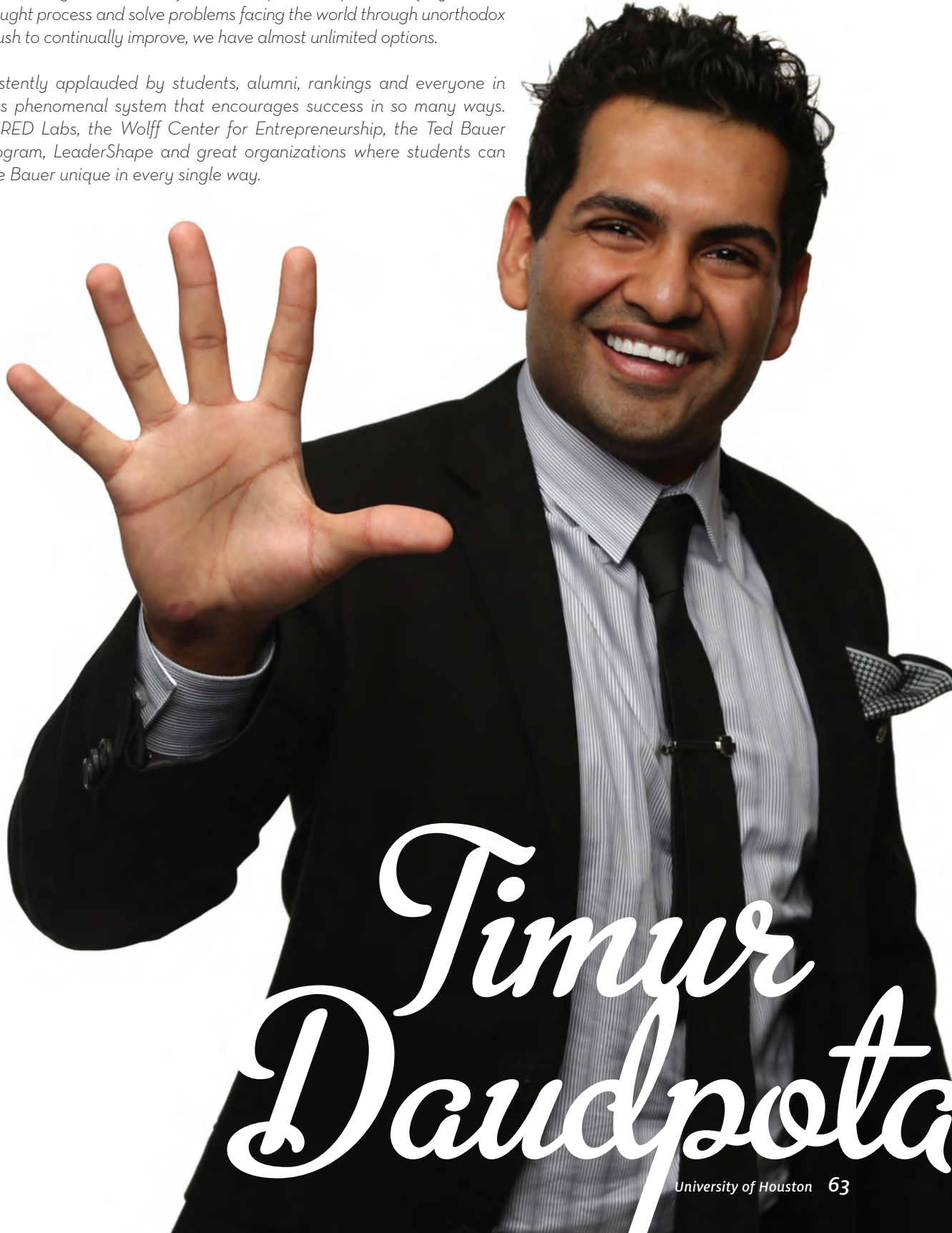
There is only one answer: it is the Wolff Center for Entrepreneurship at the Bauer College.

HOMETOWN: HOUSTON, TX

Entrepreneurship and Supply Chain Management Junior

Bauer is committed to creating a community of students that reflects the diversity of the world we live in. With top programs across the board, Bauer sculpts world-class leaders, entrepreneurs and corporate professionals with their award-winning professors and staff who encourage students to follow their passions, pursue inquiry and to challenge a thought process and solve problems facing the world through unorthodox ways. With a push to continually improve, we have almost unlimited options.

Bauer is consistently applauded by students, alumni, rankings and everyone in between, for its phenomenal system that encourages success in so many ways. Programs like RED Labs, the Wolff Center for Entrepreneurship, the Ted Bauer Leadership program, LeaderShape and great organizations where students can take part, make Bauer unique in every single way.



*Timur
Daudpota*

Kaala Jacobs

HOMETOWN: PORT ARTHUR, TX

MS Accountancy

Bauer College offers a learning environment that rivals the top business schools across the nation. The diversity on the campus of the University of Houston is a major contributor to the uniqueness of this school. The cultural mix of students, faculty and staff mirrors the international business world.

The school's location in the heart of Houston makes for a very distinctive student body at the university. Many employers and recruiters can attest to that statement. Houston is considered the energy capital of the world. Bauer's proximity to the city's corporations and professionals is unparalleled and offers immense opportunities to the students here. What most people would consider an unconventional student is what we consider the norm at Bauer. It is not uncommon to have classes with several students who are not fresh out of high school, who have started families and who have previously worked in the corporate world. The mix of students enriches class discussions and ultimately the entire collegiate experience at Bauer. In addition to cultural diversity and exposure, Bauer students are expected and encouraged to thrive academically and professionally.

Coming to the University of Houston and Bauer was never in my college plans. Four years later, and one semester into my second degree, I can say that coming to this school was one of the best decisions I have made. In the classrooms and common areas of Bauer, I have learned a great deal about myself, other cultures and the business world. I would not have gotten these same experiences or opportunities at any other school.



HOMETOWN: ISLAMABAD, PAKISTAN

Supply Chain Management and Management Information Systems Junior

I take great pride in being a student at Bauer. At first, I didn't realize how the opportunities here at Bauer are limitless, but all of my expectations drastically changed after I started attending this great school and here's why.

Bauer is one of the nation's leading business schools. Bauer offers dynamic, real-world experience to help prepare students for not just a career in business, but for life as well. Looking for the city that will show you the real world of business, the search can end right here, as the city of Houston is the energy capital of the world. Home of the world's largest medical center and NASA's mission control, Houston is also one of the largest hubs for international business and trade.

According to Forbes, Houston is one of the best cities for professionals and recent college graduates. Students at Bauer live in one of the most populous and diverse cities in the country, with students from about 139 countries in the business college alone. Houston is also home to nearly 20 Fortune 500 companies for Bauer students to explore. Bauer is just minutes away from all that. The University of Houston is one of the most diverse research universities in the U.S. UH attracts students from all corners of Texas, the nation and even the world. Lastly, it's a great place to be exposed to different networking options.

All in all, Bauer provides us with excellent resources for students to take advantage and make the most out of their time.



Areeb Khan



I love Bauer. There is no other institution where you can walk down the hallways and see so many different cultures and people of various backgrounds interacting with one another. Not to mention that our professors actually care about the students. Bauer has given me many different, new and enriching experiences with a strong global perspective. Bauer does not only offer diversity, but also offers experiences that you cannot get in any other university.

Like Cesar Chavez once said:

"We need to help students and parents cherish and preserve the ethnic and cultural diversity that nourishes and strengthens this community and this nation."

Bauer offers ethnic and cultural diversity that not only strengthens the University of Houston, but also the world by creating global, open-minded leaders.

Thomas Nava

**Supply Chain Management
and Management Senior**

HOMETOWN CHANNELVIEW, TX

Moha Sahnoune



HOMETOWN: CLEAR LAKE, TX

Accounting Junior

On my first day at the Bauer College, I wasn't too enthusiastic about getting a business degree. I had wanted to be a creative writer, and settling for a business major was only because a future goal of mine required knowledge to start my own company. By the end of my first semester, however, I realized how lucky I had been to choose a business major at Bauer.

Bauer is unique not only because of the rigor of coursework or the high standards and expectations, but because of the community of students, professors and alumni. Professors at Bauer are some of the finest in their respective industries, and every class lesson is supported by real-life experiences in the corporate world. Students are from virtually every corner of the globe, and a growing alumni base provides immense opportunities for mentorship, internships and networking.

Bauer is the place to be for a solid degree in business that competes against many other schools in the nation, with the energy sector and plenty of Fortune 500 companies in the area. I couldn't be prouder to be a student at Bauer, and I am excited to finish my degree, graduate and enter the corporate world. As my journey continues, I look forward to giving back to the school that gave so much to me.

Vira Pogribna



**HOMETOWN:
ODESSA, UKRAINE**

MBA

Jim Rohn's "You are the average of the five people you spend the most time with," quote comes to mind. My average is enriched by the classmates who bring rich, personal cultural experiences to the everyday interactions in the classrooms, and by the professors who go above and beyond in delivering lessons, enabling us to be the force of change in our communities, businesses and families. I feel honored to be a part of a student body that is so embracing, accepting and supportive.

Crystal Rodriguez

HOMETOWN: CHICAGO, IL

Accounting Sophomore

One of the things that makes Bauer unique in my opinion are the opportunities it offers. Bauer is a place that allows you to learn constantly and develop yourself in various aspects, whether it be by allowing you to take on leadership roles in organizations, or by giving you the opportunity to get involved on-campus and meet new people with similar goals and aspirations. It is a place with a great work environment that provides students with the necessary resources to allow them to reach their full potential and become great leaders.

In addition to that, Bauer has a very welcoming atmosphere and is a very diverse place where we can all interact with one another and most importantly, learn from each other. I truly feel blessed to be able to attend one of the most diverse business schools in the nation, and I know that the experiences and lessons learned throughout my college journey will have a great impact in my life and help me become better prepared to face future endeavors.



Yara Mendez

HOMETOWN: PUERTO RICO

Marketing Senior

When I transferred to the University of Houston in 2010 and stepped inside Bauer, I knew I was en route to do something important. I knew my life was about to change.

I love how Bauer is constantly evolving to keep students on top of the game in the business world and how uniquely diverse it is. I am very grateful to be a Bauer student. Through some of the best programs in the country, like the Program for Excellence in Selling, Bauer has helped me grow immensely as a professional and as an individual by allowing me to network with professionals in my field and interact with students from all around the world.

Bauer has given me the chance to expand my horizons by learning from and empathizing with different cultures. In Bauer you can find diversity at its best, and I love it.





Asit Shah

**HOMETOWN:
HOUSTON, TX**

Finance Junior

At Bauer, I aspire to study finance through the Honors College and the Global Energy Management Professional Program, and I am minoring in Energy and Sustainability. I love all of it. I chose to attend the University of Houston and Bauer because I thought of the school as an “underdog.” I saw it as the hidden gem of the south. Since both my grandfather and mother attended UH, I knew that UH and Bauer both have a lot more to offer me than meets the eye.

Students here are ambitious, humble, goal-driven and energetic. These are qualities that college “rankings” cannot convey. Rather, you have to attend the campus and truly immerse yourself in the unique culture. In my year and a half here, professors in the Honors College and Bauer have repeatedly pushed me to exceed my expectations. Small classes and cultured students clearly contributed to my learning.

At Bauer, “Business is at its Best.” Here, students are offered an opportunity to study amongst our nation’s most diverse university, allowing us to travel the world without ever leaving the campus.



RED Labs startup accelerator gives Bauer MBAs room to grow businesses

By Ann Lynd

Turning an idea into a reality requires resources of all kinds — relationships, funding, a space to actually build the product and more. For University of Houston students, that's where Bauer College's RED Labs steps in.

RED Labs is a coworking space and startup accelerator. Teams of students come in with a great idea and are given access to mentors and other resources in the Houston startup community to transform their idea into a scalable company.

Open to students at any level of their education at the university, the current class of RED Labs is hosting two teams

of Bauer MBA students who have created companies using new technology in different industries.

Thermal Nomad

When Daniyal Inamullah and Travis Arnold met, they didn't know they would eventually become business partners. With the help of RED Labs, the full-time MBA students have started the company Thermal Nomad.

Their product is a portable, self-heating thermos. They first learned about the technology during another class, where

they spent the semester analyzing the company that initially created it. There, they decided to partner to do more with the technology.

Thermal Nomad focuses more on engineering than other RED Labs startups, Inamullah said.

"This was previously a venture fund idea, so we have a lot of market research and a whole lot of validation for the need for this product in the market," Arnold said. "So we're a little bit different from the other projects in that we already have a good bit of that done."

The partners agreed that there is a benefit to entering the program as a graduate student, as they both came in with undergraduate training and experience. RED Labs is diverse in that there are students ranging from undergraduates to students with years of industry experience.

For Arnold and Inamullah, the accelerator was about gaining the time and resources they couldn't find elsewhere.

"One of the best things about RED Labs is that it's afforded me and Daniyal the time and the resources necessary to do something we wouldn't otherwise be able to do," Arnold said. "This whole program is very good at taking something that only exists in the abstract sense and then having a product by the end of it. It's one of the few ways a student can actually have time to do that."

Corebidz

MBA students Rob Messner and Jeremy Golden (MBA '12), along with cofounders Jeff Stephens and Jeff Borders, began structuring their business after seeing the opportunities in the oil and gas industry at Bauer and created Corebidz to fill a gap between operators and service providers.

Their website is a platform that aims to streamline the bidding process on jobs in the oil and gas industry. RED Labs, along with their MBA training, has been important in making sure that Corebidz is heading in the right direction, Messner said. They have more resources, giving them more lenses to see the business through.

"We spend a lot of time in the MBA program talking about our strategy, how to evolve your business and how to make sure you're not missing anything," Messner added. "For me, that's been the main benefit — being able to make sure our business is progressing in the right way."

It's also opened new opportunities for relationships in Houston's booming oil and gas industry, as well as with other



From left: Rob Messner and Jeremy Golden

entrepreneurs. The partners have learned about angel investors and others who want to help local entrepreneurs succeed.

"It's provided a ton of relationships and given us mentors and people to talk to who have been down this road and have been in this industry," Messner said. "It's been valuable to get first-hand help from people who have done this before."

RED Labs has guided them through the steps of turning their business into a viable product, and Corebidz is set to officially launch this summer. One of the best things they have learned in the accelerator has been that businesses have to be able to adapt their business model as circumstances change, Messner said.

There's always a list of things that could go wrong with a new business, and Golden was focusing on the "what-ifs" before testing and launching the website. Corebidz found encouragement and a space to test their product at the accelerator from Hesam Panahi, professor and director of RED Labs.

"Professor Panahi encouraged us to stop worrying about things we might be forgetting," Golden said. "You have to just jump out there and do it to test the market and see if it's going to respond."



DOING IT ALL, IN STYLE

Bauer student Adlith Castillo talks transformation in academic career

Intro by Sarayu Sundar

Six years ago, Adlith Castillo had never dreamed of a career in corporate America. As a homeschooled high school student helping run the family business, she grew accustomed to wearing many hats.

She ultimately chose to pursue her education further, and in the process, wore even more hats, including that of a Bauer Honors student, a math tutor and winner of the prestigious AICPA Scholarship for Minority Accounting Students.

These experiences helped pave the way for Castillo to graduate with a MS Accountancy degree and start a promising career with EY. We sat down with Castillo recently to talk about her journey to success.

How did your role in the family business shape your current career path?

My father owned a small trucking business. English is a second language to both my parents, so whenever they needed help in understanding, translating or relaying a message of some sort, they came to me. The business required someone who could make phone calls, book truckloads, fill out paperwork, dispatch the driver with directions and other load details, make and send invoices, etc. My father was the driver, and we definitely couldn't afford to pay someone else to do the work. Naturally, my dad turned to his 16-year-old homeschooler who, at the time, didn't even know what an invoice was. It took a few tips from him, a massive amount of my daily experience on the job and lots of Google research to get the hang

of the business. I realized that I enjoyed the accounting aspect of my dad's business. Something about it made me feel like I was doing something important.

How did Bauer help you reach your career goals?

I went to all the events I could attend and tried to stay informed as to what I needed to do to be a successful student. As part of the Professional Program in Accountancy, we had a Colloquium every Friday where we had the opportunity to network with employers that were recruiting accounting students for internships. I attended my first career mixer on one of those Fridays.



THINK ABOUT WHERE YOU WERE, WHERE YOU ARE, AND WHERE YOU COULD BE. ALTHOUGH THINGS CHANGE IN THIS PATH OF LIFE, YOU SHOULD ALWAYS MOVE FORWARD WITH CONFIDENCE THAT YOU CAN AND WILL ACHIEVE ALL THAT YOU DREAM FOR YOUR LIFE AND MORE.



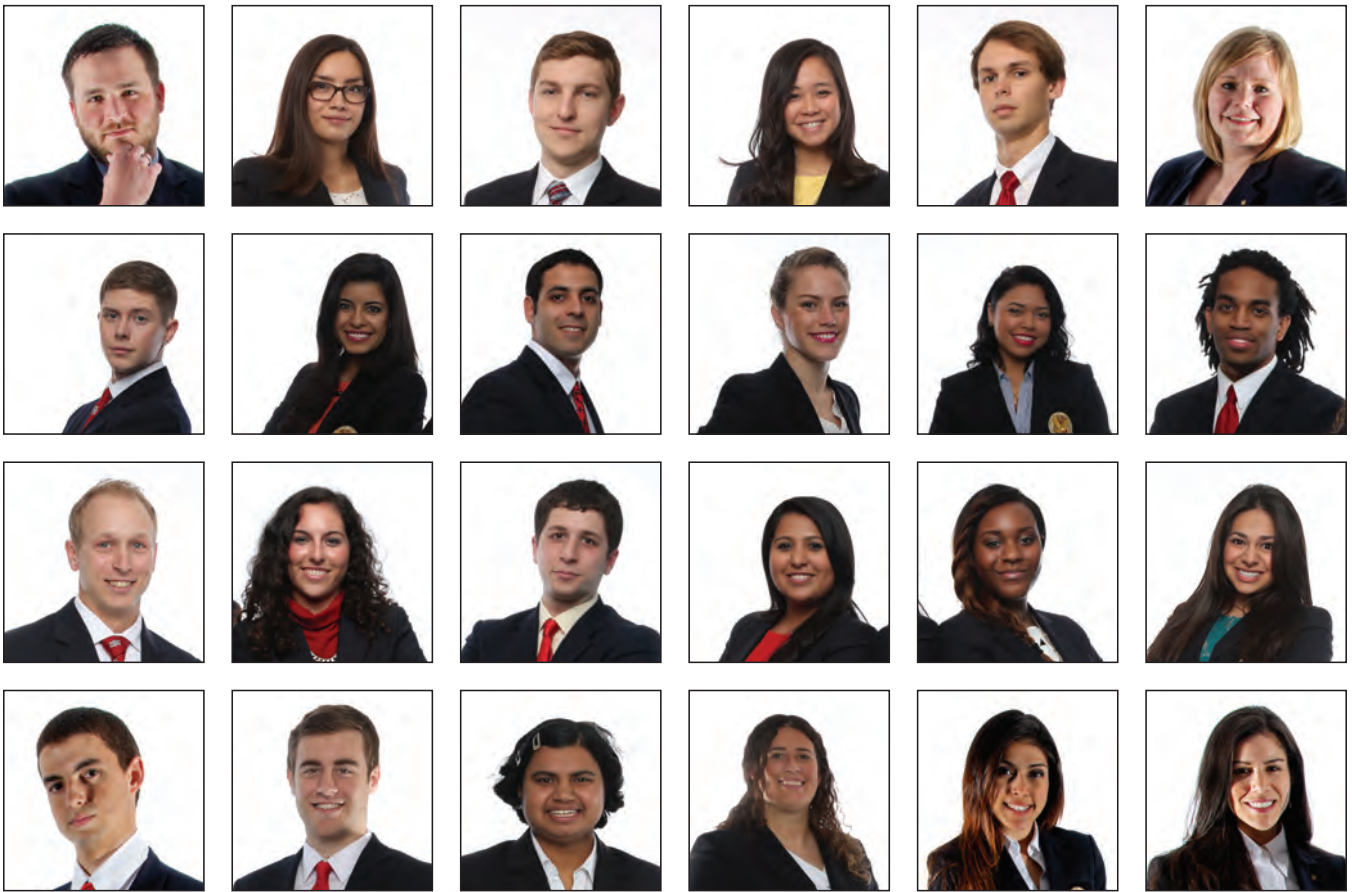
EY had one of the longest lines of students waiting to talk to their representatives. I didn't think my résumé would capture their attention, but something that gave me an advantage was my AICPA Legacy Scholar status. And, I wasn't shy in letting my personality drive the conversation. A year later, I was walking into the EY Houston office for internship training.

How did you stay motivated while earning a master's degree?

Something my father always said to me since I was a little girl was, "If you're going to do something, do it right." Now, every time I get a chance to say it to someone else, I do, because I have come to believe it wholeheartedly. I feel that it represents the kind of attitude I must have in everything I do, if I want to succeed. That small phrase has led me to take small things and big things seriously, use all my focus and energy, and view each challenge as an opportunity.

What advice would you share with students just starting off their journey at the Bauer College?

Think about where you were, where you are, and where you could be. Although things change in this path of life, you should always move forward with confidence that you can and will achieve all that you dream for your life and more. Embrace who you are and share your story. You are more inspiring than you think. Don't let your current circumstances dictate your future. Take control. Be better than your present. Be stronger than your past. Go out and make for yourself the life story you want.





BIZ KIDS

**This spring, students from the
Wolff Center for Entrepreneurship worked
with the university's Division of Research
to develop commercialization plans for
technologies conceived at the university.**

By Amanda Sebesta



CARA team members include (from left) Corbin Bradford, Karey Gallagher, Rashmi Bhat, Jacob Hines and Alicia Ramirez.

CARA

Entrepreneurship seniors Rashmi Bhat, Corbin Bradford, Karey Gallagher, Jacob Hines and Alicia Ramirez won first place at the University of North Dakota Giants Entrepreneurship Challenge for their business plan for CARA, which uses nanotechnology developed by UH Associate Professor of Physics Seamus “Shay” Curran, director of the UH Institute for NanoEnergy, that revolutionizes the way wood is manufactured.

“When we first met with Dr. Shay and saw the product demo, we were sold on the product,” Bhat said. “We thought of so many applications this could be used on, and the wood industry has a very big market for this.”

CARA’s technology uses the reprogramming of atoms and molecules in order to make any surface water and liquid resistant, while also preventing mold and mildew.

“This manipulation of atoms allows CARA’s proprietary formulated coatings to bond with the individual fibers of wood, insulating it from the negative effects that water, insects and sun light can have on the wood fibers,” Bhat added. “This product is revolutionary in the prevention of wood degradation and significantly enhances the appearance of wood products and, more importantly, extending its life.”



Energetik

Energetik team members include (from left) Rowbin Hickman, Jonathan Cohen-Kurzrock, Noy Shemer, Brenda Rojo and Jonathan Brown.

Competitors Jonathan Brown, Jonathan Cohen-Kurzrock, Rowbin Hickman, Brenda Rojo and Noy Shemer placed first at the University of Nebraska-Lincoln New Venture Competition with their business plan for Energetik, a technology pioneered by UH Cullen College of Engineering Assistant Professor Yan Yao, that replaces the anode of a battery with 100 percent organic materials, resulting in a longer-lasting solution.

“Dr. Yao’s successful research and development of this technology will create a battery that is safe, significantly lighter and smaller than any other batteries on the market, allowing for a competitive energy density and most importantly, a longer lifetime,” Cohen-Kurzrock said. “This battery’s application can range from power storage for telecommunications to submarines, but we are focusing on the solar power industry.”

Shemer also credits the team’s success to the support system at Bauer and the Wolff Center.

“Bauer has been much more than a name for us,” she said. “Our professors have been the voice of reason and perspective that have guided us to make smarter business decisions with our technology, and most importantly, Bauer has been the catalyst for opening doors and giving us this unique opportunity to work with inventors to commercialize university-based intellectual property.”

The team also received third place and the Quicksilver Energy Independence Award at Texas Christian University’s 4th Annual Richards Barrentine Values and Ventures Business Plan Competition.



EMI team members include (from left) Brenda Melgar, Glenn Figueroa, Jennie Hemphill, Savannah Becerril and Eduardo Visbal (not pictured).

EMI

Students Savannah Becerril, Glenn Figueroa, Brenda Melgar, Jennie Hemphill and Eduardo Visbal partnered with UH Department of Engineering Technology Associate Professor Deniz Gurkan to pitch Emergency Management Integration (EMI), a system created by Gurkan that provides enhanced on-site crisis responses.

“EMI integrates with software systems and selectively shows all emergency management information needed in real-time form,” Becerril said. “Emergency personnel can look at everything going on with human resources, chemicals, cameras, anything that is going on on-campus all at the same time.”

Using an incident heat map, campuses can use this technology to identify a situation and contact emergency personnel immediately, as opposed to going through multiple channels.

“The idea of distributing intellectual properties to each team and allowing us to create business plans for them was most definitely successful in helping the Wolff Center gain attention from higher education officials, as well as aid in our educational experience,” Becerril added.



OXIGINNE

OXIGINNE members include (from left) Ariana Thrasher, Tim Arnaez, Alik Thanos, Paula Musa and Chris Wick.

Entrepreneurship seniors Tim Arnaez, Paula Musa, Alik Thanos, Ariana Thrasher and Chris Wick placed third during the Giants Entrepreneurship Challenge for their product OXIGINNE. Partnering with Dr. Luca Pollonini, an assistant research professor for the UH Center for Future Health, and Dr. Scott Paranzynski, a former NASA astronaut who is now director of the University of Texas Medical Branch Center for Polar Medical Operations on OXIGINNE, they crafted a business plan for a medical device company that decreases the failure rate of full-thickness skin grafts.

“My team was drawn to the Perfusion Mapping Device because of the opportunity to decrease the failure of skin grafts,” Musa said. “The viability and potential that OXIGINNE has in the market is huge, and we are so excited to be a part of it. Being in the heart of Houston and being

surrounded with the world’s best medical center, this seemed like an opportunity that we would love to have.”

OXIGINNE is the exclusive license holder of the patent-pending Perfusion Mapping Device that can benefit patients with skin cancer, burn victims and breast cancer mastectomies by decreasing the failure rate of full-thickness skin grafts.

“The technology is a Perfusion Mapping Device that uses Near-Infrared Spectroscopy (NIRS) to monitor the oxygenation of tissue and blood flow underneath the skin,” Musa said. “No other device on the market uses NIRS technology and what makes it superior is that it’s non-invasive, maps a real-time 3D image of oxygenated blood flow through veins and arteries, and images an unheard of 22mm depth under the skin.”



REEcycle members include (from left) Susan Tran, Casey McNeil, Cassandra Hoang and Bobby Jacobs.

REEcycle

REEcycle brought home first place wins at both the Baylor New Venture Competition and the First Look West (FLoW) Business Plan Competition for their business plan that focused on a technology developed by Allan Jacobson, the Robert A. Welch Chair of Science and director of the Texas Center for Superconductivity at UH. It addresses rare earth elements (REE) used in computer memory, rechargeable batteries, cell phones, catalytic converters, fluorescent lighting and more.

Undergraduates Cassandra Hoang, Bobby Jacobs, Casey McNeil and Susan Tran made up the team.

REEcycle focuses on recycling rare earth elements, Neodymium and Dysprosium,

using a revolutionary process created by Dr. Jacobson to extract these elements from disposed electronic waste, creating a sustainable domestic supply of these critical elements.

The demand for these elements is outpacing supply with the U.S. reliant on China to produce Neodymium and Dysprosium, which power phones, electric cars and wind turbines.

“We worked with Dr. Jacobson from the chemistry department to utilize the amazing technology he has worked so hard to develop,” McNeil said. “We also truly believed in the technology, which helped to build the tremendous passion our team has for our company.”



WAVVE

WAVVE members include (from left) Ivette Rubio, Sergey Petrov, Eric Beydoun, Valeria Bernadac and Julia Lonnegren.

WAVVE brought home the Wells Fargo Clean Tech prize during the Rice Business Plan Competition and third place at Chapman University's California Dreamin' Business Plan Competition.

The team – Valeria Bernadac, Eric Beydoun, Julia Lonnegren, Sergey Petrov and Ivette Rubio – was the first-ever team from Bauer to compete in the startup competition hosted and organized by the Rice Alliance for Technology and Entrepreneurship. Out of 900 teams and universities worldwide, the Bauer team was one of the 42 teams selected to compete.

The Bauer team's business plan focused on a technology developed by Debora Rodrigues, a UH civil engineering assistant professor, which

focuses on purifying water using a nanotechnology coating solution.

“We have a nanotechnology coating solution that is applied to existing water filters that instantly kills bacteria and removes heavy metals,” Rubio said. “Potable water is a global issue, and our global team has been so excited for the opportunity to apply our diversity and come together to help on a global scale.”

The undergraduate team's prizes included \$16,500 from Rice and \$30,000 from Chapman University.



A MEDICAL MISSION

Marketing senior sets sights on medical school

By Ann Lynd

For Bauer marketing senior Juliette Cao, the last year of undergraduate study isn't just about standing out from the crowd — it's learning how to help those she stands with.

Cao, also a biology minor, is applying for medical school with more than the average science pre-requisites, bringing experience in computational research and sales to the table.

Knowing she would meet the science requirements needed for medical school through her biology minor, she concentrated on learning sales skills by completing a certificate in professional selling from Bauer College's Program for Excellence in Selling. She

wanted to learn about the business side of medicine and how business could help people, Cao said.

“I knew I would be dealing with people on a very personal level and business school would enable me to gain critical relationship skills in order to better communicate with patients,” Cao said.

Through PES, Cao was chosen through a rigorous interview process to take the Sales for Social Impact (SSI) course offered at Bauer, which aims to teach students how to market and sell products that improve lives through sustainable business models. The team had to research the country extensively, focusing on their target markets.

Cao’s SSI team developed a business plan that would bring small amounts of sustainable electricity to areas with no power over a semester that ended in a trip to Peru, where the team observed how their plan could be implemented.

It was interesting to see how their work from the semester was able to impact people there and make a difference, Cao said.

“It was really great because we got to take all of the knowledge that you learn in Bauer, like finance, accounting, marketing,

sales and logistics, and you are able to apply it to make a sales plan,” Cao added.

She had the opportunity to finish off her biology minor with a research project in the computational biochemistry/biophysics lab of Dr. James Briggs. She also worked with the Honors College to present at the Honors College Student Undergraduate Research Day and went on to write a senior honors thesis about the research, where she won an award for Outstanding Senior Honors Thesis.

“I’m doing research on a specific protein in our body that two types of collagen involved in the remodeling of the extracellular matrix,” Cao said. “Too much of the protein can cause multiple types of cancer and other disease states.



I KNEW I WOULD BE DEALING WITH PEOPLE ON A VERY PERSONAL LEVEL, AND BUSINESS SCHOOL WOULD ENABLE ME TO GAIN CRITICAL RELATIONSHIP SKILLS IN ORDER TO BETTER COMMUNICATE WITH PATIENTS.



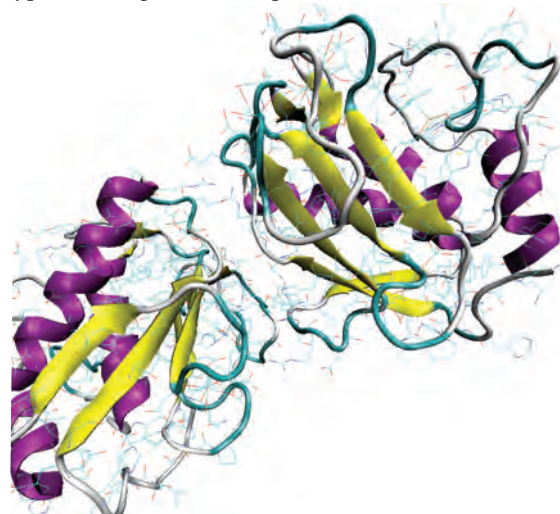
The research I’m doing is focused on five different inhibitors. Through computational methods I am able to examine key factors that are essential to inhibitor design.”

“Undergraduate Research Day was really amazing because you got to see students from all the different colleges and the research that they did. Research at UH is truly flourishing and it is great to see why we are a Tier One research University.”

The research is preparing her for medical school as well. When it came time to

choose a research topic, it wasn’t an easy decision. She had hundreds of options to choose from.

“I wanted to pick something that would work best with the computational research methods that Dr. Briggs’ lab uses, so I spent a lot of time researching what protein would work best and would also have the most impact. The protein I decided on, MMP-9, degrades different types of collagen and is so prevalent in our



Marketing senior Juliette Cao is learning the skills she needs at Bauer to give back to those in need through medical assistance.

bodies that its overexpression is involved in multiple types of cancer and other diseases such as autoimmune diseases, heart failure, atherosclerosis and asthma,” Cao said. “I felt like I could have the biggest impact by choosing to research inhibitors that could combat all of these diseases.”

Cao’s time at Bauer gave her the opportunity to be pushed outside her comfort zone, she said. She gained a strong foundation in networking and sales and developed her own personal brand, preparing her for medical school and anything else that might come after.

“Becoming a business student at Bauer was the perfect opportunity to gain skills and be knowledgeable in areas that would be applicable to my future,” Cao said.



During her research project through the Honors College, Cao had the opportunity to research a specific protein that is involved in multiple types of cancer.



Entrepreneurship junior Tri Nguyen was selected by the crowd-funding website Upstart as the only Houston-area student entrepreneur joining other projects from across the country.

A GOOGLE-WORTHY INVESTMENT

Bauer student's idea for an artificial pancreas garners interest from Google exec

By Ann Lynd

It takes years for most startups to get off the ground, especially in healthcare technology, but for one young student and his team, an idea is quickly turning into a reality.

A 19-year-old Bauer College student who started a company that is developing an artificial pancreas to treat type-1 diabetes is being backed with a \$5,000 investment by a venture capital fund founded by an executive chairman of Google.

Entrepreneurship junior Tri Nguyen was selected by the crowd-funding website Upstart as the only Houston-area student entrepreneur joining other projects from across the country. The selection by Upstart attracted the investment by the venture capital fund Innovation Endeavors, whose founding partner is Eric Schmidt, the executive chairman of Google.

Upstart is a company that builds an individual's online profile, assigns them a funding rate for their campaign and informs a network of investors of their career plans. It lets entrepreneurs raise money in exchange for a small share of their income for 10 years — an investment in the individual, more than their idea.

Nguyen's campaign was only one of seven STEM-focused Upstarts chosen for Innovation Endeavors' second round of investments.

"Tri demonstrates incredible vision, tenacity and industry knowledge, all of which are

essential for being a successful entrepreneur," said Vanessa Hope Schneider, Innovation Endeavors director of community. "We have been eager to help him connect with other founders in our portfolio community, so that they can share insights and offer support."

Nguyen's campaign focuses on his own entrepreneurial success and potential as well as his current focus on medical engineering through his company, Sensibly. His team of engineers is creating an artificial pancreas as a new form of type-1 diabetes treatment.

The idea for the artificial pancreas sprouted from his partner Terence Gelo, a UH industrial design alumnus and type-1 diabetic, who wants to improve the technology used in treating the disease. A prototype is currently being developed parallel to writing a proposal for a grant from the National Institute of Health, an opportunity that could boost the startup into animal or human trials.

"All the devices that type-1 diabetics use now are not great," Nguyen said. "They do what you need them to do, but they're not designed in a way that really can interact well with you. So with that in mind, and Terence being in industrial design, he redesigned the whole thing and created something amazing."

Nguyen's other current projects extend beyond medical technology. He is also co-founder of an e-liquid subscription service

started just last year. Many of Houston's other new startups were created through the city's growing startup ecosystem, including RED Labs and 3 Day Startup and Houston Startup Weekend, all of which Nguyen has been involved.

"In Houston, we have the Texas Medical Center right next door, so it's a tremendous opportunity for any type of medical startup to be in this environment and interact with the hospitals, get feedback from patients and doctors. The whole system is right here," Nguyen said. "That opportunity wouldn't be apparent if I was in L.A. or Silicon Valley or in different startup ecosystems."

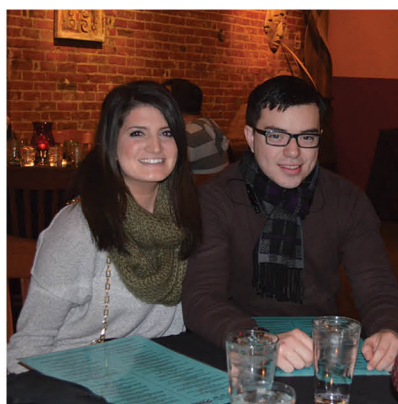
Nguyen has been in the startup world for over two years, and this early start is part of what sets him apart from others. At 19, he has two businesses and hopes to have several more within the next decade.

"I think what I've been able to do at my age, the drive that I have to fulfill what I want to do and the execution I've been able to do so far, surpasses a lot of people that are in their mid-twenties," Nguyen added. "Imagine what I can do in the next 10 years."

meeting

MIRBUFFETT

Entrepreneurship senior Brenda Rojo was part of a group of Bauer College students from the Wolff Center for Entrepreneurship invited to meet famed investor Warren Buffett this spring. She captured these images to give a behind-the-scenes look at the life-changing trip.



"For me, hearing Warren Buffett speak in person gave me affirmation that I am on the right path. Hearing one of the richest men in the world speak about his love for passion instead of love for money gave me more courage to follow my dreams."

- Zachary Cousins, Entrepreneurship Senior



The 20 entrepreneurship students spent a whirlwind weekend in Omaha, flying in late on Thursday, meeting Buffett on Friday and jumping back on a plane to Houston early Saturday.



"You will have a really successful future if you surround yourself with people who you love and who love you. Associate yourself with people better than you, marry someone better than you, and you will be more like them."

- Warren Buffett

That quote is what I took away. It was a memory I will cherish forever, and I am grateful for the opportunity thanks to WCE and Melvyn Wolff.

- Paula Musa, Entrepreneurship & Finance Senior



Since 2009, Buffett has included Bauer in his exclusive list of schools invited to spend time with him, which include Harvard University, Massachusetts Institute of Technology and Yale University.



The Oracle of Omaha. The Wizard. The Sage. Warren Buffett is known by many names to the masses, but to a select group of Bauer students who had the opportunity to visit with him personally in January, he became a newfound mentor.

SPEEDY SALES

Sales students take top spot at State Farm Sales Competition

By Megan London

Preparing a sales pitch is something that can take time, extensive amounts of research and months of practice. With only six weeks to prepare, marketing students Ricardo Guerra and Juan Rueda were up to the challenge as they prepared individual comprehensive marketing strategies for State Farm's Drive Safe and Save program.

Their hard work paid off, winning the top Team Award in the State Farm Sales Competition, held at Central Missouri University.

Each year, the competition gives college students the opportunity to pitch their marketing ideas and to showcase their sales skills. Two representatives from 10 universities across the U.S. participated in the competition.

Students competed individually in a sales role-play and marketing presentation; the competition's overall rankings were based on a cumulative score of these two major components.

"We tried different things than we had in the past; we reached out to professors who are very

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THEY TOOK THE KNOWLEDGE AND SKILLS LEARNED IN THE CLASSROOM AND TRANSLATED IT INTO PLANS AND SCENARIOS THAT ARE APPLICABLE IN A COMPANY.

”



knowledgeable in developing and implementing marketing strategies," Rueda said. "They helped us understand how to leverage the perfect combination of creativity and feasibility for our marketing presentations.

Guerra claimed the overall champion award, placing first in the role-play portion of the competition and third in the marketing plan, while Rueda took the third place spot in the sales role-play contest.

"This competition gave me real-world experience," Guerra said. "Whether it was practicing a role-play or developing a marketing plan, it was a good experience. Competitors were able to network with business professionals from different industries. It has helped me from a professional standpoint as well as an educational one."

Marketing Clinical Assistant Professor Amy Vandaveer, who was the coach for the National Collegiate Sales Competition team, also assisted the students in the role-play component of the State Farm competition while Bauer marketing



Marketing students Juan Rueda (left) & Ricardo Guerra (far right) from the Program for Excellence in Selling won the team award in the State Farm Sales Competition. Marketing Clinical Assistant Professor Amy Vandaveer (center) coached the students in the role-play component of the competition.

Professor Carl Herman helped the students with their marketing strategies.

“I’m so proud of Juan and Ricardo,” Vandaveer said. “They are exceptional student representatives who worked tirelessly on their marketing plans and sales skills to win first place for our program. It’s a real testament to the education and students we have in the Program for Excellence in Selling. They took the knowledge and skills learned in the classroom and translated it into plans and scenarios that are applicable in a company, State Farm. It reiterates the quality of our program and our exceptional students.”



students

ENERGY FOR ENGAGEMENT

Bauer student envisions an involved student body

By Ann Lynd



Take a walk around the University of Houston campus today and you see something that wouldn't have been thought of just a few years ago — a crowd of red t-shirts are studying in every building and playing frisbee in every green space. School pride has grown exponentially, shifting the school from commuter to a more traditional college campus.

Student Body President Charles Haston is working to boost pride across the university through on-campus events, athletics and by changing the overall culture of the campus.

Haston completed a BBA in Finance in 2012 as a Bauer Honors student and returned to begin a Masters of Finance last year. A business background provides him with a unique point of view to accomplish new ideas and finish old ones, he stated.

"I think that having a business background, I approach things a bit differently," he explained. "I'm focused on reaching obtainable goals that save student money and allow us to do more for the students."

As Student Body President, his administration is changing the role of the Student Government Association (SGA) to become an entity that elevates the student experience on campus, starting with the new stadium opening in the fall.

"We're taking the lead on the stadium opening activities and collaborating with other fee-funded organizations," Haston said. "We'll help host pep rallies, concerts, assist in tailgating and aid in making the overall experience truly Tier One."

While the stadium opening has been a priority, Haston and SGA have already started advancing student engagement through basketball games. By bringing together other campus student leaders, 1,800 students attended a basketball game, the highest attendance rate since 2008.

At the beginning of his SGA involvement, Haston was a member of the Student Fees Advisory Committee (SFAC), where he first began focusing on how to create the traditional college experience at UH. He started with athletic engagement in basketball, football, Frontier Fiesta and Homecoming.

"Engaged students lead to engaged alumni and attract new students," he said. "UH is now the second-most residential campus in Texas, and the new activities during nights and weekends have proven to appeal to students to live on campus."

"I chaired SFAC and I wanted to make sure we started doing things to create more night and weekend programming on campus," Haston said. "Over the last three or four years, we've had this huge proliferation of students coming to campus to live here for the first time."

"Once you graduate, you remain connected to the university," Haston said, explaining the importance of gaining the support of those who are still students. Alumni are an integral part of the positive cultural shift that has been happening across campus.

"After graduation, that doesn't mean you're not connected to the university anymore. The university's success for the future has a correlation between alum's personal successes. We can't operate without them," Haston said.

"It's really important that they give back and continue to support the school, making it better and giving other students the opportunity to reflect positively on the school. When they graduate, their degree continues to mean something and have a positive impact on their career path for decades to come."

MS Finance candidate Charles Haston (BBA '12) is making an impact on the UH campus by leading the Student Government Association and by having served on the Student Fees Advisory Committee.



A NEW CHAPTER

By Amanda Sebesta

Mortarboard, check. Robe, check. Diploma, check.

Every fall and spring, Bauer College celebrates graduating students for their hard work and dedication during a grand commencement ceremony at the University of Houston. This past academic year, nearly 2,000 students walked across the stage, transitioning from students to alumni.

BY THE NUMBERS (FALL 2013 AND SPRING 2014)

1,925

OVERALL
GRADUATES

1,362

UNDERGRADUATE
CANDIDATES

563

GRADUATE
CANDIDATES

450+

MORTARBOARDS
DECORATED

243

SUPPLY CHAIN
MANAGEMENT GRADS

200+

CONGRATS SIGNS

127

PROGRAM FOR
EXCELLENCE IN SELLING GRADS

63

BAUER HONORS
GRADS

36

WOLFF CENTER FOR
ENTREPRENEURSHIP GRADS

BAUER 101

Bauer's Office of Graduate & Professional Programs
create a customized experience for MBA students

By Amanda Sebesta

In a market where MBA program shoppers have seemingly endless choices, the decision on where to apply often comes down to the resources a school can offer its students.

Enter Bauer's Office of Graduate & Professional Programs (GPP). With a staff of nearly 20 people, the team's goal is to recruit the cream of the crop for the Bauer MBA program, along with making sure the experience in the program is a perfect fit for the students.

"At Bauer, we're looking for the best and brightest for our MBA program. That's why prospective students go through an

extensive admissions process," Admissions and Recruitment Director Dalia Pineda said. "We also make sure that our program can best fit their needs to be successful in their careers."

Once students begin the program, the GPP staff is charged with making sure that their time at Bauer is relevant and fulfilling.

"From the time that students apply until they walk across the stage, we want to make sure that their experience here is a good one," Academic Operations Director Michelle Poullard said. "The student experience is a high priority for our office."

In addition to the student experience, GPP is also focused on program customization. With more than 100 electives and 15 certificates to choose from, Bauer MBA students have the opportunity to tailor their degree programs to best fit their needs.

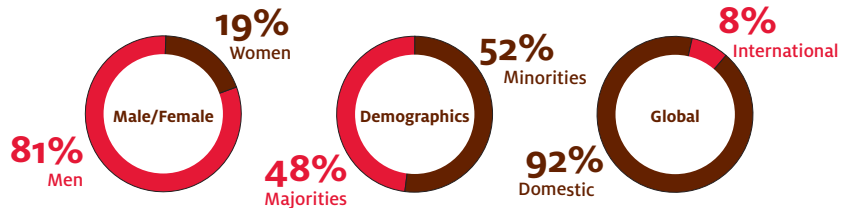
"Customization is what the Bauer MBA is all about," Program Manager Ramona Taylor said. "It is what sets our program apart from all the other programs in the Houston area."

For more information about the Bauer MBA program, visit mba.uh.edu.

Who Makes Up Our Program?

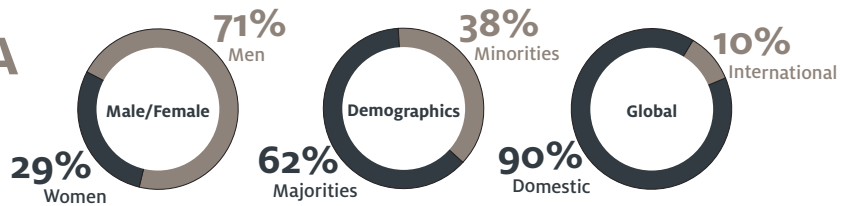
Executive MBA

11 years of work experience
38 average age of students



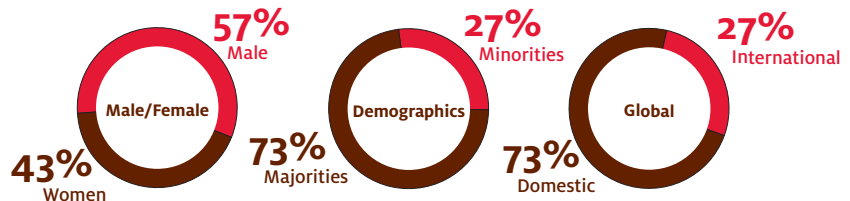
Professional MBA

5-7 years of work experience
29 average age of students



Full-time MBA

5-7 years of work experience
29 average age of students





QUICK (APP)PLICATION

Students launch new technologies in 72 hours at third annual 3 Day Startup

By Danielle Ponder

For the third year in a row, University of Houston students from different disciplines converged on campus with a common goal — kick-start innovative new companies over a 72-hour period during the 3 Day Startup (3DS) program organized by Bauer College's Wolff Center for Entrepreneurship.

From April 4-6, teams made up of more than 40 students of various majors, from management information systems and computer science to digital media and marketing, took their initial ideas for new technologies and presented branded products ready for market to mentors, investors and members of the Houston business community.

Eight teams kicked off the weekend by drafting business plans and conducting market research on technologies similar to their startup idea. However, the most instrumental portion of 3DS occurred on Saturday morning as participants were not just encouraged, but required, to leave campus to gather consumer data and feedback on their startup's technology.

"The goal of 3DS is to give them a real entrepreneurial experience," said Bauer Clinical

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**THIS IS A LEARNING
EXPERIENCE FOR
ALL OF US TO TAKE
OUR CONCEPT TO
THE NEXT LEVEL.
BEING ABLE TO
WORK AS A TEAM
EXPOSES YOU TO
IDEAS AND POINTS
OF VIEW THAT
MAYBE YOU DIDN'T
THINK OF OR
SEE BEFORE.**
”

Assistant Professor Hesam Panahi, who spearheads the annual event. "Finding out who their customer base will be is instrumental to their success. By talking to consumers, it helps the thought process, allows them to visualize tangents that might make their product or business plan better, and provides opportunities to course-correct during the formative stages of creating their company."

Although 3DS is structured around teams, it is not a competition, Panahi said. Rather than a list of winners with prize money at the end of the weekend, the goal of the event is to serve as a forum for feedback for the budding entrepreneurs from a panel hand-selected based on their prominence and experience within the Houston startup community.

Once the students collected their market research, they prepared their final pitches to present to the panel.

"This is a learning experience for all of us to take our concept to the next level," management information systems junior Lucy Macedo said. "Being able to work as a team exposes you to



ideas and points of view that maybe you didn't think of or see before."

Macedo and her teammates worked on "Friendscapade," a group scheduling application that helps plan social outings based on interests and then offers a group discount coupon for that venue or activity. She and her business partners researched the market's current leader in coupon apps, Groupon, to identify needs that aren't being met for current and future users before embarking on formulating a business plan for their newly improved mobile app.

"There are so many products and concepts out there that businesses are in need of help to enable efficiency and growth, but most of the time there hasn't been anyone to fulfill the demand," computer science junior Fabian Buentello said. "The 3DS program teaches us in a real-life, fast-paced scenario what it takes as an entrepreneur to be able to create the technologies to better these companies."

3DS is part of Bauer College's overarching goal to serve as a hub for entrepreneurship on the UH campus and in the Houston community. The participating 3DS startups can apply for acceptance into the summer term of RED Labs, the startup accelerator for UH that is housed within Bauer College and led by Panahi. There, teams spend three months using the workspace and resources provided by RED Labs to perfect their technologies in the hope of obtaining funding and putting a finished product in the marketplace for consumers in the Houston area and beyond.

WHAT DID THE STUDENTS COME UP WITH?

B-Chattr: a beacon-powered hyper local anonymous chat room application that provides analytics to businesses so that they can provide a better experience for their patrons

Roots: an educational mobile app for children to solve arithmetic problems with fun and addictive gameplay similar to Angry Birds

Startup: financial planning tool for startups that helps manage funds and help prevent failure

Communicub: a platform that connects daycares with parents, allowing parents to get real-time information about their children's activities at the daycare including health and safety reports

Qkrtix: a service for small indie venues to quickly & cheaply verify attendee identities and their tickets

Buoy: elegant hardware device that makes beacon technology scalable for developers

Rigel: software designed to increase the speed, efficiency and safety of the fracking process of oil well drilling and related service providers

Soulio: a platform for audio professionals to showcase their portfolios for collaboration and employment opportunities

Friendscapade: a scheduling application for group activities with a simple voting interface

ORDER UP!

Long lines of hungry customers present a challenge to entrepreneurship students

By Ann Lynd

Months of planning culminated into just a few days for eight teams of student entrepreneurs, where lines of hungry customers flocked to put their business plans to the test.

Wolffest, held on campus in April, tested the skills that entrepreneurship students learned during their time in the classroom. The annual event for Bauer students in the Wolff Center for Entrepreneurship, the college's nationally recognized entrepreneurship program, challenges students to form teams and compete to run the most successful (in terms of profit and execution) pop-up restaurant.

Wolffest serves as a capstone course and is the last step in completing a BBA in entrepreneurship, as well as a fundraiser for the Wolff Center. This year, the student team's hard work paid off as they raised about \$100,000, twice as much as was raised in previous years.





Team 1: Big Game Theory

Interview with Brenda Melgar,
Entrepreneurship Senior

Q: How did you keep your business running efficiently?

It's definitely been the operations and marketing. We had a few sales representatives bringing customers in and bringing the traffic through. We also had an operations plan and assembly line to maximize profits.

Q: What did you learn from Wolf Feast?

It's taught me a lot about teamwork and setting your own ego aside for the better of the team. It's also taught me to not be afraid and go out and seek capital from friends, family and companies where you don't know anyone. It's taught me a lot about food, too.

Q: How has your time at Bauer prepared you for Wolf Feast?

It's prepared me pretty well. I feel like WCE has prepared me because it's so real world and everything that we're doing has to correlate directly with the class and what we do.

Team 2: The CoogUH!

Interview with Ariana Thrasher,
Entrepreneurship Senior

Q: What challenges did your team face and how did you overcome them?

The only challenge was getting people to donate cash. I think there wasn't a lot of budget to just give cash this year, but there were a lot of in-kind donations and friends and family came through. For example, someone brought linens that we didn't even ask for so all of our tables were nicely covered. Someone came through with meat, the potato salad and everything came together really nicely.

Q: How did you keep your business running efficiently?

Communication — hands down. One strategy that we used is a pulley system, so once we take an order we shoot it to the expeditor so they can tell food prep what exactly needs to be made and how. We were able to do a lot of custom orders and get them out fairly quickly.

Team 3: Wolf Feast

Interview with Bobby Jacobs,
Entrepreneurship Senior

Q: How did you keep your business running efficiently?

I think having enough volunteers. We just didn't have enough employees or volunteers the first day. It was really hard to get our tamales to our customers because everyone was out marketing and doing sales or making snow cones. We just had so many pieces to the puzzle moving at the same time but not enough people to keep it going.

Q: What did you learn from Wolf Feast?

I think it's taught me how to work with people, how to go out there and make connections to find our suppliers and convince people to work with us to sell them on the program and sell them on the value of it, as well as all the supply chain and the implementation.



Team 4: Duality

Interview with Jonathan Brown,
Entrepreneurship and Marketing Senior

Q: What challenges did your team face and how did you overcome them?

As an entrepreneur, you see a lot of mishaps. Our first day we had times when food wasn't ready and there were things that weren't prepared. There were a lot of last minute things we had to get together. You have to overcome a lot of obstacles, but what you see is that no matter how many things roll your way, there's a way to handle that situation. We're just going to keep working out the kinks.

Q: What did you learn from Wolffest?

Anything can happen. No matter how much you prepare, no matter how much you think you have things planned out, there's always going to be something that stands in the way and it tests you to see where you're going, whether it's having to bring in more customers, marketing efforts or food. There's always something that doesn't go according to plan and you always have to work with it.

Team 5: Dream It Houston

Interview with Christopher Wick,
Entrepreneurship Senior

Q: What challenges did your team face and how did you overcome them?

We were the first team to incorporate a social cause and that was very different. We chose to do something very innovative and it was challenging. We ended up making what we set out to do. Our team wanted to raise over \$10,000 with our sales from Wolffest and a crowdfunding campaign, and we did.

Q: How did you keep your business running efficiently?

Understanding our vision. When we were raising money, it was very important for teammates and also our donors to understand the vision. For the three days of Wolffest, it was very important to have smooth operations and cohesiveness as a team; understanding why we're doing what we're doing. The first day we tried to sell a wide variety, that was too much. The second day, we condensed our menu and focused on what we were good at.

Team 6: My Big Fat Greek Booth

Interview with Aliko Thanos,
Entrepreneurship Senior

Q: What did you learn from Wolffest?

Organization and time management. I'm a pretty organized person, but now I had even more things I had to get ready and find food sponsors, tent sponsors and all those things and then to follow up with them to make sure they follow through with the deal. That was difficult for me to keep track of. I would also have to say time management, because we would have meetings twice a week, then we had to make sure our teammates were still going to their classes during Wolffest.

Q: How has your time at Bauer prepared you for Wolffest?

Back when I took Assistant Dean Jamie Belinne's class, she taught us about ethics and what's right and what's wrong. I've just been thinking when we served our customers that no matter what they say, they're right, and even if we didn't get the fair end of the deal, you just let it go and don't get mad, because we don't want to be unethical or have any problems with customers. That was a great class, and it really helped us.



Team 7: Salsa

Interview with Torri Olanski,
Entrepreneurship and Marketing Junior

Q: How did you keep your business running efficiently?

Having our logistics line up with our brand and getting our customers in, making sure they have a good experience. We tried to make it very fun for people and make them want to come back by having good food and giving them great prices.

Q: What did you learn from Wolfest?

For me, it has just proved the importance of teamwork and everyone bringing out the specific skills they have and what they can bring to the team. Our team works so well together and everyone's taken their strengths and ideas and brought the best of everybody from the logistics to the branding to the marketing and getting our actual food sponsors. We all just worked very well together and pushed through a lot of obstacles.

Team 8: Blazing Saddles

Interview with Josh Wathen,
Entrepreneurship Junior

Q: How did you keep your business running efficiently?

Marketing is a huge part of it. If you don't have a line, there's no point in being open. At the same time, the back part of the restaurant is important because people get upset if they have to wait or if there's a really long line for their food. Keeping everything in sync between pulling customers in and making sure they leave happy is probably the biggest challenge overall.

Q: What did you learn from Wolfest?

I'm pretty new to the food business as far as an event in an area like this. I learned that there is definitely a big difference between what the breakfast crowd wants and what the lunch crowd wants. Not only with meals, but the way you advertise to them. If you're too loud in the morning, it runs them off and if you're too quiet in the afternoon, they don't pay attention.



EIGHT TEAMS

THREE



DAYS



100K RAISED



Bauer students Adam McBride and Sydney Warren, above, and Courtney Wright, right, are creating change through projects in a new course.



A CLASS FOR CHANGE

Social Entrepreneurship course gives Bauer students the tools
to make business dreams a reality

By Ann Lynd

Sometimes being in a hospital is a waiting game — the next visit from the nurse or doctor seems to never come. But, for some Houston girls, the wait is getting easier, thanks to some good news made just for them and about them — a magazine of their very own.

Bauer College recently launched its first social entrepreneurship course taught by Entrepreneurship Clinical Assistant Professor Carlos Ortega, bringing together the entrepreneurial spirit of students to create new, student-led non-profit organizations that have had an impact in the Houston community and abroad.

One of the projects was started by Courtney Wright, who had the goal of creating a non-profit magazine, *Aloud.*, for teen girls who are cancer patients or survivors. A cancer survivor herself, the magazine was at the top of her list, and the course gave her the resources and opportunities she had been waiting for to give the project a kick-start.

“I was diagnosed with Acute Lymphoblastic Leukemia when I was 14, and a year into my chemotherapy, I came up with the idea of creating a magazine for people like myself. That was nine years ago,” Wright said. “So for nine years, I have been trying to do this on my own to no avail, so when I saw Professor Ortega was offering this course, I knew this was the push I needed to finally make something happen. He helped me focus my ideas, which is something I desperately needed.”

Aloud. began distribution of the print magazine in January, and through the class,

Wright has incorporated the magazine and begun the process of becoming a tax-exempt entity.

“I think what I got most out of the class is now having a firm belief that what I’m doing will change lives, including my own. Through the assignments and actually creating my magazine, I have spoken to numerous cancer patients who have told me what a difference the magazine will make to these girls,” Wright said. “Professor Ortega helped me believe in myself enough to believe that I could actually create this. It was always just a dream of mine, and now I get to live it.”

Wright’s success is mirrored by her classmates, whose organizations span a wide variety of issues, including language barriers among the elderly in nursing homes, backpack kits for the homeless and mentoring elementary school students.

For Generation Fight, the issue at hand is childhood obesity.

Generation Fight, founded by students Sydney Warren and Adam McBride, has taken childhood obesity and hunger and turned it into an opportunity to raise funds for local food pantries and educate parents about healthy lifestyles. The organization hosted their first Generation Fight 5k Walk/Run last November in Mont Belvieu, which was planned in the class. The event raised \$4,100 to donate to the West Chambers County Food Pantry.

“The greatest benefit to taking the class for me was the structured steps that showed how you should progress and what to

focus on. It gave me a game plan that I can now use on my own during my next project as well as the confidence needed to take action,” McBride said. “It shattered the conventional understanding that you need money in order to make money. This class removed the barriers that we sometimes create for ourselves when venturing into an unknown world.”

Throughout the course, Warren and McBride grew their organization “Fighting for a Healthier Generation” along the way.

“Ortega’s Social Entrepreneurship class should not be taken lightly. It requires time, dedication and a desire to change the world. Generation Fight is brand new and is still gaining ground slowly but surely,” Warren added. “It has already hosted one 5k walk/run and plans on hosting another one within the next few months. The success and support from the Mont Belvieu 5k was so great that Generation Fight also plans on making it an annual event.”



LEARNING THROUGH SERVICE

Bauer course provides business technology solutions to non-profits

By Ann Lynd

For students in a management information systems course at Bauer, learning is about service. The college's MIS 4374 class allows seniors studying information systems project management the chance to put those skills into action by working with non-profits to provide solutions to IS challenges. This behind the scenes work can make a world of difference to keep non-profits running efficiently, impacting the outcome of a donor campaign or attracting a community's attention.

The IS challenges can take any shape. Non-profit clients Target Hunger and SHAPE Community Center wanted to revamp their websites, a complicated task for a

small staff with limited resources. Some students had to start from the ground floor to build an entire new website, which was the case for the Crossroads team.

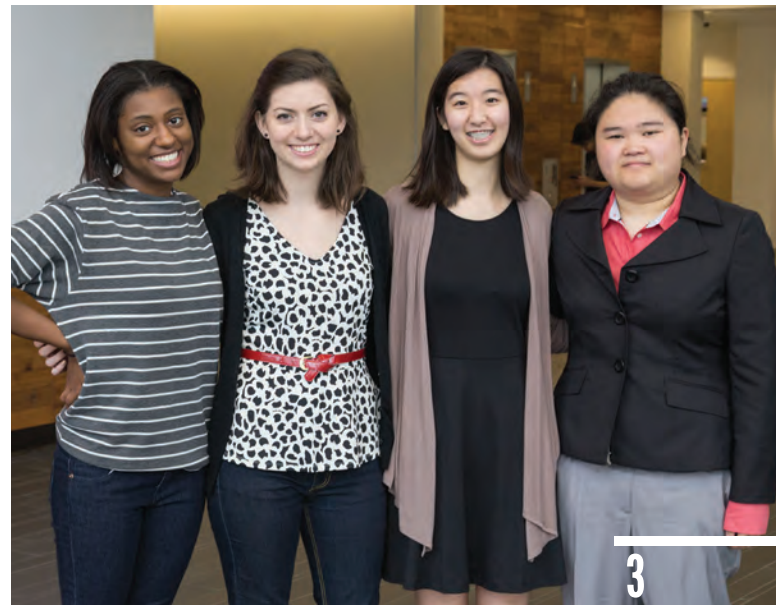
Other clients went a different direction when seeking help. Urban Outreach, Inc. needed a new donor database system. All of the clients had basic needs that required an expert solution — and that's where the teams came in.

Offered by Bauer's Department of Decision & Information Sciences, the course connects student teams over the semester with local non-profits, whose missions range from youth mentorship to

fighting hunger. Once teams have selected a client, they take on the real-world task of meeting with the organization, assessing their respective IS challenges and providing and implementing a solution.

Target Hunger is a non-profit that works to alleviate hunger in Houston's inner-city neighborhoods and its root causes by providing nourishment through food services and enrichment through educational programs. Biana Vasquez and her team were immediately drawn to their purpose, she said.

"We were drawn in by the organization's vision statement," Vasquez said. "They are



committed to providing aid in poverty-stricken areas through self-esteem classes as well as food pantries and community gardens.”

Working with Target Hunger allowed students to interact with a client in the same way that is expected in a professional setting, from meeting with clients to documentation, as well as problem solving at each stage of a project, team member Lyla Naboulsi explained.

“From this experience, I’m gaining what teamwork is all about, how teamwork and communication are very important skills to get the job done and what it really takes to satisfy the client’s needs and wants,” she said.

It’s up to the team to research the project and speak with the organization to find out what exactly the project is, student Adriel Negrete said. His team is working with Crossroads, a program that fosters positive mentoring relationships between youth and volunteers in the Houston area.

Although Crossroads has an existing website, it wasn’t meeting the needs of the organization because it was difficult to edit without an extensive background in coding and programming, Negrete said.

“We made our choice to help Crossroads by providing them with a new website,” he added. “We are creating a new one that can be easily edited and

content can be uploaded with minimal technical knowledge.”

The students on the Target Hunger team tackled a similar issue. The organization had a functioning website, but managing its online presence needed to be streamlined and improved.

“Our team is improving the current website that Target Hunger currently has in place,” Vasquez said. “Some of those conflicts are things like being able to update upcoming events in a more efficient manner, taking out old and outdated events on the website, and replacing the theme of the website. Our team is very excited to help resolve these issues and cannot wait for the end result.”

At the end of the spring semester, the teams presented their projects to the non-profits. The students were able to see their work in action when the changes are made to the organizations’ websites.

“It’s a great experience to actually work on a project for a real organization,” said student Jessica Willis, whose group is partnering with Urban Outreach, Inc., a non-profit that has the goal of transforming the Houston community through a range of programming targeting at-risk children, the chronically unemployed or underemployed, and low-income apartment residents.

1. Team members (from left) Syed Ali, Wilbur Rodriguez, Adriel Negrete and An Vo worked with Crossroads, a program that fosters positive mentoring relationships between youth and volunteers in the Houston area, by helping them create a website that met the organization’s needs.

2. (From left) Lyla Naboulsi, Stephanie Reynolds, Biana Vasquez and Nader Badreddine built a new website for Target Hunger, a service that aids generational poverty and situational poverty through self-esteem classes as well as food donations.

3. Team members (from left) Shelli Perkins, Kalen Conerly, Elizabeth Chu and Ann Nguyen spent the semester working on updates for SHAPE Community Center’s website.

“If a student is even considering the possibility of working in project management, this course is a must,” Willis added. “It’s not a ‘textbook’ course. It’s hands-on and real-world.”



MILLION DOLLAR — M I L E S T O N E —

By Wendell Brock





COUGAR FUND REPORTS RECORD FOURTH-QUARTER EARNINGS

The final quarter of 2013 is going to be remembered as a sweet moment for the college's Cougar Investment Fund.

That's when the student-managed private-investment fund exceeded \$1 million in quarterly earnings for the first time. The fund was up 12.9 percent for the period, outperforming the S&P 500, which grew by 10.5 percent.

"It has come close before but never broke \$1 million," said Tom George, the Bauer Finance professor who oversees the fund, created in 2002. George — who directs the AIM Center for Investment Management, where the Cougar Fund is based — said three factors contributed to the rate of return.

"Over the years, the scale of the fund has built to a point where a million dollars wasn't out of reach as a quarterly earnings number," said the professor, who has been with the fund almost since its inception. "And then the market as a whole did well. And we did a little better than the market. So you put those three things together, and that was what it took."

Currently valued at about \$9 million, the Cougar Fund is used as a financial teaching tool for Bauer's MBA and MS Finance students.

Every year, between 16 and 18 students are chosen for the year-long program in a selective process. As part of the experience, they take two additional academic courses: Investment Management and Financial Analysis and Corporate Strategy. At the end, they receive the Graduate Certificate in Financial Services Management.

Unlike similar funds at other universities, the Cougar Fund is a privately held portfolio that draws its money from individuals rather than the institution. The investor pool is made up of high-wealth individuals with a close connection to the college — alumni, philanthropists and business leaders. Since its inception, the Cougar Fund has enjoyed an annualized return rate of about 7.2 percent, compared to the S&P 500's 6.7 percent.

Because the students work at the behest of real-life clients, they are compelled to weigh their decisions wisely.

"From day one, the Cougar Fund entrusts you with a level of responsibility not usually found while in school," said Marco Guzmán, who started the program in fall 2013. "It is not uncommon for a single investment to be worth over \$250,000. Therefore, when the fund makes a decision based on your work, you better believe we have done our due diligence."

At the end of the day, the fund's million-dollar milestone will have a long-term impact that can't be measured in dollars. It enhances the fund's visibility and gives the college a competitive edge in the marketplace. If students are to go on to become successful finance professionals, George said, they need superb valuation skills — something the Cougar Fund supplies them in spades.

Guzmán, who helped achieve the record earnings his first semester, couldn't be happier. "I personally rank this program as one of the best, if not the best, that Bauer has to offer."



WE ARE ENERGY

Bauer MBA continues tradition of showcasing
at massive Offshore Technology Conference

By Amanda Sebasta



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Boasting over 100,000 visitors and 2,700 exhibitors, the Offshore Technology Conference is the biggest energy event in the world. When it visits Houston each year, it is a natural fit for Bauer College to set up shop to promote its energy offerings.

The event offers workshops and displays new technology for drilling, exploration, production and environmental protection.

1. Bauer's Office of Graduate & Professional Programs greets interested attendees during the week-long conference.

2. Nader Badreddine (BBA '10) views a demonstration.

3. Badreddine gets an inside look at new safety technology.

4. & 5. Graduate Recruitment Manager Lenay Johnson takes a break from recruiting students to check out new technology offerings at the conference.

6. From left: Rockwell Career Center career development specialist Erin Reed and financial aid advisor Karina Galvan were available for prospective students to answer questions about employment and enrolling in the program.



EXECS JOIN BAUER BOARD

Say hello to the nine new members of the Bauer College Board

By Wendell Brock

Bauer College recently added nine new members to its 38-member board. Drawing on the city's dynamic business leadership to support the work of Dean Latha Ramchand, the Bauer College Board provides a crucial link between the university and the business community. The newly appointed board members are top-tier executives representing a variety of Houston business enterprises, from energy and retail to accounting and real estate.



Dan Bellow
President, JLL Houston

Bellow oversees operations of the commercial real estate firm of JLL in Houston and Louisiana. A graduate of the University of

Houston, he has served on the boards of the Greater Houston Partnership, the Center for Houston's Future, the Make-A-Wish Foundation and the YMCA of Greater Houston.



Milton N. Frankfort
*Founding Partner,
UHY Advisors-Texas*

Since graduating from the University of Houston's business college with a BBA in accounting ('67) and a subsequent law degree from the South Texas College of Law, Frankfort helped build UHY Advisors-Texas into one of the city's top five accounting firms as its co-founder and managing partner from 1971 until 2000.

His energy and insights have helped clients at each stage of their lifecycle, some of them over multiple generations of ownership.

At Bauer, Frankfort has served on the Dean's executive advisory board, been honored as a distinguished alumnus, and delivered the convocation at the 2006 Commencement. He is a founder of the Middle Market Institute, in which Bauer faculty and business leaders collaborate to propel entrepreneurial businesses beyond the challenges of growth.

He has been on the boards of Jewish Federation of Greater Houston, the Anti-Defamation League, Congregation Beth Yeshurun and the American Jewish Committee. He and his wife, Ricki, have three children.



Kenneth J. Guidry
President, Pannell Kerr Forster of Texas, P.C.

Under Guidry's leadership, PKF Texas has been recognized for outstanding culture and innovation, including Best Accounting Firms to Work For, Best Companies to Work For in Texas and the Sloan Award for Flexibility. During his tenure, the firm has focused on an international umbrella of client services within the energy economy. Guidry was on the cover of *Practical Accountant* for working with universities, was named a Top 100 Most Influential Practitioner by *CPA Magazine* and was named to the inaugural Managing Partner Elite by *Accounting Today*. He sits on the Boards of PKF International, Prepared 4 Life, Bauer College Accounting Advisory Board, Bauer College Leadership Initiative and the National Association of Corporate Directors Advisory Board.



Elizabeth Killinger
President, NRG Energy's Texas Retail and Reliant

With two decades of experience in energy and related services, Killinger has been president since 2012 and leads Reliant and NRG's Texas Retail business, which together serve more electricity than any provider in Texas. A fourth-generation Texan and Houston native, Killinger holds a BBA in Management Information Systems from Bauer and serves on the UH Energy Advisory Board.



John King
Partner, Ernst & Young LLP

King has been steeped in the Bauer College culture for more than two decades. He attended the UH Honors College on a National Merit Scholarship, graduating summa cum laude with a BBA in accounting. He is a member of the Bauer College Foundation Board and past chair of the college's Accounting Advisory Board. In 2009, he delivered Bauer's undergraduate commencement speech.



Scott B. McClelland
President, H.E. Butt Grocery Co., Houston and Central Market Division

McClelland has been president of the Houston food and drug stores of H.E. Butt Grocery Co. (H-E-B) since 2003. He is well known in the community as Mr. H-E-B, the congenial star of the grocery company's TV ads. He is a graduate of the University of Southern California and Harvard Business School's Advanced Management Program.



Mark J. Mize
Executive Vice President, Chief Financial Officer and Treasurer of Halcón Resources Corp.

A certified public accountant with a degree in accounting from Bauer, Mize has been instrumental in the rapid growth of Halcón, an independent energy company. At Bauer, he serves on the Accounting Advisory Board and has instructed courses in accounting and finance for the oil and gas industry.



S. Glynn Roberts
President, Northstar Offshore Group, LLC

Roberts is currently the President and CEO of Northstar Offshore Group, LLC and has an extensive background in the acquisition and divestiture of producing oil and gas properties in the Gulf of Mexico. A native of Tyler, Texas, he received a BBA in marketing from the University of Texas at Tyler and an MBA, with honors, from the Bauer College. Roberts is a board member of Strake Jesuit College Preparatory as well as the Bauer College GEMI advising board. He was the keynote speaker at the 35th anniversary celebration of Bauer's EMBA program in 2013. He also completed the three-year Owner President Management executive education program at Harvard Business School and received alumni status at HBS upon completion of that program. Roberts joined the oil and gas business in 1979 as a landman and

worked continuously at various land-related functions until forming Northstar Interests L.C. in 1994. After a series of mergers and acquisitions over the years, Northstar Offshore Group, LLC was established in 2012 with a business plan focused on the Gulf of Mexico shelf and growth through drilling and acquisitions. Roberts and his wife, Jean, a realtor at John Daugherty and former research director of both the Fox and ABC stations in Houston, have two sons and are active in school and community affairs.



Steve Stephens
President and CEO, Amegy Bank

A founding employee of Amegy Bank of Texas, Stephens joined the bank in 1990 as executive vice president; he was named president in 2009 and chief executive officer in 2014. He holds a BBA in accounting from Bauer College.

WHO'S BACKING BAUER?

The Bauer College Board represents:


23 UH Grads


740+ years of work experience

Industries Represented:



Restaurant



Retail
Investment Banking
Banking



Accounting



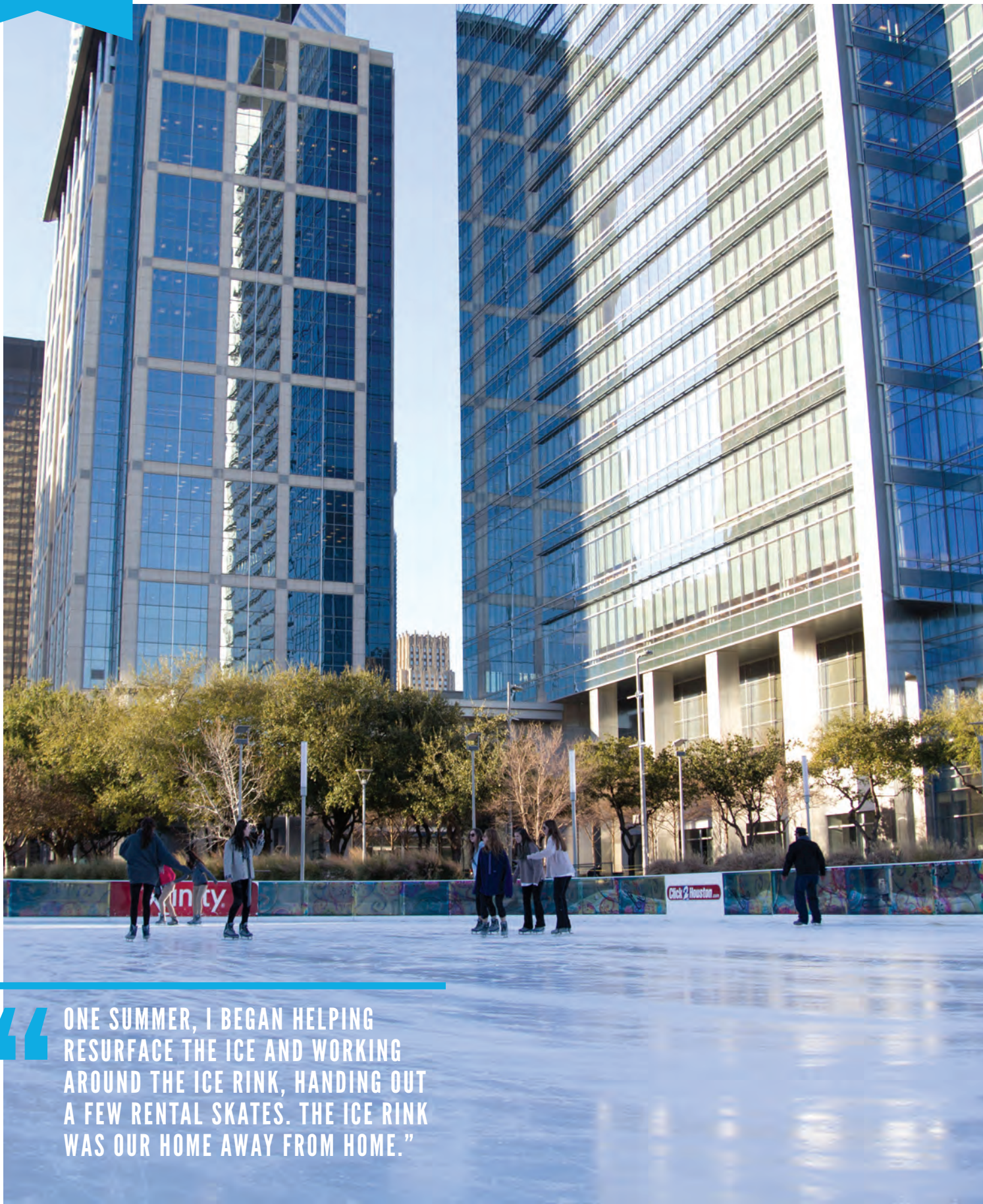
Energy



Real Estate



Human Resources



“ ONE SUMMER, I BEGAN HELPING RESURFACE THE ICE AND WORKING AROUND THE ICE RINK, HANDING OUT A FEW RENTAL SKATES. THE ICE RINK WAS OUR HOME AWAY FROM HOME.”

UP CLOSE WITH MIKE CLAYTON

Bauer alumnus combines his love of the ice and entrepreneurship to create successful ice rink business

By Wendell Brock

Mike Clayton traces his love of ice sports back to his childhood. As a kid growing up in Houston, he and his family got hooked on ice-skating at the old Winterland rink. After earning a business degree from the University of Houston in 1981, he landed a good job with the Eckerd drug-store chain. But in the back of his mind, he dreamed of being his own boss like his father, who owned a Western Auto store after a career as a teacher. In 1990, Clayton got a chance to pursue his entrepreneurial passion — and his love of the ice — with the opening of a San Antonio rink called The Crystal Ice Palace. Through that business, the lifelong “rink rat” learned the details of the indoor ice-skating world. Today, as the founder, general manager and president of Ice Rink Events, he runs a company that leads the holiday ice-skating niche, serving some 60 locations around the world each winter season. Headquartered in The Woodlands, Ice Rink Events has 15 permanent employees and 250 seasonal workers. Together they design, fabricate, install and operate ice rinks from Texas to India. We recently talked to the Bauer alumnus about his professional ice-capades.

Q: Tell us about your first taste of the ice.

A: Well, my family saw a little ad in the newspaper and started ice skating at Winterland, which was near Richmond and Kirby in Houston. This was back when I was 11 or 12. We became “rink rats” and skated together as a family, my sister and me. My family got involved. We joined the skating club. All our friends were there. My sister figure-skated in the hometown ice shows. And I was always the kid behind the scenes. One summer,

I began helping resurface the ice and working around the ice rink, handing out a few rental skates. The ice rink was our home away from home.

Q: How was your experience at UH?

A: I lived on campus for my first three years of school, and studied business, concentrating in marketing and finance. ... Those years (1977-'81) were pretty good years on campus, because we were doing very well in football, and we were doing very, very well in basketball. ... It was a really good time to be at UH.

Q: What happened after college?

A: I always believe that every opportunity and job you have is a product of the previous opportunity and job you had. ... In my case, during college, I worked two jobs. I was a pharmacy clerk at a hospital. I was a stock boy in the Memorial City Sears store and immediately after college put those two things on my résumé, along with my degree. And my résumé floated into the hands of the Eckerd Drug Co., which had a major facility up in The Woodlands. ... So I began a career with the Jack Eckerd Drug Co. as a buyer and merchandiser with a multimillion-dollar budget.

Q: For how long?

A: About four years. ... And all during my early work life, it was always my dream to be my own boss, as they say. I ran into an opportunity when a family member who knew about my interest in ice sports said: “Well, there is no ice-skating rink in San Antonio. Why is that?” Sure enough,



Bauer alumnus Mike Clayton (BBA '81) has built hundreds of seasonal ice rinks worldwide, including Houston, Mexico, Canada and India.



it brought me back to the love of my life, the business and the sport of skating. I went on a search for property. We found a building with a great freeway location and, with very few resources, opened an ice skating rink that was very, very successful. That was the Crystal Ice Palace.

Q: *So you had a hit on your hands?*

A: We were very crowded. And we were extremely active in the community. ... The place was packed. We did some wild promotions with radio stations in that market. We had lines out the door. However, we quickly learned two things:

No. 1: The business was very, very seasonal. From November to March it was very, very busy. And after those dates it really was marginal at best.

No. 2: We had telephone calls from places like the Hyatt Hotel who had a center atrium and they asked: "We want to put

an ice skating rink in our center atrium for the holidays. How do we do it?" I kept giving references off to ice rink companies that were not very good at what they were

“

WE TELL OUR CUSTOMERS THAT WE BUILD MOST OF THE ICE-SKATING RINKS THAT NOBODY ELSE WANTS TO DO, OR THEY ARE AFRAID TO DO.

”

doing. And so one plus one equals two. The expenses for doing business in a prime freeway location were such that I had to walk away from it. And it was the best

thing I ever did, because a couple years later we went to a mall in College Station, where I opened our first seasonal rink. The second year we created the wonderfully successful outdoor rink at The Woodlands Town Center; and we went from two rinks the second year to seven rinks the third year; 15 rinks the fourth year; 20 rinks the next, to the point that we began to lead our niche industry in the holiday-season ice-rink business. And here we are now finished with our 16th season, getting ready to start our 17th season.

Q: *What are some of your famous rinks?*

A: Certainly The Ice of Discovery Green is our hometown flagship. We've got our heart at this location. It's a wonderful iconic park, and it's used as a model around the country for how to execute an urban park and how to execute a seasonal ice-skating rink. Our other flagship installations include the Winter Village in Bryant Park, which is a 17,000-square-foot outdoor



rink in Midtown Manhattan. We produce WinterSkate for the Patriots organization in Foxboro, Massachusetts. Many know about our Skating by the Sea installation at the historic Hotel Del Coronado in San Diego, right on the Pacific beachfront, and the incredibly innovative Circle of Palms rink in San Jose, with 32 palm trees in the middle of the ice. We helped the National Hockey League create the first “Winter Classic” outdoor hockey game in Buffalo, New York, and we make ice for the U.S. Figure Skating Championships.

Q: You also work internationally?

A: We do. We tell our customers that we build most of the ice-skating rinks that nobody else wants to do, or they are afraid to do. We are Texans, so we have a can-do attitude about things. The mayor’s office of Mexico City called us a few years ago and said they really would like to build the largest ice-skating rink in the world in the center of Mexico City and asked us if it was

possible. We said yes; others said no. We ended up developing what was called the Mega Rink on the Zócalo; it sits in front of the Cathedral and the National Palace and the City Hall on the main public square. About 500,000 skaters got on the ice in Mexico City that first season, and it’s a wonderful event that continues to this day.

Q: What else?

A: We were chosen to be the ice-installation company for a Canadian television show called “Battle of the Blades.” It was very unusual to cross the border into Canada, where you are asked a lot of questions about why you are going to work in Canada. You tell them you are from Texas and you are going to build a big rink at Maple Leaf Gardens for “Battle of the Blades” television show. They look at you and say, “You are not going to come to Canada and tell us how to build an ice-skating rink!” We literally almost had to turn around at the border because they

just couldn’t stomach the fact that people from Texas would come to build an ice-skating rink in Canada.



BAUER HOSTS SHELL OIL PRESIDENT

Marvin Odum (MBA '95) stresses the need for educating energy professionals during special Distinguished Leaders Series at Bauer

By Ann Lynd

While Houston has been home to the energy industry for nearly a century, it has been in a constant motion of change. With each Bauer College graduating class, new ideas are born, evolving into new practices, companies and high-level executives.

Bauer students interested in energy seized an exciting opportunity as Shell Oil President Marvin Odum (MBA '95) visited the college in February and spoke on the future of the industry.

Odum, also upstream director for Royal Dutch Shell's subsidiary companies in the Americas, was the featured guest in a special Distinguished Leaders Series, with Bauer Executive Professor of Finance Christopher Ross acting as moderator.

A reception before the event allowed students to meet Odum and ask questions about his career and Shell.

"He's gone on to be one of our most successful alums," Dean Latha Ramchand said. "He's here to talk to you, but right before this meeting, he insisted on talking to a few students, a great conversation. A one-on-one with students, where else would you get such engagement?"

"In many ways, I think the story of this decade is the story of energy, and we are just fortunate that we live in a city where that story is being told. At Bauer, we are doubly fortunate that folks



Shell Oil President Marvin Odum (MBA '95), also Upstream Director for Royal Dutch Shell's subsidiary companies in the Americas, visited Bauer College for a question-and-answer session to discuss the future of energy and its impacts on society.

like Marvin Odum — our alumni — are creating that story," she added.

Odum addressed the industry's future decades from now and described his job's key component as thinking about the future and where the energy industry is going. This is one of the most exciting times to join the industry, he said, with growing population as the biggest factor in the future of energy.

"If you think about living today in a world of 7 billion people, it's hard to imagine what 7 billion people really is," Odum said. "Think of a city about the size of San Antonio, somewhere between a million and 1.3 million people, and add a city that

size to the world every week for the next 30 years. That's the kind of energy demand growth we're going to see across the globe. It's a tremendous challenge."

Sustainability of natural gas was also a popular topic. Odum explained that the world's supply of natural gas is sustainable for hundreds of years.

"There are at least two avenues of challenge on that sustainability front. One is how finite are the resources and when will we run out," he said. "We've gone from thinking we were in a deficit in natural gas in North America to now, where we've identified the resources that we have a 100-year supply and not a lot of argument about that."

Houston's diversity and Shell's global reach was also a focus for the discussion. Diversity in the workplace is an important part of Shell's company culture, Odum said.

"Being able to work in an environment like that fundamentally makes diversity important to us," he added. "If we can't access the total human capacity that exists in a place like Houston or in the U.S. or North America as you go on out — meaning every age, every background, men, women, every color — we need access to that entire group of human resource and to try to get them interested in these types of careers."





Sweet SUCCESS

BAUER ALUMNA PROMOTED
TO CEO POSITION WITH
SMALLCAKES: A CUPCAKERY

By Jessica Navarro



Alumna Nadia Saqr ('05) spent years working in the corporate world but wanted something different. She'd received her bachelor's degree in marketing from Bauer College, where she learned that the world's most successful businesses are driven not by profit and process, but by passion.

"Baking has always been a passion of mine," Saqr said. "So, I thought to myself, 'Why not open a business based on something you enjoy?'"

She researched franchise opportunities and considered starting her own bakery from the ground up, when she learned about Smallcakes: A Cupcakery, a franchise born in Jeff Martin's Kansas City kitchen that has built a customer base with stores across the United States.

"After trying the product, hearing about the brand's story and learning about all the potential with Smallcakes, I knew it was the perfect fit," she said.



OVER 120
FLAVORS

NUTELLA WELLA

CHOCOLATE
RASPBERRY

S'MORES

MARGARITA

THIN MINT

But Texans hadn't yet been introduced to Smallcakes. Saqr opened the first Texas-based franchise in early 2013 with a location in northwest Houston. The shop quickly gained popularity and earned recognition citywide, earning "Best Cupcake" honors in several consumer polls.

To grow the business, Saqr relied not only on her talent in the kitchen — the marketing skills she cultivated at Bauer proved valuable.

"From social media and print advertising to community outreach and grassroots marketing, we introduced the brand to the Houston market and watched it quickly grow. Social media allows us to stay in frequent contact with our customer base, but traditional media and community involvement are essential to success."

And as for what's in the display cases? Quality and freshness are essential to build repeat business for the 15 to 20 cupcake flavors baked fresh from scratch each morning, Saqr said. Variety is also important. Smallcakes offers over 120 cupcake flavors, including seasonal specials, so customers always have something new or different to try with each visit.

"Anything leftover at the end of the day is donated to charitable organizations," she added. "And then we start all over again the following day."

This year, Saqr added another role to her résumé when Smallcakes appointed her as chief executive officer for its U.S. franchises. With over 55 locations across 13 states and international stores in the works, the company is making use of Saqr's background in marketing and entrepreneurship.



“I started the business for my love of baking after all”

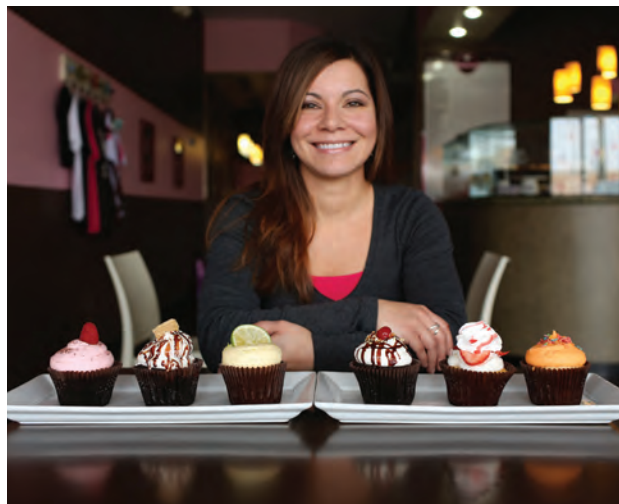
“We are privileged to have Nadia be a part of our team and to have the further support for our franchises,” said Martin, the company’s founder.

As CEO, Saqr spends her days communicating with franchise owners, assisting with operations and marketing, recruiting prospective franchisees and researching new markets. She also works with newly signed franchisees on the startup process and to provide training on baking skills and store management.

“I travel across the U.S. to visit our stores to assist with openings and special events, and to evaluate our stores for brand consistency, product quality and customer service excellence,” Saqr said.

But at the end of the day, she added, it’s all about the passion for baking that brought her to Smallcakes initially.

“When I’m in town, I am regularly at my store helping out my staff in any way I can. I started the business for my love of baking after all, so I like to get my hands dirty and bake some cupcakes or decorate a custom cake whenever I have the opportunity.”



NADIA SAQR'S RECIPE FOR SUCCESS

Any baker will tell you that the key to perfecting a recipe is the exact right combination of ingredients. For Smallcakes CEO Nadia Saqr, the same is true for finding professional success.

- Equal parts ambition and follow-through.
- A pinch of patience.
- Good quality education.
- A handful of real-world experience.

Saqr found all of that and more at Bauer College.

“Education is much more than what you read in a textbook or showing up to class. My education at Bauer taught me the drive and resourcefulness that has helped me grow personally and professionally.”

As she worked full-time while taking classes, she needed a program that considered flexibility and customization.

“Bauer offered all of this and more,” Saqr said. “I was able to juggle a full course load and work with ease.”

Her advice for current Bauer students cooking up their futures?

“It has been incredible to see the growth of the programs offered at Bauer over the years. Take advantage of the programs and resources available to you, as they will be valuable to you in the future. Keep your minds open to the career possibilities out there, and always keep your goals in sight.”



LIGHTING THE WAY

Three Bauer alumni are working together to light up Houston

Intro by Amanda Sebesta

The MBA program at the Bauer College sparked in three students an idea that has become a profitable business. Now alumni, Kurt Hall (MBA '11), Lauren Griffin (MBA '11) and Andrew DeBarbieris (MBA '11) are lighting up the Houston area with their company, Spark Lighting.

What is the business?

DeBarbieris: Spark Lighting is a Houston-based turnkey lighting company with two divisions, Spark Event Lighting and Spark Commercial Lighting.

The event lighting business specializes in wedding and event lighting. Our goal is to work with venues and end users so that we can help create a unique and creative space using various lighting techniques. We use both indoor and outdoor lighting solutions.

The commercial business focuses on new and retrofit LED lighting for commercial properties. We help property owners and managers reduce their energy and maintenance costs by providing long-term return on investment. We can reduce their lighting costs by as much as 80

percent and also sponsor them to receive a CenterPoint Energy rebate to help pay for the initial investment.

Why did you want to get into the lighting business?

DeBarbieris: It started with wanting to make extra money by installing Christmas lights for residential customers. After the Christmas season, I wanted to continue in the lighting business so I ventured into landscape lighting. After learning more about the LED boom, I partnered with my classmate Kurt Hall to explore the

commercial business. I then partnered with Lauren Griffin because we both saw an untapped market for wedding and event lighting.

Griffin: Andrew and Kurt installed lighting for my wedding last year. We started researching the wedding and event industry and realized there are very few companies in Houston focusing solely on wedding and event lighting. I had such a great experience with all of my wedding vendors throughout my wedding planning process, and I wanted to be able to provide the same quality experience with lighting.

How did getting your MBA at Bauer help you in this endeavor?

DeBarbieris: The MBA at Bauer offered a tremendous catalyst for starting this business. The best part of my MBA was the friends I met who shared the same goals and work ethic. Learning a broad range of skills such as accounting, strategic management, and marketing helped me have the confidence and ability to start a business.

Griffin: My career experience has been in sales and marketing. The MBA at Bauer provided an overview of all aspects of business. My final class in the program was a consulting class for a startup product, in which we wrote a business plan. It was an awesome experience to cover all bases of creating a business. I felt like the Bauer MBA program has such an entrepreneurial spirit that it seemed like a natural transition for us to start our own business.

Why did you choose Bauer?

Griffin: It's hands down the best value for a great education in Houston. I love that there are so many UH grads here in Houston. I run into alumni in so many different situations, and it's great to stay connected to the school.

Hall: I was born in Houston, I have always lived in Houston, I bleed Houston. There was no other choice but to get my MBA from the Bauer College.



Where do you see the business going in the next several years?

DeBarbieris: On the commercial side, I see the LED boom lasting for the next five to 10 years as every light in every building is replaced with LED. I hope our company



IT WAS AN AWESOME EXPERIENCE TO COVER ALL BASES OF CREATING A BUSINESS. I FELT LIKE THE BAUER MBA PROGRAM HAS SUCH AN ENTREPRENEURIAL SPIRIT THAT IT SEEMED LIKE A NATURAL TRANSITION FOR US TO START OUR OWN BUSINESS.



is the first choice for building owners and property managers when they think of lighting. In the next 20 years, there

In addition to event lighting, Spark Lighting has entered the commercial lighting business, retrofitting properties including 2727 Kirby parking garage with LED lights.

will definitely be new technology that we haven't even thought of yet. It's hard to predict where it will go. We have also discussed expanding into other markets, but for now we are focusing on Houston.

Griffin: I would like to be meeting with and creating lighting concepts for weddings and events every weekend of the year. As more trends emerge, we'd like to be on the cutting edge with new and exciting products. With over 75 event venues just within Houston, I would like to have relationships and have worked with most, if not all of them. I would also like our wedding business to have expanded enough to hire an intern from UH.

PRESCRIPTION FOR SUCCESS

Latisha Rowe (MBA '12) talks building
an interactive medical practice

By Ann Lynd

All doctors want the best for their patients, but one Houston M.D. and Bauer alumna is impacting the lives of her patients in a new, innovative way through food, fitness and overall health.

Dr. Latisha Rowe's MBA has helped her become more than the average general practitioner. Rowe, also known to many of her patients as "The Ab Doctor," has taken a new approach to doctor-patient relationships and focuses on providing patients reliable information and medical advice on fitness and nutrition – with a twist.

Rowe earned her MBA through a Bauer College program that connects medical students in their residency at the Baylor College of Medicine to the MBA programs. Having the MBA early in the game gave her a leg up when starting her own practice not long after.

When she went to medical school, Rowe knew she was going into an industry of helping people but lacked the understanding of how health systems run and the connection between practicing medicine and the bottom line. This made her a better physician because she understood the administrative aspect of healthcare, she said.

"Without my MBA, there wouldn't be a business," Rowe added. "Once I went to business school and I learned about financial models and marketing and analysis and all those things, it enabled me to see healthcare in a broader perspective."

Rowe is available to her patients during all her waking hours through her program the Rowetation Nutrition Challenge. They can call her day or night for advice on anything from healthy eating choices to fitness struggles and come to group workouts with other patients.

This new way of interacting with patients led her to create her brand "The Ab Doctor," a medical doctor who promotes fitness and healthy choices to her patients.

"As 'The Ab Doctor,' the uniqueness I bring is the combination of fitness and nutrition expertise with my medical expertise," Rowe said. "In general, you have two groups of individuals. You have doctors who want patients to be healthier and give general health advice, but you don't find doctors out there in the community working out with their patients and interacting online with their patients. It's just not something that doctors typically have time to do."

the importance of growing at a sustainable pace. While Rowe has patients online internationally, her main hub and practice is in Houston. In the next year she plans to expand to five more major U.S. cities, including Washington, D.C., Philadelphia, Chicago, Miami and Atlanta.

As her practice grows, so does the recognition and strength of her brand. The marketing experience she gained at Bauer has helped her to establish her brand and ensure her potential patients recognize that "The Ab Doctor" isn't just a fitness and nutrition coach, but a medical doctor with an established practice.



"It was very important to me that people saw 'The Ab Doctor' as a medical doctor and also that there is more to being a doctor than just writing prescriptions," Rowe said. "Having a brand, so much of it is how you present yourself. You can do great things in the community every day and no one will ever hear about it if you don't know how to position yourself and leverage your relationships and market yourself in a way that attracts an individual's attention."

As her practice grows, Rowe intends to expand to five more major U.S. cities: Washington, D.C., Philadelphia, Chicago, Miami and Atlanta.

Her patients come for an individualized experience, and she points to this approach for much of her success.

"I'm one of the very few individuals who combine all three: the nutrition, the fitness and the health expertise in one," Rowe added. "The main differentiating factor is that I interact with my patients outside of the office."

After graduating from the Bauer program, one of the things she learned early on is

Encouraging students to stay active and healthy has also been a part of Rowe's mission and community outreach since the establishment of her practice. She wants students and young professionals to learn how to live a healthy lifestyle as a way for them to establish healthy habits that will grow as their careers do.

"Students should recognize that the habits and behaviors you form today are the ones that will carry you throughout life," Rowe said. "For many people, they see others getting fit and think it's a fad or they're a health-nut, but really being healthy, you're setting a foundation for the rest of your life."

ENERGIZING THE CLASSROOM

Bauer connects students to energy industry through speakers series

By Ann Lynd @ Danielle Ponder

For more than a decade, Bauer College has offered students and the Houston community the opportunity to hear from industry leaders through its Distinguished Leaders Series.

The series launched in 2002 with Charles T. “Ted” Bauer, founder and retired chairman of AIM Management Group. DLS serves as an opportunity for exploring topical issues in business, most recently with an emphasis on the energy industry.

This spring, the series brought talks on topics from corporate culture to transportation of liquid natural gas and an opportunity for students to immerse themselves in the latest topics of the energy sector.

February 18, 2014 **“Midstream and the Keystone Pipeline”**

Engaging employees is essential to improving corporate culture. Employees shape the future of a company, turning engagement into success.

Buckeye GP CEO Clark Smith, who was named president and CEO of the midstream energy logistics service company in 2012, was the featured speaker during the February Distinguished Leaders Series (DLS) event.

As domestic and international markets evolve, so do the environments of its companies. Changing the company culture is the greatest thing the company has done, Smith said.

“Very few companies can do this,” Smith said. “You’ve got to have complete buy-in at the very top of the organization. It’s about behavior and about culture. It’s about changing your organization and the people that believe in the company and the ability to work together. That’s what makes a difference at Buckeye.”

The company implemented a new employee-led company culture in 2009, introducing two new bonus programs, one as a standard annual bonus and another based on the ideas submitted by employees. The new system revolved around employee accountability and teamwork, which Buckeye calls its “best practices initiative.”

“We had to take an organization that was ‘Mother may I?’ with the upper-management, clean out all the upper management and we started over and said this is something we’re going to set boundaries for,” Clark said, “but [employees] have to come in here and take accountability for what you’ve got.”

Smith also addressed the early history of Buckeye GP, an MLP that provides midstream energy logistics services, and their more recent history of large acquisitions.

April 2, 2014 **“LNG and Transportation: A Look Into the Future”**

As financing processes and complicated regulations affect the transportation growth of the liquefied natural gas (LNG) industry in the U.S., it has many experts wondering what the future holds for transportation for this renewable resource.

Bauer College addressed this issue during the April DLS with guests Pivotal LNG Senior Account Manager David Jaskolski and Element Markets LLC Chief Marketing Officer Randall N. Lack.

“This business creates opportunity,” Lack said. “However, government regulations make it hard. This is why we spend time on educating lawmakers and government officials on how their actions affect the process to advance these environmentally friendly bio gasses and how much or how often the companies I work with receive tax credits. Luckily, we have been able to



Clark Smith
CEO
Buckeye GP



David Jaskolski
Senior Account Manager
Pivotal LNG



Randall N. Lack
Chief Marketing Officer
Element Markets LLC

find other markets that perpetuate these growth opportunities.”

Lack spoke about the two major benefits of bio gas — its renewability and its ability to remain greenhouse gas neutral.

Jaskolski agreed that renewable gas resources are extremely beneficial and that it is the most profitable route for the on-highway transportation market compared with their current reliance on diesel fuel.

“Diesel is much more expensive,” Jaskolski said. “Natural gas resources allow the shipper and the carrier to work together, effectively reducing costs for both sides.”

Besides LNG, Jaskolski said another efficient, low-cost fuel source is compressed natural gas (CNG), which is

a good choice for light and medium-duty vehicles where fuel consumption is low.

“LNG and CNG follow the petroleum model, not the pipeline. They offer the same delivery methods to fuel these trucks as diesel does,” Jaskolski said. “The rate of return for switching to LNG and CNG is off the charts. The best way for a fleet to decide if they should consider these options is to start gathering information on logistics such as gas consumption and average miles driven by their fleet.”

Once this analysis has been provided, Jaskolski and his team can determine what a fleet’s “break-even point” is, which assists executives in the decision making process, but acknowledges that not every company is a good candidate, so it’s his role to steer leaders in this direction.

Bauer’s Distinguished Leaders Series is supported by AGL Resources and their Houston-based companies.

“What we have seen is that LNG is a very pure fuel. There are no impurities from oil or moisture that can prove detrimental to the life span of a transport fleet. LNG is not corrosive in addition to being odorless and non-toxic. The EPA doesn’t have to step in to clean up, which is a solution to the consistent problem we’ve seen using diesel,” Jaskolski said.

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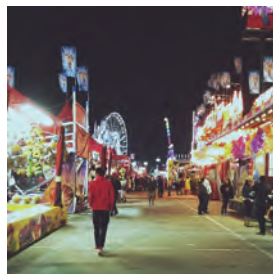
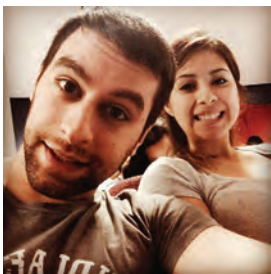
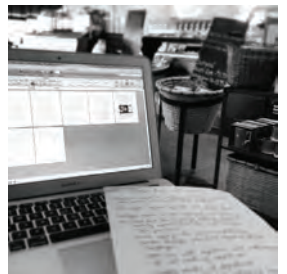
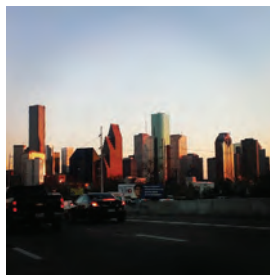
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