

UNIVERSITY of HOUSTON

INSIDE BAUER

Spring/Summer 2015
Volume 2, Issue 7

A
LASTING
LEGACY

PLUS:

Ring the Alarm
Falling for New York
Not Afraid to Dive In
Bauer Trending

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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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Letter from
the Dean



“TED BAUER WAS A LEADER AND A VISIONARY. FIFTEEN YEARS AFTER HIS GIFT, WE CONTINUE TO BE INSPIRED BY THE IMPACT HIS SUPPORT HAS MADE ON THOUSANDS OF STUDENTS, CORPORATIONS, ALUMNI AND INDIVIDUALS, WHOSE LIVES HAVE BEEN POSITIVELY TRANSFORMED BY ONE PERSON’S GENEROSITY AND VISION.”

Greetings,

Change is often disruptive and happens slowly at best. Paradigm shifts, much less common, are about significant change and result in transformations that are not easily envisioned.

The year 2000 marked a moment in time for Bauer College. It was the year during which Mr. Bauer made the gift of \$40 million that resulted in the naming of the college. The gift was unusual in many ways — it was a gift given all at the same time, not a pledge. It was given to a business school by an individual who was not an alumnus.

To say that this gift was transformational is to put it mildly. The gift made possible a paradigm shift in the way we serve our students and the community. Thanks to the gift, what started as a college that graduated students has grown into an institution where we change lives, one successful student at a time.

At that time I was an associate professor in the Department of Finance at what was then called the College of Business Administration. I saw firsthand the impact of this gift. Starting in 2006, I served as associate dean under the late Dean Arthur Warga, who knew Mr. Bauer well. Today, I continue to be inspired by the ideals that these two men lived for. It was a vision of excellence. More importantly, it was excellence that was built on the foundation of a strong work ethic that our students are known for. It was a bold vision, and it challenged us to move outside our comfort zones.

Although Mr. Bauer graduated from Harvard University, he realized the significant impact that students from the University of Houston had on the city of Houston. He realized the value that our graduates and alumni brought to the Houston workplace. He saw the value that our students brought to his organization and the role they played in its growth. He appreciated the role that this university played in the life of the working class men and women of Houston. While his investment in the college was an investment in

students and faculty, it was also an investment in and commitment to grow the city of Houston.

Significantly, the Bauer gift has been the gift that keeps giving. Over time, The Charles T. Bauer Foundation has given generously to support the college, our facilities, research and our students. Thanks to their generous support, the college has built the Ted Bauer Leadership Certificate Program, which helps us groom student leaders who live their lives by the values that Mr. Bauer stood for — integrity, hard work and dedication.

Ted Bauer was a leader and a visionary. Fifteen years after his gift, we continue to be inspired by the impact his support has made on thousands of students, corporations, alumni and individuals, whose lives have been positively transformed by one person's generosity and vision. I am proud to serve Bauer College, where our students, faculty, and staff appreciate what Mr. Bauer used to say:

"If you are bold and eschew the mundane, you can become leaders. So far as I know, we only come this way one time. Give yourself a chance. Meet the challenges. Enjoy the excitement that comes with accomplishment. Pay the price. Allow yourself to dream. Give your dreams a chance to come true. And when you are firm in your convictions, don't let other tell you it can't be done."

In this issue of *Inside Bauer* magazine, we focus on the legacy of Charles T. "Ted" Bauer and what his support of our college has meant to students, faculty, staff, alumni and the community over the last fifteen years.

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...

In this issue, we focus on legacy. Our cover story highlights the legacy of Charles T. “Ted” Bauer, whose historic \$40 million gift 15 years ago has shaped the college into a national player among business schools.

I never had the opportunity to meet Mr. Bauer, as I joined the staff in 2007, after his passing, but each day as I walk through the Melcher Hall lobby and see the wall graphics prominently displayed that tell his story, I am reminded of the impact he has had on my life. Certainly, the work that I get to do alongside my team in the Office of Communications to promote Bauer College and share all of the successes of our students, faculty, staff and alumni has been made possible by Mr. Bauer.

When I think about the word “legacy,” I also wonder what kind of legacy I will leave behind. How will the future be shaped by what I’m doing now? What impact will my work have on future generations? I don’t think I will ever be able to make a gift in the capacity that Mr. Bauer did, but perhaps we all have the potential to be remembered with such esteem if we live our lives in the same manner — humbly, with a deeper regard for what we can give than what we want to get.

My professional and personal journey has not been long, in the grand scheme of things, and I hope to have many more years to shape what will ultimately become my legacy. But, if I look back at the things that have brought me to this point in my life, it becomes clear that the University of Houston and Bauer College have been critical to my path.

I first stepped on campus in 2005, a shy and (let’s face it) awkward undergraduate. I studied print journalism at what is now the Valenti School of Communication and wrote for *The Daily Cougar*. Like many liberal arts students, I stayed on “my side” of campus, but I did learn more about Bauer College when I was assigned to cover a story about a brand new degree offering for business students (and it just happens that the Global Energy Executive MBA is now one of Bauer’s leading programs).

After a couple years writing for a newspaper, I decided to find a job on campus. A communications position in Bauer College happened to be open, and against all odds, I got an interview. Then, a call back. Then, the job. And, that job has since become my career. Along the way, I earned a master’s degree and had the opportunity to complement my work in communications with scholarly research.

I have grown here, not only as a communications professional but as a person. So many defining moments in my life have happened not only at this place, but because of this place.

Each day, I’m inspired to come to work and lead a team that creates materials to share the Bauer story. I’m inspired by the legacy of Mr. Bauer, and I’m inspired by the potential that my work is helping to carry on that legacy.

Best,



Jessica Navarro

(BA '07, MA '12)

Director of Communications



Share your Story

*What kind of legacy will you leave behind?
Share your story with us by emailing
insidebauer@bauer.uh.edu, and you may
be featured in an upcoming issue
of Inside Bauer.*

THE WONDER YEARS

Three Long-Serving Professors Retire After Decades of Contribution to Bauer

By Danielle Ponder

Three Bauer College professors who have spent decades educating and encouraging thousands of students have recently transitioned into retirement.

Art Francia, Joaquin Diaz-Saiz and Keith Cox are a trio of Bauer legends, closing a chapter on their lives and leaving behind a sizeable impact on their protégés, colleagues and respective industries.

“Each of these faculty members have been such a good role model for me,” Associate Dean for Student Affairs Richard Scamell said. “They were passionate about what they did, and students enthusiastically received them.”

Publicly recognized as top researchers in their field and beloved by students, they are shining reminders of Bauer faculty members’ dedication to academia and education.

Art Francia
KPMG Peat Marwick Professor,
Department of Accountancy & Taxation

After serving as a professor at Penn State University, Francia joined the UH faculty in 1974, teaching managerial accounting and researching managerial control and personal computer applications in accounting.

“I’ve known Art 25 years, and there are three things that stand out about him,” Management Associate Professor Dale Rude said. “First, he is always colorful — a true character — and tells wonderful stories. Second, he is very shrewd with money as he puts more value in people and relationships, very astute. Third, he is a very wise man, and you always learn something from him, whether academic or a life perspective.”

Francia is co-author of four accounting textbooks, including *Accounting Flows and Disclosures*, *Financial Accounting* (tenth edition), *Managerial Accounting* (ninth edition) and *Principles of Accounting*. His work has appeared in many journals, most notably *The Accounting Review*, *Journal of Accountancy*, *Management Accounting*, *American Bar Association Journal* and *Internal Auditor*, among others.

“I never anticipated staying here [in Houston] as long as I did — 40 years,” Francia said. “When I came to the university, I loved it, and I did not want to leave. It’s been an honor, and UH has always been good to me.”

Francia received a Ph.D. in accounting from the University of Minnesota. He has plans to spend his retirement helping with his family’s business based in Pennsylvania.

Joaquin Diaz-Saiz
Associate Professor,
Department of Decision & Information Sciences

Diaz-Saiz joined the faculty in 1985, teaching Bayesian statistics, time series analysis and linear statistical models. He participated in projects for public and private firms in the areas of sampling design and analysis, forecasting and inventory control — including consulting for Randall’s with his colleague Everette Gardner, chair of the college’s Department of Decision & Information Sciences.

“He was a great colleague. If you gave him something to do, he did it and never complained,” Gardner said. “Teaching statistics is the toughest job in the college. He worked hard with his teaching [and] serving on committees. He will be really missed.”

Diaz-Saiz has served as a referee for numerous scientific journals and was associate editor of *Communications in Statistics*. He has articles published in journals including *Annals of Statistics*, *Communications in Statistics*, *Journal of Statistical Planning and Inference*, *International Journal of Forecasting* and *Estadística*.

“I had fun in cooperating and even chairing on committees, especially the university’s Health Professions Advisory Committee,” Diaz-Saiz



Joaquin Diaz-Saiz

said. "I was chair of that for a couple of years, and I had a good opportunity to do something that I thought allowed me to truly contribute to the university."

He received his Ph.D. in statistics from Oklahoma State University. Post-retirement, Diaz-Saiz is attending advanced statistics.

Keith Cox
*Conn Appliances Faculty Fellow and Professor,
Department of Marketing & Entrepreneurship*

Cox served as a very active faculty member for 46 years at the university. He served 15 years as chair of the Department of Marketing & Entrepreneurship and is estimated to have given over 30,000 Bauer students their first exposure to marketing.

"As a full professor, department chair, leader in the field and president of American Marketing Association, all of this success and stature, Keith has always treated everybody the same. He was not concerned with rank or privilege," Department of Marketing & Entrepreneurship Chair Edward Blair said. "He was enthusiastic about his ideas, helping out students, making UH a better place. He is very committed to the discipline of marketing and advancing the field."

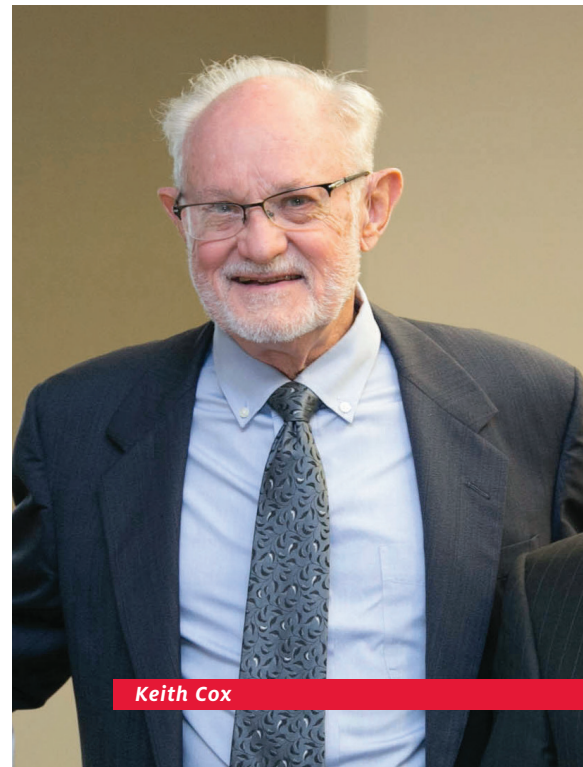
Cox received teaching awards at both the university and college levels. He is the author or co-author of 10 marketing textbooks and readers, including *The Marketing Research Process*, *Experimentation for Marketing Decisions* and *Marketing Classics*. He was also instrumental in creating and establishing Bauer's undergraduate entrepreneurship curriculum with Bill Sherrill, co-founder of the Cyvia and Melvyn Wolff Center for Entrepreneurship.

"When major changes happen in any field, it's not a popularity contest many times. We have been very fortunate in the business college with our leadership," Cox said. "You only make progress by constantly pushing the system."

Cox earned his Ph.D. in marketing from the University of Texas at Austin and remains on campus as a Professor Emeritus at Bauer.

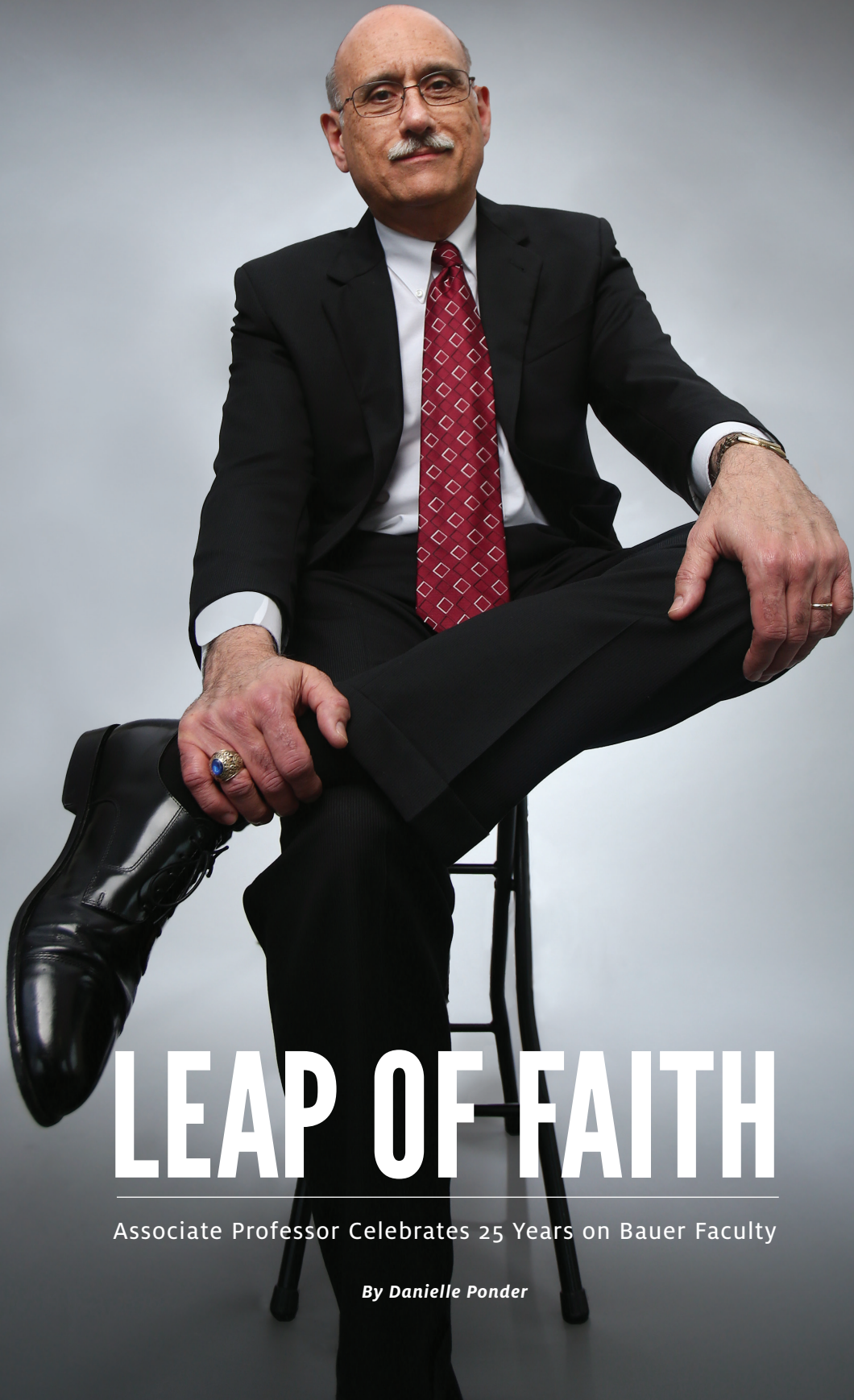


Art Francia



Keith Cox

These three longstanding members of the Bauer College faculty retired in 2014.



LEAP OF FAITH

Associate Professor Celebrates 25 Years on Bauer Faculty

By Danielle Ponder

The summer of 1980 is the hottest one Richard DeFrank remembers. The management professor decided that year to leave snowy western New York to take a chance in the Bayou City.

"I received my Ph.D. from University of Rochester and applied for a variety of jobs. My interest was in the general field of health. I was offered a post-doctoral fellowship in social psychology at University of Houston and had 72 hours to decide," DeFrank said. "I had a wife and two kids and moved 1,500 miles to a part of the country we'd never lived in before."

Since making that self-proclaimed "leap of faith," DeFrank has spent 25 years sharing his expertise on organizational stress, job loss and management styles with Bauer College students, who ultimately graduate and become better trained supervisors, managers and leaders.

During his time in the post-doctoral program at UH, DeFrank also trained at the UT School of Public Health, analyzing data on air traffic controllers' alcohol consumption and blood pressure reads from nurses and discovering negative health implications of high-stress work situations. This encouraged him to continue to focus on job-related stress and workplace effects, as he spent seven years teaching in socio-medical sciences at UT Medical Branch in Galveston.

"Through that job I knew people at the UH College of Business Administration, including former Dean and Provost Jack Ivancevich," DeFrank said. "He was the most published person in the Academy of Management and top in the management field. He was also a wonderful guy who I could sit for hours with and talk about research. We worked on a number of projects together."

In 1989, Ivancevich offered DeFrank a visiting associate professor position that turned into a tenured position in Bauer's Department of Management, where he teaches graduate and undergraduate courses about work stress, job attitudes and travel stress. His continued research focuses on organizational stress, job loss, management styles in international settings and nonverbal communication.

"Most recently, I've been working with Liz [Bauer Decision & Information Sciences Professor Elizabeth Anderson Fletcher] to cast a broader light on cardiovascular complications resulting from work stress on first responders after receiving a real call," DeFrank said. "There's already research on what happens in training settings, but no one has captured what happens in the moment."



**MOST IMPORTANTLY,
I TRY TO MAKE EVERYTHING
RELEVANT TO REAL LIFE
EXAMPLES, WHICH FEELS
EASY TO ME BECAUSE
THE STUFF I'M TEACHING
HAPPENS ALL THE TIME
IN BUSINESS.**



DeFrank anticipates his findings will extend across other high-stress industries, like construction, by determining how psychological factors impact physiological factors and vice versa.

"Ultimately, how do employees of high stress occupations handle this daily strain? What can managers offer to improve their employees' health, job satisfaction and career longevity?" DeFrank asked.

This focus on applicable issues has earned DeFrank recognition among colleagues in both industry and academia. But perhaps even more importantly, students appreciate his approach, nominating him for numerous

teaching awards, including *The Economist's* EIU Business Professor of the Year and the UH Teaching Excellence Award, which he has won. One nomination letter read that students often want to "stand up and clap" following lectures that leave an inspirational lasting impression.

"There are three things I make sure to follow when instructing my students," DeFrank said. "Be prepared. Be enthusiastic about what you're teaching. If you're not, no one else can be. Most importantly, I try to make everything relevant to real-life examples, which feels easy to me because the stuff I'm teaching happens all the time in business."

DeFrank offers students industry examples that resonate long after they are Bauer alumni. He understands how effective leaders consistently adapt as the management field continues to evolve, which leaves a lasting impact on the future managers who sit in his classroom.

"In 1898 the U.S. Patent Office Director [Charles Holland Duell] said 'Everything that can be invented has been invented,' and that was so spectacularly wrong," DeFrank said. "Women have been told they can't be this or that, and we never thought computers would be in our homes, but our perspectives have changed. Who knows how it will be in another 10 years? It's my job to help students stay current and reflect on these changes that will continue throughout their careers."

After taking a chance on Houston in 1980 and joining the Bauer faculty in 1989, Associate Professor Richard DeFrank has enjoyed a productive career teaching and researching issues related to the workplace.

THE ART OF NEGOTIATION

Associate Professor Norman Johnson Shares His Take on Technology's Impact on Business Communication

By Danielle Ponder

For Associate Professor Norman Johnson, negotiation is all about observation.

Johnson, who teaches in Bauer's Department of Decision & Information Sciences, is applying his negotiation research to one of the greatest business minds ever — Warren Buffett.

In addition to his applicable business research, Johnson is a lauded professor who has won many awards for teaching statistics and analytics, including the 2013 MidCon Teaching Award, selected by that year's graduating class of Executive MBA students.

Here, Johnson discusses with us his thoughts on using text analytics in his research, the evolution of the internet and how "big data" is the next trend for creating innovation.

Q: Describe your current research.

A: I'm trying to identify how a shareholder letter written by a company's chairman of the board affects some of the company's financial performance outcomes by using text analytics. I am trying to quantify patterns in text that will predict outcomes related to promises made in letters to shareholders. My theory is that these promises are psychological contracts because they represent informal obligations between the letter writer and its recipients.

Q: Why focus on letters written by Warren Buffett?

A: Each year he writes a letter to shareholders, which is what I want to look at. What are the features of his letters from the perspective of making a psychological contract? In those letters, implicit promises and commitments are made that shareholders interpret with a sense of obligation. This makes it contractual, but not formally so, affecting shareholder expectations for company performance. It's important to determine reactions of how shareholders look at a company's performance and not feel there was a breach of the psychological contract.

Q: Have you made any breakthroughs?

A: One discovery is Buffett tells anecdotes to convey an idea. He leans on the shareholder to make analogies of what he is trying to say. They determine what to expect. The way he describes things leaves his audience open to make multiple interpretations of the same text. The "contract" conceived in this way is probably less obligatory.

Q: What inspired your career researching business negotiations?

A: When I entered my Ph.D. program at Baruch College, the person with whom I was working was doing research on the New York Stock Exchange,



Associate Professor Norman Johnson is analyzing shareholder letters written by Warren Buffett in his ongoing research on business negotiations.



which had just introduced handheld devices onto the trading floor. Brokers used these to communicate before handwritten notes were exchanged. It was fascinating to watch them develop a communication style to negotiations, using a new paradigm prompted by this novel technology. Then, 9/11 happened a few months later. I was a year and a half into my observations. Cantor Fitzgerald was housed in the Twin Towers, and they lost their office. Baruch had a trading floor and agreed to let them operate using our school's facility. I was privy to the opportunity to see brokers trading over the phone and via instant messaging. This was the basis for my research.

Q: Do you see any future trends in negotiation?

A: I've been fortunate to see monumental shifts, especially with the evolution of the internet. People's original reaction was that it was "fleeting," as is the nature of most innovation because uncertainty tends to accompany innovation. It's hard to imagine the scope for how great something will be. I knew about the work of the guys from Google before their search

“

**PEOPLE TEND TO
THINK INNOVATION
IS AN IDEA, BUT
IT IS MUCH MORE
ABOUT THE USE OF
THAT IDEA IN
A NOVEL WAY.**

”

engine opened to the public, creating an algorithm for document searches to find things, but I never knew what questions to ask to determine its potential. What I see on the horizon that I think will be most significant is the use of large amounts of data. I think the greatest area of use is going to be in innovation. People tend to think innovation is an idea, but it is much more about the use of that idea in a novel way.

Q: How does the concept of “innovation” play out when teaching your students?

A: I identify their background when they ask questions so I can convey an idea in a way that makes the most sense to them in their world. I've worked with Bauer students participating in UH's Summer Undergraduate Research Fellowship (SURF) for almost a decade. I find out what each student is curious about and frame it in the context of academic research before sharing how to go about it in a scientific and rigorous way. This way the student is eager to know the outcome because it started with his or her own curiosity.

THE GREATEST GIFT

Professor Saleha Khumawala and Bauer Students Tackle Local Poverty by Stimulating Urban Renewal Through Entrepreneurship

By Danielle Ponder

As a young girl living in Ahmedabad, a city in western India, Saleha Khumawala's father encouraged her to make a concerted effort to give back to others and hold herself to a high standard of accountability.

Now an accounting professor, Khumawala leads Bauer College's microfinance program, a free 12-week course for entrepreneurs in underserved Houston communities who are interested in running their own businesses but lack the resources or funding to get started. Bauer students work with Khumawala in a project based course to provide future business owners with access to financial and entrepreneurship education, free services and capital investment.

Each semester, participants and Bauer students converge on Saturday mornings to cover financial planning topics, such as opening a checking and savings account, and managing and eliminating credit card debt, as well as to construct business plans and elevator pitches. Khumawala first envisioned the program while leading Bauer students on a study abroad trip to India and Africa, as she and students saw microfinance in action with residents living in slums bettering themselves by turning small loans into profitable businesses.

"People work to make sustainable businesses so they can have brick-and-mortar homes instead of huts. Their businesses are in their homes — handicrafts, snacks, whatever they have and can sell," Khumawala said. "I realized this wasn't just happening in India and Africa. There is so much poverty in our own backyard."

According to Khumawala, 23 percent of Houstonians live in high poverty neighborhoods, and nine percent live on less than \$2 a day.

"This is experiential learning at its best. There is collaboration and leadership training, and students answer big questions beyond the four walls of the classroom," Khumawala said. "We educate, engage, enhance and empower."

The program for entrepreneurs includes financial literacy training and business plan development, with a graduation ceremony that includes a pitch opportunity to local lenders. Graduates transition into an incubator led by the Microfinance Initiative (MFi), a Bauer student organization that helps them launch and grow their businesses.

"We want to transform lives through service. No one person can do it alone," Khumawala said. "It's a collective effort. It's the entire entrepreneurial ecosystem that takes you through."

Khumawala shares that vision with Bauer students, who assist with everything throughout the semester from program set-up to mentorship.

"It's exciting to help someone turn their idea into a viable business," said student mentor Brian Lopera (BBA '09, MBA '15). "It's gutsy for these entrepreneurs, and we get to live vicariously through them."

Michele King (MS ACCY '15) also enjoyed the program's unique model that allowed her, as a student, to consult for real entrepreneurs.

This spring, King served as program assistant, overseeing mentor assignments and working closely with Khumawala.

"Dr. Khumawala is a force of nature with such devotion to the cause," King said. "The energy she brings is inspiring, and the entrepreneurs are blown away by her."

Khumawala's enthusiasm inspired student mentor D'Ambria Jacobs (BBA '14) to participate in the program a second time as a business owner. Jacobs' catering service, Sophisticated Delights, needed help, and she knew Khumawala's structured guidance would help her business thrive.

"Dr. Khumawala positions me to learn by questioning me from the business standpoint," Jacobs said. "She is eager and ready to help. She's that shoulder you need, which is the biggest thing to any entrepreneur first starting their business."

Jacobs also partnered with the Microfinance Initiative incubator to increase exposure and growth for her business. She's thankful for the continued opportunity to work under Khumawala's leadership.

"In business, you never know everything. There's always learning and growth taking place to be successful," Jacobs said. "Dr. Khumawala is tough, she's intelligent, and she has a good heart. You have to have a good heart when you're willing to spend your career guiding others."



**WE WANT TO TRANSFORM LIVES
THROUGH SERVICE.”**



Professor Saleha Khumawala is the founding director of Bauer's Microfinance Program, which empowers local entrepreneurs with education and training.



*Story by
Danielle Ponder
Photos by
Nicki Evans
& Chase Pedigo*





RING

THE

ALARM

ASSOCIATE PROFESSOR'S RESEARCH,
VOLUNTEERISM AIMS TO SAVE LIVES



education is not the filling of a pail, but the lighting of a fire.”

Bauer Decision and Information Sciences Associate Professor Elizabeth Anderson Fletcher personifies this statement from an essay written by Greek philosopher Plutarch.

She is working to improve emergency response times, not only through scholarly research, but through participation as a volunteer firefighter in a local fire department.

A Bauer College alumna (Ph.D. '92), Anderson Fletcher was serving as associate vice chancellor/vice president for research at the University of Houston when she decided she wanted to give back through volunteering.

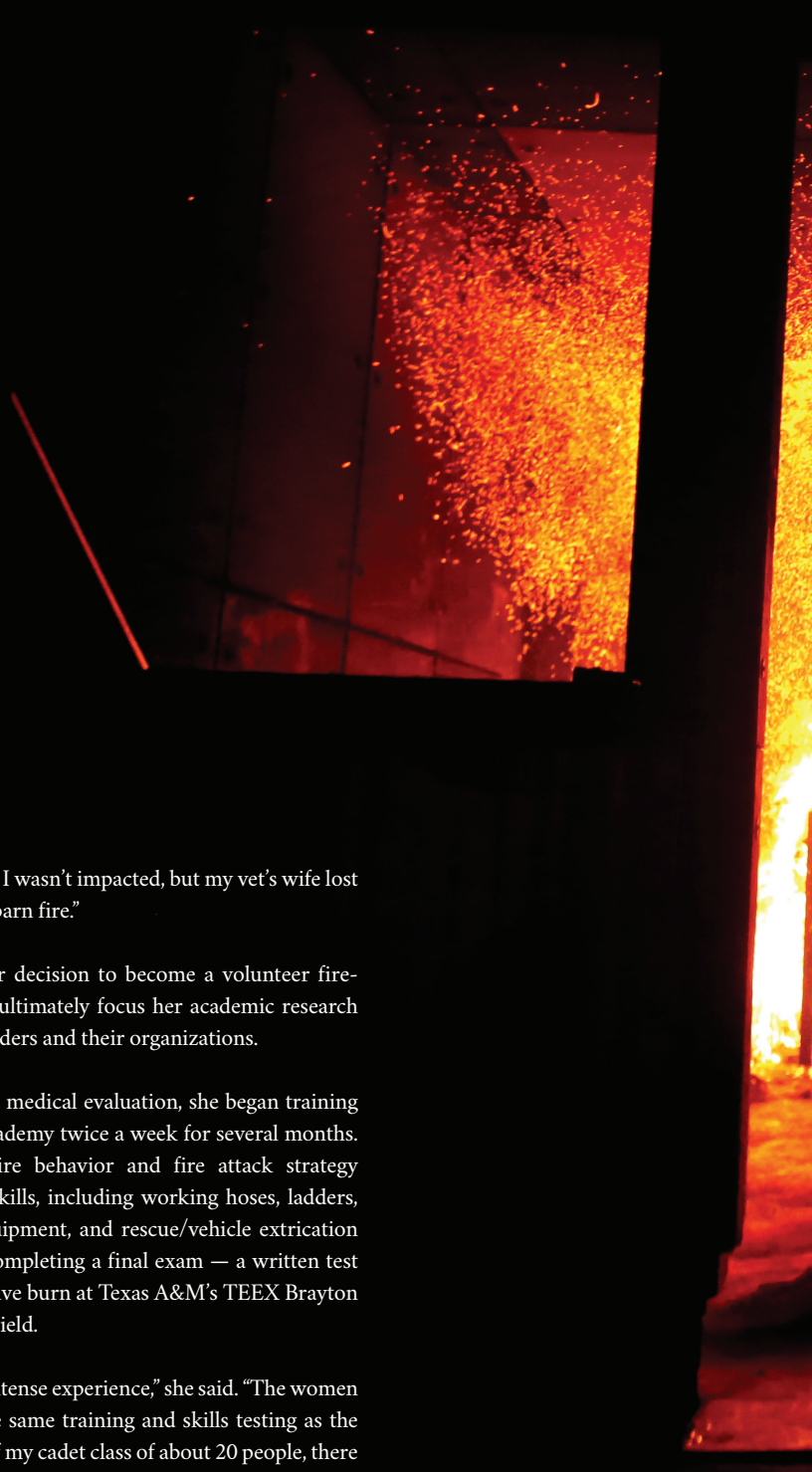
“I felt this way for a few years, but didn’t know what to do with that feeling,” she said. “Then the grass fires in Magnolia-Montgomery happened in 2011. I board my

horse up there. I wasn’t impacted, but my vet’s wife lost her horse in a barn fire.”

This led to her decision to become a volunteer firefighter and to ultimately focus her academic research on first-responders and their organizations.

After passing a medical evaluation, she began training in the cadet academy twice a week for several months. She learned fire behavior and fire attack strategy among other skills, including working hoses, ladders, ventilation equipment, and rescue/vehicle extrication tools, before completing a final exam — a written test followed by a live burn at Texas A&M’s TEEX Brayton Fire Training Field.

“That was an intense experience,” she said. “The women go through the same training and skills testing as the guys do. Out of my cadet class of about 20 people, there was one other female.”



A silhouette of a firefighter in full gear, including a helmet and a tool, stands in profile against a background of intense fire and sparks. The firefighter is holding a tool, possibly a pike pole, and is looking towards the fire. The fire is bright orange and yellow, with a large amount of sparks flying upwards. The overall scene is dramatic and emphasizes the danger of the firefighter's job.

“

*We see people on their worst day, the absolute worst day of their lives. We have to be on our best game. **Their worst day has to be our best day.** Simple as that.*

”



Anderson Fletcher wanted to get as strong and as quickly as she could, so she hired a personal trainer to help her focus on functional training and strength building to keep up with the physical demands of the job. This proved helpful when she finally had the chance to fight her first fire — a fully-involved garage fire.

“I went in as backup on the hose line with my captain coaching me. I couldn’t see a thing, which is usual. I knew I was in a garage, but I couldn’t tell what I was stepping on. Stuff piled up everywhere, no stable surface to walk on,” she said. “We saved the house. We knocked down the fire before extension through the attic breezeway into the house.”

During this time, she transitioned back to the Bauer faculty after over a decade in administration. She soon discovered that her role as a research professor overlapped with her role as a firefighter — both are physically demanding in their own right, requiring mental engagement, proper focus and constant problem-solving. However, in stark contrast to working with students over the course of an entire

semester, firefighters and the lives they are responsible for saving rely on every second to act quickly and respond accordingly.

“We see people on their worst day, the absolute worst day of their lives. We have to be on our best game,” Anderson Fletcher said. “Their worst day has to be our best day. Simple as that.”

This inspired her to do something different with her research. She spent the better part of a year evaluating response times of Cypress Creek’s volunteer staffing initiative. Originally, volunteer firefighters responded to calls from their homes, requiring them to drive to the station before the crew could leave for a scene. Cypress Creek implemented a volunteer staffing initiative in 2012, where volunteers would staff the fire station nights and weekends, rather than responding exclusively from home. Her research, co-authored with Terry Mayes (Hobby Center for Public Policy) and Timothy Gibson (Assistant Chief of Cypress Creek Fire Department), evaluated the effectiveness of the staffing program by analyzing pre and post response



**Associate Professor
Elizabeth Anderson
Fletcher’s latest
operations
management
research allows her
to use her skills as a
volunteer firefighter
to help save lives.**



Visit [facebook.com/ccvfd](https://www.facebook.com/ccvfd) to learn more about the Cypress Creek Volunteer Fire Department.

BY NIGHT

As part of the Cypress Creek Fire Department's volunteer unit, Anderson Fletcher undergoes extreme physical and mental stress to save lives in the community.

times. These crucial minutes had a big potential impact on the team's ability to save a house or a life, Anderson Fletcher found.

"It has cut out the time it takes a crew to get out the door at home and drive to the station and get on the engine," Anderson Fletcher said. "Response time has improved significantly, and thus, customer service in terms of reduction in response time."

After this project, she transitioned her research scope from better serving the community to better serving those putting their lives on the line for the community. She is partnering with Bauer Management Associate Professor Richard DeFrank to research physiological and psychological stress of first responders.

"Firefighters have a very dangerous job with high stakes. The job, in spite of all the technological advances, is still very labor intensive," Anderson Fletcher said. "The human body has certain physiological reactions to stress that are important."

Their research is focusing on evaluating physiological stress through cortisol testing and psychological stress through well-known survey instruments.

They hope to help answer why cardiovascular and stress-related causes are the biggest killer of firefighters in the line of duty. Additionally, they aim to shed more light on the growing awareness of the impact of emotional and psychological stress on first responders.

"I have seen more teamwork in the fire service than I have in any other corporate culture. But I have seen the toll some of the calls take on people," Anderson Fletcher said. "I really care about my colleagues and other first responders, hence my interest in research on stress and emotional health. I feel like, in my small way, I'm actually making a difference in the lives of people."

students



A WORLD TOUR ON FOOT

MBA Student Gerardo Juarez Works and Races Around the World

By Trey Strange

At 5 a.m., Gerardo Juarez wakes up.

Next, he does some kind of physical fitness activity — either running, cycling or CrossFit, his latest addiction. At work, he spends his lunch studying. When the office packs up, he races to campus for class until 9 p.m. He bolts home to review notes until passing out. When the alarm sounds the next morning, he will do it all over again.

“Life is short. You’ve got to take advantage,” said Juarez, a first-year MBA student. “Every day, I learn how life flies right by. I’m always trying to find the next opportunity or the next challenge.”

He found one of these opportunities almost immediately after graduating from Texas Tech University in 2008. Facing an uncertain job market in the midst of an economic crisis, he managed to land a job at Yokogawa Electric Corp. in the sales department, even though he had studied finance.

Through the connections he made there, he realized that he needed to earn a master’s degree. He liked the way MBAs thought and made decisions. He applied to Bauer College because of its diversity, which he feels is an important aspect in business and education.

“If I graduate, which I intend on doing, I’ll be the first one in my family to graduate with a master’s degree,” Juarez said.

At the same time, he applied on a whim for a Global Associate program in Yokogawa’s headquarters in Tokyo, Japan.

“I honestly didn’t think I had a good chance,” Juarez said. “[But] within a week, the next thing I knew, I was interviewing via videoconference, and a few days later they were sending me my visa in the mail.”

Luckily, the college allowed him to defer his enrollment for a year. So, in Japan, Juarez rotated through an intense program of different departments including treasury, international accounting and international budget control.

But this was not Juarez’s first time abroad. In fact, Juarez had crossed international borders many times before moving to Japan, including studying abroad twice in his undergraduate career.

“Traveling is probably my favorite hobby,” he said. “I’ve been to 25 countries and over 100 cities.”

While he does fly to far-off destinations, it seems Juarez prefers to travel on foot. In the last five years, he has run five marathons and two half marathons.

His diligence in training is equal to his work ethic in the MBA program. Almost every day, he trains alone or with his running group, the Kenyan Way.

“My run is two short runs during the week, and one long run on a Saturday morning,” Juarez said. “Even now, with grad school, I still absolutely have to work out just to stay focused.”

By “short run,” Juarez means three to six miles. A long run can be as long as 20 miles



MBA student Gerardo Juarez has run marathons all over the world, including Houston, San Antonio, New York and Tokyo.

before a marathon. His numerous marathon participation spans from Houston to San Antonio to New York to Tokyo.

“Every time I finish, I say I won’t do it again,” Juarez said. “But as time passes, I feel like I need to run, and I want to run a marathon.”

But even though Juarez’s feet have traversed the world, he isn’t running away from Houston. He hopes to reach C-level management after graduation either in the U.S., or abroad, and eventually move back to where he was raised.

“I eventually want to end up in Houston,” Juarez said. “I love this city. This is home.”



WE CAN DO IT!

MBA Student Organization Forms Strong Alliance of Female Professionals

Story by Amanda Sebesta

Photos by Nicki Evans

For members of Bauer College's National Association of Women MBAs, the journey to personal and professional success is best navigated with a team.

And in the last year, this student organization has grown its team by more than doubling membership from 2013, marking the highest level of growth since 2011, and refining its mentorship program and professional development events.

The women leading NAWMBA this year all have different stories, but what unites them is a shared goal in supporting each other and their classmates with a mantra that is likely familiar to many others striving for success – “We Can Do It!”



Sometimes, in life and in our careers, we all need a reset button. For Stephanie Williams, getting an MBA was just that.

After earning a bachelor's degree in history from UH in 2006, she began a career as a teacher for grades 4-12. That journey brought her to Madrid, where she taught for a few years, and back stateside, as she began to explore social educational policy research.

From there, Williams decided that her next move was an MBA.

She's modest when it comes to describing her leadership role with NAWMBA, saying that she was "elected by default," but with the help of fellow board members and a group of other ambitious women, they reorganized the organization with an emphasis on outreach and professional development events.

"NAWMBA is about strengthening ties with professionals. It's about collaboration with organizations and customizing your professional development with what you need," Williams said. "And overall, it is to empower women to take on leadership positions in business."

Although Williams is no longer a teacher by profession — she is working in compliance for Chevron — she still knows how to guide others through a bit of well-considered advice.

When it comes to talking to other women about graduate education, she focuses on empowerment through teamwork.

"If you're looking at personal growth, and you think you can't have this because you have kids or a job, or anything along those lines, getting your MBA changes that," Williams said. "You see your classmates doing the same thing as you with all of these factors, and it builds your confidence."

STEPHANIE WILLIAMS (MBA '15) *President*

***“I WANT TO
PROMOTE***

***THE MOVEMENT THAT WOMEN ARE
JUST AS QUALIFIED AS MEN.”***

-Nelly Lopez

“I WANTED TO GET MY MBA AND JOIN NAWMBA TO

***EMPOWER
OTHER WOMEN***

AND SET A GOOD IMAGE FOR MY DAUGHTER.”

-Raiya Al Salmi



As she walked across the stage this May, Nelly Lopez became the first in her family to earn an MBA.

While that is an important milestone, she hopes to blaze an even bigger trail for other women as she takes on the workforce.

“For me, it’s apparent that women don’t have the same presence as males in boardrooms,” Lopez said. “How can women make a path in the workforce when they hold less than one-third of management positions? I want to promote the movement that women are just as qualified as men, and getting involved with NAWMBA made sense because the organization holds those values.”

After earning an undergraduate degree in finance and accounting, she worked for a few years in compliance and private banking and mortgage. She then decided to make a move to oil and gas, while she pursued her MBA at Bauer, where she had the opportunity to work as a portfolio manager in the college’s Cougar Investment Fund.

Graduate education can be a challenge for any student, Lopez said, but it’s an investment worth making.

“People can strip you of things, but they can’t strip you of your education,” she added. “The way that society is moving, an MBA or master’s degree is the norm, and to be able to compete, you have to be on top of your game. It’s tough, but worth it.”

NELLY LOPEZ (MBA '15)
Executive Vice President

If Raiya Al Salmi needs a reminder as to why she made the right decision to pursue her MBA, she looks no further than her daughter.

She moved to Houston from Oman three years ago with her husband and their two children. Her husband transferred jobs, and Al Salmi took the opportunity to pursue the Bauer MBA program after reaching a plateau in her career in oil and gas.

“At my last job, I was the only female in my department,” she said. “I wanted to get my MBA and join NAWMBA to empower other women, and I want to set a good image for my daughter, too.”

The full-time MBA student also served on Bauer’s MBA Advisory Board and as a portfolio manager on the Cougar Investment Fund.

“Part of the reason of why I’m into empowering women, is because my father was into that,” Al Salmi added. “He knew how male dominated the culture was, so for me it was about being independent, and he used to tell me to get my master’s degree. He pushed it when I was doing my undergrad and when I came here, it was perfect timing, and I had that in the back of my mind to do this.”



RAIYA AL SALMI (MBA '15)
Executive Vice President of Finance



“ I KNEW THAT IF I
JUST PRACTICED A
LITTLE BIT EVERY
DAY, I'D GET IT.”

A JUGGLING ACT

Bauer Freshman Arjun Saravanan Balances Coursework and Extracurricular Activities

By Trey Strange

Still a teenager, Arjun Saravanan can recount with a humble smile how he has done a little bit of everything — from touring the world in the summers to reading portions of the Bible.

He seems to catch in one hand a boundless potential, while letting fly with the other an inability to limit himself, even when faced with uncertainty.

For instance, as Hurricane Katrina devastated New Orleans ten years ago, thousands of residents were forced to relocate, many finding their way to Houston, including Saravanan, then a young child and now a freshman at Bauer College.

Saravanan's family came to Houston just a week before the storm hit. He stayed first in the Sugar Land area before finishing high school in Spring. As a participant of the Bauer Summer Business Institute his sophomore year, he met Bauer Honors academic advisor Colleen Davies, whom he credits as a crucial reason why he decided to attend UH.

"If you want the best of both worlds from Bauer and the Honors College, you have that in the Bauer Honors program," he remembers her saying.

And when Saravanan earned the Bauer Excellence Scholarship for his high academic achievement and well-rounded résumé, he was hooked.

"I was pretty surprised, actually, that I was in consideration for it," Saravanan said. "I think that it had to do with the interest I showed in business."

After his first day as a freshman at Bauer, Saravanan realized his schedule as a college student was much more flexible than it had been in high school. He traded in some of his extra time for a juggling kit his father brought back from his old house in Louisiana.

"I've got to do something different," Saravanan told himself.

Diligent in seemingly every respect, Saravanan began to practice juggling at least 10 minutes a day, and soon both he and his roommate were launching things around their dorm room.

"At first, it was kind of hard — I kept throwing it everywhere. I knew that if I just practiced a little bit every day, I'd get it," he said. "After a week or two, I got it."

This wasn't the first time his father led him to become enthralled in an activity. He also instilled in Saravanan one of his favorite hobbies.

"My dad has always told me to try to collect something," Saravanan said.

After collecting too many flattened pennies from carnivals, he realized that hats were more interesting to him, because of his interest in sports and travel. Friends and family members started buying them for him as gifts.

"Everyone knows I like hats," Saravanan said. "I have around, like, 50 right now."

The father and son also share a passion for service. One summer, while visiting family in India, they volunteered to teach English to girls in school there.

"I spent four hours a day for two weeks," Saravanan said. "We grew a bond with the girls. They really enjoyed the course, and we really liked helping them. I've never done anything like that before."

So, what's left for him after all this achievement? That's still up in the air. He hopes to study supply chain management at Bauer, and then to work for an energy company in Houston before earning his MBA.



Arjun Saravanan, a freshman and recipient of the Bauer Excellence Scholarship, focuses his free time on volunteering, collecting hats and juggling, a hobby he picked up after moving from New Orleans to Houston.



THE FAMILY BUSINESS

Bauer MBA Student Finds Rhythm in Hotel, Dance Pursuits

By Amanda Sebesta



“THE ONE THING A PERSON NEEDS TO BE ABLE TO RUN A SUCCESSFUL VENTURE IS THE PASSION THEY PUT INTO IT, AND I DEFINITELY HAVE THAT.”

For Bauer MBA candidate Surpreet Singh, business is all about family.

A New York native, Singh works alongside his father at Thind Hotels, a development company based in The Woodlands that his sister will join as well once she finishes her undergraduate degree. There, he is vice president of development and has helped to launch new hotels in The Woodlands, Spring and Conroe.

Singh has also found a family in Nishani Bhangra, the University of Houston dance team that counts him as a member. Although right now, dancing is a hobby for him, he one day envisions combining his passion for bhangra with the business acumen he has developed with Thind Hotels and is honing in the Bauer MBA program.

“In the future, I would love to open up bhangra dance schools throughout the country,” Singh explains.

“Dancing is a passion of mine that I would like to pass on to others. I feel that I will have excellent business skills to be able to run several successful schools. The one thing a person needs to be able to run a successful venture is the passion they put into it, and I definitely have that.”

Singh earned an undergraduate degree in economics and political science from Rutgers University. When it came time to enroll in graduate school, he explored a few options before deciding on business and Houston.

“I thought about getting into law, but I ultimately chose to come to Houston and get into the family business,” he said.

After enrolling in the Bauer MBA program, Singh also joined Nishani Bhangra. His love of the folk dance that originated from the Punjab region of India began early.

“I’ve been dancing since I was little,” Singh said. “When my family would travel to India, they would hire coaches to teach us. On the roof of the house, we would set up a nice dance area, and the entire family would learn.”

He participated in Rutgers’ bhangra team as an undergraduate and even created his own group. While bhangra focuses on using dance movements to tell traditional Punjabi folk stories, often tales of love, Singh and others are adding a more modern twist.

“Back in the day, bhangra used to be played on a drum called a dohl, which I also play,” he said. “You’re dancing to drums and various instruments, and now it has become a phenomenon where you’re dancing to team mixes that have bass drops and hip-hop mixed in.”

Singh added: “We implement a lot of different cultures into our dance now, but I think it has definitely taken a modern turn. Recently, though, people have realized it has gone a little too far and are taking it back to our roots.”

Bauer MBA candidate Surpreet Singh serves as vice president of development for Thind Hotels, a development company run by his family that has opened properties in the Houston area. He also has a passion for bhangra dance, competing and performing locally, with plans one day to open a studio.

KNOWLEDGE IN PURSUIT OF KNOWLEDGE

DOCTORAL STUDENTS EXPLORE BUSINESS RESEARCH IN PH.D. PROGRAM

Story by Ann Lynd, Jessica Navarro and Trey Strange

For doctoral students at Bauer College, the program is about more than dissertations and teaching — it's about collaboration.

Ph.D. candidates at Bauer have the opportunity to collaborate with faculty members who are renowned scholars and thought leaders in their respective disciplines. Together, they produce research that is published in leading peer-reviewed academic journals.

This kind of collaborative research process has been a mainstay during the academic careers of recent marketing Ph.D. alumnus Jeff Boichuk and marketing Ph.D. students Anoosha Izadi and Rambod Dargahi.

THE EMERGING SCHOLAR

During his time in the Bauer College doctoral program, Jeff Boichuk (Ph.D. '14) worked to make a name for himself in the marketing world.

Among his accolades are the 2014 Emerging Scholar Award and the 2015 Sales SIG Dissertation Award, both from the American Marketing Association, an elite international community of marketing professionals. The first of these awards positioned him upon graduation as the top candidate for jobs in marketing for academia. This fall, he will join the University of Virginia's McIntire School of Commerce as a faculty member.

Boichuk has already published in the *Journal of Marketing* (twice) and the *Journal of Retailing*. This body of work — which answers questions such as “Why do salespeople use hard sell tactics?” and “What factors cause salespeople to misread customers' interest levels?” — has also had significant practical impact, with press coverage from the *Harvard Business Review* and *Selling Power*.

A native of Canada, Boichuk was admitted into doctoral programs of several renowned universities, selecting Bauer for the collaborations he knew he could foster with the college's faculty. In particular, he credits his advisor Michael Ahearne, who ranks as the most productive researcher in the world for both the *Journal of Marketing* and *Journal of Marketing Research* and is widely known among marketing academics as one of the best mentors in the field. Indeed, Boichuk says, “If I ever emerge, it will be because of Mike.”



My advisor expanded my perspective and showed me what an academic can do. I have a lifelong role model, a dedicated mentor, a close friend and a titan in our field who is my biggest advocate.”

THE BIG DREAMER



The most important criterion for me was to select a mentor with similar interests. I fell in love with Dr. Patrick's work."

Anoosha Izadi's earliest memories of her childhood in Tehran, Iran, are a blur of movement.

"I was very active, into sports and mischievous," she said. "They couldn't keep me sitting in the class. I had a free spirit and was sensitive to being controlled, always standing for what I believed."

Now, as a doctoral candidate in Bauer's marketing program, Izadi continues to find inspiration as she dreams of big ideas, with a focus on consumer research.

Izadi received an undergraduate degree in civil engineering at the University of Tehran in 2009 and then earned a master's in transportation engineering from the University of Texas at Austin, where she studied asphalt microstructure and completed a thesis on image processing.

As she prepared for a doctoral program aligned with her undergraduate and master's coursework, she felt conflicted. Izadi always had an interest in social sciences but without any academic experience in that realm, she felt again like a child staring into a dark sky full of questions.

"Since I had no background, it seemed too far and even unreachable to me. Finding courage to let go of something you are good at but not in love with is not really easy," Izadi said.

She discovered Bauer's doctoral program and was most impressed by the obvious interaction students in the program had with faculty and the scholarly community. She was drawn in particular to Professor Vanessa Patrick, Bauer's director of doctoral programs and a marketing researcher with a background in microbiology and biochemistry who studies the psychology of consumer mood and emotion.

"The most important criterion for me was to select a mentor with similar interests," Izadi said. "I fell in love with Dr. Patrick's work."

Izadi joined Bauer's program in 2012 and has since conducted research with Patrick on the effectiveness of handwritten labels on consumer ratings of products. Together, they have worked for more than two years to produce four studies.

Izadi, who plans to graduate in 2017, is interested in researching sensory issues, art and aesthetics, including a future project on consumer emotion. She is representing UH this summer at the London Business School for the 2015 American Marketing Association Sheth Foundation Doctoral Consortium, which brings together the top doctoral students from across the globe for collaboration and discussion.

Rambod Dargahi is fascinated by change, particularly the way the internet has changed marketing with new and expanding movement of ideas.

Dargahi, who earned a bachelor's degree in electrical engineering from the University of Tehran and an MBA from Sharif University of Technology, is studying crowdsourcing, specifically in the form of idea contests.

"Crowdsourcing is very interesting, and it's very new," Dargahi said. "The more I study crowdsourcing, the more I get thrilled about it."

One of the major companies Dargahi has studied is Threadless, a company that produces t-shirts chosen from a selection of consumer-submitted designs.

But when Dargahi began sifting through literature on the topic, he found a large gap of information on its feedback aspect. So, he started an investigation on the effect of feedback on the quality of ideas.

"I was trying to understand," he said. "I wanted to see if there is an effect."

Dargahi's experience in the marketing doctoral program has at times seemed like a whirlwind, he said, but the faculty, including his dissertation chair C. T. Bauer Professor of Marketing Science James Hess, have kept him grounded.

"Everything right now for me is a rush," Dargahi said. "But the good part is I have a good advisor. Faculty members are the reason to enjoy the Ph.D. program at Bauer."

After successfully defending his dissertation proposal last fall, Dargahi continues his research on crowdsourcing in preparation for completion of his paper and graduation.



Everything right now for me is a rush, but the good part is I have a good advisor. Faculty members are the reason to enjoy the Ph.D. program at Bauer."



THE CHANGE MAKER

CODING SUCCESS

Bauer's RED Labs Gives UH Undergraduate Business Platform for Creativity

By Abigail Leal

As RED Labs, the startup accelerator housed within Bauer College, welcomes its third class this year, alumni of the program are already making the most of the knowledge and connections they've gained.

Take Rakshak Talwar, a 20-year-old sophomore majoring in computer engineering. He is co-founder of RaptorBird Robotics, a startup that has a project called RAVN, a system that makes drones easier to program.

Although Talwar isn't a Bauer student, when he learned about the opportunity to join RED Labs, he knew it made sense to cultivate his business acumen to complement his technical knowhow.

The best part of the RED Labs experience, he said, has been hearing from experienced entrepreneurs across a range of industries, who have been enlisted as guest speakers by Hesam Panahi, a clinical assistant professor at Bauer and founder of RED Labs.

"He brought in people that actually did something," Talwar said. "These are people who actually went through the trials and tribulations of building a business or different parts of a business."

For Talwar, learning from the experiences of others has been instrumental to launching both RaptorBird and RAVN. He first dreamed of starting a company based around tech during his sophomore year of high school.

An inventor by nature and a curious kid, Talwar has always had a passion for creating products. He taught

himself basic concepts of engineering and business, hiring his friends to work alongside him.

"Since I was little, I always liked making things and tinkering," he said. "I wanted to use that for the greater good of humanity. I realized that if I worked for anyone else later on in my life, I wouldn't be able to fulfill my expectations, so I created my own venture and started my own way."

In 2013, he launched the Programmable Capacitor, which can adjust over four billion value combinations — in non-tech speak, Talwar said, that means the product makes it easier for electrical engineers or designers who build circuits to do it with a faster, easier and cheaper approach.

He launched the Programmable Capacitor campaign using Kickstarter, an online funding program that allows inventors, designers, musicians and other creators to share their visions with the world and ask visitors to help fund projects. Through Kickstarter, Talwar more than doubled his initial \$3,000 funding goal within two weeks.

After graduation, Talwar plans to continue to grow his company. In a year, he aims to have a larger user base. Five years from now, he wants RaptorBird to be a solid platform for people to build drones.

"Whenever people want to do something with a drone, they'll think of the RAVN."

Housed within Bauer College, RED Labs is open to all UH students. Through RED Labs, engineering student Rakshak Talwar is garnering business skills to launch a drone-programming company.



“

I REALIZED THAT IF I WORKED FOR ANYONE ELSE LATER ON IN MY LIFE, I WOULDN'T BE ABLE TO FULFILL MY EXPECTATIONS. SO I CREATED MY OWN VENTURE AND STARTED MY OWN WAY.

”

Story by Jessica Navarro

Photos by Ryan Carville

Fall ings for New York



Bauer
Undergraduate
Spends Semester in
NYC as Seventeen
Intern



Bauer Honors student Zainab Dhanani lived in New York City last fall after being selected for a competitive internship with Seventeen magazine.



Snapping selfies with pop music heartthrob Nick Jonas, exploring New York City like a local and landing on the masthead of a major national magazine?

It was all in a day's work last fall for Bauer College undergraduate Zainab Dhanani.

Dhanani lived and worked in New York City for four months at the end of 2014 through an internship with *Seventeen* magazine. She was selected from applicants across the nation as one of 30 interns for the semester-long program, and as a self-described "pop culture and social media junkie" interested in making a career in the business of entertainment, the experience was life-changing.

"Growing up, I always had the dream to intern at *Seventeen*," Dhanani said. "Writing my first article for the *Seventeen* website and seeing my name in the actual print magazine for the first time was surreal. It's a great feeling when your dreams start coming true."

She worked with two other interns in *Seventeen's* web editorial department, spending her days sitting in on pitch meetings with editors, writing pieces for *Seventeen's* website and learning more about the magazine's social media platforms, including Facebook, Twitter and Instagram.

"I learned how to use the content management system, which is how you actually build and design articles that appear on the magazine's website," she said. "It was so neat to learn firsthand about this new age we're in of web, digital and social media."

She also had the opportunity to mingle with musicians and actors at events and in the *Seventeen* offices, something that naturally excited the avid pop culture fan.

"I would see a ton of celebrities at the office, and I quickly learned how to remain cool and calm and not

look so star struck, even though I was going crazy inside," Dhanani said.

A native of Sugar Land, Dhanani has long been interested in journalism — she worked on the newspaper staff at Clements High School, starting as a reporter and fashion editor before leading the lifestyles section as editor, focusing on news relevant to her classmates, including Hollywood, film and fashion trends. During her junior year in high school, she entered an essay contest organized by Rice University's Boniuk Institute and placed first out of hundreds of submissions for her piece, titled "Silent No More," in which she emphasized ways to combat religious intolerance and her plans to become a vocal proponent of equal expression for all.

In addition to her passion for writing, Dhanani cultivated business acumen in high school, starting the Operation Smile club in her junior year and joining the business student organization DECA in her senior year, participating in state competitions.

She started her undergraduate program at Bauer College in 2013 as a member of the Bauer Business Honors Program.

"I was accepted into other schools, and they were all great options, but I chose Bauer Honors at UH because it's a great program in an amazing city," Dhanani said. "I love Houston. It's a metropolitan city with the most amazing restaurants and a great arts and music scene. The biggest advantage of studying at UH and Bauer is being surrounded by so much diversity and being in an eclectic city."

She plans to graduate in May 2017 with a bachelor of business administration in marketing and a minor



Dhanani documented her time in New York through Instagram, including these selected images.



in journalism, a combination that she thinks will set her apart when it comes time to find her first job out of college.

“Growing up in a business family, I always knew I wanted to major in business,” Dhanani said. “No matter what career path you take, a business degree is so beneficial, and business school refines you as an individual. I love having the opportunity to cultivate my interests.”

Her experience working for *Seventeen*’s New York City office illustrated the possibility of applying a business mindset to the world of journalism and publishing.

“I learned so much from this internship!” she said. “I learned the ins-and-outs of the magazine’s web and digital interface and their social media platforms. As I’m studying both marketing and communications, this is so relevant to nearly every career I’ll consider, and what I learned makes me more well-rounded to potential employers.”

Her time in the city also came with unexpected learning opportunities — although Dhanani had visited New York City on family vacations, this was her first time living on her own.

“It was the biggest learning experience,” she said. “It was a bit of a culture shock at first because it’s so different from Texas. I’ve never studied abroad, but I definitely feel like this was a study abroad experience! NYC is a world of its own — fast-paced and at the forefront of everything. The energy there is unparalleled, and there’s always something to do.”

Although Houston will always be home, Dhanani said that after graduation, she envisions herself on a different coast to pursue her career.

“I don’t have the exact answer to what I want to do after I graduate. It’s the million-dollar question,” she said. “But I do want to find something where I can meld business with my interests in journalism and social media. And, I’m a pop culture junkie, so I hope to find something in the entertainment industry or general news, either in New York or Los Angeles. I’m a big proponent of trying different things related to your core interests and being open-minded when it comes to career prospects. The beauty of life is that you can’t map it out...you don’t know where it will take you.”





your dreams start coming true. ”

ON THE (JOB) HUNT

Bauer's Rockwell Career Center Provides Students with Tools Needed for Career Success

By Amanda Sebesta

Making his way through the crowd, the student pauses.

Résumé in hand, he is ready to meet a potential employer, and though his mouth is dry and palms are sweaty, he takes a breath and moves forward.

You see, he's done this before. He's practiced the handshake, learned the best conversation starters and selected his favorite suit and tie.

He's ready.

Closing in on his selected table, he extends his hand and comfortably talks with the employer. They part ways and a few days later, the student receives the news.

He's landed his dream job.

If you ask staff at Bauer College's Rockwell Career Center, this is the perfect scenario. A student begins meeting with a career counselor during freshman year, attends events to build a strong résumé and interview skills, and ultimately lands a job near graduation, all coming together at the Rockwell Career Center's biggest event, the Business Career Fair.

Rockwell holds the event twice a year, once in the fall and once in the spring, meaning that their staff is always in planning mode for career fair. Each time, the event brings together on average 140 companies and 1,500 students, with 130 student volunteers and seven graduate teaching assistants.

"It takes many people across different departments to put on a successful career fair," Recruitment Manager Giovanni Rosselli said. "From a Rockwell Career Center perspective, it is 'all hands on deck,' with up to 20 staff members working the event. Student volunteers play a role in event and employer setup the morning of the event. Staff at the event facility, as well as numerous vendors, are also essential."

Students are encouraged to meet face-to-face with employers early on in preparation of the event, but also in their preparation of landing a job after graduation.

Bauer students have several different opportunities to meet face-to-face with employers through networking mixers and other on-campus activities, with the Career Fair serving as the ultimate chance for students to secure an interview with a company.

The Rockwell Career Center team spends a year planning its biannual career fairs, which on average boast more than 140 companies and 1,500 student attendees.



“Getting selected for interviews is not just about being ‘good on paper,’” Undergraduate Career Counseling Director Troy Hopkins said. “It is very important to be known to people who are doing the recruiting – to have built a brand on campus. The earlier a student starts the job search, the more familiar they will be with the companies doing the hiring, their timelines and what their ideal candidate looks like.”

Although it may be easy to communicate virtually, students must understand the value of face time with employers looking to fill positions, said Recruitment and Employer Services Director Raji Aiyer.

“Employers love to put a face and a personality to the résumé. This allows them to get a good idea of the personality of the individual and see if the candidate and the employer will be a good fit for each other,” she said. “They are looking to have in-person interaction with the candidates and really get to know them to see which ones should move on to the interview phase of recruiting.”

As Rockwell Career Center staff continue preparation for the upcoming fall Business Career Fair, they are also meeting regularly with students for career counseling.

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”

“Utilizing career services is like obtaining a study guide for an upcoming exam,” said Lisa Jammer, senior director of Graduate and Alumni Career Services. “Rockwell Career Center staff have the answers to your career questions and can assist with preparing for interviews. Just as a student would not show up for a final exam without studying, they should not engage in their job search without preparing with a career counselor. Start preparing early and do not wait until graduation for assistance.”



Visit www.hirebauer.com
to see Rockwell Career Center's slate of
upcoming events, including the Fall
Business Career Fair.

“ I DO NOT WANT OUR ACCOUNTS TO SIMPLY PUSH INFORMATION OUT INTO CYBERSPACE. I WANT TO HAVE A CONVERSATION WITH THE BAUER COMMUNITY.”



BAUER TRENDING

College's Online Outreach Broadens with Focus on Engagement

By Carolyn Shaffer

I am the first social media coordinator for Bauer College and I have the best job ever. Seriously.

Many times when I tell someone I am a social media coordinator, I am greeted with a blank stare and a questioning, "So, you're on Facebook all day?" Well, I am...but that's not all I do.

Although Bauer College has been growing its social media presence since 2008, before I was hired, there was no dedicated staff position to leverage the communications opportunities to connect and engage with students, alumni and the community through sites like Facebook, LinkedIn and Twitter.

Now, we have a social media strategy that includes carefully planned campaigns and measures to track our success. I have an ongoing editorial calendar, and I plan posts targeted for specific social media channels based on when they will likely perform best, down to what days and times our audience is most active online.

Of course, social media is largely about what is current and "trending" right now, so my calendar is a living document edited daily. I create a weekly social media report to assess our progress, including follower growth, our best and worst performing posts and the effectiveness of specific campaigns. With this data, I am able to ensure we are constantly improving our efforts and adapting to best reach our target markets using social media.

An important extension of social media at Bauer College is a companion website, WhereAwesomeHappens.com (WAH). The college's main site is of course bauer.uh.edu, but WAH is a carefully curated online destination that houses all of our newest photos and videos, along with event information and announcements that are especially pertinent for current Bauer students. We are also able to use WAH as a landing page for content generated with social media in mind, including blog posts and student success stories.

Using our social media accounts, I have the opportunity to broaden the site's reach. Images captured by our photographers, photo galleries created by our web developers and event announcements made by our graphic designers are just some of the content I use on channels like Facebook, Twitter, LinkedIn, Instagram and Pinterest. Social media sharing drives traffic to WAH, putting our messages in front of students, alumni and friends who may not have visited the website directly.

Engagement is a main focus as I plan the direction of our social media efforts. I do not want our accounts to simply push information out into cyberspace. I want to have a conversation with the Bauer community. While it is important for people to see our posts, I believe it is even more valuable to interact with our community and in turn, to have our community members interact with each other both online and offline.

Yes, my job may be rooted in online activity, but I want to be more than a random person behind the screen. That's why we are connecting our social media efforts with offline activities, hosting giveaways and meeting with students on campus.

If you find something we've posted interesting, comment on it! Tell us why you like it. Have a question? Tweet it, and if I don't know the answer, I will find someone who does. When you take a great picture representing Bauer at work, at a game or on Cougar Red Friday, tag us in it, and chances are, I will probably ask to share it on our accounts as well. If you see me wandering the Bauer buildings with my iPad in tow, stop and say "hi."

I am here to share your story.



To learn more about our current social media initiatives, turn to the next page.

Whether she is at her desk or grabbing coffee on campus, Bauer social media coordinator Carolyn Shaffer is glued to her screens interacting with the Bauer community.

CAMPAIGN HIGHLIGHT: #BAUERGOALS

One of our social media goals is to foster interaction with stakeholders not only online but also offline.

At the beginning of the spring semester, after an integrated planning effort from staff in the Office of Communications (with our vision realized by one of our graphic designers, Chelsea Adam), we launched #BauerGoals, our first social media campaign designed to connect our online initiatives with offline engagement.

Wall and floor graphics were installed around two of the Bauer buildings on campus. The graphics contained a quote about something our students would like to accomplish either during their time at Bauer or in their careers after graduation. We launched the campaign with a heavy social media push and an in-house event during the first week of class, urging our students to take a photo of themselves with the graphics, use the hashtag and share their Bauer goals.

We have received a steady stream of interaction and are seeing the graphics turn into our students' social media profile pictures with comment threads of encouragement from their friends and peers. We will continue to measure the effectiveness of the #BauerGoals campaign through the rest of the year, before we begin planning a new yearlong campaign along the same lines.

But, we've learned perhaps the most valuable lesson in just the first semester of this first big campaign: Sometimes the best way to start a conversation online is to invite people to share their personal stories offline as well.



Be sure to follow Bauer College on social media!





STUDENT INPUT

This spring, I've had the pleasure of working with a group of eight undergraduate Bauer students from the general business class as part of a corporate projects group assignment.

In the course, students form teams after signing up for projects within companies in the Houston area. The Office of Communications at Bauer College has served as a company for the class for two semesters, and this time, we tasked our student team with helping us to assess and improve our social media efforts.

The students in our group met with me at the beginning of the semester and have analyzed our existing social media channels, conducting research on what kind of content and distribution is most effective for a student audience, and presenting their suggestions to the Office of Communications as if they were an outside agency.

Working closely with this group of students gives us a different perspective of how our students are processing our social media messaging, what resonates with this key group of stakeholders and how we can continually improve our efforts in social media engagement.

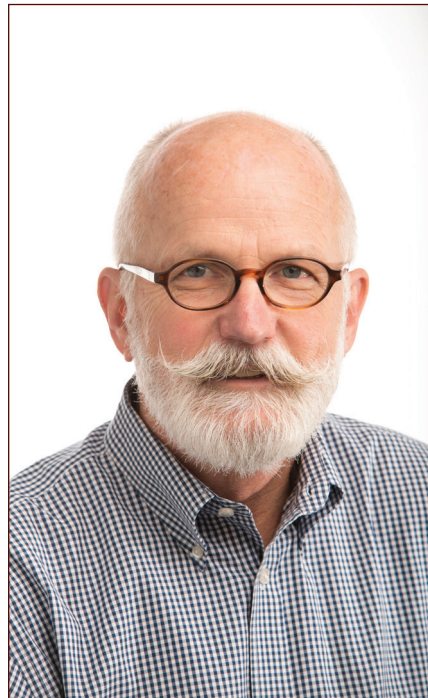




Praveen Kumar
Cullen Distinguished Chaired
Professor, Finance
Executive Director, GEMI



Chris Ross
Executive Professor, Finance



Art Smith
Executive Professor, Finance



Victor Flatt
Visiting Professor, Finance

WHERE BEST PRACTICE BEGINS

Bauer's Global Energy Management
Institute Bridges Industry and Academia

By Danielle Ponder

Houston, we have an energy problem.

After almost a year of uncertainty in the oil patch, that statement may be accurate. But, Bauer College's Global Energy Management Institute (GEMI) is helping the industry find solutions to regain its footing on a slippery downward slope.

GEMI focuses on three areas — education, thought leadership and outreach — and has an advisory board comprised of representatives from the world's leading energy companies to advise the college on coursework, curriculum and research that benefits the industry.

"The energy industry speaks a language not easily understood, and through GEMI, we attempt to simplify that language," Dean Latha Ramchand said. "Energy professionals are experiencing huge industry shifts, and we want to take what companies are already doing and communicate what's happening to everyone else. This is the place where best practice begins."

GEMI also provides programming for both students and professionals in the energy industry. This spring, the college held GEMI's annual symposium, which focused on "Reliability and Security across the Energy Value Chain."

The event brought together industry thought leaders and academicians, to discuss and evaluate potential solutions within a currently volatile industry on hot-button topics including regulation, infrastructure, contracts and financing, and risk management.

Sponsored by GDF Suez, Northstar Offshore Group LLC and Schlumberger, the event drew attendance from more than 100 mid-level and senior energy executives, along with Bauer students. Those in attendance looked to panelists for answers to some of the biggest questions surrounding the current need for rebuilding the North American oil and gas infrastructure to accommodate massive changes in energy development.

"When you look at the whole value chain, everybody's been affected by oil prices," Executive Professor Chris Ross said. "But the midstream has been impacted less than the other areas because there's still a lot of new production coming up in places which aren't being properly served by the infrastructure to get oil and gas to market. So, there's still a lot to be done in building out the infrastructure."



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The symposium featured faculty and industry experts weighing in from business, legal and policy perspectives.

Regulation panelists — Visiting Professor Victor Flatt, Navigant Consulting Director Matt Blizard, Vinson & Elkins retired partner Kathleen Lake, North American Energy Standards Board President Rae McQuade and GDF Suez Gas NA Vice President Tony Scaraggi — emphasized the need for consistency between environmental and greenhouse emissions policies and the realities of the energy and electricity sector. The panel also discussed challenges between energy companies and the Environmental Protection Agency (EPA).

The infrastructure panel, led by Executive Professor Art Smith, touched on the impact current low international crude prices will have on the planning and execution of new energy infrastructures, specifically natural gas export projects. Other infrastructure speakers included Port of Houston Deputy Executive Director Erik Eriksson, Brattle Group Principal Sam Newell and PwC Director Svetlana Valonis.

Professor Praveen Kumar oversaw the contracts and financing panel, which featured extensive discussion on asset ownership issues and emphasized the benefits of master limited partnerships (MLPs). With the ability to combine tax benefits of a limited partnership and liquidity of publicly traded securities, speakers said private MLPs are increasing as alternative power ownership structures like Yieldcos. Panelists included Alinda Capital Partners Managing Director Sean Dolan and Vinson & Elkins Partner Katy Gottsponer.

In addition to helping to organize the event, Ross facilitated the risk management panel focused on counterparty risk, regulatory risk, information/data risk, volumetric risk and price risk for energy companies. Panelists engaged with members of the audience to discuss how to identify and manage these risks in energy companies. Panelists included PwC Partner John Corrigan, GDF Suez Energy Resources Vice President Vikram Kulkarni and EDF Trading Vice President of Retail Strategy and Business Development Bojana Popovic.

A keynote presentation from C. Gregory Harper (MBA '97), president of pipelines and processing for Enbridge Inc., focused on opportunities for midstream projects despite the current low oil price situation. Harper noted industry layoffs and bankruptcies, but spoke confidently that deals made this year will come online by 2018.



"Midstream deals are out there, and they are getting done," he said. "It's not just about the standard supply and demand equation; it's about opportunity."

Members of the GEMI Advisory Board are already looking at those opportunities as possible topics for the next symposium, tentatively slated for March 2016. According to Ross, time will tell as to how the energy industry is adapting to oil prices and when, not if, they are coming back. In the meantime, GEMI continues to collaborate with the industry to help prepare the next wave of energy professionals to take on these challenges.

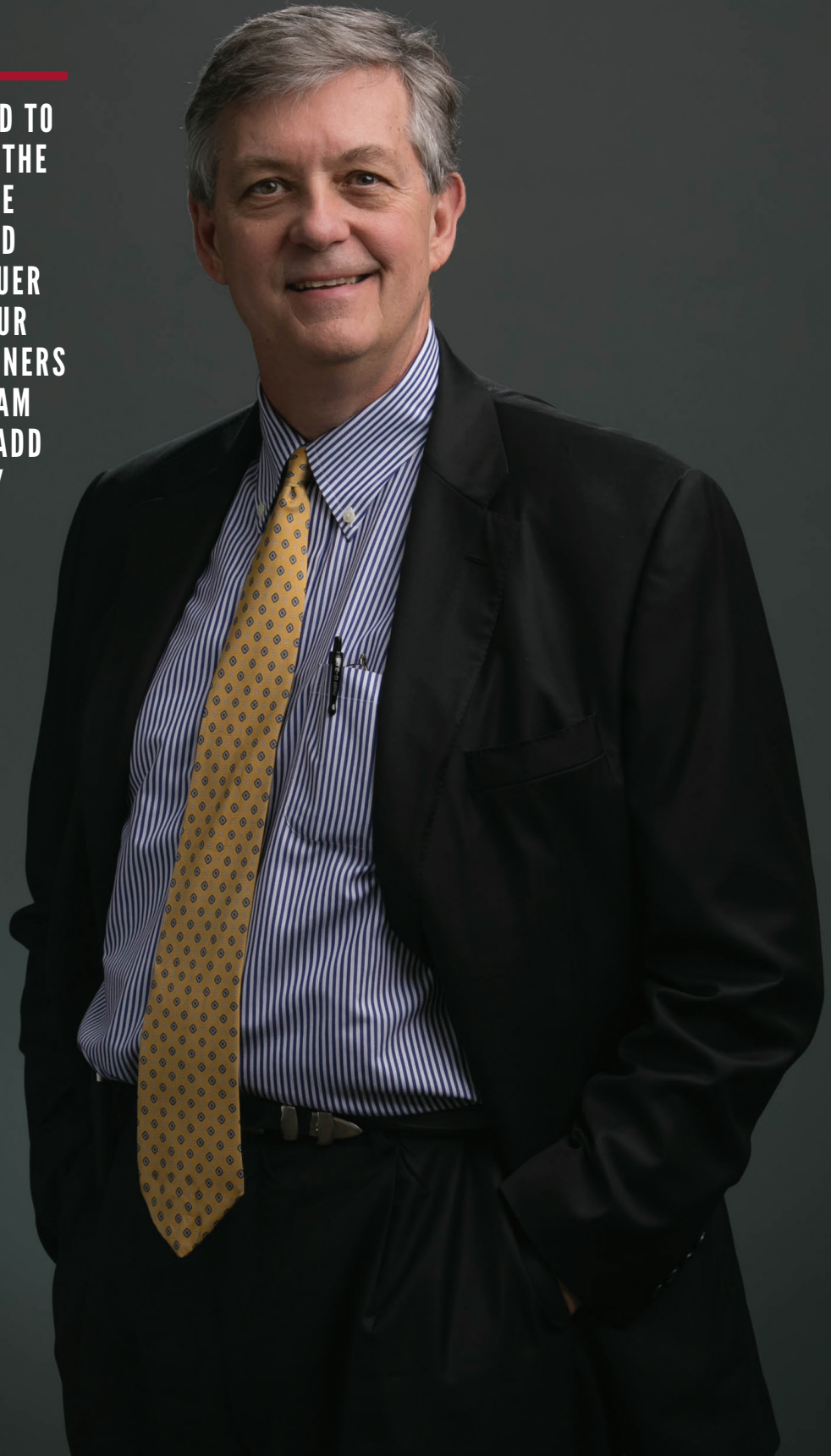
"I believe it's unique that Bauer College is able to access senior energy leaders on our doorstep and collaborate to provide the graduates they need," Ross said. "It's a position of great value to both them and us."



Energy thought leaders from industry and academia came together for a day of discussion on challenges and potential solutions for the energy value chain at Bauer's Global Energy Management Institute Symposium in March.



“ I LOOK FORWARD TO WORKING WITH THE UNIVERSITY, THE LEADERSHIP AND FACULTY OF BAUER COLLEGE AND OUR INDUSTRY PARTNERS AS THIS PROGRAM CONTINUES TO ADD TO ITS ALREADY OUTSTANDING REPUTATION.”



BUILDING BLOCKS

Bauer Graduate Real Estate Program Welcomes New Executive Director

By Jessica Navarro

Award-winning real estate industry veteran William “Bill” Pederson has been named the new executive director of the Graduate Real Estate Program at Bauer.

Pederson joined the college in January as previous executive director John Walsh stepped down. Pederson holds a Certified Commercial Investment Member (CCIM) designation, commercial real estate’s global standard for professional achievement. He has held executive positions with The Henry S. Miller/Grubb & Ellis Companies, Trammell Crow Company, JMB Office Leasing and WEDGE Commercial Properties. While at Henry S. Miller, Pederson was a top producer and recipient of the Henry S. Miller Sr. Award.

Pederson is a Bauer College graduate and member of the Bauer College Alumni Association and the University of Houston Alumni Association. He also served as past director of the Houston Association of Realtors, past chairman of the Houston Association of Realtors Education Committee and past president of the Gulf Coast CCIM Chapter 20.

“We are happy to have Bill as a member of the Bauer College family,” Dean Latha Ramchand said. “He is a seasoned real estate professional and will bring his industry experience and passion for grooming talent to our program.”

Launched in 2012, the Graduate Real Estate Program has produced three classes of career-ready professionals, who have earned MBA, MS Finance and MBA/JD degrees with graduate real estate certificates. The college has worked alongside the program’s Executive Advisory Board of industry leaders to provide the resources, expertise and direction to build a successful program in a short time.

“I am thrilled to be joining the Graduate Real Estate Program as its executive director,”

Pederson said. “The C. T. Bauer College of Business at the University of Houston and the Executive Advisory Board, under the leadership of John Walsh, have done an outstanding job in quickly establishing a top tier applied real estate program, one that is yielding students ready to immediately contribute to their employers.”

He added: “I look forward to working with the university, the leadership and faculty of Bauer College and our industry partners as this program continues to add to its already outstanding reputation.”

“We were fortunate to have John Walsh involved with the Bauer College to build our Graduate Real Estate Program from the ground up,” Ramchand said. “John’s passion and persistence led to remarkable growth in the program, which now stands among the best in the nation at giving prospective real estate professionals an experiential learning environment and connecting them with seasoned veterans of the industry in Houston.”

She added: “We thank John for his dedication and service, and we are excited to bring Bill on board to continue to build the program.”



Pederson completed his undergraduate studies at what was then known as the College of Business Administration, where he took statistics courses with Richard Scamell, a professor in the Department of Decision @ Information Sciences. Scamell now also serves as the college’s associate dean for student affairs and was reunited with his former student this spring during Bauer’s Registration Fiesta. Pederson told Scamell that many of the concepts he learned in his class were applicable in his 40-year career in commercial real estate.

MEET THE DEANS

Bauer Rounds Out Leadership Team with New Associate and Assistant Deans

By Amanda Sebesta

This year, Bauer Dean Latha Ramchand rounded out the college's leadership team with appointments of new assistant and associate deans, charged with helping the college carry out its mission in specific areas, including student affairs, faculty affairs and graduate and professional programs.

"At the Bauer College, we are more than a degree-granting institution. Here, we transform lives," Ramchand said. "Not only does our leadership team have the experience and knowledge to fulfill this important responsibility, they also have the passion for student success that resonates in everything we do."



THOMAS GEORGE

Senior Associate Dean, Faculty Affairs

Thomas George has served as a Bauer faculty member since 2002 and holds the Bauer Professorship in Finance. His role is to ensure that Bauer students have the best possible faculty available, and to elevate the research profile for the college. George received his Ph.D. from the University of Michigan.

Prior to joining the Bauer faculty, George served on the faculties of Ohio State University, the University of Iowa and Northwestern University as a visiting professor. His teaching interests include equity and fixed-income investment management, project valuation and corporate finance. He has won several awards for excellence in teaching in MBA and Executive MBA programs.

George is also the director of the AIM Center for Investment Management at Bauer and instructor for the securities analysis course that manages the Cougar Investment Fund, a student-run, multi-million dollar private investment fund in the college. He also co-developed Bauer's Graduate Certificate in Financial Services Management. George has consulted

with financial services companies in designing and delivering educational programs in areas such as project valuation, hedging and performance evaluation.

George's research focus is on market microstructure, insider trading and the impact of asymmetric information and behavioral biases on asset pricing. His publications have appeared in leading academic journals, including the *Journal of Finance*, *Journal of Financial Economics*, *Review of Financial Studies*, *Journal of Financial and Quantitative Analysis*, *Journal of Financial Intermediation*, and the *Journal of Financial Markets*. George has been winner and runner-up of the Best Paper Prize from the *Journal of Financial Intermediation* and was nominated for the Smith-Breedon Prize for the best paper on investments in the *Journal of Finance*.



STEVEN KOCH

Assistant Dean, Graduate and Professional Programs

In his role, Steven Koch will lead the charge of decision making for new and existing curriculum design, graduate faculty appointments and accreditation standards within Bauer's Graduate and Professional Programs, which include MBA, Executive MBA, Professional MBA and masters programs.

Koch brings more than 20 years of senior leadership experience with companies including Pennzoil-Quaker State, Coca-Cola Foods, Mattel Toys and Sega of America to his new position. His work in brand building, market research, new products, interactive marketing and creating marketing decision support systems, led to industry awards and national recognition. In 1999, his work received *BusinessWeek* magazine's "Best New Product of the Year" award.

Koch's lauded corporate experience is pertinent to his new role in helping bolster Bauer College's current corporate partnerships and creating opportunities for new ones. His responsibilities as assistant dean include constructing programs in executive education for

corporations who want assistance in developing their highest value employees.

As a faculty member, Koch has put Bauer on the map for online marketing through participation and consistent wins in the Google Online Marketing Challenge (GOMC). Bauer has performed well in the last five years of competition, often bringing home top honors, including recognition as Global Champions in 2011 and Americas Region winners in 2013. In 2014, Koch's student teams made GOMC history when they placed second and third worldwide in the AdWords Social Impact Awards.



JAMIE BELINNE

Assistant Dean, Career Services

Jamie Belinne is the assistant dean for career services at Bauer's Rockwell Career Center. Prior to this position, she managed recruiting and staffing at The University of Texas at Austin. Earlier at UT, she built the first dedicated MBA career services division at UT's McCombs School of Business.

Belinne has also worked in career services at Tulane's Freeman School of Business and at Louisiana State University. She is a founding member, and board member, for the International MBA Career Services and Employers Alliance. Belinne serves on the Faculty Advisory Committee for Enactus USA and received the National Association of Colleges and Employers 2012 Professional Change Maker Award. She has worked with organizations around the country on inter-generational management issues and productivity improvement through leveraging diverse, interpersonal styles.



RICHARD SCAMELL

Associate Dean, Student Affairs

Richard Scamell has served on the UH business faculty since 1972. With decades of experience working with students, serving on committees and teaching, Scamell provides students a nurturing environment to create their success.

In addition to teaching, Scamell has participated in other activities on campus, including service on several Ph.D. student committees, as both a committee member and chairperson. He has also received numerous awards for excellence in teaching at both the university and college level. Scamell also serves as the university's NCAA Faculty Athletics Representative.

After receiving his Ph.D. in Statistics and Operations Research from The University of Texas at Austin, Scamell began his teaching career with courses on database management systems, decision support systems, and MIS research methods. His research has also appeared in numerous publications, including *Management Science*, *Communications of the ACM*, *MIS Quarterly*, *Academy of Management Journal*, *ACM Transactions on Information Systems*, *IEEE Transactions on Software Engineering and Decision Sciences*, among others.



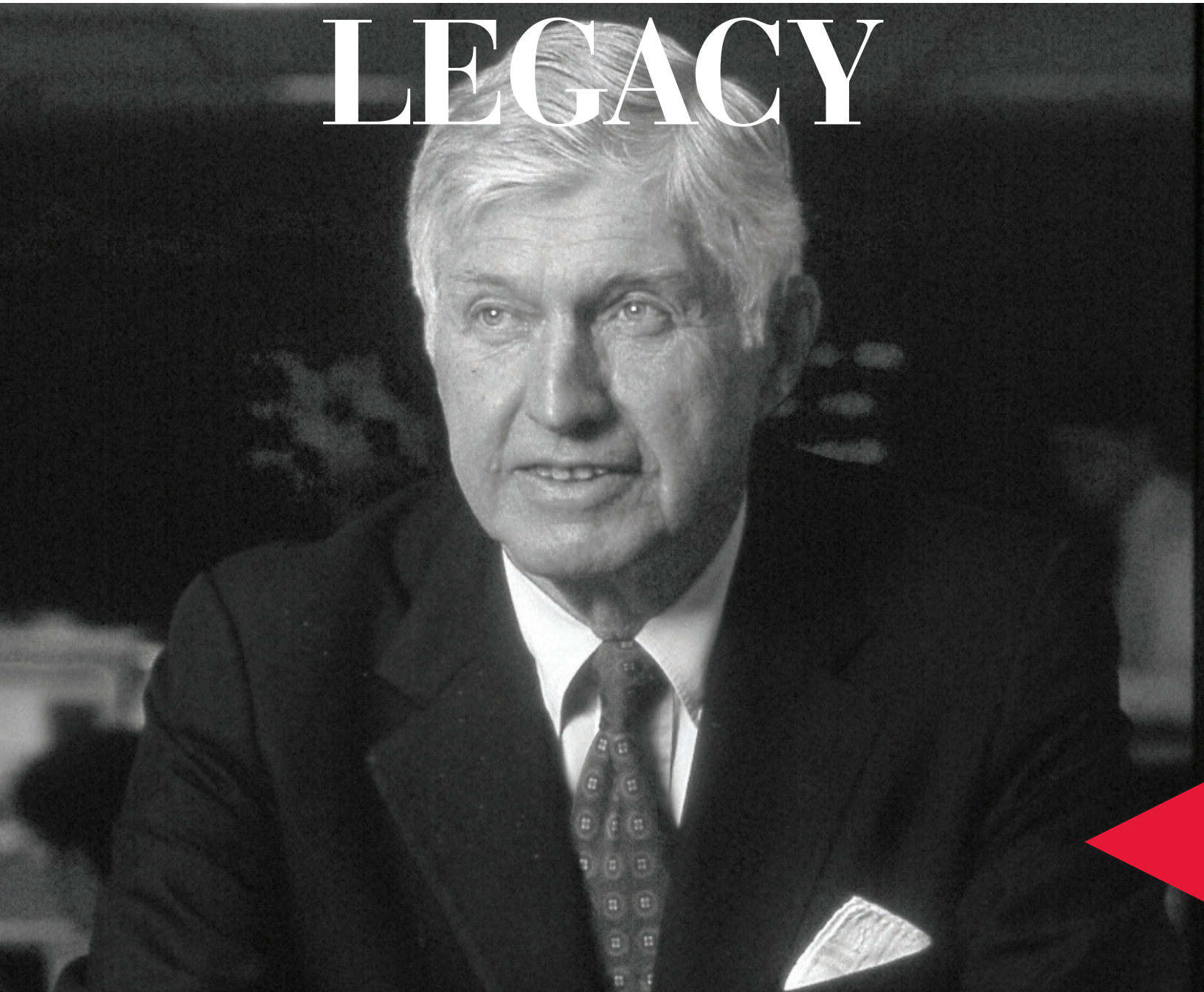
FRANK KELLEY

**Associate Dean,
Undergraduate
Business Programs**

Frank Kelley has been with the University of Houston since 1987 and Bauer College since 1992. Through his international experience, involvement in implementing best practices in academic advising and community service, Kelley has led his team to create innovative programs for students and the Houston community.

Kelley's office oversees advising and administrative affairs for over 4,500 undergraduate business majors and minors. His team also serves the community, including outreach programs such as the Program for Financial Literacy and College Access programs.

A LASTING LEGACY



Bauer College Celebrates 15-Year Anniversary of Landmark Gift

By Jessica Navarro

If you are bold and eschew the mundane, you can become leaders. So far as I know, we only come this way one time. Give yourself a chance. Meet the challenges. Enjoy the excitement that comes with accomplishment. Pay the price. Allow yourself to dream. Give your dreams a chance to come true. And when you are firm in your convictions, don't let others tell you it can't be done.

T

BIO

CHARLES T. "TED" BAUER

Born on March 3, 1919, in Boston, Charles T. "Ted" Bauer was an educational philanthropist and co-founder of Houston-based AIM Management Group.

He served as AIM's chairman until 2001 and built the mutual fund management group into the seventh-largest company of its kind globally.

He served as a U.S. Navy pilot during World War II.

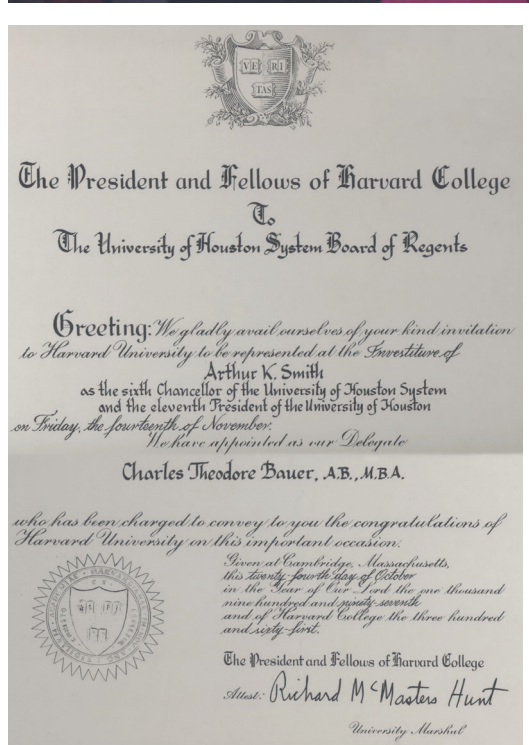
After graduating from Harvard University in 1942, he earned his MBA from New York University in 1954. He was awarded a doctor of humane letters degree from the University of Houston, where he committed to support the College of Business Administration in 2000 with a \$40 million gift.

Bauer died on June 28, 2004. The college named in his honor on the UH campus celebrates his legacy annually with Bauer Pride Day. The top students each year are also recognized with Ted Bauer Leadership Awards.

he business school at the University of Houston was transformed 15 years ago when one man made a commitment to bolstering the city of Houston's workforce through education.

In 2000, Charles T. "Ted" Bauer gave \$40 million to name the C. T. Bauer College of Business. He'd been introduced to the university only a few years earlier, attending the investiture of Arthur K. Smith as president and chancellor. As an alumnus of Harvard University, he represented his alma mater at the investiture. Bauer's gift ignited momentum and growth in UH's business college that has not slowed. To commemorate the 15th anniversary of this gift, we pay tribute to the legacy of Ted Bauer here by reprinting portions of a timeline produced in 2010 that highlight the impact of his generosity. We also share the stories of current students whose lives have been forever changed by their experiences as Bauer students.

"There's no question in my mind—to help people get an education is the finest thing you can do."



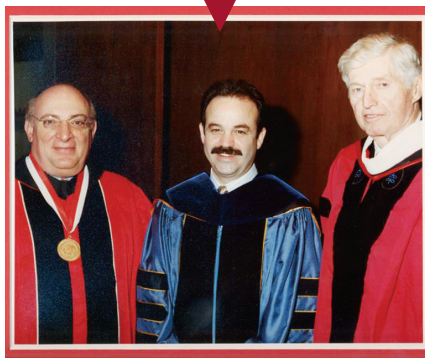
ROI: A TIMELINE OF BUILDING STUDENT SUCCESS

2000



- Charles T. "Ted" Bauer donates \$40 million to College of Business Administration, the largest upfront award to any single college in the history of the university of Houston.
- College of Business Administration is renamed C. T. Bauer College of Business.

2001



- Arthur Warga becomes Dean of Bauer College.
- The college launches the Bauer Business Honors Program, a partnership with The Honors College at UH, with over 100 students.
- The Global Energy Management Institute is created with numerous industry partners, designed to prepare the energy industry workers of today while exploring issues important to its future.

2002



- The Cougar Fund is formed, giving graduate students the opportunity to manage a multi-million dollar fund.
- Bauer College unveils newly renovated Melcher Hall, complete with new lobby ticker.
- The AIM Center for Investment Management officially opens.
- Bauer College launches its Distinguished Leaders Series (DLS) with Charles T. "Ted" Bauer as the first speaker of an event series that bridges academic teachings on leadership and ethics with the real world of business.
- PricewaterhouseCoopers Global CEO and Bauer alumnus Sam DiPiazza (MSACCY '73) and Lt. Colonel Barrye Price ('85), are also featured Distinguished Leaders Series presenters in 2002.

2003



- The college's Department of Accountancy & Taxation launches its Professional Program in Accounting (PPA), with more than 80 students in the three-year program that allows students to earn BBA and MS ACCY degrees concurrently. To complement the program, the department holds colloquiums, giving students the chance to interact with the professional accounting community through a speaker series and reception.
- The college's Executive MBA program celebrates 25 years of excellence, with 1,300 graduates (including more than 800 in the Houston area) holding senior-level positions in a wide range of industries, including energy, non-profit, medical, environmental and higher education.
- More than 600 people attend the 2003 Scholarship Gala, celebrating both benefactors of scholarships and the students benefiting from the funds. The event marks the second year that over a million dollars in scholarship money is distributed to student scholars. Then-Sterling Bancshares President and CEO J. Downey Bridgewater is the keynote speaker.
- Dean Warga completes three years of heavy recruiting by hiring over 50 new faculty.

2004



- Bauer's Sales Excellence Institute is created, establishing the world's premier sales research program.
- Four years after receiving Ted Bauer's extraordinary gift, Bauer aggressively boosts faculty ranks with 12 endowed chairs and professorships, and 21 tenure-track faculty, holding doctoral degrees from schools like Stanford, Northwestern, Michigan, Cornell, Princeton, University of Pennsylvania, the University of Chicago and many other elite schools.
- The college's Program for Excellence in Selling is named the top sales program in the nation at the 2004 National Collegiate Sales Competition, beginning a tradition of top performance at the event that continues today.
- The MBA program ranks 12th in the nation and 5th among public universities in producing CEOs of S&P 500 companies, according to Bloomberg Markets, tying with Dartmouth and Michigan.
- Shu Xiong becomes the first student in the first program of its kind in the college's newly launched Global Energy Management BBA program.

2005



- The Bauer Circle of Honor, which recognizes alumni and friends of Bauer College who gift \$10,000 or more to the college, is established during a celebration in Melcher Hall as 108 donors commit funds.

2006



- The Global Energy Executive MBA Program launches in Beijing, China, serving the country's largest energy companies, with 70 energy industry leaders.

2007



- The Cougar Fund sets record for new investors with a record \$1.7 million in new contributions, bringing the total fund assets to over \$9 million.
- The Bauer Dean's Executive Board is launched, boasting some of the world's most recognizable and successful business leaders, to advise the college administration on strategic planning and the creation of new

programs designed to meet the needs of business.

- Faculty from the college's Department of Marketing & Entrepreneurship and Department of Finance are named among the 10 most productive in the nation in terms of published research, according to a list from *The Chronicle of Higher Education*, compiled by Academic Analytics.



- The college's entrepreneurship program, then known as the Center for Entrepreneurship & Innovation, is included for the first time (as #2) on the Top 25 Undergraduate Schools for Entrepreneurs, a list compiled by *The Princeton Review* and published in *Entrepreneur* magazine.

2008



- The Ted Bauer Leadership Certificate Program is established, giving undergraduate students the opportunity to develop leadership skills by completing an inclusive program within a business setting, first identifying strengths, then creating a vision statement and finally applying their strengths and carrying out their vision.

- The University breaks ground on Cemo Hall, named for Bauer supporter and former UH System Regent Michael J. Cemo (BS '68).

- The Center for Entrepreneurship & Innovation is renamed Wolff Center for Entrepreneurship after a gift from Melvyn (53) and Cyvia Wolff.

- *BusinessWeek* ranks the Evening MBA program at Bauer #1 in Houston, #27 in the U.S. and #4 in the Southwest.

- Bauer Business Honors Program enrollment is 265 students, doubling the amount of students since its inception in 2001.

- A Cougar Fund team earns #1 spot in national CFA Global Investment Research Challenge and is named 3rd in the world.

- Bauer's Hispanic Business Student Association is top ranked national student chapter in U.S. by its parent chapter.

- The Wolff Center is ranked the #1 undergraduate entrepreneurship program in the nation by *The Princeton Review* and *Entrepreneur*.

- *BusinessWeek* features Bauer's Global Energy Management program in its 2008 Best Undergrad B-Schools issue. The magazine included a full-page photo in its center spread of finance/global energy management student Mario Bejarano and lauds the University of Houston as the training ground for the next generation of energy executives.

2009



- Bauer's Distinguished Leadership Series is re-launched by Sequent Energy Management, with a focus on energy issues and speakers from leading energy corporations.
- The Department of Accountancy & Taxation joins the Institute of Internal Auditors as Partner, one of 19 schools in the world with that distinction.
- Bauer College Alumni Association holds a record-setting annual meeting, drawing more than 300 alumni to celebrate Bauer's landmark year of success.
- Strategic Financial Group and parent company MassMutual strengthens its relationship to Bauer by sponsoring the Strategic Financial News Center, the high visibility video wall in Melcher Hall.
- More than 177 senior executives from China's three largest energy companies have earned an MBA degree through Bauer's Global Energy Executive MBA program.
- Students from the Wolff Center for Entrepreneurship get a rare opportunity to spend an afternoon with one of the world's most respected and successful investors, Warren Buffett. Twenty-seven undergraduates from the program, along with a select group of mostly graduate students from Harvard, MIT and other top universities, were extended the invitation to meet with Buffett and tour Berkshire-Hathaway headquarters in Omaha.

2010



- Two teams of Bauer graduate students win first place in two prestigious competitions—the Texas Investment Program Symposium (T.I.P.S.) Portfolio Competition and the CFA Institute Investment Research Challenge. The Bauer teams topped all Texas and Louisiana schools.
- Bauer College's newest building, Michael J. Cemo Hall, houses the Rockwell Career Center. The building also features a 430-seat auditorium, named for John K. Stubblefield ('70), retired CFO of Sysco, and his wife Sharon, and classrooms named for John T. and Darlene McNabb, and Jack (BBA '77) and Debbie Moore.
- Department of Finance Chair Praveen Kumar wins the UH Award for Excellence in Research and Scholarship. Kumar placed seven articles in the top finance, economics and management journals '08-'09.
- Management associate professor Richard DeFrank wins UH Teaching Excellence Award. DeFrank earned high student evaluations and praise as one of the best professors on campus.

2011

- Latha Ramchand is appointed dean of Bauer College.
- Graduate Real Estate Program launches with strong support from Houston's real estate community.
- *The Princeton Review* and *Entrepreneur* rank Bauer's Wolff Center for Entrepreneurship #1 in nation.
- Bauer centralizes student leadership programs and student organizations under integrated leadership initiatives team.

2012



- UH celebrates the grand opening of the Inspirity Center (three floors dedicated to Bauer classrooms, offices and collaborative learning space).
- The Global Institute of Internal Auditors designates Bauer as a Center of Excellence in Internal Audit, a distinction shared by only two other institutions in the nation and five others worldwide.
- Bauer College launches The Bauer Excellence Initiative, a scholarship campaign aimed at providing competitive scholarships to high achieving prospective students.
- More than 100 students complete the Ted Bauer Leadership Certificate Program.

2013



- Bauer College celebrates grand opening of the Bauer Honors Commons, a dedicated space for the growing Bauer Business Honors Program.
- For the first time, Bauer sends students to Washington, D.C., to serve as interns for a semester, launching the now annual Bauer in D.C. Internship Program.

2014



- Bauer Global Energy Executive MBA launches curriculum in the Woodlands, responding to local industry demand.
- Marketing Professor Partha Krishnamurthy is appointed to the advisory committee of the Food and Drug Administration.
- Bauer launches new master of science degree programs in marketing, supply

chain management and management information systems.

- *The Princeton Review* recognizes Bauer MBA program in top 10 list of the "Greatest Opportunities for Women."
- Bauer's Wolff Center ranks second in nation for undergraduate entrepreneurship program, continuing eight consecutive years of inclusion within the top three programs of its kind nationally.
- RED Labs, the technology startup accelerator housed within Bauer College, presents the first-ever Bayou Startup Showcase, a joint event held with Rice University's tech accelerator that brings together the Houston tech entrepreneur scene.
- Bauer College's undergraduate program in supply chain management debuts as 14th in the nation on a list from Gartner Inc., the world's leading information technology research and advisory company.

2015



- Make-A-Wish America President and CEO David Williams (MBA '92) is featured at the inaugural Inspiring Minds speaker series event.
- Recent Bauer alumnus Casey McNeil (BBA '14) is included in *Forbes'* 2015 list of "30 Under 30" leaders in energy.

“



THANK YOU, MR. BAUER

Through the Charles T. Bauer Foundation's support, the college has built the Ted Bauer Leadership Certificate Program, which provides participants with a focus on developing self, relationships and others, through workshops, writing exercises, service projects, assessments and a reflection paper.

The following students are all participants in the Ted Bauer Leadership Certificate Program and illustrate the impact of Bauer's gift on a generation of students he never had the opportunity to meet, as well as the potential impact he will make on business students for years to come.

Asit Shah

Management Information Systems and Supply Chain Management undergraduate



“Mr. Bauer, your contribution is a vote of confidence in the working class of Houston. You have provided thousands of students, including myself, the opportunity to dream big. Thank you for your faith in the Houston Cougars.”

Cesar Muniz

Accounting undergraduate



“I really wanted to join the Ted Bauer Leadership Certificate Program once I learned that it was designed to complement your strengths, all while finding and improving your weaknesses, in order to help you become a more well-rounded individual. The biggest takeaway for me has been that self-improvement isn't a goal; it's a lifestyle.”



“The lessons I learned in the Ted Bauer Leadership Certificate Program will remind me that diversity comes not just in race, gender or religions, but also diversity of thought. I will always remember to respect the opinions and values of others as well as encourage the hearts of all around me.”



Megan Iselin

Accounting undergraduate

“It is not enough to just come to class every week and sit there. No, if you want the most out of the Ted Bauer Leadership Certificate Program, you have to push the limit sometimes and become vulnerable with yourself and your peers. Mr. Bauer, the path that you have paved has changed the lives of many. What you did with the stroke of pen and burning words of passion has inspired a culture of change and selflessness that lives on even once we all have graduated.”



Joshua Ferguson

Accounting and Finance undergraduate

Nicholas Donnihoo

Accounting and Finance undergraduate

“If I had the chance to meet Mr. Bauer, I would simply thank him for everything he did to make this school what it is, through his generous support. I would let him know how many lives he has impacted, including my own, and that what he did so many years ago will continue to change lives far into the future.”



Vivian Margarita Hernandez

Marketing and Management undergraduate

“I will be Bauer Proud for the rest of my life because of the memories and lessons I gained being a student. Mr. Bauer, you have really influenced my life and helped create an inspirational leader inside me. I have a better understanding of who I am, what I can be and how to help others. Bauer College is one of the reasons I am ready to make a positive difference in the world.”



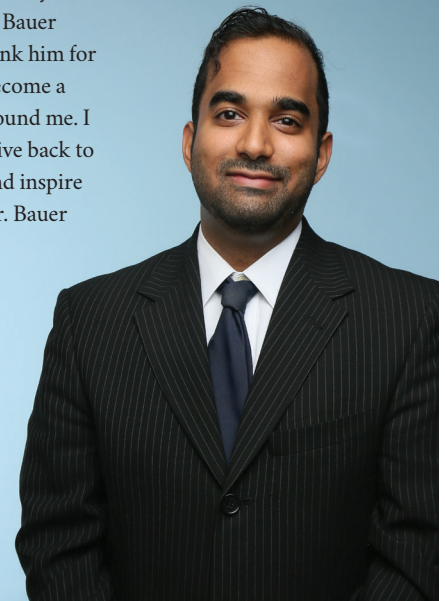
“This program didn’t teach me what a leader is or what a leader should be. It taught me who I am and how to discover the leader in me. Mr. Bauer, thank you for making our college Where Awesome Happens.”



Bassant El Shazly

Accounting undergraduate

“If I had the opportunity to speak with Mr. Bauer today, I would thank him for inspiring me to become a leader to those around me. I hope to one day give back to my community and inspire others the way Mr. Bauer inspired me.”



AJ Qureshi

Marketing undergraduate



TAPPING INTO SOMETHING NEW

Two Bauer MBAs Combine Passion for Craft Brewing into Business

By Amanda Sebesta

Brandon Moss and Jeff Handojo initially planned careers in the oil and gas industry, but after taking an honest look at their interests last year, their futures changed.

Both graduates of the Bauer MBA program, Moss (MBA '07) and Handojo (MBA '12), along with business partner Bryce Baker, decided to take a chance on fuel of a different kind, launching 11 Below Brewing.

The craft beer brewery celebrated its grand opening this spring, with its name serving as a nod to the business owners' roots.

"We wanted a tie to the oil field, and as we were looking for names, we came up with 11 Below Brewing," Moss said. "The '11' signifies the difference in gallons between a barrel of oil and a barrel of beer."

The brewery started as a shared side interest for the trio. Moss and Handojo met in high school and remained friends through college and graduation. Both worked in oil and gas — Handojo in computer science and Moss as an engineering manager (a position he still holds). And, both dabbled in homemade brew together. Moss also discovered that Baker, one of his colleagues at the oilfield services company, was a home brewer.

Brandon Moss (MBA '07) and Jeff Handojo (MBA '12) are bringing craft beer to their neighborhood with their new brewery 11 Below Brewing.



“One day we were all brewing together, and we said ‘you know what, we could do this,’” Handojo said. “We put pencil to paper and looked at the numbers and the viability. It was a large endeavor, but as we got into it, the idea took off.”

Upon launching the brewery, the team put several beers into production, including 7 Iron, their session ale, Oso Bueno, an American Amber, and Color Blind, a Red India Pale Ale (IPA).

And that’s just the beginning. The trio plans to expand their brewing styles with the introduction of a Belgian beer to 11 Below, along with holding tours and connecting with the community in Champions, where the brewery is located, to bring in crowds.

“We have investors, and they’ve asked ‘what’s your price,’ and it’s hard to answer, because if you’re doing it for money, that’s the wrong reason,” Handojo said. “If we could become known as the brew of Houston — that is the end goal.”

“
IF WE COULD
BECOME KNOWN
AS THE BREW
OF HOUSTON —
THAT IS THE
END GOAL.
”



WHAT'S ON TAP?

**Descriptions courtesy of 11 Below Brewing.*



7-Iron (Session Ale):

A blond session beer that’s big on flavor and extremely drinkable, 7-Iron has a delicate malt profile with plenty of American hop flavor and aroma to make you down for another round.

Oso Bueno (American Amber Ale):

Our American Amber is brewed for the summers and cuisine of Texas. Subtle sweet notes of caramel and toffee, along with a balanced hop flavor create a beer that’s so refreshing and delicious it can only be called... Oso Bueno.

Color Blind (Red India Pale Ale):

Color Blind marries deep malt character to juicy hop flavors and aroma to make one awesome Red IPA. With heavy handed hop additions of Mosaic being bolstered by rich caramel malts, we’re sure the hop heads out there will see things our way.



OCEAN PIONEER

Bauer alumnus Trevor T. Davis (EMBA'13) worked in the commercial-diving and construction industries before starting his own company, Hydra Offshore Construction, in 2012. Within months of his graduation, the company had made millions.



Not Afraid to

D I V E

Right In

Executive MBA Alumnus
Trevor T. Davis'
Offshore Construction
Company Rides Fast
Wave of Success

Story by Wendell Brock
Photos by Chase Pedigo



In 2003,

Trevor T. Davis — a Providence, R.I., native who served four years in the U.S. Navy and about that many more in the Merchant Marines — came to Houston to attend commercial diving school. His first diving job, working as a dive tender on the oil rigs in the Gulf of Mexico, paid a measly \$8 an hour.

After hurricanes Rita and Katrina pummeled the region in 2005, Davis got married and traded his wetsuit for a desk. As a senior executive for a commercial-diving operation, he noticed he was surrounded by men who ran giant companies with nothing more than a diving-school education.

For Davis, that was a revelation. If he was to succeed in business, he felt he had to do better than that.

While continuing to work full time in the diving and construction industries, Davis earned his BBA from the University of Houston-Victoria;

enrolled in Bauer College's Executive MBA program; and started his own business — Hydra Offshore Construction (HOC) — in December 2012. By the time he finished his EMBA at Bauer, in May 2013, HOC had been awarded its first project.

"It actually mobilized the same night I graduated," Davis remembers. "So while my fellow classmates were graduating, I was offshore on my first project."

Now pay attention. This is where Davis' story starts to get really good.

From the money he made on that first project, he paid off his \$65,000 in student loans. And within three months of graduating from Bauer, his new company had generated millions. He closed 2013 with more than \$5 million in revenues and was able to keep about \$2.2 million in profits. Last year, the company made more than \$7 million, with similar profit margins. If

HOC continues to grow at its current annual rate of 40 percent, Davis says, it will be a \$100 million company in eight years.

That is his goal.

Not bad for a guy who started his company with \$10,000 in cash, \$20,000 in credit cards and a Ford F-150 pickup. Not bad for a guy who wasn't sure he could afford to bring his first vessel — a 210-foot-long ship that weighs nearly 300 tons and burns two gallons of diesel per minute — from California to its home base in the Gulf of Mexico, via the Panama Canal. Not bad for a guy who got thrown to the curb when he tried to borrow \$30,000 from a major bank, only to have that same institution finance a \$4.3 million boat a few months later.

Some things you should know about Trevor Davis:

He is a no-nonsense type with a dry, self-deprecating wit. He worries that talking about his

At left is the 210-foot M/V Ocean Pioneer, a multipurpose construction vessel that performs commercial diving, remotely operated vehicle (ROV) and salvage projects globally. Hydra Offshore was able to purchase this \$4.3 million vessel before their one-year anniversary.



WHILE MY FELLOW CLASSMATES WERE GRADUATING, I WAS OFFSHORE ON MY FIRST PROJECT.”

to be an engineer,” he says. “I knew business was what I wanted to do. So I really focused on the leadership aspect of it.”

Apparently, it’s working.

Based in Needville, Texas, HOC has grown from two employees in 2013 to more than 20 today. Davis’ wife, Collette, an accountant with a BBA from the University of Texas at Permian Basin, recently came on board as HOC’s CFO. The Davises are the sole owners of the company.

So what exactly does Hydra do?

Davis likens it to a “general contractor you’d see around town that builds houses.” The only difference: It works on platforms and floating structures in the offshore waters of Texas and Louisiana. It can do anything from change light bulbs to set tsunami buoys for the National Oceanic and Atmospheric Administration.

“The buoys have all kinds of weather sensors on them,” Davis explains of a recent job. “They are able to track currents and waves and rain

and temperatures, and all that critical information is reported back to the scientist through satellite communication.”

Davis loves to tell the story about the bank that refused his first loan; six months later, after reviewing HOC’s financial records, the bank loaned Davis more than 143 times his original request. He believes Bauer made the difference.

“When I was able to convince them I was the right guy to give a \$4.3 million loan to, it’s because I understood the language they were talking. It wasn’t any one particular class (at Bauer) — or any one fundamental skill they taught me. It was just being there, doing the work and learning how to speak the language.”

No doubt the lender was impressed by the vision and derring-do of a man who went from making \$8 an hour to running a multimillion-dollar business.

It only took 10 years. Just imagine the next 10.

success might sound braggadocious. (It doesn’t.) He believes Bauer gave him the confidence to become the ambitious, hard-driving businessman that he is today.

In fact, he was so sold on Bauer that it was the only place he applied for grad school. “When I first decided to go back to get my bachelor’s degree, at that point I had already made my five-year plan, and it included going to Bauer,” Davis says.

He liked the EMBA program’s cohort arrangement (in which students are placed on a single team for the entire run), its international residency and its fairly short, 18-month time commitment. (While at Bauer, Davis spent nearly two weeks in China, an experience he calls “invaluable.”)

Davis opted for the Global Leadership EMBA over the Global Energy EMBA, because he knew he wanted to run a company someday. “Just looking at the people around me who had degrees and who didn’t have degrees, I knew I didn’t want



YOUNG GAME CHANGER

Forbes Names Alumnus Casey McNeil (BBA '14)
to 30 Under 30 List

By Danielle Ponder

Casey McNeil's entrepreneurial success started with a broken cell phone and a little bit of irony.

Although the 2014 Bauer College graduate recently made a name for himself in the world of clean energy as one of *Forbes'* 2015 "30 Under 30" in energy, he remembers a not-so-distant past that seemed a bit uncertain.

In 2011, McNeil was still searching for what would ultimately become his career. That year, his entrepreneurial passion was ignited almost by chance.

While researching how to fix his broken mobile device, McNeil started an overnight business helping to fix all of his friends' broken phones. Soon he was approached by Silicon Valley company, iCracked. McNeil said he could either compete with them or join their team.

At the time, McNeil was already a student in Carlos Ortega's Introduction to Entrepreneurship course at Bauer and felt confident he knew what to do in order to fully scale a company. He decided to take a break from school to try his hand at becoming the next big tech entrepreneur.

"I moved to Silicon Valley, and it turned out I didn't know as much as I thought I did," McNeil said. "The nuts and bolts were missing."

The founders, all having degrees themselves, agreed with McNeil that school was worth finishing, that it would help him connect the missing links he was looking for.

McNeil returned to Bauer and was accepted into the college's Wolff Center for Entrepreneurship at the end of 2012. As an entrepreneurship student, he was part of a business plan team that commercialized intellectual property developed on the University of Houston campus. His team worked with UH researcher Allan Jacobson, the Robert A. Welch Chair of Science and director of the University's Texas Center for Superconductivity, who created a technology that involved acquiring scrap e-waste and extracting rare earth elements (REEs) using a patented solvent.

The team built a business around Jacobson's technology, called REEcycle. After graduation, McNeil became the company's full-time CEO and now works with business partners

(and fellow Bauer entrepreneurship alumni) Cassandra Hoang and Susan Tran to provide a sustainable, secure and less expensive supply for REE consumers, outside of China., ranging from REE wholesalers to government stockpiling agencies.

The company has made a huge impression on energy industry leaders in a short amount of time, with McNeil, 25, earning praise for his leadership.

When it came time to compile its annual list of emerging professionals in energy, *Forbes* reached out to many, including the director



MAKING IT ON THIS LIST HAS ALWAYS BEEN SOMETHING I WANTED TO ACHIEVE, BUT THIS IS A GREAT RECOGNITION OF THE WORK REECYCLE HAS DONE AS A COMPANY, NOT JUST MY INDIVIDUAL EFFORTS



of the First Look West (FLoW) Business Plan Competition, where McNeil and his REEcycle teammates took grand prize in 2013. She nominated McNeil, as did others from Bauer, UH and the Houston community.

"Making it on this list has always been something I wanted to achieve," McNeil said. "But this is a great recognition of the work REEcycle has done as a company, not just my individual efforts."

In 2013, REEcycle successfully pitched their way through business plan competitions — including a three-award sweep at the Department of Energy's National Clean Business Plan Competition — garnering \$100,000 in non-equity staked cash and approximately \$160,000 of

in-kind prizes like legal services, software and web development, consulting and office space.

"Everything aligned from there. My team worked very well together and we had support from the Wolff Center," McNeil said.

With its success, REEcycle was able to hire Chief Chemist Pradeep Samasekere and moved into the UH Energy Research Park in November 2014 to continue testing scalability of their pilot through September 2015.

"Even with all that we've already accomplished as a company, all of the support we've received that Bauer and UH has extended to us, the benefits of me being named in *Forbes* are exponential," McNeil said.

As one of the 600 millennials across 20 different industries that *Forbes* calls young game changers, McNeil has been granted access to a private social app exclusively for those on the list, which will help him network and promote growth for REEcycle. He said he was also contacted by the venture group owned by *Shark Tank's* Barbara Corcoran to discuss future investment opportunities.

"I'm excited to see where this will go," McNeil said.

Bauer alumnus Casey McNeil (BBA '14) was named to the 2015 *Forbes* "30 Under 30" in energy list for his company's efforts in commercializing clean energy technology.

FAST AND FOCUSED

In Three Years, Rosemin Panjwani Racks Up Two Degrees, Two Certificates and Other Credentials

By Wendell Brock

Like many high-school and college students, Rosemin Panjwani (BBA '14) got her first taste of the job market in retail.

The Sugar Land native started at Best Buy when she was 17. But soon the ambitious Hightower High School student who dreamed of a career in medicine moved on to other positions at Zara, Abercrombie & Fitch and Victoria's Secret.

"The weird part about me was that I always liked working for top brands," said Panjwani, now 21. "I've always just been an overachiever, so it was hard for me to settle with something smaller."

Panjwani's quest for the best did not stop when she enrolled at the University of Houston in 2011. She just diversified it a bit.

Through her retail work and her passion for volunteering, the smart, soft-spoken, lifelong Houstonian had discovered a love for "interacting with people," so she opted out of pre-med to major in psychology.

Then, when she took a Bauer entrepreneurship course under Executive Professor Carlos Ortega, her world changed yet again. Panjwani began to see how parallel degrees in business and psychology made perfect sense.

In three breathless years, she earned a B.S. in Psychology from the College of Liberal Arts and Social Sciences and a BBA in Marketing from Bauer College. She also received the Ted Bauer Leadership Certificate, a Corporate Entrepreneurship Certificate and experience in the Program for Excellence in Selling (PES) — all this by the time she was 20.

"Within Bauer I was just so fascinated by everything I saw," said the self-described multitasker who worked multiple jobs simultaneously all but her senior year of college. "I guess I just wanted to do a little bit of everything."

After interviews at Hearst Corporation, Panjwani landed a job as a digital-media marketing consultant at the Houston office of Hearst Media. Today, this remarkable alumna — who has been a tireless, award-winning volunteer for poverty-alleviation and social-welfare causes — is studying for a master's in Industrial Organizational Psychology.

How did she do it?

Panjwani may have been preternaturally disposed to business via her family: Her mother, who trained as a nurse, has worked in the finance department at M.D. Anderson Cancer Center for about 25 years; her father is a businessman who once owned more than 20 service stations and convenience stores and later ventured into the cell-phone business.

Eager to start her own career, Panjwani took basic courses at Wharton County Junior College in tandem with her UH studies. "When I got to Bauer," she said, "I would take 21, 24, 26 hours at a time, every semester." (That translates to a minimum of eight courses per semester.)

One particularly meaningful course was Executive Professor Amy Vandaveer's Personal Branding (MARK 4397), a course within the PES program.

"It's basically brand-consultation management for yourself," Panjwani said. "So it teaches you how to set yourself apart from the crowd, succeed within interviews and much more. She literally taught me the A-to-Z of a professional environment. Honestly, I don't know where I'd be without that class."

Toward the end of her time at Bauer, Panjwani began to accelerate her internet marketing studies, while keeping an eye on major corporations she'd like to work for. One such company was Hearst, which owns the Houston Chronicle and maintains Hearst Magazines.

Now, as a Google Adwords-certified digital-marketing consultant and salesperson, Panjwani sells Hearst's web-marketing expertise, along with various other search engine marketing tactics and services to other companies.

"I go to these small, medium and large corporations," she explained, "figure out what they are currently doing for marketing and how much they want to grow. Then I do research to see what kind of potential they have, and what marketing strategies or tactics would help them get more clients, more customers, more sales, whatever it may be."

And she's only just begun.

Panjwani is slated to finish grad school this year, at 21. You can bet she won't waste a second finding a way to combine her many interests into the next opportunity for excellence.



“ WITHIN BAUER I WAS JUST SO FASCINATED BY EVERYTHING I SAW. I GUESS I JUST WANTED TO DO A LITTLE BIT OF EVERYTHING.”



WHAT

MELTS

YOUR
BUTTER?

HEAD OF MAKE-A-WISH AMERICA
OPENS INSPIRING MINDS SERIES
BY CHALLENGING STUDENTS
TO FOLLOW THEIR PASSIONS

Story by Wendell Brock
Photos by Nicki Evans



In 1977, David Williams (MBA '92) was at a high school graduation party when someone came up to him and said: "I've got one word for you: 'Accounting.' The world is always going to need accountants."

It was, Williams says, like that iconic moment in "The Graduate" when a man bumps into Dustin Hoffman's character and tells him the word of the future is "plastics."

Williams, who grew up in a working class family in northeastern Pennsylvania, took the unsolicited advice. He majored in accounting at Bloomsburg State College and moved to Houston in the early '80s to work as an accountant for Shell Oil. But it didn't take him long to see he was a "mediocre" accountant, and that

— returned to Houston to inaugurate Bauer College's "Inspiring Minds" lecture series. It was the non-profit leader's first visit to the University of Houston since earning his MBA 23 years ago, and he spent a good part of his rainy-day homecoming doing exactly what was he was charged with doing: inspiring listeners with a lively and engaging conversation about the path to success and the bumps that inevitably occur along the way.

In order to succeed, Williams told his audience at Cemo Hall's Stubblefield Auditorium, it is essential to figure out what you'd do in life if you knew you wouldn't fail, then proceed with the understanding that failure is inevitable.

His customers often were shut-ins who needed an ear as much as they needed a glass of milk. "So he would come in and he would have a cup of coffee with them," Williams remembered. "I learned at a very early age how important listening is. . . . I spend more of my time listening than anything else."

Before college, Williams said he was an "obligatory" Catholic. As an undergraduate, he says: "My faith became my own. I became a Christian. And as I looked at the Scriptures, I was shocked at how much concern God had for the poor, the disenfranchised, the dispossessed."

No doubt that's why his early volunteer work was so meaningful. When the young accountant was offered a job as executive director of the

If you are good at something, I believe the money will take care of itself.

the work that ignited his soul and gave meaning to his faith was volunteerism.

And that is how, at 24, Williams jumped career tracks, taking a job as executive director of the Houston Food Bank before advancing to two of the world's most admired non-profits. Since 2005, Williams has been president and CEO of Make-A-Wish America, the Phoenix-based foundation that has granted the wishes of more than 250,000 children with life-threatening illnesses since its founding in 1980. As the leader of the \$300 million organization's national office, he is charged with setting policy and fundraising.

On Jan. 22, Williams — who was the No. 2 executive at Georgia-based Habitat for Humanity International before joining Make-A-Wish

"Failure is a part of life," Williams said. What's important, he said, is what you do after you fail.

To spend a few minutes with Williams is to be struck by his unwavering sense of mission and clarity of purpose. He enjoys sharing stories about the lessons learned from forebears, mentors, and volunteers who have inspired, and sometimes challenged, him.

In one of two interviews leading up to his Bauer visit, Williams said one of his grandfathers was a coal miner who lost a leg in the mines and died of black lung. During his talk, he spoke about his other grandfather, a milkman who gave him his first job, paying him in JFK 50-cent pieces. Joking that his grandpa was a "horrible" milkman, Williams says he was nonetheless an excellent listener.

Houston Food Bank (where he had volunteered), he said it was "an answer to a prayer."

Still, the food bank's financial situation was so grim, and its new leader so green, that it could have easily failed, he said.

"In the short eight months the food bank had been around, they had managed to run out of food, run out of money, get shut down by the City of Houston health department, get kicked out of the national food bank association. There was nowhere to go but up!"

As for his credentials: "You could write a book about what I did not know about running any kind of organization, let alone a food bank. I didn't know anything about hunger in Houston. I didn't know anything about the food industry,



about warehousing, about distribution, about managing people, about reporting to a board. I mean, none of it!”

But he righted the ship — today the Houston Food Bank is the nation’s largest — and began to look for new challenges. That’s when he found Bauer.

Without his Bauer MBA, he doesn’t think he would have gotten the Habitat interview. But once again, failure loomed at every corner. “I was absolutely not qualified for that position,” he told his Bauer audience. “I didn’t know anything about community development.” And his only international experience was his Cancun honeymoon.

At Habitat, Williams struggled to keep pace with Millard Fuller, the wildly charismatic and visionary founder of the organization. Fuller grew the organization from 48 countries to 100. “He thought we should have been in 200,” Williams said.

But from Fuller, Williams learned a phrase that became a part of his core philosophy. At their first meeting, the Alabama native asked him: “David, we’ve got a phrase down here in the South: What melts your butter?”

What he meant, Williams said, was: “What gets you out of bed with a skip in your step? What do you feel passionate about? What melts your butter?”



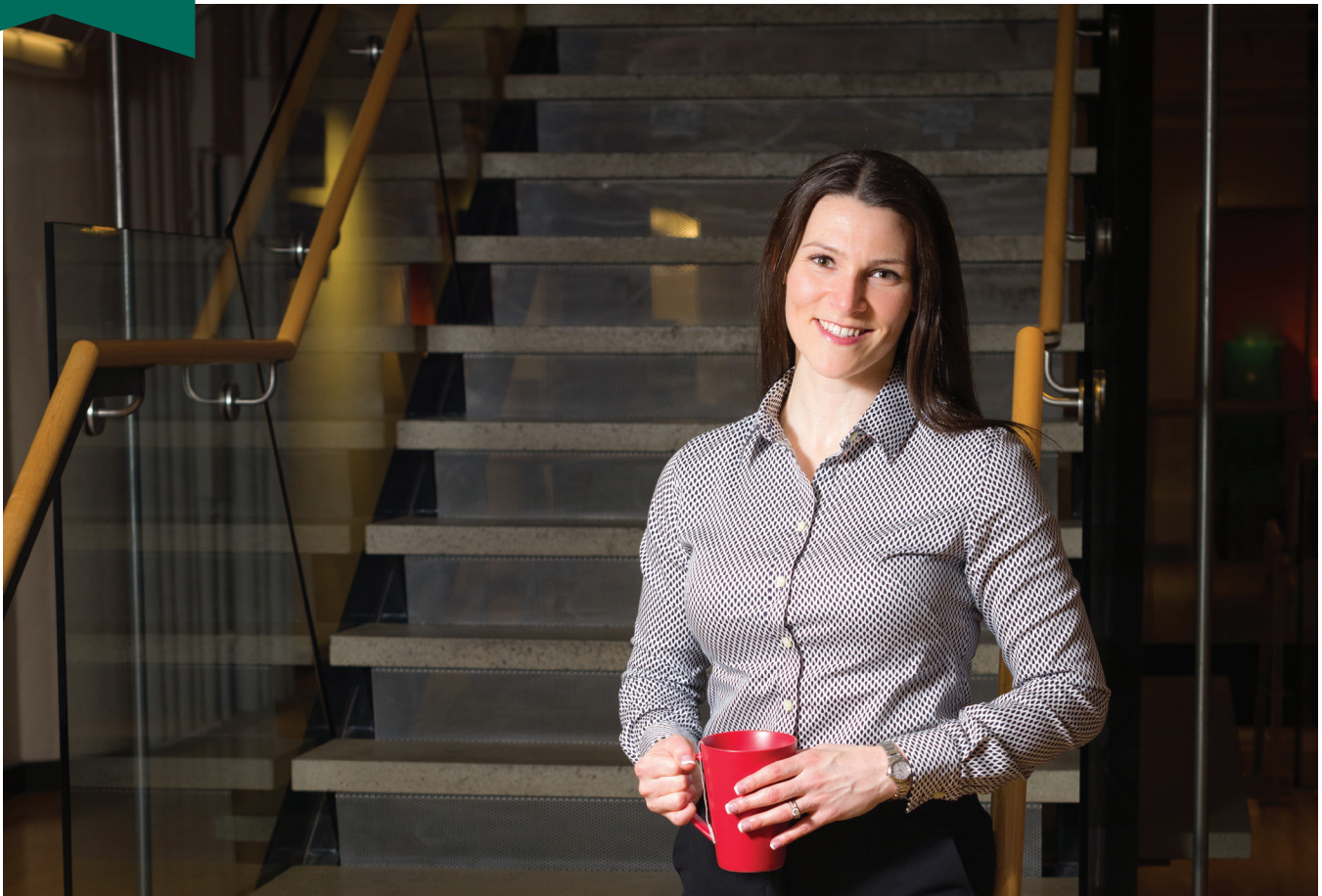
The Make-A-Wish leader posed the same question to students: “What is that you feel passion about? What is it that you think you are good at? Because I would tell you, if you are good at something, I believe the money will take care of itself.”

“I come across so many people,” he said before the event.

“They’ve made a lot of money, and they are not happy doing what they are doing. And I just think in this day and age you don’t have to settle for that.”



David Williams (MBA ’92), who inaugurated the college’s “Inspiring Minds” lecture series, said: “I am just very, very proud of the University of Houston and what has been taking place here since I was fortunate enough to graduate from Bauer’s program.”



TALKING TEA

MBA Alumna Rachel Fuglaar Triolo ('10) is Now a Starbucks Product Manager in Seattle

By Wendell Brock

Like many people, the first thing Rachel Fuglaar Triolo wants in the morning is a cup of coffee. Lucky for her, her office building has espresso machines in every break room and pretty much anything you need to make lattes, cappuccinos, Americanos, hot tea or iced tea.

Triolo (MBA '10) works in the Seattle headquarters of Starbucks, the most famous coffee brand in the world, and though she prefers to brew herself an Americano each morning, these days she spends most of her time thinking about tea. The Bauer College graduate is the product manager in charge of "everything iced tea" for Starbucks.

Though the Rosenberg native grew up an iced tea drinker, her journey from Houston to Seattle is not something she expected to read in her tea leaves.

Triolo earned her undergraduate degree at the University of Houston Conrad N. Hilton College of Hotel and Restaurant Management in 2005, before deciding to pursue her MBA at Bauer in 2007.

Her career has been defined by a quest for new opportunities; since moving to Seattle in 2012, she has worked on Starbucks' supply chain, e-commerce and product-management teams.

After working as a Starbucks store manager in Houston, Rachel Fuglaar Triolo (MBA, '10) moved to the corporate headquarters in Seattle and is now a product manager for tea.

We recently spoke to Triolo about her time at UH, her profession, and her immersion in the caffeine culture of Starbucks.

Q. Tell us about your bachelor's degree from UH's Hilton College.

A. I have always been interested in food and restaurants, so that sparked my interest in the college. For a period of time, I toyed with the idea of going to culinary school, but I liked the idea of having a bachelor's degree more than having a culinary certificate.

Q. So, what was your focus?

A. I was working for Pappas Restaurants in the Houston area. I was managing a Pappadeaux, so I took the restaurant-management track, and then for all of my electives, I chose to take the Wine & Spirits Management Institute certificate route. I really liked wine and the industry — I still do — and for a period of time, I thought that's where my career would go. It's interesting that even though it's not wine, I still work with beverages.

Q. What led you to Bauer?

A. After five years at Pappas, I just started thinking: "What do I really want to do?" And it just occurred to me, if I wanted to open the door to new opportunities and if I really wanted to get to the next level, I needed an MBA.

Q. How was Bauer?

A. Bauer was great. I really enjoyed my time there. The part-time evening program made it possible for me to get my MBA while still working full-time. I met a lot of great people, and when I graduated, I was a much more well-rounded business person because of the variety of classes I was able to take. I found out that I was interested in supply chain at Bauer, which was a big revelation for me.

Q. And after Bauer you started at Starbucks?

A. Yes, as an assistant store manager and later as a store manager. At the time, I didn't exactly know what opportunities were out there, but knew that because of the size of the company that something could happen with Starbucks someday, something outside of the world that I knew in my store.



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Q. Indeed! Tell us what you are doing now.

A: I am the product manager for iced tea. I am in charge of all the business management of the iced-tea platform. Everything from business performance to launching new products to product innovation to marketing and promotion to working with the supply chain to make sure we have everything we need to make iced tea. Really, everything iced tea.

Q. How has Starbucks' purchase of Teavana changed the game?

A: Teavana is something that's a big priority for Starbucks right now. We want to do the same thing for tea as we have done for coffee — to really elevate it, to really grow it as a business. Teavana is a great brand to do that with. ... But not only that, tea is a huge market outside of Starbucks. It's the second most consumed beverage in the world after water, and there's a huge opportunity with tea within the United States and globally that Starbucks is trying to go after through the Teavana brand.

Q: Iced tea is such a warm-weather drink. But Starbucks offers it all the time?

A: Iced tea is available all year in a couple of different flavors. We bring in new flavors when it is seasonally relevant. For example, we just launched peach green tea lemonade and we have a more planned for this Summer. We definitely focus on iced tea more when it's warm out, but many people drink it year-round!

Q. Finally, how has your MBA helped?

A: Going back to get my MBA and going to Bauer specifically was one of the best decisions I have ever made. It increased my opportunities more than I ever could have imagined, and I'm so glad I did it. ... I think it's why I originally was able to get a job in supply chain and move to Seattle, but I know it's why I have been successful since.



Style Lines

BAUER ALUMNUS CONNECTS BUSINESS TO MEN'S FASHION

Story by Ann Lynd and Jessica Navarro

Photos by Nicki Evans

Fola Lawson (BBA '08, MS ACCY '09) and his partners Tunde Lawal, Olu Lawson and Stephen Mosby aim to offer "new school vintage" clothing with their online retail business and fashion blog Southern Gents.





o some, getting dressed each morning is an inconsequential task – but for one Bauer College alumnus, it's the basis for a business.

Fola Lawson (BBA' 08, MS ACCY '09) has long had a flair for fashion, and in 2011, he and three friends (also UH alumni) launched the brand Southern Gents, first as a style blog and later as an online menswear store.

The business leverages a growing interest among consumers in high fashion for men, carrying neckties, bow ties, lapel pins and other accessories. But more so than selling products, Southern Gents is working to communicate a philosophy, Lawson said.

"To us, being a Southern Gent means to have upstanding character and to be a pivotal impact in one's community," he said. "In order to do that, you have to be taken seriously, and you have to brand yourself properly."

As co-founder and creative director of Southern Gents, Lawson worked first with the team to develop content for the blog, beginning with basics, from proper blazer fits to shopping guides. The sleek, clean design of the blog (www.s-gents.com) offers a throwback to 50's and 60's refined professional menswear, describing the aesthetic as "new school vintage."

With partners Tunde Lawal, Olu Lawson and Stephen Mosby, Lawson writes for the blog and curates the evolving style of Southern Gents.

"We started this blog, and it was supposed to be about a robust lifestyle, regarding all aspects of men's style," Lawson said. "If you look back through history, it

was the norm for a guy to have a button-down and suspenders. Our idea was to have this new school vintage approach."

They introduced the blog alongside a series of mixers, events that the four felt were missing from Houston's young professional scene, and offered the opportunity for partnerships with non-profits.

They held one of the first Southern Gents mixers at The Health Museum, with the theme "No Shave November," to raise awareness of men's health issues. The team has since held events at art galleries and participated in pop-up events supporting various causes.

"We wanted to create an upstanding, elegant type of social atmosphere that was good for the community and would build relationships. We thought doing it through style would be a great way," Lawson said.

Southern Gents extended its programming from mixers to community outreach last year after Houston charter school YES Prep invited the group to campus for an open-session discussion. Lawson and his partners spoke with students about their futures and shared their own challenges and experiences.

In addition to expressing himself creatively through Southern Gents, Lawson works full-time as a certified public accountant, applying the training he received in his undergraduate and graduate programs at Bauer. Even though he focused on accounting during his studies, Lawson said, he also learned more about running a business, including logistics, customer service, inventory and finances, and management. He has since applied all of these skills to Southern Gents.





1. Signature UH Tie, \$35 • 2. Eclipse Pocket Square, \$18 • 3. UH Red Lapel Pin, \$20 • 4. UH Brass Lapel Pin, \$20
5. SG Vintage Readers, \$45 • 6. Cougar Red Bowtie, \$35 • 7. Cougar Red Tie, \$35 • 8. Cougar Navy Tie, \$35

For more product information, visit www.s-gents.com.

“Southern Gents will bridge the gap between real life and elegance and ‘gentlemen-hood.’ That means professionals who not only take



pride in putting forth a great representation of themselves, they also care deeply about the community they serve and the business they’re doing.”

“My time at Bauer helped me to understand beyond what I’m passionate about as a person and being able to make that work in real life,” Lawson said. “Those are the important things that make or break a business.”

After operating as a blog for a year, Southern Gents opened its online retail store, filling a gap in the market. Menswear items available previously were at inaccessible prices or weren’t designed to their standards, Lawson said.

“We thought this would be a perfect opportunity for us to get into the market by introducing carefully crafted and uniquely designed menswear items,” he added. “We decided to give it a shot, and we came out with our first 10 products — five bowties and five ties. Since then, we’ve never looked back.”

Southern Gents’ customer base continues to grow, Lawson said, likely because consumers are recognizing the role of style and self confidence in creating a positive first impression in the business world.

Employees might be good at what they do, he added, but coworkers and superiors may not see that if they are not presenting themselves as professionally as possible.

“(Your coworkers’) knowledge of you is how you carry yourself and how you speak, your attitude and mood in the office every day,” Lawson explained. “It’s important for young people today to understand that first impressions go a long way and to be mindful that someone is always watching.”

Although Southern Gents is still a young company, Lawson hopes that the brand will become a household name and continue to foster strong community relationships.

“We’d like to think, when you see a gentleman dressed in a nice tie and a nice suit, he is acknowledged as having that ‘Southern Gent’ look. We’d also like our brand to resonate further beyond the idea of looking neat, or simply being well dressed.” Lawson said.

He added: “Southern Gents bridges the gap between lifestyle and elegance and ‘gentlemen-hood.’ That means men and women who not only take pride in putting forth a great representation of themselves, but they also care deeply about the community they serve and the business they’re doing.”



SMOKIN' HOT VOLUNTEERS

Successful Father-and-Son Alumni Team Give Back to UH Through Cougar Cookers

By Wendell Brock

The next time you take in the Houston Livestock Show and Rodeo's opening weekend cook-off, get a whiff of sweet barbecue smoke in your nostrils, look up at the University of Houston flag soaring in the sky and tip your Stetson to the Cougar Cookers.

And if you're a Bauer College family member, be sure to say howdy to D. Lynn and Matthew Houston ('68 and '02, respectively). The father and son have been fanning the Cougar Cooker flames to raise money for UH scholarships for a combined total of almost four decades.

"I was around when Cougar Cookers was founded (in 1990) and volunteered shortly thereafter," says Lynn, who chaired the group from 2008-2014 and continues as chair of the Corporate Underwriters Committee. Matthew, for his part, has been involved since his days as a Bauer College undergrad.

The Cougar Cookers are among 250 teams who participate in the three-day barbecue cook-off that opens the Houston Livestock Show and Rodeo (HLS&R) every year at NRG Stadium. While the UH barbecue brigade takes pride in the competition, its main focus is to feed the throngs of ravening Coogs who show up for plates of brisket, ribs, chicken and sausage.

"Last year we served over 3,000 plates of barbecue and 1,100 cases of beer," Lynn says.

But the Cougar Cookers don't just blow smoke. Each year, the group awards four \$3,000 scholarships to UH students. The barbecue brigade also contributes to Cougar Pride and other UH causes.

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IF THERE WAS ANYBODY MORE PROUD OF BAUER, I DON'T KNOW WHO IT WOULD BE.

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Education is a big part of the HLS&R, which was founded in 1932. Since 1957, the rodeo has awarded more than 15,500 scholarships to Texas college students. UH students receive nearly \$200,000 in scholarship money from the rodeo each year. The Cougar Cookers participate in the cook-off as a way of showing UH's appreciation for the rodeo's support.

"I think we have given the University of Houston real good exposure at the rodeo," Lynn says. "As a result, the rodeo looks a lot more favorably now at giving scholarships to University of Houston students than it did 15 years ago."

The weekend before the rodeo begins, a team of about 15 cooks spends 72 hours prepping the meat. Then they cook around the clock from Tuesday through Saturday.

"It's a massive chore," Lynn says. "This last year, I think it was about \$27,000 worth of brisket, I don't know how many pounds that is. But that's a lot of brisket!"

The group started out with two tents and has now maxed out at four. Today it has from 45 to 50 volunteers and more than 125 sponsors.

"We have been told a number of times that we serve the best plate of barbecue out there," Lynn says. Besides the meats, the Cougar Cookers offer sides of beans, corn, potato salad — plus nachos and desserts.

When Lynn and Matthew aren't donating their time and energy to UH and other organizations, they run the Houston branch of Wunderlich Securities, where Lynn is managing director and Matthew is senior vice president.



Matthew, who majored in finance at Bauer, is active in the college's alumni association. He served as president from 2008-2009 and served on the organization's board of directors for nine years. He is currently the president of the Houston Cougar Foundation, an endowment supporting athletics at UH, that has distributed over \$1.2 million to the university in the past 10 years and was an integral part in building the new Golf Training Facility at the Golf Club of Houston.

Lynn began his college education at Texas Tech, where he studied architecture.

After changing his mind about his major, he ended up at the University of Houston.

Working part-time with a downtown brokerage firm, he discovered a passion for business and earned a degree in accounting with a minor in finance from the business school. He's been in the brokerage business since 1969 and credits much of his success to Bauer College. "If there was anybody more proud of Bauer, I don't know who it would be."

The feeling is mutual.

As a gesture of appreciation for the Houston family's service, the college treated them to a special barbecue dinner at Killeen's Barbecue in Pearland. The November event was part of *Texas Monthly* magazine's Behind the Pit series, which the college co-sponsors.

"We were blown away at how good it was," said Lynn. Now that's big praise from a man who knows his 'cue.

D. Lynn Houston ('68) and his son, Matthew ('02), are all fired up about giving back to the University of Houston.

Both have been major players with Cougar Cookers, a team that competes in the Houston Livestock Show and Rodeo's annual cook-off and donates scholarships to UH students.





“SMALL THINGS GROW OVER TIME, AS THIS FUND HAS, AND WILL CONTINUE TO GROW.”

FAMILY FIRST

Daniels Family Creates Legacy through Scholarship Endowment

By Amanda Sebesta

If you ask Lawrence Donald Daniels — known as LD to his friends — you're nothing without family.

And, it happens that his family includes not only blood relatives, but also more than 50 recipients of scholarship funding provided by an endowment at Bauer College.

One of Bauer's most impactful endowments, the Daniels Family Memorial Scholarship, annually awards \$4,000 to four accounting majors enrolled full-time at Bauer.

The family's history of giving at Bauer began in 1962, when LD earned a bachelor's degree at UH's business school. That year, he also faced tragedy when his father, Howard M. Daniels, mother and youngest sister died in a car accident on their way to Dallas.

The eldest Daniels had served as dean of accounting at the College of Business Administration in the 1950s, and his passion for student success was evident.

"My father was the kind of guy that when his students would take the CPA test, he would go with them, wherever it was being given, to encourage them," LD said. "He was very considerate to the students and prompted them to do as well as they could."

In Howard's memory, the accounting professors at the time raised money and created the Howard M. Daniels Scholarship, starting with \$42 as the first award given.

The scholarship was later renamed the Daniels Family Memorial Scholarship to continue to encourage family participation, investment and commitment to continuing education. Several members of the Daniels Family attended the University of Houston, including LD's brother Jim, who passed away in 2004. This inspired LD's niece and Jim's daughter,

Chelsea Hendrickson, to become more involved with the endowment.

"This provides others a chance to realize their dreams, and that personally has been rewarding," said Hendrickson, who is a partner with PwC and a Bauer MBA alumna (MBA '94).

She added: "Many times, we at PwC have hired students who have received this scholarship, so it is inspirational to come full circle."

For Daniels, the opportunity to financially support students who will pursue careers in accounting is important.

"I specifically give to Bauer College and the accounting side because the management of money, in my opinion, is extremely important in keeping a business alive and well," he said. "Somebody that has that ability is adding real value to their company."

As the gift continues to grow and more family members become involved, both Daniels and Hendrickson are the torchbearers of the family's legacy, encouraging others to give in a similar way.

"I would encourage other families to set up a fund in honor of their families at Bauer, and starting it off small is a good thing," Daniels said. "Small things grow over time, as this fund has, and will continue to grow."

Hendrickson echoed her uncle's passion for the family legacy.

"The thing I'm most proud of with our family scholarship is that it provides the opportunity to respect and honor the past, invest in the students of today and provide a legacy for the future," she said.

The Daniels family is creating a lasting legacy through the Daniels Family Memorial Scholarship. Pictured clockwise, from left are Chelsea Hendrickson, Lawrence "LD" Daniels, Shelby Daniels, Nan Daniels and Matt Hendrickson.

CALCULATING KINDNESS

J. David Ahola Scholarship Honors Memory of Accounting Lecturer

By Amanda Sebesta

J. David Ahola grew up accustomed to hard work. His family came to North America from Finland, settling in Northern Ontario where Ahola was born.

He took his first job as a young man before pursuing higher education and a 30-plus-year career in accounting. He shared his knowledge and passion with students at Bauer College as a lecturer in the Department of Accountancy & Taxation beginning in 2007.

When Ahola passed away suddenly last spring, his family knew his legacy would best be honored by helping others.

"My dad was one of the nicest people you'd ever meet. Everybody depended on him for a lot of things," said Anne Ward, Ahola's daughter. "He was kind, very patient. He cared a lot about his family and a lot about his students. He thought about them all the time. He was thoughtful about everyone in his life."

His family is working to create the J. David Ahola Scholarship, which will award \$1,000 each year to a student with financial need who is pursuing a BBA

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**HE WAS SO
DRIVEN TO HELP
THE WORLD.**

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in accounting and a Certificate of Internal Audit. The scholarship is scheduled to be funded by July 31, 2019.

"He cared about students from every background. He didn't care where they were from; he wanted them to learn and have a passion for audit," Ward added. "He was so driven to help the world fight the bad guys. He really was all about helping every student and wanting them to succeed."

In that same spirit, Ahola's family wanted to continue their father's passion to help students with the scholarship.

"It was important to us because of how much he loved his students and the faculty at Bauer," Ward said. "He truly loved teaching and sharing his stories about what he did professionally. He did a lot of case studies in his class, and it meant so much to him working there."

In his role at Bauer, Ahola helped to develop internal audit programming and brought his industry perspective to the classroom. But even more importantly, according to his colleagues, he brought genuine

passion and positivity to the halls of the department and college.

“David was one of the most positive people I knew,” Accounting Programs Director and Clinical Professor Michael Newman said. “He never had an unkind word about anyone and even when things were bad, he had a happy thought for everyone. He was truly inspirational.”

In and outside of the workplace, Ahola led by example, Newman added.

“David was a very empathetic person. He never let sympathy cloud his judgment, but he always tried to understand the other person’s perspective so he could better help them be successful,” he said. “David believed we are all capable of greatness and went about helping us achieve in a humble, caring way.”

At home, those lessons made an impact on his children in their personal and professional lives.

“He taught me to walk into any situation with a critical eye,” Ward said. “He taught me a lot about how to read people and how to judge character, and he taught me so many great lessons. When I was a kid he showed me that I should always have compassion for others, but that being a good friend doesn’t mean making other people’s problems into my own.”

Ahola’s son Jason followed in his father’s footsteps professionally, starting a career in auditing and fraud examination.

“I learned from my dad the importance of integrity and ethics — in school, in the professional world and personally,” he said.

With the scholarship in their father’s name, Ward said, the family hopes to continue to pass along his legacy of kindness and service to a generation of students who won’t have the benefit of sitting in his class.

“My hope is that it is able to give a chance to a student who otherwise would have trouble paying for school,” she said. “We want it to last a lifetime so that we’re able to support promising students who have specialty in enterprise risk and will keep his work alive.”



After accounting lecturer J. David Ahola passed away suddenly in March 2014, his family created the J. David Ahola Scholarship in his honor at Bauer College.

Semester Events



FOCUS ON FINANCIAL EDUCATION

Each spring, Bauer College hosts a Financial Symposium, which provides free, facilitated sessions and activities covering a range of financial topics, including money management, understanding a credit report, embedding personal finance into education and careers in finance. Organized by the college's Program for Financial Literacy, the event is part of a broader initiative to respond to a national need for financial education.



ENTREPRENEURSHIP IN ACTION

In April, students from Bauer's Wolff Center for Entrepreneurship hold WolfFest, an annual event that is part of the program's capstone course and the final steps for students in completing a BBA in entrepreneurship. A contest of creativity, business aptitude and teamwork, the event requires entrepreneurship student teams to launch pop-up restaurant stands on campus and compete to see who can earn the most revenue and execute their plans best.

Semester Events



FALL 2014



CELEBRATING GRADUATES

SPRING 2015



IMPACTING A CHALLENGING WORLD

Bauer hosted TIAA-CREF President and CEO Roger Ferguson in April during a special event titled “Career Success: Making an Impact in a Challenging World.” Ferguson discussed with students lessons from a career that has spanned the worlds of business, public service, consulting and law. He also gave advice on how students can prepare themselves to make an impact in the business world.



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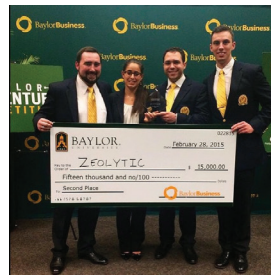
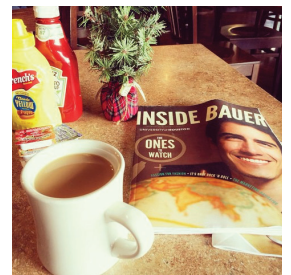
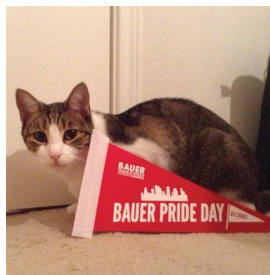
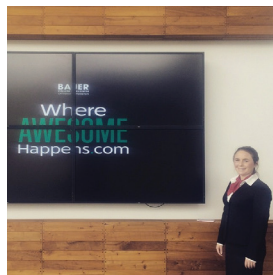
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