

Winter/Spring 2021 • Volume 7, Issue 2

INSIDE BAUER

BAUER CONNECTS

A Pivotal Point PG. 12 | The Digital Divide PG. 30 | Wolff Center Ranks No. 1 PG. 62



UNIVERSITY of HOUSTON

INSIDE BAUER

Winter/Spring 2021 • Volume 7, Issue 2



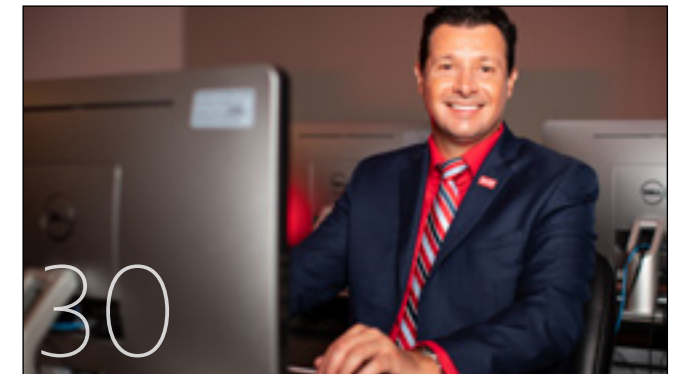
BAUER CONNECTS

Bauer College, In Face of Unpredictable Changes, Moves Forward with Growth, Digital Learning and More



A PIVOTAL POINT

Bauer's First Chair of Inclusive Leadership is Foremost Expert on Workplace Diversity, Inclusion and Equity



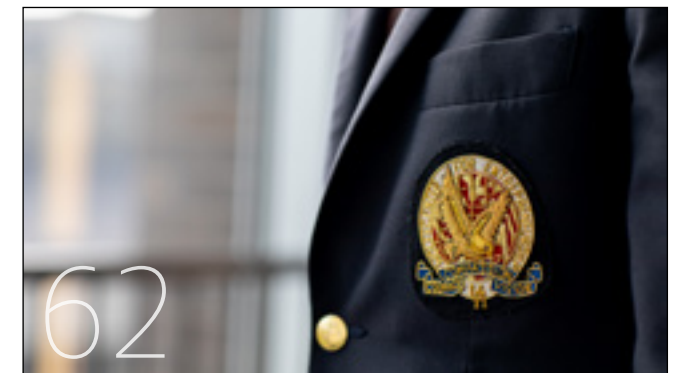
THE DIGITAL DIVIDE

Bauer Research Looks to Close Chasm on Technology Access



A STUDENT PERSPECTIVE

Bauer College Board Adds Two Student Representatives to Roster



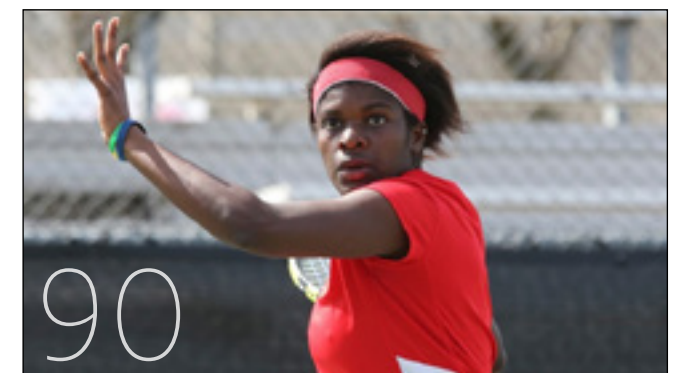
WOLFF CENTER RANKS NO. 1

Bauer College Program Consistently Ranks Among the Nation's Top Programs



BE SOMEONE

Bauer Alumnus Uses Crowdfunding Campaign to Finance First Book



EMPOWERING OTHERS

Bauer Alumna Serves Up Diversity and Inclusion Through Community Engagement

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MISSION STATEMENT

To offer leading-edge, student-centered education that is accessible and affordable, founded on research and grounded in the real world.

We pursue our vision and mission by leveraging the City of Houston with its diversity and its vibrant business community, the momentum of the University of Houston, our alumni, and our unique location on the Third Coast of the United States as a gateway to the world.

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GREETINGS,

Whereas the COVID-19 global pandemic has changed so many things for the Bauer College, the University of Houston, our city, our nation, and even the entire world, one thing remains the same amid all the rapid change we have seen over the last year – the Bauer College community is resilient, strong, and, most importantly, connected.

This issue of *Inside Bauer* focuses on the theme of connection. The circumstances of the pandemic, no doubt, have highlighted just how intertwined the Bauer College is with our community of students, alumni, and partners, but these challenges have also provided a new opportunity to develop innovative solutions to provide resources and support to navigate this “new normal.”

At the beginning of 2020, we unveiled the 2020-2025 Strategic Plan for the Bauer College, which outlines our college values. We can remember the values very simply by thinking about our college’s name: BAUER – Boldness, Accountability, Unity, Excellence, Resourcefulness.

The last value in that acronym, resourcefulness, became increasingly important in 2020! You will read in this issue of *Inside Bauer* many stories of how our faculty, staff, students, and alumni have adapted. You have learned new technologies so that planned in-person events could be held interactively, despite being virtually. You have committed to taking necessary common-sense precautions for your health and the health of your community. You have used this time to learn new skills, which have no doubt benefitted your personal growth and professional development. And, you have reached out to your neighbors, friends, colleagues, and even strangers to lend a hand so that we can come together to persevere through this crisis.

No matter what challenges this time has brought to all of us, I have seen firsthand that our Bauer community will emerge from this situation even stronger, by making everybody around us, stronger.

Sincerely,



Paul A. Pavlou

Dean & Cullen Distinguished Chair Professor
C. T. Bauer College of Business
University of Houston



Share your Story

WE'RE ALWAYS LOOKING FOR INSPIRING STORIES OF BAUER STUDENTS, ALUMNI, FACULTY AND STAFF. EMAIL INSIDEBAUER@BAUER.UH.EDU TO SHARE YOUR STORY, AND YOU MAY BE FEATURED IN AN UPCOMING ISSUE.

LETTER FROM THE EDITOR

HI THERE,

The year 2020 will no doubt be remembered as one that brought devastating impact to society, with the worldwide COVID-19 pandemic, social and political upheaval, and natural disasters causing sweeping changes in day-to-day life. But even with the unquestionable challenges that 2020 has presented, through a more positive and hopeful lens, the year can also be seen as one that required individuals and organizations to innovate, create and find ways to stay connected.

When COVID-19 forced educational institutions to close their doors in March 2020, the University of Houston moved all courses to a remote format, and Bauer College leadership, faculty and staff quickly adapted to the immediate change in just a couple of weeks. Even more impressive, over the subsequent weeks and months, the Bauer community embraced the online format, not only using the latest technology to teach and learn but also to stay connected, through online happy hours and team meetings, Zoom coffee chats, and even virtual exercise classes and trivia nights.

This year also further divided the nation on political issues and discussions about social injustice and racism. With protests happening in cities across the United States in response to the deaths of George Floyd, Breonna Taylor, Ahmaud Arbery and countless Black Americans, Bauer College has served as a venue for conversation and change. Faculty research explores how institutional injustice and systemic racism has shaped corporate America, and what organizations and leaders must now do to provide a more fair, equitable workplace. The college's Inclusive Leadership Initiative is also entering a new phase as a key step toward Bauer's 2020-25 strategic goal to "set the standard for promoting diversity and inclusion." Again, with circumstances that could have proven divisive, the Bauer community instead sought connection and used that connection to make progress.

As we collectively cap off a year that could be pegged as one of the worst in history, we are choosing instead to focus on the bright spots of 2020 in this issue of *Inside Bauer*, highlighting the idea that "Bauer Connects," whether that is through person-to-person connection, the college's innate connection to the city of Houston, or the emerging global connection that the college is building through collaborative outreach, research, and programming.

Best,

Jessica Navarro

(BA '07, MA '12)
Executive Director of Communications

In the last quarter of 2020, several C. T. Bauer College of Business faculty were named among the most cited in the world in their disciplines. Others were appointed to editorial board positions at prestigious academic journals and published precedent-setting research with implications for everything from economic policy to leadership models and social media marketing success. A small sampling of noteworthy faculty research produced from the Bauer College follows.



FINANCIAL CRASH RISK

FACULTY: Paola Pederzoli, Assistant Professor, Department of Finance

RECOGNITION: The Financial Management Association Best Paper in Derivatives and Options for 2019

INSIGHTS: During the financial crisis of 2008-2009, the Security Exchange Commission issued several emergency orders designed to minimize abusive short-selling and sudden and excessive fluctuations in security prices that could impair markets. But Pederzoli found evidence that runs counter to that strategy in her research. She found that short-selling constraints may prevent negative information to be fully incorporated in the prices, leading to overpriced stocks with a higher disaster risk. "Crash Risk in Individual Stocks" was published by the Swiss Financial Institute.



SOCIAL SHARING SUCCESS

FACULTY: Nina Huang, Associate Professor and Bauer Fellow, Department of Decision & Information Sciences

PUBLICATION: *MIS Quarterly*

INSIGHTS: With sharp increases in the percent of the population shopping online due to COVID-19, organizations are running online promotions more than ever. But little research has been done to document which incentive designs work best. Is it more profitable, for instance, to offer a consumer a single promo code, a shareable discount code, or both? Huang's research investigates promotional incentives that take into account online shoppers' dual roles as both purchasers and sharers. The conclusive results stress the importance of shareability and a sense of exclusivity.



BAD BEHAVIOR DYNAMIC

FACULTY: Jim Phillips, Professor and Ksenia Krylova, Instructional Assistant Professor, Department of Management & Leadership

PUBLICATION: *Leadership Quarterly*

INSIGHTS: How does a leaders' bad behavior impact their followers? In "Leader Intention, Misconduct and Damaged Relational Follower Identity: A Moral Decision-Making Perspective," the findings suggest the perception of the intention to do harm to others is by far the biggest factor in determining the severity of punishment. Followers withdraw from leaders who they believe attempted to intentionally harm them, irrespective of whether they experienced any actual harm. Additionally, leaders who are self-serving are held morally responsible, even for unintentional harm if the followers are convinced that the harm was foreseeable and preventable.

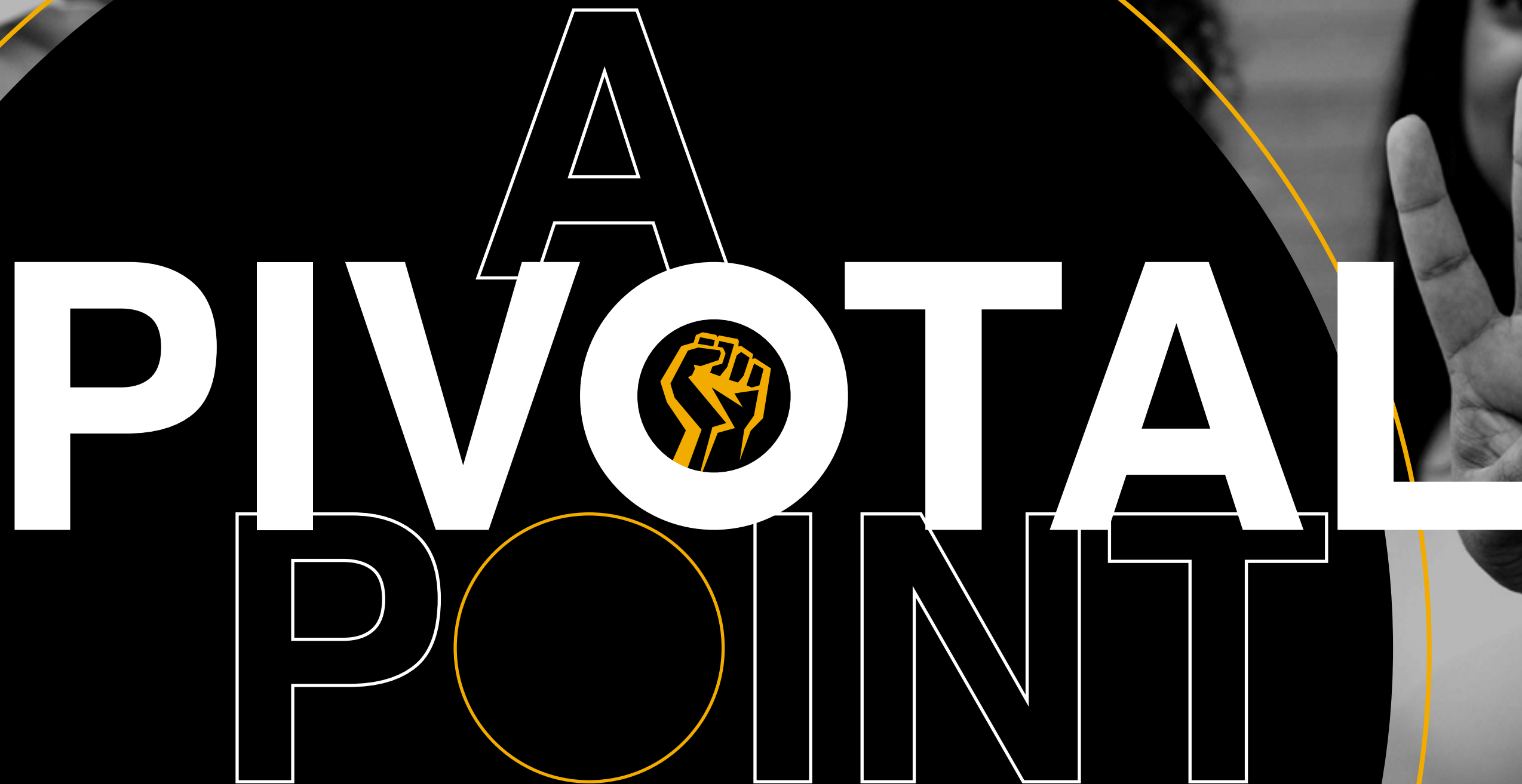


PIRACY VS. COPYRIGHT PROTECTION

FACULTY: Shijie Lu, Assistant Professor, Department of Marketing & Entrepreneurship

PUBLICATION: *Marketing Science*

INSIGHTS: When Netflix was banned from operating in Indonesia in 2016 for a period of time, Lu recognized an opportunity to track global streaming habits. Using quantitative analysis, the paper titled "The Effect of Over-the-Top Media Services on Piracy Search: Evidence from a Natural Experiment" documents a 19.7 percent increase in searches for pirated content in Indonesia relative to 40 Asian countries where Netflix continued to operate.



PIVOTAL POINT

Bauer's First Chair of Inclusive Leadership is Foremost
Expert on Workplace Diversity, Inclusion and Equity

Story by Julie Bonnin
Photography by Brandon Washington



“

“I’m constantly consumed by thinking about how we go about making the world a fairer place. I’m looking to open eyes, to create movement where there isn’t, or to create awareness where there isn’t.”

— Derek Avery,
C. T. Bauer Chair of Inclusive Leadership



Hear Professor Derek Avery talk about his work in diversity and inclusion research in **Working Wisdom, Bauer College's podcast.**
www.bauer.uh.edu/podcast

One of the country’s foremost experts on workplace diversity, inclusion and equity, Professor Derek Reynold Avery, joined the C. T. Bauer College of Business last summer at a pivotal point in what he refers to as “America’s racial reckoning.”

Bauer’s first Chair of Inclusive Leadership, Avery is a highly regarded industrial/organizational psychologist committed to sharing actionable insights with current and future business leaders eager to evolve outdated and inequitable policies and practices in organizations.

Avery, a faculty member in the college’s Department of Management & Leadership, has spent his academic career focused on the impact of individual differences in the workplace. Initially, it was gratifying to have a spotlight shone on issues that impact his area of expertise, he says.

“I’ve done work on diversity for the last 20 years. The percentage of the population that has cared about the work I’m doing went from relatively small to pretty big, really, really fast.”

But the magnitude of what it’s taken to bring mainstream awareness of issues he has spent a career trying to draw attention to is both devastating and daunting.

Organizations already struggling to respond to another recent workplace reckoning, the #MeToo movement, are grappling with how to deal with systemic racism and class disparities, in an atmosphere supercharged by the healthcare inequities exposed by COVID-19, Avery notes.

Obviously, the challenges are even more acute for individuals caught in the crosshairs.

“The nature of your experience in the workplace is so highly contingent upon the packaging that you come in,” he says.

Avery’s appointment at the Bauer College creates a unique alignment of his training, talents, upbringing and interests. Formerly the David C. Darnell Presidential Chair in Principled Leadership at Wake Forest University, Avery earned a Ph.D. and master’s degree in Industrial/Organizational Psychology from Rice University and a bachelor’s degree in Psychology from Tulane University.

Avery’s family origins disposed him to advocating for social justice: His father was a lawyer and minister, and his mother was a clinical psychologist with keen analytical skills, he says. One of his grandfathers was a lawyer who worked on civil rights cases and served as the executive secretary of the Louisiana Chapter of the NAACP. All impressed upon him the need to give back to others less fortunate.

“I come from a long line of folks who have invested everything they have into creating a more equitable society,” he says.

Avery’s approach to his work follows suit. “I’m constantly looking for ways to pay it forward, whether that is trying to figure out how my research can be more impactful to create a more meaningful and engaging and equitable experience in the workplace, or how I can help advance the careers of folks who are under-represented in academia, or how I can help my students have more meaningful experiences in my classroom so that they remember more of what we talked about over the course of a class.”

“I’m constantly consumed by thinking about how we go about making the world a fairer place. I’m looking to open eyes, to create movement where there isn’t, or to create awareness where there isn’t.”

Toward that end, Avery has advised numerous organizations on how to create work environments that foster inclusivity, diversity and equity. He serves as associate editor for *Journal of Business & Psychology*, and as an editorial board member and ad hoc reviewer for other respected academic journals.

Among the distinguished honors he has received in recent years are the Academy of Management International HRM Scholarly Research Award, 2019; the Wake Forest School of Business Cowan Faculty Research Award, 2018; and *Journal of Organizational Behavior*, Best Paper, 2018.

Avery was elected the inaugural officer of Diversity and Inclusion, an Executive Board position, for the Society for Industrial and Organizational Psychology (SIOP), in 2020. He serves as a Fellow of SIOP and of the Association of Psychological Science.

MAKING THE GRADE

BAUER WELCOMES NEW TENURE AND NON-TENURE TRACK FACULTY

By Julie Bonnin

It is hard to imagine faculty leaders more diverse and interesting than those joining the C. T. Bauer College of Business in 2020. New faculty range from seasoned academic contributors bringing expertise in topics ranging from health care analytics, FinTech, workplace diversity and supply chain to longtime practitioners of public policy, sports marketing, the arts and energy.

They come from all over the map: Korea, Turkey, Venezuela, Russia, China, India and France, as well as from Houston, Texas, with work experience ranging from Silicon Valley to Mattress Firm.

Ravi Aron

PROFESSOR, DEPARTMENT OF DECISION & INFORMATION SCIENCES

Ravi Aron joins the Bauer College as Professor in the Department of Decision & Information Sciences. He previously was Associate Professor at Carey Business School, Johns Hopkins University and has also served as faculty at The Wharton School at the University of Pennsylvania.

Aron's research focuses on healthcare information systems; emerging technological paradigms, such as machine learning, and their applications in health care and technology-enabled businesses; and strategies in the digital marketplace. He has advised CEOs of several Fortune 1000 firms, as well as policy-making bodies around the world. He was an invited speaker and panel chair at the World Economic Forum (WEF) in Davos in 2005 and 2006.

Aron's work is widely published in top academic journals such as *Management Science*, *Information Systems Research* and *The Harvard Business Review*, and has been reported by media outlets such as *The Wall Street Journal*, *The New York Times*, *The Economist* and others. He has received grants from the Alfred P. Sloan Foundation, The Wharton School and many others.

Aron serves on the Editorial Board of *Journal of Management Information Systems* and has served as a reviewer and Associate Editor at several journals, including, *Management Science*, *Information Systems Research* and *Organizational Science*, among others.

Among his awards:

- Dean's Faculty Excellence Award, Johns Hopkins University Alumni Association Excellence in Teaching Award, 2016
- Johns Hopkins University Alumni Association Excellence in Teaching Award, 2012
- ISA-INFORMS Best Paper Award finalist, 2012
- Professor of the Year, GMBA Charter Class Award, Carey Business School, 2011
- Alfred P. Sloan Foundation Industry Studies Fellowship Award, 2008
- David Hauck Teaching Excellence Award at The Wharton School, 2004
- MBA Teaching Excellence Award at The Wharton School, 2004

Aron received a Ph.D. in Information Systems and a master's degree in Business from Stern School of Business, NYU. He received an MBA in Finance from the Indian Institute of Management (Bangalore).

Derek Avery

CHAIR, INCLUSIVE LEADERSHIP INITIATIVE
PROFESSOR, DEPARTMENT OF MANAGEMENT & LEADERSHIP

Bauer's first Chair of Inclusive Leadership is Derek Reynold Avery, previously the David C. Darnell Presidential Chair in Principled Leadership at Wake Forest University.

Avery joins the Department of Management & Leadership at the Bauer College as a well-respected scholar with extensive expertise in organizational diversity, particularly demographic analyses on the impact of individual differences in the workplace. He has advised numerous organizations on how to create work environments that foster inclusivity, diversity and equity. Avery serves as associate editor for *Journal of Business & Psychology*, and as an editorial board member and ad hoc reviewer for other respected academic journals.

From 2012 to 2017, Avery held the following positions: Senior Associate Dean of Diversity & Global Initiatives and Sisel Professor of Management at Wake Forest; Professor of Human Resource Management and Seymour L. Wolfbein Senior Research Fellow, Temple University; and Associate Professor of Human Resource Management, Temple.

Avery has also been a faculty member at the University of Alabama, University of Houston, Rutgers University, and St. Joseph's University.

He has received numerous honors, including the following:

- Academy of Management International HRM Scholarly Research Award, 2019
- Wake Forest School of Business Cowan Faculty Research Award, 2018
- *Journal of Organizational Behavior*, Best Paper, 2018
- GDO's Sage Distinguished Scholarly Contributions Award, 2017
- Elected Fellow – Association for Psychological Science, 2015

He received a Ph.D. in Industrial/Organizational Psychology from Rice University in 2001, a master's degree in Industrial/Organizational Psychology from Rice in 1999 and a B.S. in psychology from Tulane University in 1997.

Antonio Gargano

ASSISTANT PROFESSOR, DEPARTMENT OF FINANCE

Antonio Gargano joins Bauer College Department of Finance as an Assistant Professor. Gargano's research interests include Household Finance, FinTech, Information, and Financial Econometrics. He has established academic collaborations with Gimme5 (an Italian FinTech Company), realestate.com.au (the largest real estate listing website in Australia), CLS Group (the largest FX Settlement Institution in the world), S3 Partners (a FinTech and data company in NYC) and TD Ameritrade.

Gargano was previously an Associate Professor of Finance at the University of Melbourne. His research has been published widely in highly respected academic journals, including the *Review of Financial Studies*, *Management Science*, and the *Journal of Econometrics*, and featured by several major news outlets (Reuters, CNBC, and Business Insider and others). Gargano has received several prestigious awards, including the Michael J. Brennan Award for the best paper in the

Review of Financial Studies in 2018; and the PanAgora Asset Management Crowell Prize in 2016. He has received research grants from INQUIRE Europe, the Fondecyt Foundation, and the Lusk Center, among others.

Gargano received his Ph.D. in Finance from Bocconi University; a master's degree from the University of Pisa and a BA in philosophy from the University of Naples Federico II. He also worked as a junior portfolio manager at an asset management company in Italy.



Johannes Habel

ASSOCIATE PROFESSOR, DEPARTMENT OF MARKETING & ENTREPRENEURSHIP

Johannes Habel joins the Bauer College as an Associate Professor in the Department of Marketing & Entrepreneurship.

Habel previously was an Associate Professor at the Warwick Business School, United Kingdom; and a Visiting Lecturer at the European School of Management and Technology (ESMT), Berlin. While at ESMT, Habel has also served as Co-Director of the Hidden Champions Institute, as an Associate Professor and Program Director, all roles primarily focused on executive education. He has developed and directed customized executive education programs and open executive education programs for numerous organizations and delivered executive education programs for some of the world's top business schools, including the Darden School of Business at the University of Virginia, Stanford Graduate School of Business at Stanford University and Yale School of Management at Yale University.

Habel's research interests include personal selling, sales management, and digital transformation of sales and marketing. He is a member of the Editorial Review Board of the *Journal of Personal Selling & Sales Management* and the *Journal of the Academy of Marketing Science* and an ad-hoc reviewer for *International Journal of Research in Marketing* and *Journal of Marketing*.

He has received several awards, including three President's Honor Roll for Teaching Excellence awards for courses taught at ESMT between 2016 and 2018. He received a Best Paper Award from the American Marketing Association in 2013.

Habel has also worked as a management consultant and radio news anchor. He received a Ph.D. in marketing from the University of Bochum, Germany; and a degree in Management from the University of Mannheim, Germany.



Yili (Kevin) Hong

PROFESSOR AND BAUER SENIOR FELLOW,
DEPARTMENT OF DECISION & INFORMATION SCIENCES

Yili (Kevin) Hong joins Bauer College Department of Decision & Information Sciences as Director of the PhD Program and Bauer Senior Fellow.

Hong's research interests are in the areas of Digital Platforms, Sharing Economy, Human-AI Interactions, and Smart Health. He is a Senior Editor of Production and Operations Management and an Associate Editor at Information Systems Research (ISR) and the *Journal of the Association for Information Systems* (JAIS).

Hong's research has been published in premier journals such as *Management Science*, *ISR*, *MIS Quarterly*, *JMIS*, *JAIS* and the *JCP*. His work has been supported by multiple prestigious grants, including the National Science Foundation (2018-2020), the Robert Wood Johnson Foundation (2017-2020), and the NET Institute (2013, 2014, 2015, 2016, 2017, 2018, 2020). According to AIS Research Rankings, Hong is ranked #3 based on publications in the top four Information Systems Journals (*MISQ*, *ISR*, *JMIS*, *JAIS*) and #7 based on publications in the top two IS journals (*MISQ*, *ISR*) for 2016-2018.

Hong formerly was a tenured Associate Professor, Co-Director of the Digital Society Initiative and Director of the Ph.D. Program at the W. P. Carey School of Business of Arizona State University. He was awarded the college-wide W. P. Carey Faculty Research Award (2017), the AIS Early Career Award (2018) and INFORMS Information Systems Society Early Career Award (2019). He was named Best Associate Editor of *ISR* for editorial contributions in 2018.

Prior to his academic career, Hong worked as an analyst at a leading investment bank and as a language specialist for the International Olympics Committee. Hong obtained his Ph.D. in Management Information Systems at the Fox School of Business, Temple University.



Nina Huang

ASSOCIATE PROFESSOR AND BAUER FELLOW,
DEPARTMENT OF DECISION & INFORMATION SCIENCES

Nina Huang joins Bauer College as Associate Professor and Bauer Fellow in the Department of Decision & Information Sciences.

Huang's research focuses on understanding individuals' usage of information technology (IT) and digital artifacts and how to optimally design IT and digital artifacts in various contexts, such as digital learning, online knowledge exchange, online healthcare, mobile applications, and digital commerce.

Her research utilizes field and online experiments, econometric analyses, and text mining methods to analyze user behaviors and has been published in *Management Science*, *MIS Quarterly*, *Information Systems Research (ISR)*, *Journal of Management Information Systems*,

Journal of the Association for Information Systems and *Journal of Consumer Psychology*. According to the Association of Information Systems (AIS) Research Rankings, Nina's global top researcher ranking is #11 worldwide (based on publications in *ISR* and *Journal of Management Information Systems*).

She formerly was Assistant Professor, Department of Information Systems, at the W. P. Carey School of Business, Arizona State University (ASU) and has received several significant awards and recognitions:

- Nominated for Best Paper at the 2020 INFORMS Annual Meeting, eBusiness Cluster
- Dean's Early Career Research Award, W. P. Carey School of Business, ASU, 2020
- Best Reviewer of the Year Award, *ISR*, 2019
- Outstanding Reviewer of the Year Award, *MIS Quarterly*, 2019
- Best Paper in Track, International Conference on Information Systems (ICIS), 2017
- High Achievement Award, Fox School of Business, Temple University, 2017
- Best Paper Nomination, 50th Hawaii International Conference on System Sciences (HICSS), 2017
- CIBER International Business Research Award, Department of Education, 2016
- NET Institute Grant, 2015

Huang was awarded a NET Institute Grant in 2020 and has held several important leadership roles at key conferences and annual meetings in her field.

Huang received her Ph.D. from the Fox School of Business, Temple University. She also holds master's degrees in Business Research and Advertising from Michigan State University; a BA in English Literature from Huazhong University of Science & Technology; and a BA in Advertising from Wuhan University of Technology.

Bin Li

ASSISTANT PROFESSOR, DEPARTMENT OF ACCOUNTANCY & TAXATION

Bin Li joins the Bauer College as an Assistant Professor of Accountancy & Taxation. Li previously was Assistant Professor at Price College of Business, University of Oklahoma and Assistant Professor of the University of Texas at Dallas.

Li's primary research concerns whether and why accounting disclosures, both mandatory and voluntary, affect firm value and investor decisions. He is also interested in research topics related to corporate finance, regulatory enforcement and standard setting.

His research has been published in top accounting journals and has received multiple awards, including:

- Notable Contribution to Accounting Literature Award, 2018
- Financial Accounting and Reporting Section Best Paper Award, 2018
- Alley-Raynier International Business Scholars Fund, University of Oklahoma, 2018
- Best Paper Award, Annual Conference of the Multinational Finance Society, 2016
- AAA New Faculty Consortium Fellow, 2013
- AAA Deloitte/J. Michael Cook Doctoral Consortium Fellow, 2011

Li has been an ad hoc reviewer for many top academic journals, including *The Accounting Review*, *Journal of Accounting & Economics*, *Review of Accounting Studies*, *Contemporary Accounting Research*, and *Management Science*.

He received his Ph.D. in Business Administration from Duke University in 2012, a master's degree in Accounting from Tsinghua University, China, in 2007 and a BA from Renmin University of China, 2005.

Christopher R. Small

ASSISTANT PROFESSOR, DEPARTMENT OF ACCOUNTANCY & TAXATION

Christopher R. Small, Ph.D., CPA, CGMA joins Bauer College as Assistant Professor in the Department of Accountancy & Taxation.

His research interests include Capital Markets, Financial Reporting, Tax, and Corporate Governance. He is an ad hoc reviewer for *Contemporary Accounting Research* and *Management Science* and previously was Assistant Professor of Accounting at the University of Toronto.

Small has received numerous grants and recognition. He was awarded both a prestigious Insight Grant, SSHRC (co-investigator) and a SSHRC Institutional Grant in 2018. He also received a Lee-Chin Family Institute Grant from the University of Toronto in 2018. Small was a Corporate Governance Fellow at Harvard Law School in 2010-2011 and was co-editor of the Harvard Law School Forum on Corporate Governance and Financial Regulation from 2010 to 2017.

Small earned his Ph.D. in Accounting from the University of Iowa, a master's degree in Management Research from Harvard University and a BA in Accounting from Benedictine College.

New Faculty: By the Numbers

8

TENURE TRACK
FACULTY
MEMBERS

24

ADJUNCT
FACULTY
MEMBERS

10+

COUNTRIES

Korea Turkey Venezuela Russia China

India France USA Germany Italy

Non-Tenure Track Faculty

BAUER COLLEGE ADDED SEVERAL NON-TENURE TRACK FACULTY TO ITS RANKS IN FALL 2020, BRINGING A REAL-WORLD PERSPECTIVE TO THE CLASSROOM.



Sukran Nilvana Atadeniz

ADJUNCT FACULTY, DEPARTMENT OF DECISION & INFORMATION SCIENCES

Sukran Nilvana Atadeniz (formerly Kadipasaoglu) is serving as adjunct faculty in the Department of Decision & Information Sciences at the Bauer College. Atadeniz taught at Bauer from 1993 to 2008 and has since served internationally as faculty, as well as in higher administration in several universities (Turkey, Hungary, Finland, Portugal). She also has served as full-time faculty at the University of St. Thomas and Clemson University, SC.

In addition to her extensive academic experience, she has also worked as a supply chain consultant and financial analyst in several industries, including Oil, Gas & Chemicals.

Her research areas include Production Planning and Control, Quality Management, and Supply Chain Management, and her research has been published in several reputable academic and practitioner journals.

Atadeniz is an active participant of the Decision Sciences Institute, a leading professional organization in the field of Operations and Supply Chain Management. She serves on the Board of Directors of the European region of the Decision Sciences Institute and has held numerous executive positions for international supply chain organizations.



Esther Elizabeth Bailey

ADJUNCT FACULTY, DEPARTMENT OF ACCOUNTANCY & TAXATION

Esther Elizabeth Bailey joins the Bauer College Department of Accountancy & Taxation as adjunct faculty.

Bailey has worked as Lead Accountant for the Dubai branch of the Khudairi Group and as a Sarbanes-Oxley compliance consultant with Protiviti Consulting. She also was a Program Assistant for Bauer's SURE™ (Stimulating Urban Renewal through Entrepreneurship) program before entering the Ph.D. program.

Bailey's research interests are in Rank and File Employee Compensation and Benefits, and Small Business Credit Access. She received a Ph.D. in Accounting from University of California Irvine and a master's degree in Accounting and BBA from the Bauer College.



Charles Becker

PROFESSOR OF PRACTICE, DEPARTMENT OF MARKETING & ENTREPRENEURSHIP

Charles Becker has been named Professor of Practice in the Bauer College Department of Marketing & Entrepreneurship. As Managing Director of Bauer's award-winning SURE™ (Stimulating Urban Renewal through Entrepreneurship) program, Becker helps initiate and execute projects for the experiential learning program. He was Assistant Director from 2016 to 2019.

SURE™ has launched or grown more than 500 Houston-area businesses. It has received several awards, most recently an Award of Excellence in Talent + Innovation from the University Economic Development Association and a Higher Education Community Impact Award from Governor Greg Abbott's office.

Becker received his MBA from Bauer College in 2016 and also received a master's of Applied Economics from the University of Houston in 2016. He has a B.A. in Economics from Texas A&M University and received a Certificate in Intermediate Mandarin Chinese from Peking University and taught students in China.

In addition to serving as SURE™'s Assistant Director, Becker is a rare bookseller on Amazon.



Dom Berta

ADJUNCT FACULTY, DEPARTMENT OF FINANCE

Dom Berta, an energy executive with an extensive background in Decision Making, Economic Analysis and International Negotiation, joins the Bauer College as adjunct faculty in the Department of Finance.

Berta, who will teach MBA students, was Executive Vice President of Reliance Holding until 2019, where he managed unconventional oil and gas assets, technology teams in Houston and Mumbai and was active in divestitures/marketing. He earlier worked for ConocoPhillips in numerous capacities, ranging from corporate planning to Finance Director in Dubai.

Berta attended an executive class on Finance from Harvard University in 1995, carried out post-graduate work in Petroleum Engineering from the University of Texas at Austin in 1981, and received a master's degree in Engineering from Ecole Centrale Lille, France in 1978.



Diogo B. Carvalho

ADJUNCT FACULTY, DEPARTMENT OF FINANCE

Diogo B. Carvalho, the Director of Business Development for the Americas for Solomon Associates, joins the Bauer College Department of Finance as adjunct faculty.

Carvalho consults with energy industry companies around the world, providing innovative, problem-solving solutions and digital transformation strategies. Prior to joining Solomon Associates, he worked for Siemens Energy Inc. and the Siemens' company Chemtech, helping to develop new accounts in Latin America and North America.

He received an MBA from the Brazilian Institute of Capital Markets and an electrical and industrial engineering degree from Federal University of Santa Catarina, Brazil.



Ashley DeWalt

LECTURER, DEPARTMENT OF MARKETING & ENTREPRENEURSHIP

Ashley DeWalt is a leading management consultant with experience in brand strategy and marketing and tech startups. He has worked with some of the most iconic brands, properties, and talent across sports, esports, and higher education, and will teach at the Bauer College as adjunct faculty. DeWalt is the Founder and Managing Partner of LVRG Sports and will teach entrepreneurship classes.

DeWalt has been a trusted consultant to NIKE, Under Armour, Adidas, Houston Outlaws, Texas A&M University, WBC Heavyweight Champion Deontay Wilder, NFL Hall of Famer Ray Lewis, and Emmy Award-Winning NBA on TNT Broadcaster Kenny "The Jet" Smith. His award-winning work has been featured in local media such as the *Houston Business Journal*, *Houston Chronicle*, ESPN, Forbes and CBS Sports. He also serves as a startup mentor and adviser to Stadia Ventures, a leading venture capital firm and tech accelerator for sports and esports startups.

DeWalt has been a lecturer at the University of Houston since 2016. He received a master's degree in Sports Management from Texas A&M University in 2014 and a BBA in Finance from UH-Downtown in 2008.

**Klavia (Claudia) Markelova Evans**

ADJUNCT FACULTY, DEPARTMENT OF MANAGEMENT & LEADERSHIP

Researcher Klavia (Claudia) Markelova Evans, whose expertise includes corporate governance and socially generated assets and liabilities such as prestige, status, reputation, stigma and disapproval, joins the Bauer College Department of Management & Leadership as adjunct faculty.

Evans earned her Ph.D. from Bauer College in 2016, an MBA from Louisiana State University in 2009, a B.S. degree from Nicholls State University in 2004 and an undergraduate degree in business from Mari-El State Polytechnic University in Russia in 1997.

She has been widely published, including in Cross Cultural and Strategic Management, *Journal of Business Strategy and Organizational Dynamics*. She has presented extensively in professional conferences throughout the United States, France and Italy. In 2019 she received the Outstanding Research Award from St. Mary's University's Greehey School of Business. She was awarded a UH Teaching Excellence Award in 2015. Evens has corporate teaching and training experience at the Original Honey-Baked Ham Co. and Brinker International.

**Elena Farah**

ADJUNCT FACULTY, DEPARTMENT OF FINANCE

Elena Farah is a policy and public finance expert and social program design strategist. Farah joins the Department of Finance at Bauer College as an adjunct professor, teaching a class on the Global Environment of Business.

Farah draws on her experience in Public Finance, Policy Design and Non-Profit funding to identify solutions to pressing social challenges. She has taught policy design and politics at UH since 2016 and previously was Director of Public Accountability for the Laura and John Arnold Foundation, identifying, evaluating and recommending high-leverage philanthropic investments. Prior to that, she worked as a public finance analyst at Moody's Investors Service in New York, NY. Her views on public financial sustainability and the nation's pension challenges have been featured in printed media, blogs and TV programs.

Farah holds a Ph.D. in Political Science from UH, a Master of Public Affairs from the LBJ School of Public Affairs and Master's degree in Eastern European studies from the University of Texas-Austin.

**Alejandro Fernandez**

ADJUNCT FACULTY, DEPARTMENT OF DECISION & INFORMATION SCIENCES

Alejandro Fernandez, a senior executive with extensive experience in the Chemical Distribution and Oil & Gas Industry in Human Resources, Strategy, Planning, and Information Technology joins Bauer as adjunct faculty. He will teach Introduction to Strategic Human Resource Management.

Fernandez is the former Vice President for Human Resources and Communications at Brenntag Latin America, Inc. – Chemical Distribution, a global market leader in chemical and ingredient distribution. He was responsible for policies, practices, and systems that influence employee behaviors, attitudes, and performance across 16 countries in Latin America, leading a team of managers and HR specialists throughout the region. He has also worked as Vice President for Corporate Development and Communications at Brenntag Latin America and has worked in the human resources sector within the oil and gas industry in Venezuela since 1990.

Fernandez received a master's degree in Management from the Massachusetts Institute of Technology and a master's degree in Human Resource Management from Cornell University. He received an industrial engineering degree from Andres Bello Catholic University, Venezuela.

**Terrence Fontaine**

ADJUNCT PROFESSOR, DEPARTMENT OF MANAGEMENT & LEADERSHIP

Terrence Fontaine, Director of Aviation at Texas Southern University (TSU) and President and CEO of Business Operating Solutions, joins the Bauer College as adjunct faculty. Fontaine, a retired Airline Pilot and Pilot Instructor, is a member of the Association of Technology, Management and Applied Engineering Higher Education Accreditation Team and an adjunct professor in the business school at TSU.

He previously was Executive Vice President of the Metropolitan Transit Authority of Harris County, Deputy Chief of Staff for Mayor Bill White and has served as Chairman, Director or Adviser for numerous Houston-area boards.

Fontaine received an Ed.D from Texas Southern University in 2014 and an MBA from Bauer in 2008.

**Rodi Franco**

ADJUNCT FACULTY, DEPARTMENT OF MARKETING & ENTREPRENEURSHIP

Rodi Franco, the former chief marketing officer at Houston Symphony, the Jewish Federation of Greater Houston, Alley Theatre and Houston Grand Opera, joins the Bauer College Department of Marketing & Entrepreneurship as adjunct faculty.

Franco has previously consulted with the college on curriculum development and was a panelist for the Volunteer Management course at Rice University's Leadership Institute for Nonprofit Executives. She has been an adjunct instructor at UH Downtown and UH Clear Lake and has taught workshops for the UH Small Business Development Center and to employees of Tenneco, ExxonMobil, Texas Instruments and others.

She received a master's degree from Rice University, where she is currently enrolled in a post graduate degree program.

**Liana Gonzalez**

ADJUNCT FACULTY, DEPARTMENT OF MARKETING & ENTREPRENEURSHIP

Liana Gonzalez joins the Bauer College as adjunct faculty in the Wolff Center for Entrepreneurship within the Department of Marketing & Entrepreneurship at the Bauer College. Gonzalez is a Program Manager for RED Labs, a co-working and startup accelerator at Bauer.

She co-founded a business through Rice University's OwlSpark, has worked in retail as a store manager and as a graduate research assistant at Texas A&M University.

Gonzalez earned a B.S. in Political Science from Texas A&M in 2013.

**Kristen Gullo**

ADJUNCT FACULTY, DEPARTMENT OF MARKETING & ENTREPRENEURSHIP

Kristen Gullo, Vice President of Learning and Development for Mattress Firm, returns to the Bauer College Department of Marketing & Entrepreneurship as adjunct faculty.

Gullo leads Mattress Firm's learning and development initiatives, driving the customer experience through education programs for the company, a \$3.5 billion retail operation. She received the 2020 Association for Talent Development BEST Award and has been a guest speaker for Bauer's MBA programs. Gullo also helped develop curriculum for the Professional Selling Course at Bauer in 2014 and 2015 while serving as adjunct faculty. She received a master's degree in Family and Child Studies from Texas State University in 2004 and a B.A. in psychology from the University of Texas at San Antonio in 2002.

**Taehoon Im**

ADJUNCT FACULTY, DEPARTMENT OF DEPARTMENT OF MARKETING & ENTREPRENEURSHIP

Taehoon Im, a Ph.D. candidate at Rice University-Jesse H. Jones School of Business, joins the Bauer College of Business as adjunct faculty.

Im's research concerns sustainable business and sustainable development. He is teaching Ethics and Corporate Social Responsibility at Bauer and expects to graduate from Rice University with a Ph.D. in Business Administration-Marketing in 2021.

Im studied Political Economy and Development at the University of Michigan at Ann Arbor and Harvard University-John F. Kennedy School of Government, where he obtained a B.A. with Distinction and an M.P.P. with Distinction, respectively. During his undergraduate studies, he spent two and a half years in Bangladesh as a Korean Peace Corps volunteer, sparking an interest in bottom of the pyramid (BOP). Later, Im worked for Harvard University-Ash Center for Democratic Governance and Innovation as a researcher and for the World Bank as a consultant, where he was involved in research projects on foreign direct investment (FDI) and corporate social responsibility (CSR).

Im has received several prestigious awards from the Mayor of Seoul, Korean Ambassador to Bangladesh, Korean Ambassador to the United States and Speaker of the National Assembly. In 2011, he won the Talent Medal of Korea bestowed by the President of the Republic of Korea.

**Robert J. Kelly**

ADJUNCT FACULTY, DEPARTMENT OF MARKETING & ENTREPRENEURSHIP

The Department of Marketing & Entrepreneurship at the Bauer College welcomes Robert J. Kelly as adjunct faculty. Kelly is a frequent keynote speaker on salesforce effectiveness and founded The Sales Management Association, a global, cross-industry association for sales operations, sales enablement, and sales leadership professions established to advance professional standards and disseminate best practice research. He serves as adjunct faculty at Emory University, teaching sales and business development to MBA students and has spoken at some of the nation's top business schools, including Harvard, Columbia and Stanford universities.

Kelly formerly was vice president of sales at S.P. Richards Company/Genuine Parts Company, a \$2 billion wholesale distributor of business supplies and furniture; Senior Director and Director of Marketing Strategy at Intermedia Communications; and Senior Consultant at The Alexander Group.

He received an MBA from Emory University and a B.A. in English Literature from Washington and Lee University.

**Hiten Mehta**

ADJUNCT FACULTY, DEPARTMENT OF FINANCE

Hiten Mehta joins the Department of Finance at the Bauer College as adjunct faculty.

Mehta has extensive joint venture management experience in E&P in the oil and gas field, as well as experience in mergers and acquisitions, business development and contract negotiations. He has worked in India, the U.S., Egypt, Trinidad and the U.K., most recently as a Project Manager for M&A for the BP Corporation North America and as CEO of India Gas Solutions, Mumbai, a joint venture with BP and Reliance Industries. Mehta has worked for various BP companies since 1995.

Mehta earned a law degree from William Howard Taft University; an MBA from the University of Texas at Austin; and an undergraduate degree in chemical plant engineering from the University of Bombay, India.

**Edward J. Kroger, MD, JD, MBA**

ADJUNCT FACULTY, DEPARTMENT OF DEPARTMENT OF MARKETING & ENTREPRENEURSHIP

Edward J. Kroger, MD, JD, MBA, joins the Bauer College as adjunct faculty. Kroger will teach Fundamentals of Healthcare to graduate students and is helping to create a graduate degree in Healthcare Leadership and executive education programming on that topic at the Bauer College. He is the Founder / Managing Partner of Texas Healthcare Consultants and until 2020 was Owner/Managing Partner of Kroger Burrus Nelson, a specialized healthcare law and consulting firm that advised clients including Baylor College of Medicine, Texas Children's Hospital, CHI Baylor St. Luke's, Hendrick Medical Center (Abilene) and others.

Kroger also serves as an adjunct professor at Rice University, Jones Graduate School of Business, teaching Strategic Management – Healthcare and other healthcare related topics. He is Director of the school's Healthcare Certificate Course.

Kroger was recognized as a Texas Super Lawyer and Houston Top Lawyer and was included as the 50 Best and Brightest Executive MBAs in the World 2017 by Poets and Quants. Kroger has been an adviser on Healthcare Business for the *Houston Business Journal* and a consultant to the Texas State Bar and Texas Medical Association.

Kroger graduated from Baylor University in 1981 and the University of Texas Southwestern Medical School in Dallas, completing an Internship in Internal Medicine before taking a three-year leave of absence to attend the University of Texas School of Law. He returned to Houston and finished his residency in 1991 with subsequent Board Certification in Internal Medicine. After making partner at an international health law and medical malpractice litigation firm, he left to found Kroger Burrus Nelson in 1999. Kroger returned to school and earned an MBA from Rice University in 2017.

**Yu Li**

ADJUNCT FACULTY, DEPARTMENT OF FINANCE

Yu Li, who earned his Ph.D. in Finance at Bauer College in 2018, joins the Department of Finance at the Bauer College as adjunct faculty. Li is a quantitative research analyst for Invesco with expertise in multi-asset allocation, capital market assumption and alternative investments. Li received a master's degree in mathematics from the State University of New York, Buffalo. He has a B.S. in mathematics from Xiamen University, China.

**Joseph Martocchio**

ADJUNCT FACULTY, DEPARTMENT OF MANAGEMENT & LEADERSHIP

Joseph Martocchio, Professor Emeritus at the University of Illinois at Urbana-Champaign, (UIUC) joins the Bauer College as adjunct faculty in the Department of Management & Leadership.

Martocchio is a seasoned educator with a distinguished career at the UIUC School of Labor and Employment Relations (LER). His research, focusing on employee compensation and benefits, training and evaluation design, generational dynamics in the workplace, cultural diversity and work withdrawal has been widely published in noted academic journals. Martocchio served as Associate Dean and Interim Dean at LER, was Editor of Research in Personnel and Human Resources Management, Associate Editor of *International Journal of Training and Development* and led the Human Resource Department of the Academy of Management for several years. He was an elected Fellow of the American Psychological Association; the Employee Benefits Research Institute; and the Society for Industrial and Organizational Psychology.

Martocchio was among the top 5 percent of published authors in *Journal of Applied Psychology and Personnel Psychology* during the 1990s. He authored several textbooks and received numerous grants and awards over his career.

Martocchio is also an adjunct Instructor at Pennsylvania State University World Campus. He received his Ph.D. and M.L.I.R. from Michigan State University and graduated with High Distinction from Babson College in 1984.

**Andrew Slaughter**

ADJUNCT FACULTY, DEPARTMENT OF FINANCE

Andrew Slaughter, the former Executive Director of the Deloitte Research and Insights Center for Energy, Resources and Industrial Products, joins the Bauer College as adjunct faculty. He will teach Energy Value Chain courses.

Until his retirement at the end of 2019, Slaughter was responsible for developing and publishing strategic analysis and decision focused insights for clients in the oil, gas and chemicals industries, the power and utilities sector, renewable energy and the industrial products and construction sector.

Previously, he held the position of Vice President for Energy Research for IHS. In this role, he led the company's research teams in the areas of oil and gas supply and oil markets, as well as oil and gas company valuation and transaction analysis; and the social and environmental implications of onshore energy and petroleum development activities.

Prior to joining IHS in mid-2012, Slaughter was Business Environment Manager for Shell's Upstream Americas energy and petroleum business. He had responsibilities for strategic counseling and analysis relative to North American crude oil and natural gas markets, covering short and long-term supply, demand, price and other regional market issues in support of investment planning and business strategy.

Slaughter has been an active participant in a leadership role for recent National Petroleum Council (NPC) studies, undertaken for the U.S. government, including the 2007 NPC study "Facing the Hard Truths About Energy", and the 2011 study on prudent development of North American oil and gas resources, for which he served as Chair of the Resources and Supply Task Group. He is a member of the *Oil and Gas Journal* Editorial Advisory Board; serves on the Council of the U.S. Association for Energy Economics; is a peer reviewer for the *Journal of Energy Policy*; and is a regular contributor to industry forums.

**Zin Smati**

ADJUNCT FACULTY, DEPARTMENT OF FINANCE

Zin Smati, a senior executive with more than 30 years of U.S. and international energy experience, joins the Bauer College Department of Finance as adjunct faculty.

He is a senior advisor to the private equity industry and was chairman and CEO of LifeEnergy, a portfolio owned company, until its recent sale at the end of 2019. Prior to the private equity industry, he was President and CEO of GDF Suez Energy NA, part of Engie, one of the largest renewable and energy services company in the world. There, and for more than 10 years, he managed Engie's \$10 billion business in the U.S., Canada and Mexico. Prior to Engie, he was President and CEO of BP Global Power, part of the BP Group. There he led all gas to power developments worldwide. He started his career in the electricity industry in the United Kingdom. Smati currently serves on corporate and industry trade boards in the U.S. and Canada.

He earned a Ph.D. from Brunel University, U.K.; an MBA from Henley Management College, U.K.; a master's in Engineering from Nottingham University, U.K.; and B.S. in Electrical Engineering from Sheffield University, U.K.

**Alex Tawse**

ADJUNCT FACULTY, DEPARTMENT OF MANAGEMENT & LEADERSHIP

Alex Tawse, Assistant Clinical Professor of Management at Georgia State University, joins Bauer College Department of Management & Leadership as adjunct faculty.

Tawse earned his Ph.D. in Business Strategy and Strategy Implementation at the Bauer College in 2018 and received an MBA from UT Austin in 1996. He graduated with a B.A. in Economics & International Relations from Stanford University in 1990.

He has collaborated with Bauer faculty on numerous academic research papers regarding leadership and strategy implementation, including recently co-authored academic papers published in *Business Horizons* and *Asia Pacific Journal of Management*. In 2018, he won the UH Teaching Award for graduate students, as well as a Future Faculty Fellowship Award.

Tawse has more than 20 years of business experience. He served as the CEO of a start-up acquisition company in the oil and gas industry, as an executive and loan consultant for the Kaizen Institute, and as a CPA for Price Waterhouse Coopers in Silicon Valley.

**Allison Traylor**

ADJUNCT FACULTY, DEPARTMENT OF DEPARTMENT OF MANAGEMENT & LEADERSHIP

Allison Traylor, a doctoral student in Industrial/Organizational Psychology at Rice University, joins the Bauer College as adjunct faculty.

Traylor's research focuses on teamwork and diversity in organizations and has been published in several respected academic journals. She has received several grants and scholarships: A \$375,000 grant from the National Science Foundation (NSF) for a research project, "When teaming discriminates: A series of studies examining team discrimination by gender in STEM teams and a way forward." In 2018, she received an NSF Graduate Research Fellowship (\$138,000) and in 2017, she received a grant from the Doerr Institute for New Leaders, Rice.

Traylor received a master's degree in Industrial/Organizational Psychology from Rice in 2019 and expects to receive her doctorate in 2022. She received a B.S. degree in Business Administration & Political Science from Northeastern University, Boston, 2017.

**Jerome (Jerry) Witte**

ADJUNCT FACULTY, DEPARTMENT OF FINANCE

Jerome (Jerry) Witte joins the Bauer College as adjunct faculty in the Department of Finance. Witte is the Principal and CEO of Qval Property Advisors. He was previously a partner and National Director of Real Estate Advisory Services for Hein & Associates LLP. Prior to that, Witte was the South-Central Region practice leader at PricewaterhouseCoopers. Witte has extensive experience in valuation and consulting services for institutional grade commercial real estate and in acquisitions, mortgage loan restructuring and asset securitization. He has consulted on numerous international real estate projects and provided forensic accounting services in the U.S. and around the world. Witte holds the MAI, CRE and FRICS designations from globally recognized institutions.

He received a master's degree in Land Economics and Real Estate from Texas A&M University in 1989 and a BS in Agricultural Economics/Finance from A&M in 1987.

THE DIGITAL DIVIDE

BAUER RESEARCH LOOKS TO CLOSE CHASM ON TECHNOLOGY ACCESS

By Julie Bonnin

There are virtually no areas of life the pandemic has not touched, and the digital divide has emerged as a particularly acute problem for traditionally socially disadvantaged groups, such as women, minorities, and the elderly.

Recently published research from Bauer College Dean and Cullen Distinguished Chair Professor Paul A. Pavlou sheds light on that disparity and prescribes practical public policy initiatives that could help bridge the chasm between those who have access to technology and those who do not.

“Unemployment and low wages remain pressing societal challenges in the wake of increased automation, more so for traditionally disadvantaged groups in the labor market, such as women, minorities and the elderly,” the researchers write in the paper. “However, workers who possess relevant IT skills might have an edge in an increasingly digital economy.”

Pavlou, a prominent researcher and expert on data analytics and digital business strategy, co-authored the study published by *Information Systems Research* with Hilal Atasoy, Rutgers University, and Rajiv Banker, Temple University. Their findings show that workers with basic IT skills, such as the ability to use email, copy and paste files and work with an Excel spreadsheet, are more likely to be in the labor force and employed, interestingly, predominantly in jobs that are not explicitly tied to those IT skills.

Because most employers do not provide such training for basic IT skills, it is incumbent on public policymakers to provide appropriate resources to those workers most affected, Pavlou said.

“Workers are expected to obtain these IT skills themselves, in order to get a job in the first place. And the less-privileged population they are, the harder time they have obtaining these IT skills that require computer equipment and Internet access at home.”

The researchers analyzed comprehensive labor market data collected by the Turkish government from 2007 to 2015 that encompasses the country’s entire population. Previous research had focused heavily on IT professionals working in organizations. Women and older adults, who traditionally have a higher preference for flexible work options, are acutely in need of computer equipment and basic IT skills to access entry-level jobs, Pavlou said.

Simply having a computer in the household can actually help people obtain competency on their own.

“Even a basic provision of computers, providing subsidies for computers, such as making them tax-free, can be instrumental in making it as easy as possible for households to have a computer at home, which helps the children and the entire household to obtain IT skills,” he said. “Coupled with some training that is needed, they can actually obtain those IT skills and become more competitive in the workforce.”

Not surprisingly, the researchers also found that workers with more advanced IT skills earn higher wages, providing a way forward that can lead to economic parity and empowerment.

While the statistics gathered predate the global pandemic and reflect a developing country, COVID-19 has only exacerbated the impact of the problem worldwide, Pavlou said.

“There are fewer and fewer face-to-face interviews and many office jobs now involve telecommuting. Our results are likely to become more pronounced and the digital divide will only become even sharper, because of the importance of having access to computers and the internet and possessing IT skills.”



“There are fewer and fewer face-to-face interviews and many office jobs now involve telecommuting. Our results are likely to become more pronounced, and the digital divide will only become even sharper, because of the importance of having access to computers and the internet, and possessing IT skills.”

PAUL A. PAVLOU,
DEAN & CULLEN DISTINGUISHED CHAIR PROFESSOR



BAUER COLLEGE
DEAN AND CULLEN
DISTINGUISHED CHAIR
PROFESSOR PAUL A.
PAVLOU'S RESEARCH
SHEDS LIGHT ON
DISPARITY OF THOSE
WHO DO AND
DO NOT HAVE
TECHNOLOGY ACCESS.

A Student Perspective

Bauer College students Veronica Herrera and Andre Hal represent the college's undergraduate and graduate communities, offering their perspectives as new representatives on the Bauer College Board.

Bauer College Board Adds Two Student Representatives to Roster

Story by Jessica Navarro & Amanda Sebesta

Photography by Akil Bennett and Charles Propst

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I seek to become a businesswoman who **inspires others, gives back** and makes an **impactful change**.

Veronica Herrera
Marketing & Entrepreneurship Senior

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I balance my school activities and my BCB responsibilities by going back to my **professional football career days**. I had a very busy schedule every day, so I needed the focus to stay on task. I use those skills of **time management** to help me now as a representative on the BCB.

Andre Hal
MBA Candidate and Retired Houston Texans Safety

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Veronica Herrera

Marketing & Entrepreneurship Senior

Veronica Herrera is an engaged student, participating in the Cyvia and Melvyn Wolff Center for Entrepreneurship, Hispanic Business Student Association, Bauer Consulting Organization and the Stimulating Urban Renewal Through Entrepreneurship (SURE™) Program. In 2019, she was part of a student group that completed data collection and an environmental analysis for the college's five-year strategic plan. She is also a 2020-2021 Texas Business Hall of Fame Scholar.

Q How long have you served as a student rep on the BCB?

A I have served as the Undergraduate Student Representative on the Bauer College Board for about six months. I was inducted this summer.

Q As a student representative, what is your role on the board?

A The Bauer College Board consists of seven sub-committees that focus on specific initiatives for the college. I am part of the Branding and Reputation Committee. My role is to work alongside my BCB team members to create initiatives that will help us enhance the Bauer brand.

Q How do you hope to make an impact on the BCB for your fellow students?

A I hope to make an impact by helping shape the direction of our college through my contributions to the initiatives that the BCB is committed to accomplishing. I believe that these projects will help my fellow students obtain a superb educational experience and return on their investment. I am elated to be a part of the Bauer College Board and committed to representing my fellow students to the best of my ability.

Q How do you balance your school activities and BCB responsibilities?

A I balance school activities and the Bauer College Board responsibilities by being aware of my time management. I am genuinely passionate about making an impact, so I make time for the BCB and all of the other organizations that I am a member of.

Q How do you stay involved at Bauer outside of the classroom?

A I am currently a member of the Bauer Consulting Organization, the Wolff Center for Entrepreneurship, the Wolff Center for Entrepreneurship Alumni Network, and the Cougar Venture Fund. I also represent Bauer in the National Millennial Community and the Texas Business Hall of Fame Alumni Association. The National Millennial Community is an invite-only community of students from universities all over the United States who seeks to provide an environment for members to share their thoughts and perspectives with key influencers of government, businesses, and communities.

During my time at Bauer College, I have also been a member of the SURE™ Program, the Hispanic Business Student Association and the Bauer Strategic Planning Committee, and I have served as the Student Representative for Bauer during the AACSB International accreditation. Additionally, I have participated in three business pitch competitions.

Q Why did you choose Bauer?

A I chose the Bauer College of Business because of its diversity, focus on leadership, and quality of students. My goal was to surround myself with peers who had strong values, different viewpoints, and diverse backgrounds. I knew that this would help me grow and become a well-rounded person and leader. I believe that diversity and leadership are two crucial elements to creating the best teams and organizations. The diversity of students Bauer had and its focus on developing leaders reassured me that I was making the best decision.

Q What are your plans after graduation?

A My plans after graduation consist of pursuing my passion for strategy consulting and entrepreneurship, with the goal of obtaining my MBA from Bauer and starting my entrepreneurial ventures. I seek to become a businesswoman who inspires others, gives back and makes an impactful change.

Q How would you encourage other students to make an impact on the college?

A Bauer is full of opportunities to get involved! I encourage every student to get involved as much as possible, whether it be through one of our student organizations, our nationally ranked programs, or volunteering opportunities. Invest your time wisely — you are capable of doing anything you set your mind to. Always challenge yourself!



Andre Hal

MBA
Candidate

Andre Hal is an MBA candidate and retired Houston Texans safety. He played college football at Vanderbilt and spent his five-year NFL career with the Houston Texans who drafted him in the seventh round of the 2014 NFL Draft. Hal was diagnosed with Hodgkin's Lymphoma in June 2018, with the Texans announcing in September of that year that the disease was in remission, and he was activated to the roster in mid-October. After retiring in 2019, noting that his health did not play a role in his decision, he started the graduate business program at Bauer College.

Q How long have you served as a student rep on the BCB?

A I have served for a year now as a student rep on the BCB.

Q As a student representative, what is your role on the board?

A I am on the MBA Board as a student representative. As a student representative, my role is to give the board insight on how the students are feeling and the things the students want and need to be more successful at the university.

Q How do you hope to make an impact on the BCB for your fellow students?

A I hope I am able to make an impact on the BCB by helping students have a better experience while at the university.

Q How do you balance your school activities and BCB responsibilities?

A I balance my school activities and my BCB responsibilities by going back to my professional football career days. I had a very busy schedule every day, so I needed the focus to stay on task. I use those skills of time management to help me now as a representative on the BCB.

Q Why did you choose Bauer?

A I chose Bauer because on my search for schools to go to, I heard Bauer had a great MBA program and I was already in Houston, so I enrolled and after my first year on campus, I believe I made a great choice.

Q How would you encourage other students to make an impact on the college?

A I would encourage other students to make an impact by just getting involved in something on campus. It would help them develop as a person and help the university.



BRIDGING THE GAP

BAUER ALUMNA INVESTS IN BAUER MBA COMMUNICATIONS INITIATIVE

By Julie Bonnin

Rodi Franco (MBA '90) has enjoyed a successful career leading marketing and communications for some of Houston's best-known arts organizations. She and her husband, Robert Franco, provided a generous donation that funds an MBA Communications Initiative for full-time Bauer College MBA students that began in Fall 2019, and she teaches an online course in Marketing for Non-Profits to undergraduates.

We spoke with Franco recently to learn more about her insights on her close connection with the University of Houston and why she is committed to giving back.

Q: What are some of the values you try to embody as a professional and what keeps you excited to be involved as a communications professional and board member of several organizations in the Houston area?

A: During my career, I led the marketing and communication teams for Houston Grand Opera, Alley Theatre, and the Houston Symphony. I was also the president of the Houston Chapter of the American Marketing Association, an unpaid position, when the chapter was recognized as the chapter of the year for revenue and membership growth.

One of the things that gives me the most pride is that I had the opportunity to build teams and train both employees and volunteers. Many of my past employees are now leaders who are promoting art organizations or have moved on to senior management positions in other nonprofit and for-profit organizations.

What drives me is being able to create programs that attract new attendees to events and performances and build new art fans and organization advocates. It is an exceptional

joy to work with creative artists as well as to support the passionate efforts of the fundraising and education teams.

Q: You went through the Bauer College MBA program some time ago. What prompted you to seek an MBA and what are some of the best ideas or skills you gleaned from the program?

A: I graduated from Bauer in 1990, that's three decades ago! Prior to returning to school, I spent five years at NYC advertising agencies working on national accounts, such as FedEx, MCI, and Bulgari Jewelers. When I arrived in Houston after my husband's firm relocated us, I realized that to grow my career in Houston, I'd need to broaden my knowledge from just advertising to marketing, and I'd need to develop a strategic understanding of how organizations competed and succeeded.

Thinking back to my time at Bauer, I got as much or more from my accounting and information systems courses as I did from my marketing classes. This is why I always encourage students to take courses outside of their core interest. Because UH is Houston's school, I've made lifelong friends, some of whom became professional colleagues.

Q: Please describe the reasons you wanted to be involved in an MBA Communications Initiative and provide a few details about what it involves.

A: While Bauer gave me the knowledge and skills to land my first job as the Marketing Director for Houston Grand Opera, I realized that I lacked the strong communication skills that I'd need to be able to sell ideas to board members. Seeking out opportunities to speak and mastering editing skills were essential. Having strong communications skills is the difference between having a good idea and convincing others to make that idea a reality.

I was thrilled to learn that improving and expanding communication training for Bauer full-time students was a desired initiative. Not only was I able to provide early funding for this initiative, but I was able to engage with students through the program. Specifically, I met students during orientation and at the end of the program to help judge students' initial and final presentations. How rewarding to see the dramatic improvement! (The class ending in 2020 posted a ninety-five percent internship placement, the highest ever). I was also able to share my career experiences with the students and to personally hand out cash rewards.

My husband I and are lucky to be able to contribute to organizations and several colleges and universities that are important to us and our children. It's a pleasure to meet with students who are benefiting from our gifts!

I hope that other Bauer alumni who also recognize the importance of communication training for MBA students will join with us to support and expand the current MBA Communications Initiative, which has shown such great success.



AFTER ENJOYING A SUCCESSFUL MARKETING CAREER, ALUMNA RODI FRANCO (MBA '90) NOW BRINGS HER EXPERTISE TO BAUER COLLEGE, HELPING STUDENTS IN THE FULL-TIME MBA SHARPEN THEIR COMMUNICATION SKILLS BEFORE THEY GRADUATE AND ENTER THE WORKFORCE.



“I was thrilled to learn that improving and expanding communication training for Bauer full-time students was a desired initiative. Not only was I able to provide early funding for this initiative, but I was able to engage with students through the program.”

RODI FRANCO (MBA '90)



“ We could’ve sulked and done nothing this summer. Instead, we made lemonade out of lemons with what we had. ”

GRIFFIN RIGGS,
MARKETING JUNIOR

FINDING PURPOSE

BAUER PROGRAM FOR EXCELLENCE IN SELLING STUDENTS
GIVE LOCAL NONPROFITS A BOOST

By Amanda Sebesta

Students in Bauer College’s Stagner Sales Excellence Institute found a way to give back last summer while getting real-world experience through a partnership that connected the college to Houston-area nonprofit organizations.

Many of the 150 students within SEI’s Program for Excellence in Selling lost their summer sales internships in 2020, due to the pandemic. SEI partnered with corporate partner 3M and donors Andy and Barbara Gessner to provide 25 students with a \$3,000 scholarship to “intern” with SEI for the summer.

The students were split into teams of five and tasked with analyzing the Houston nonprofit community and identifying organizations to support, said SEI Director of Corporate Relations John Pingel.

“The students worked with SEI, and PES professors supported and engaged them through a rigorous curriculum that includes an education in project management, leadership, non-profit fundraising strategies and digital sales,” he added.

Each team was responsible for creating an engagement strategy that focused on increasing financial support through fundraising or selling products for their respective nonprofits, which included Houston Food Bank, Elijah Rising, Kids Meals Inc., A 2nd Cup and Hope Village.

“We generated \$35,000 in roughly three to four weeks’ worth of selling time, and created a legitimate pipeline of an additional \$100,000,” Pingel added.

We spoke to three of the student leaders about their experience, and how they helped create revenue for their nonprofits.

\$35K

IN ROUGHLY 3-4 WEEKS’
WORTH OF SELLING TIME

\$100K

OF ADDITIONAL, LEGITIMATE
PIPELINE CREATED

MD Akil

MARKETING SENIOR
HOPE VILLAGE

Q: What nonprofit did you choose to help?

A: “Hope Village is a residential day program, as well as a residential place, for people with intellectual disabilities and because of COVID, our groups main problem was dealing with that transition of getting Hope Village that revenue they were tapped into without putting in risk of the Villager’s safety, the workers safety, and consumer safety. The biggest opportunity that my team was able to make within a span about 3-4 weeks was transitioned into making an ecommerce site for their materials.”

Q: What was your biggest takeaway from the project?

A: “I’m going to do as much as I can as much in my career to give back to nonprofits, and I think this project that I found a bit of purpose of what I want to do besides taking care of the family. That was a huge takeaway for me.”

Ryan Hastings

MARKETING SENIOR
HOUSTON FOOD BANK

Q: What nonprofit did you choose to help?

A: “Our team worked with the Houston Food Bank, and more specifically, with Alex Bregman’s FeedHOU Initiative. Our goal was to attach ourselves to him and the press he was getting so we could raise more money. There were four different people involved. It was Paul Wall, Alex Bregman, Active Athlete and Bun B, and what we decided to do was to create a shirt for \$25 and all revenue went to the Food Bank. Our team ended up raising more than \$19,000 of revenue earned.”

Griffin Riggs

MARKETING JUNIOR
KIDS MEAL INC.

Q: What nonprofit did you choose to help?

A: “Kids Meals Inc. is a meals on wheels program here in Houston. They usually serve 3,500 meals a day, and of course, they had to reach the new demand which is now 7,500 a day of those being hurt by the pandemic.”

Q: What solution did you come up with?

A: “We came up with a social media bingo initiative. We asked our followers to donate simple donations, whether it was following the Kids Meals, Inc. Instagram account, or sending donations of \$2, \$4, \$6, \$10, and once they take part in that bingo, they would share that on their account.

Q: If you wouldn’t have had this opportunity from PES and donors, what would you have done?

A: “We could’ve sulked and done nothing this summer. Instead, we made lemonade out of lemons with what we had. Once you hear the stories on how they are helping families out, it makes you feel good inside. It was an honor to work with them.”





REMOTE CONNECTION

BAUER LEADERSHIP & ENGAGEMENT TEAM PIVOTS
TO VIRTUAL PROGRAMMING FOR STUDENTS

Introduction by Jessica Navarro & Amanda Sebesta

In order to keep students engaged in a now mostly online world, Bauer College's Leadership & Engagement team hosted virtual events throughout the summer and fall semesters.

Led by Program Manager for Leadership Initiatives Allison Keithly and Student Engagement Program Manager Tierra Walters, the events included planned Alumni Coffee Chats, Bauer Bingo Night, Virtual Workouts, Networking Events, Big Bauer Trivia Night, and more, continuing the successful "Bauer Summer Series," developed by the college's Leadership & Engagement team as a means to continue safely delivering engagement and development opportunities to students, even in the face of the COVID-19 pandemic.

"I would just like to encourage students to take the time to get involved even if we are in a virtual environment. Take advantage of the opportunities to meet new students, join a student organization and push yourself outside of your comfort zone," Walters said. "I think if students can lay the foundation for being involved now, when they return in person they will definitely see the benefits of that."

We spoke to Walters and Keithly about the initiative they ran this summer and fall and how they engaged students in a virtual setting.

Q: How did you come up with the ideas for events?

AK: "We got the ideas from everywhere. Sometimes, we had both read about an idea on a blog or in a Facebook group, other times it came from experiences we had with friends. I think earlier on, I just started reaching out to people I knew (mostly alumni) to see if they'd come out and talk to students. It really became a 'Who's Who' of people Tierra and I knew who were free and willing to engage with our students. Then it was just a chance for us to try things we really liked. I'm super passionate about fitness and so I tried a lot of events related to fitness like having yoga instructors or doing virtual runs. Tierra is great at planning fun and engaging events, and she led the charge on things like Bauer Bingo and our Ted Talk Thursdays."

Q: How many events did you hold in total?

AK: "Over the summer from May-July we held over 100 events. These included everything from roundtables with professionals, Alumni Coffee Chats, Ted Talk Thursday, Bauer Bingo, Bauer Trivia, and a variety of social and fitness events like Fitness Friday and Netflix Party Thursdays. We saw over 1,000 attendees at events (this included duplicates aka a student who attended multiple events) and engaged with close to 300 unique students."

Q: Why did you want to stay virtually engaged with students?

AK: "I was initially interested in engaging students, because I felt so overwhelmed by what I knew students were experiencing. Almost overnight everything they had known changed and they were stuck at home. I wanted students to feel connected and engaged despite everything. I also started hearing so many reports of students losing their internships and even full time offers and it was only March. I also wanted to help them network, which is why I put so much effort into events like our Alumni Coffee Chats and events featuring professionals like the collaborations we did with HPE and KPMG. Students need connection and they also need opportunities to network."

TW: "I wanted to stay engaged with students because I know that student engagement is critical to student success. There were several mid-semester and end of the semester events that we were looking forward to having on campus. I wanted to find a way for students to still experience some of the events they were missing out on. Additionally, once we started planning for the fall semester, we realized that there were several incoming freshmen and transfer students that were new to Bauer. We wanted those students to be able to make meaningful connections with other students and feel welcomed to the Bauer family."

Q: What were the benefits of staying virtually connected to students?

AK: “The biggest benefit of staying connected virtually to students was the benefit given to the students themselves. Students were really confused and overwhelmed in the spring. This gave them a way to be engaged during a time when people felt so far apart from each other. I think for students specifically, the biggest benefit was the networking. Students had a chance to network with each other and with professionals, which was huge. For Tierra and I, the biggest benefit was just the opportunity to be creative. I saw both of us really push ourselves as professionals to be innovative and try new things despite the circumstances. It was also great to work with one of my favorite coworkers so closely. Tierra and I have been working closely together for the past few years and I feel like every time we work together we create something incredible. This past spring/summer and into the fall have really continued to prove that for us.”

TW: “I believe the virtual engagement offered the students something to look forward to. It was an environment that was engaging, fun and sometimes competitive, but the students were able to meet new students and make meaningful connections. For me personally, I definitely struggled with the transition to the virtual environment. Allison definitely took the lead in several ways and she inspired me to do more and she gave me the extra push that I needed. I was able to develop a closer relationship with Allison as well as with the students.”

Q: What were your favorite events?

AK: “Personally, my favorite individual event was the Bauer Trivia Night. It was so fun to do and we had over 60 participants. It really helped me learn how to use Zoom in a meaningful and exciting way. It was also great, because I could tell students were really having a ton of fun and enjoying the event. Overall, I absolutely loved (and still

love) the Alumni Coffee Chats. It’s been so fun to reconnect with so many of my favorite alumni and also to just see them interact with students. Alumni love talking with current students and sharing their experiences. It’s a really meaningful way to engage. We also had an event with a Registered Dietitian. Her name was Starla Garcia and she’s also an alumni of the UH Track Team. She talked to students about how to stay healthy and manage eating when you’re stuck at home. I loved the way our creativity really grew in this time.”

TW: “It’s definitely hard to determine my favorite events, but if I had to choose, I would select the Bauer Beauties event which featured Rija Arif (a Consultant at Capgemini, but also a social media influencer). I also liked the Show and Tell event, where students were able to turn their Zoom cameras on and show us a meaningful item and discuss why it mattered to them. I was able to learn so much about students that you do not normally have an opportunity to learn at ‘traditional’ on-campus events.”

Q: Do you plan to have virtual events even when we come back in-person?

AK: “As for what we’ll do when we are back in person, I think we have no idea is the honest truth. Tierra and I are huge planners, but at this point we can only take it a few months at a time. We do plan to continue virtual engagement in the spring. This fall we’ve scaled back to account for students being more involved with their student organizations and classes.”

TW: “I think it’s definitely something to consider. I know that the university has added HyFlex classrooms which would allow us to have events in person as well as have students join us virtually. We know that students have busy schedules so potentially offering a variety of ways to engage is definitely something to consider.”



“

I would just like to encourage students to take the time to get involved even if we are in a virtual environment. Take advantage of the opportunities to meet new students, join a student organization and push yourself outside of your comfort zone."

TIERRA WALTERS,
STUDENT ENGAGEMENT PROGRAM MANAGER



“

The biggest benefit of staying connected virtually to students was the benefit given to the students themselves. Students were really confused and overwhelmed in the spring. This gave them a way to be engaged during a time when people felt so far apart from each other."

ALLISON KEITHLY,
LEADERSHIP INITIATIVES PROGRAM MANAGER

BAUER connects

Bauer College, In Face of Unpredictable Changes,
Moves Forward with Growth, Digital Learning and More

Story by Julie Bonnin

Photography by Charles Propst & Akil Bennett

Bauer College quickly pivoted during COVID-19, still
reaching goals set by the 2020-2025 Strategic Plan.



THE importance of the quick pivot in the face of unpredictable circumstances may well be the defining business fundamental of 2020. The value of nurturing relationships with stakeholders, customers and others, through good times and bad times, has also been underscored in the midst of a global pandemic.

The C.T. Bauer College of Business exemplified these principles in the wake of the spread of COVID-19, innovating on the spot and creating new modes for connectivity and communication. The Bauer College continued to advance multiple strategic initiatives detailed in the 2020-2025 Strategic Plan, but world events sparked a focus on three defining areas of 2020: Digital Learning, Healthcare Innovation, and Diversity and Inclusion.

Despite the challenges of the past year, and in some cases, because of them, Bauer continues to aggressively pursue its goals, embodying ambitious growth and innovation destined to continue in 2021 and beyond.

The ultimate aspiration, articulated by Bauer Dean and Cullen Distinguished Chair Professor Paul A. Pavlou, remains unchanged: “We want to transform lives, we want to transform organizations, and we want to transform society.”

“We want to transform
lives, we want to
transform organizations,
and we want to
transform society.”

— Dean Paul A. Pavlou



DIGITAL learning

The Bauer College was already deeply engaged in enhancing the delivery and effectiveness of digital learning when COVID-19 struck.

When UH closed its campus in early March, Bauer's faculty and staff were able to act quickly to transition all classes online, giving students a seamless experience as classes resumed in a virtual format a few weeks later. The college's first Director of Digital Learning, Emese Felvegi, Professor of Practice in the Department of Decision & Information Sciences, was appointed in January, even before COVID-19, and she has developed and directed initiatives designed to empower faculty and support students.

"Given the recent developments due to COVID-19, and the broader challenges for higher education, it is imperative to enhance our ability to leverage technology to offer courses remotely," Pavlou said.

Plans to offer more online options were accelerated in 2020. Seven new online degree plans that reflect existing in-person undergraduate and graduate degree plans will debut in 2021. New programs, such as the Master of Science in Business Analytics, which debuted in 2019, reflect huge employment opportunities for students.

The Bauer College continues to adopt state-of-the-art interactive and immersive classroom technology, in addition to experiential learning opportunities, as a way of helping ensure that online programs remain dynamic at a time when face-to-face communication is limited.

HEALTHCARE innovation

The unfolding of a global pandemic in a city with the world's largest medical center and the launch of the University of Houston's College of Medicine, have helped illustrate how important it is for the Bauer College to aggressively build upon an emerging area of excellence: Healthcare Innovation.

In 2020, academic leaders at the Bauer College began creating a college-wide Master of Healthcare Leadership degree. Data science experts from the Information Sciences area, such as Professor Ravi Aron who joined this Fall from John Hopkins University and whose analytic skills may hold answers to healthcare challenges such as efficiency and reliable supply chains, this year aligned with several Houston-area hospitals to improve their data analytics capabilities.

In continuing to add to healthcare-related Executive Education courses such as Healthcare Supply Chain Management and others, the Bauer College remains committed to equipping professionals with the specialized skills they need, while cementing the type of relationships that ensure relevant curricula. Undergraduate and graduate students, whether they aspire to work in finance, management, marketing, or other sectors vital to healthcare, can expand their career options by earning a growing number of certificates that recognize expertise in the field.

Existing relationships with practitioners from the Texas Medical Center and other hospitals in the U.S. and abroad continue to further research knowledge that holds the potential to influence public policy, improve physician decision-making, streamline supply chain operations and prevent unnecessary costs.





DIVERSITY & inclusion

In a year of racial reckoning and marches prompted by the death of Houston native George Floyd, the Bauer College took several steps toward its goal of modeling Diversity and Inclusion in higher education.

Bauer's highly diverse student body has always been an asset that underscores the commitment to diversity and inclusion and the benefit of addressing business challenges from a multitude of perspectives.

The Inclusive Leadership Initiative (ILI), created in part to elevate awareness of ways inclusion can be a source of competitive advantage, entered a new phase, with Instructional Assistant Professor Barb Carlin serving as director. ILI also added two well-known diversity researchers to its ranks: C. T. Bauer Chair of Inclusive Leadership Derek R. Avery, who joined the Bauer College this year, and Professor Juan Madera, who began work at the University of Houston in 2019.

Building upon the groundbreaking research produced by the two, as well as that of Professor Leanne Atwater, who has led efforts to address sexual harassment in the workplace, the Bauer College will continue to be an advocate for addressing nuanced aspects of institutional injustice that impact organizations and society.

"The need for the Inclusive Leadership Initiative is more urgent than ever to face the grand challenges of the health and economic COVID-19 crisis, teleworking needs while homeschooling, and the necessity to engage in conversations about – and actions aimed at – addressing racial injustice and systemic racism," Dean Pavlou has said.

A DIGITAL DREAM TEAM

"YOU CAN GO IT ALONE, BUT YOU DON'T HAVE TO!"
ACCORDING TO BAUER DIRECTOR OF DIGITAL LEARNING

Story by Emese Felvégi, Director of Digital Learning

Photography by Akil Bennett



This time last year I spent most of my time after class in Melcher Hall 131, our fabulous and much used Tutoring Lab, chatting with students and Academic Support Assistants about our open data projects, upcoming assignments, or whatever Audible, Netflix, or the library had to offer.

We would check on the Accounting, Finance and Statistics labs on our hallway to see how they were fairing. Faculty and staff would stop by: sometimes looking for a dry erase marker, sometimes for a cookie, often for a chat about Brené Brown's Braving the Wilderness — our favorite then, now and forever.

Faculty, staff, and students worked in shared spaces with dozens of Academic Support, Instructional and Teaching Assistants sharing in responsibilities to our students and our College making sure that Bauer is... Where Awesome Happens!

A lot has changed in the last nine months (and counting). However, the perseverance and commitment of our student workers to our college and its students, staff, and faculty has remained the same. While our shared spaces have migrated to virtual ones, our students' commitment remains the same as it was in our classrooms, online Tutoring Labs, virtual offices, and other online meeting spaces.

Our undergraduate and graduate student workers have been instrumental in supporting faculty, staff and students since the middle of March through the remote emergency teaching. Back then, what feels like half a lifetime ago, Zoom and Teams may have been new to some faculty and staff, but many of our student workers were already old hands at these tools from past classes, internships, student organizations, or from personal interest.

Their ability to work with all stakeholders allowed our classes, Tutoring Labs, and the newly formed Office of Digital Learning, to increase its reach with great speed. In collaboration with Bauer's Instructional Designer, David Del Pino Kloques, who brought two decades of online teaching and learning experience to our College, our student workers quickly developed documents, assisted faculty in trainings, and supported the day-to-day instructional technology needs of our College.

David trained our "Fantastic Four" graduate Instructional Assistants Brenda Benitez Franco (Marketing MS, 2022), Rima Shah (MBA with concentration in Human Resources, Spring 2022), Musab Ahmad (Business Analytics MS, 2022), and Sourya Sarthak Reddy Sane (Business Analytics MS, 2021) to work with Respondus and Blackboard, with additional Zoom, Teams and MS Stream duties.



WITH A REQUIREMENT TO TRANSITION ALL COURSES ONLINE THIS SPRING, DUE TO THE COVID-19 PANDEMIC, BAUER COLLEGE'S NEWLY FORMED OFFICE OF DIGITAL LEARNING WORKED TOGETHER TO PROVIDE STUDENTS AND FACULTY WITH AMPLE RESOURCES.

The office's graduate students have worked with faculty from multiple departments and have "become a great asset in improving the Bauer community user experience for both faculty and students. They are giving back to our community by making innovative learning technologies more attainable for faculty and students," Del Pino Kloques said.

Senior Professor of Practice John Lopez praised the grads: "[they were] amazing! Very dedicated and diligent in assisting with the testing process in Blackboard. I could not have done this without them!"

All our student workers took the fast-paced transition in stride and became experts on Zoom, Teams, Blackboard, Respondus, Accessibility features and more, to assist faculty as part of the Office of Digital Learning. Senior Professor of Practice Amy Vandaveer-Novak complimented Management Information Systems sophomore Joumana Senouci for her work in ensuring that mock interviews and personal branding classes went seamlessly. Supply Chain Management senior Senja Elena Rohaizad, Supply Chain Management and Management Information Systems junior Courtney Chan, and Management Information Systems junior Shreya Agrawal, assisted faculty in multiple departments in making course materials accessible for those with diverse learning needs and added interactive features to online content using Office 365 tools. Rounding out the undergraduate group who supported

Sophomore Cole Taylor, a future Management Information Systems major, leads our in-house video editing efforts where a rotating team of 12 has spent hundreds of hours editing and transcribing videos to fit cognitive and accessibility principles related to instructional strategies promoted by the Office of Digital Learning.

"I see this work as a chance to grow my own skillset and knowledge for future jobs in the workforce," he said. "I also see this work as a chance to help contribute and help Bauer College grow, even if it's only in small contribution."

Sorosh Malekzad, a true Renaissance man and Management Information Systems sophomore served our Business Computer Information Systems students in the classroom and online as a UH Libraries Digital Research Commons grant worker in the Spring on our College Historical Records project, an Office of Digital Learning intern in the Summer where he was instrumental in creating documentation for a wide range of applications for faculty and students, and a Cougar Initiative to Engage a grant worker in the Fall for experiential learning projects. His work has been indispensable in making sure that all programs he supported worked as smoothly as possible. Sorosh made the finals of this year's exCITE Talks where he discussed how he grew from his eclectic experiences and will continue to work with faculty, staff, and students next year.

Dr. Anne Dayton, Director of the Cougar Initiative to Engage applauded Sorosh and his colleagues Noemi Camarena, Uzma Masood, Kiana Aklaghi, Gabrielle Boado, and Hector Gonzalez: "We are pleased to support the innovative service learning program in BCIS 1305 with a CITE grant. The Undergraduate Project Coordinators made it possible for Dr. Felvégi to provide over 1,800 students with a co-curricular experience in 2020."

Many student workers from the Office of Digital Learning have since transitioned into leadership roles with student organizations or have taken internships. Kudos to Management Information Systems students Michael Zhu, Neel Amin and Esther Adaramola for their evolving roles with MISSO (the MIS Student Organization), and to Management Information Systems and Finance junior Lydia Martinez who is active in her student org and also has an internship lined up for 2021. Thank you, Brooke Sandoval, Luis Silva, and Elizabeth Sells for your work, good luck with your new projects!

A Graduating Rock Star

Graduating marketing senior, and all-around rock star, Michael Fulfs wore many hats during his career at Bauer. He served as an officer in the American Marketing Association student organization, was a welcome motivational speaker for undergraduates, volunteered and then lead a multi-year experiential learning industry project, worked with both Rockwell Career Services and with the Office of Digital Learning.

Assistant Dean for Career and Industry Engagement Jamie Belinne praised Michael for being "a natural leader. From the creative problem-solving he brought to his work with the Rockwell Career Center to the calm and focused leadership he demonstrated in his work with the Kellogg's projects, he is the type of student that exemplifies Ted Bauer's dream for our college."

As part of the Office of Digital Learning, Michael "played a crucial role during our Association to Advance Collegiate Schools of Business (AACSB) reaccreditation virtual visit in early October," says Assistant Dean of Strategic Initiatives Roger Barascout. "From the visiting team's perspective, the Bauer College hosted a seamless and very successful four-day visit, and internally, I knew we would be able to solve any problem thanks to the professionalism and knowledge of Michael and his colleague Avani Shah, who set the precedent of who we are as a college and the excellence we aim for."

Michael Fulfs graduates this winter and is an incoming Sales Representative at The Kellogg Company; he will be dearly missed by everyone he's worked with.

Tutoring Services

In March, our traditionally face-to-face tutoring services migrated to virtual spaces overnight. The Accounting, Finance, Statistics, and Business Computer Information Systems labs offered tutoring via Zoom and email to thousands of students enrolled in these mass section classes. Student workers in this domain come from diverse backgrounds and each semester departments hire from a large pool of well qualified individuals to work with our students and faculty.

The Accounting Tutoring Lab transitioned to fully online in the Spring. "We have some of the best and brightest graduate students with positions waiting for them at Top Tier Accounting Firms and elite corporations assisting students in our Virtual Tutoring Lab and during Office Hours," said Mary Sykes, Senior Professor of Practice and Faculty Director of Instructional Assistants. "These students are sharing their academic experiences and offer crucial services to students in a digital environment," Sykes said.

Darla Chisholm, Senior Professor of Practice in Finance highlighted graduating senior Hannah Hogan as an invaluable asset in "transitioning to online learning by applying her exceptional skills to whatever was needed from video editing to developing scheduling methods for online meetings".

Senior Professor of Practice Staci Patterson from the Department of Decision & Information Sciences shared her appreciation for her tutors, Tim Su, Joshua Shen, Adi Shankar, Vy Tran, Naomi Zavala, Katherine Pham, and Vivian Pham. "I love [the student workers'] teamwork, dedication, hard work, and genuine desire to see the statistics students in BUSI 2305 and STAT 3331 succeed. I smile proudly when students tell me that the tutors' positive attitude, patience, and creative ways of explaining statistical concepts (including making their own STAT tutoring videos available) have been invaluable to encourage, motivate, and help them in statistics."

As for myself, I would like to offer heartfelt thanks and eternal gratitude to MIS 3300 and BCIS 1305 ASAs Michelle Tamez, Thanh Tran, Abby Chopra and Shubhangi Kedia, and to Uzma Masood and Noemi Camarena for their work and contributions for CITE during these challenging times.

Please stay tuned for updates on the work of the Office of Digital Learning via our website, and keep an eye out for the outstanding work of Robert McCarn, Caleb Omlin, and Madeline Zaiontz as part of our college's lifelong learning engagement projects.

To all our student workers, past, present, and future, we are thankful for your perseverance, accomplishments, and your service!



A lot has changed in the last nine months. However, the perseverance and commitment of our student workers to our college and its students, staff, and faculty has remained the same."

EMESE FELVÉGI,
DIRECTOR OF DIGITAL LEARNING

UH WOLFF CENTER AGAIN RANKED NO. 1 IN ENTREPRENEURSHIP

BAUER COLLEGE PROGRAM CONSISTENTLY RANKS AMONG THE NATION'S TOP PROGRAMS

By Jeannie Kever

The Cyvia and Melvyn Wolff Center for Entrepreneurship within the C. T. Bauer College of Business at the University of Houston has been named the No. 1 undergraduate entrepreneurship program in the United States. It also ranked No. 1 in 2019.

The rankings, compiled by The Princeton Review and published in Entrepreneur magazine, were announced Tuesday. The Wolff Center for Entrepreneurship has ranked No. 1 or No. 2 for 10 of the last 13 years.

Bauer Dean Paul A. Pavlou said the recognition reflects a spirit of entrepreneurship that is woven into the DNA of the Wolff Center and the Bauer College, a spirit that embodies the resourcefulness and innovation the nation will need to recover from the economic downturn caused by the COVID-19 pandemic.

"Entrepreneurship is at the heart of American business life," Pavlou said. "The culture and values of the Wolff Center allow our students to found successful new companies and bring new and innovative ideas to established organizations. We believe these skills will be even more crucial in the coming years as we seek to rebuild our economy post COVID-19."

Between 35 and 40 students each year are accepted into the cohort program, which was launched in 1991 and named for Houston philanthropists Cyvia and Melvyn Wolff in 2007, but far more students

participate in Wolff Center classes. More than 3,000 UH students from 85 different majors took at least one entrepreneurship course last year.

More than 1,350 businesses have been started over the past decade by Wolff Center students and former students, with identified funding of over \$274 million.

"This recognition offers validation that the Wolff Center is and has long been a preeminent institution in the U.S. for undergraduates entrepreneurship education - it's a powerhouse," said Paula Myrick Short, senior vice president for academic affairs and provost.

Dave Cook, executive director at the Wolff Center, said the ranking reflects the passion of the program's students, who must complete a rigorous application process before being accepted. Once they are inducted, they receive personalized mentoring from experienced entrepreneurs who volunteer with the Wolff Center, in addition to taking part in immersive experiential projects.

"The students at the Wolff Center are not just passionate about entrepreneurship. They are eager to take the lessons learned in the classroom and enhance their lives," Cook said. "Purpose isn't just a class in WCE. It is a challenge to create the best life possible, with a focus on the student's values and on doing good in the world."



BAUER COLLEGE'S CYVIA AND MELVYN WOLFF CENTER FOR ENTREPRENEURSHIP HAS RANKED NO. 1 FOR THE SECOND YEAR IN A ROW ON THE PRINCETON REVIEW'S UNDERGRADUATE ENTREPRENEURSHIP RANKING.

“

Entrepreneurship is at the heart of American business life. The culture and values of the Wolff Center allow our students to found successful new companies and bring new and innovative ideas to established organizations. We believe these skills will be even more crucial in the coming years as we seek to rebuild our economy post COVID-19.

DEAN PAUL A. PAVLOU

”

The mission of WCE is to create entrepreneurs with integrity who can think, lead and connect.

The rankings are based on data The Princeton Review collected from its summer 2020 survey of more than 300 schools with offerings in entrepreneurship studies. The lists for 2021 name 50 undergraduate and 50 graduate schools as outstanding choices for students aspiring to become entrepreneurs.

The Princeton Review posted the full lists on its website. Entrepreneur magazine also published the lists and a feature on the rankings in its December issue.

"The schools that made our ranking lists for 2021 all offer exceptional entrepreneurship programs," said Rob Franek, The Princeton Review's editor in chief. "Their faculties are outstanding. Their courses have robust experiential components, and their students receive outstanding mentoring and networking support. We strongly recommend these fine schools to anyone considering a college major or graduate degree in this burgeoning field."



A COMMUNITY CONNECTION

BAUER COLLEGE OFFERS RESOURCES, SUPPORT TO HOUSTON AREA DURING COVID-19 PANDEMIC

Introduction by Jessica Navarro

As the Houston area looked to respond and recover to new protocols and social procedures related to the COVID-19 pandemic, the C. T. Bauer College of Business at the University of Houston proved to be an invaluable resource, offering support and a helping hand to small businesses, entrepreneurs, families and the community.

Here, we share just a few stories of Bauer College's distinctive connection to the City of Houston, demonstrated through innovative solutions to new challenges presented by the pandemic.



Small Business, Big Support

The University of Houston Texas Gulf Coast Small Business Development Center (SBDC) Network formed a partnership with H-Force, a developing coalition created to help Houston’s small business community combat the COVID-19 crisis. In collaboration with H-Force members San Jacinto College, Houston Community College and the Indo-American Chamber of Commerce of Greater Houston, UH SBDC offered a series of free small business survival webinars to help business owners navigate the immediate impact and unprecedented challenges of COVID-19.

“We remain dedicated to supporting Houston’s small business community, so they can continue to be the engine driving our economy,” UH SBDC Network Executive Director Steve Lawrence said. “Partnering with H-Force is a great opportunity for us to further our mission and we are happy to share our expertise and resources to help these small businesses navigate the incredible barriers they are currently facing. The economic circumstances that COVID-19 has created requires extraordinary responses in helping small businesses and that’s what we’re trying to do together.”

H-Force has identified four key areas where small businesses are particularly struggling in the wake of COVID-19:

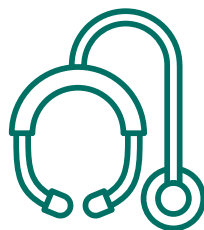
- Marketing & Staying Alive
- Mindset in a Crisis
- Navigating Financial Challenges
- Pivoting or Relaunching Your Business

Weekly webinars focused on a variety of topics within the four key areas to give small business owners the tools and perspective needed to help them survive COVID-19.

H-Force is a developing coalition of educational institutions, independent school districts and entrepreneurial organizations brought together to support small businesses impacted by the COVID-19 pandemic, as well as to address personal protective equipment (PPE) shortages.

Together, H-Force is working bring their resources, expertise and innovative spirit to bear to support the Houston community band together to stop the virus spread.

BY TONI CARTER



Supporting Health Care Heroes

A Bauer College alumna is doing her part to help Houston-area frontline health care heroes.

Linda Luong (BBA ‘07, MSACCY ‘08) serves as president of the Houston chapter of Ascend, the largest, non-profit Pan-Asian organization for business professionals in North America. Under Luong’s leadership, the group is partnering with Feed Your Hospital Initiative, coordinating hot meals from local restaurants and providing food to frontline health care workers.

The organization has already raised over \$18,000 and served over 1,100 meals, and they’re looking to make an even bigger impact.

“We have a goal of \$25,000 and need more support, as COVID-19 cases have significantly increased in Houston,” Luong said.

BY AMANDA SEBESTA



Cross-Campus Collaboration

Cultivating the next generation of students has always been important to Bauer College.

This year, the task took on added importance, as COVID-19 spread throughout the world, and parents and educational institutions looked for ways to remain engaged with tomorrow’s potential innovators.

Bauer’s Wolff Center for Entrepreneurship (WCE) had to cancel its plans to host a summer camp for high school students in the Rio Grande Valley. Instead, when department chair Ed Blair learned that a three-week STEM Interactive Camp for students grade 6-9 offered by UH would launch online in June and July, he looked for a way to involve the Wolff Center.

Presented by UH’s College of Natural Sciences and Mathematics (NSM) through their STEM teacher preparation program, teachHOUSTON, the STEM Interactive Camp is designed to teach math, science, and engineering design and innovation skills.

To say the virtual camp was a success is an understatement. More than 1,000 participants signed up in the first 48 hours after the free program was announced. Enrollment topped out at 2,000 students, with participants logging in from numerous states across the country, and even Belgium and Puerto Rico.

TeachHOUSTON Associate Director and STEM Interactive Executive Director Paige Evans said the program received 24,000 hits on lesson plans, and the staff received numerous heartfelt testimonials from kids and parents on how much the program meant to them.

The Wolff Center provided prizes and certificates of recognition for exceptional performance in each of the five topic areas of the camp and for daily STEM Scholars of the Day.

The cross-campus collaboration exemplifies one of the many ways UH and Bauer College support the broader community, in this case, stepping up to support a dynamic experience in lieu of face-to-face learning options.

“We at the Wolff Center have been interested for some time in how we can make a difference for K-12 students,” Blair said. “For example, Wolff Center students have served as mentors in various programs, and we collaborated with Junior Achievement this year to host a business plan competition at UH for high school students.”

He added: “The STEM Interactive Camp was just what families needed at this time, and the students were super-excited to win prizes. The teachHOUSTON team, including Co-Executive Director Mariam Manuel, did a fantastic job, and we were very happy to be able to support them.”

TeachHOUSTON is largely funded by the National Science Foundation (NSF) and has produced 350 math and science teachers since its first graduating class in 2009. The Wolff Center is the No. 1 undergraduate entrepreneurship program in the nation, according The Princeton Review and Entrepreneur magazine’s annual ranking. More than 1,200 businesses have been started over the last decade by Wolff Center students and graduates, with funding of \$268 million.

BY JULIE BONNIN





Restaurant Heroes

A Bauer College alumnus joined forces with fellow entrepreneurs to support restaurants across the United States fighting to stay in business during the COVID-19 pandemic.

Emmit Schultz (BBA '17) used his business skills to help market Restaurant Hero, an open platform that hosts city-specific websites that inform users of which restaurants are still operating and providing takeout and to-go services.

The platform was created in 24 hours by Schultz's friends Greg Baroth and Brandon Brotsky and includes active sites for Houston, Los Angeles, Seattle and New York City.

"Restaurant Hero was created to give a quick and easy relief effort to all restaurants that planned to remain operational through the COVID-19 outbreak," Schultz said. "The rough idea of Restaurant Hero was born about 24 hours after the city of Los Angeles began exercising safety precautions by shutting down the city."

He added: "They believed that this simple, yet informative, solution would surely move local communities to support the businesses that are a part of our cultural and economic fabric."

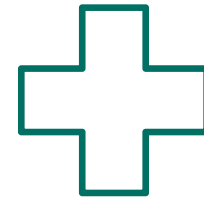
During his time at Bauer, Schultz was a student in the Wolff Center for Entrepreneurship.

"The Wolff Center stressed the value of collaboration among its students, which is an elaborate way of expressing the importance of a team," Schultz said. "To create a solution viable to address the masses on a level that creates true impact requires the minds of many. The Wolff Center taught us to lead by example through creating value for those beyond yourself, and I believe that Restaurant Hero is the very embodiment of that perspective."

Now as the Restaurant Hero team continues to support restaurants in need, Schultz sees a future in community collaboration down the road.

"We see Restaurant Hero being used as an example of how community action in collaborative efforts can make a difference during a time of crisis," he said. "The efforts of Restaurant Hero demonstrate that during our most confusing and desperate of times, that people will come together to create support for their fellow neighbor."

BY JESSICA NAVARRO & AMANDA SEBESTA



A Local Helping Hand

A Bauer College undergraduate is using his business acumen to provide health care opportunities for those in need in Houston.

Management senior Shaida Bhayani and his team launched TRS Health, a nonprofit clinic focused on helping patients with health and substance issues in underserved areas within Houston, in 2019.

"I've been involved in humanitarian projects for the last 15 years, and I wanted to do something locally," Bhayani said. "When it comes to Houston, the big voids are food, shelter, clothing, and healthcare. There are a lot of people working on food, shelter, and clothing but not healthcare."

"If somebody does have health issues, insurance for the underserved is expensive," he added. TRS Health's goal is to provide physician services for those without health insurance for only \$30 per visit.

Bhayani and his team at TRS Health meet every week to exchange ideas and discuss next steps to advance their goal of providing affordable healthcare in the Houston area.

While TRS Health aims to eventually have a physical clinic, the coronavirus pandemic required them to adjust their plan and pivot to use resources to set up locations to provide free COVID-19 testing for those who are uninsured. They are also looking into telemedicine solutions.

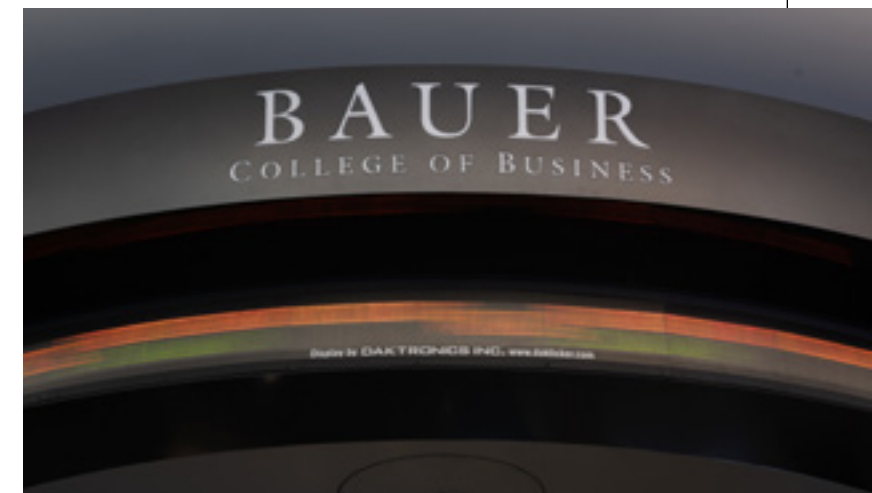
Bhayani and fellow management seniors Zuleima Gonzalez, Luiber Robertis, and Alexsandra Macias recently presented a business plan for TRS Health in a management 4385 course, taught by Assistant Clinical Professor Alex Tawse.

"The team not only provided a well-researched and compelling strategic plan, but went above and beyond in terms of its scope and mission to help solve a real-world problem," Tawse said.

"The course helped me organize and streamline our ideas. I have a lot of practical business experience, but Professor Tawse's class gave me an understanding of processes from beginning to end and taught me how to think critically and analytically for this project," Bhayani said. "What I have learned in class has helped me move from having an idea to developing a comprehensive plan."

To learn more about the free COVID-19 testing offered at TRS Health, visit www.trshealth.org.

BY JESSICA NAVARRO & AMANDA SEBESTA





ALUMNI INSPIRED

BAUER ALUMNI DRIVE ENGAGEMENT, CONNECTION THROUGH ORGANIZATIONS

By Jessica Navarro & Amanda Sebesta

Bauer College counts nearly 70,000 among its alumni base, many within Houston and the surrounding areas — a robust network of business professionals, leaders and entrepreneurs that are actively staying engaged with their alma mater and each other.

The college works with two alumni organizations to stay involved with graduates, the Bauer College Alumni Association and the Bauer Young Professionals Board. Each group is comprised of alumni leaders and provides networking opportunities and professional events as well as feedback to Bauer College administration.

We spoke to representatives from both organizations recently to learn more about how Bauer College alumni remain an active voice within the college community and to get a preview of what's in store for 2021.

Meet the Bauer College Alumni Association

The Bauer College Alumni Association (BCAA) is a group within the University of Houston Alumni Association (UHAA), organized to strengthen the relationship among and between alumni, students, the business community and Bauer College. BCAA prides itself on being dedicated to the promotion of the idea of Cougars doing business with Cougars.

In September, BCAA announced its new roster, including President Kelly Granado (BBA '03, MBA '06) and President Elect Pilar

“

I think the one thing that a Bauer student should do to be successful is to define their own success and what that means, because it's not going to be the same thing for everyone.

CHRIS GERVASIO
(BBA '17, MSACCY '18)

”

Sosa (BBA '08). We talked to these leaders about what it means to be a member of the Bauer alumni family and how BCAA has maintained its presence with the college and graduates during the pandemic.

Q: How can alumni get involved with BCAA?

PS: “The best way that the alumni can get involved is by simply putting your name out there, working with other EWH alumni, we would love for all of them to be part of the alumni association. I believe that the best way to get involved as an alumni is simply word of mouth and by working with other Bauer alumni.”

Q: What is the best thing about Bauer College?

KG: “I tell people all the time that I love my experience at Bauer because it not only taught me the application of everything that I learned, and that was the best, best thing, when I was earning my MBA was all of the professors, what they were teaching the did it in the real world.”

Q: Who are Bauer Alumni?

KG: “We are volunteers. We who love our university and we wanted to give back, and that that's the biggest thing. When we interview for the board, we want to see how enthusiastic you are about being not only on the board, but just giving back to a school that has given us so much.”

Q: How can alumni stay engaged with the college, and other fellow alumni?

PS: “I know a lot of things have changed throughout the years. If you graduated five years ago, if you graduated 10 years ago, the University has changed so much. Coming to campus, coming to the football games, even when we’re not winning, coming to the basketball games. We have so many activities. I think one of the best ways to be engaged is actually coming up and representing, as well as simply wearing your regular UH shirt, showing your support for the University.”

Q: What can Bauer students do to be successful?

PS: “Network. Network. Network. Start utilizing your fellow students. The person sitting next to you. You don’t know who that person is going to be. If you join a student organization, I believe that one of the biggest things they teach you is how to gain that confidence that later on in life is required in order to be successful in order to have those conversations with your bosses. So by joining a student organization, they start building those little tiny building blocks that within the next five years, six years, 20 years from there, you can simply start building on top of those.”

“

**We are
volunteers
who love our
university and
wanted to
give back.**

KELLY GRANADO
(BBA '03, MBA '06)

”

Meet the Bauer Young Professionals Board

The Bauer College Young Professionals Board (BCYPB) provides a forum for recent graduates to communicate needs of recent alumni to Dean Paul A. Pavlou, connect with other young alumni and ultimately build a strong network of alumni that will be engaged for years to come. Throughout the year, BCYPB members host social events, mentor current students and volunteer with the college.

The BCYPB includes Camille Corales (BBA '18), Chris Gervasio (BBA '17, MSACCY, '18) and Kathryn Nicholson (BBA '17). We talked to this group to learn more about their organization and to hear what advice they would give to current Bauer students.

Q: How can alumni get involved with the Young Professionals Board?

KN: “We’re always recruiting every semester. If you would like to be on the board, or if you just want to know how to get involved, we’re always meeting and brainstorming. If you have some feedback for the college or some feedback on how to engage as a young alumni, we’re always looking for new ideas. So just talking to someone on the board, we’re happy to present those ideas or even invite you to a meeting, if you’d like to join us.”

Q: What is the best thing about Bauer College?

CG: “The best thing about Bauer College to me is the community that we have. We have a bunch of awesome and diverse students, faculty, and staff that really are committed and connected to that culture. That’s what makes it such a unique place to have gone to school, to be an alum of, and to still be connected with.”

Q: Who are Bauer Alumni?

CC: “One thing I’ve really noticed and realize is that the people from Bauer always want to change their community, and I think that’s something that touches and warms my heart. At least when I think of our alumni, I think of a leader who wants to do the best that they can for their community, for their company. Bauer alumni are leaders who are willing to do a lot and get out of their comfort zone to really try to help the community that they’re in.”

Q: How can Bauer Alumni stay engaged with the college and fellow alumni?

KN: “So the first thing is to keep in touch with people that you graduated with or people that you work with and always share events that are coming up or what you’re doing to stay involved. One great thing that we have is our time and students value that, and professors value it. I know a lot of staff value that as well, so taking some time out of your day to see how you can give back, whether it’s through Rockwell, through a certain program that you did, or a professor that you really connected well with, there’s a lot of ways to stay engaged.”

Q: What should Bauer students to be successful?

CG: “I think that the number one thing that a Bauer students should do to be successful is to define their own success and what that means, because it’s not going to be the same thing for everyone. So in order for you to be successful, you have to first know enough about yourself, to know how you were going to define success. That’s not going to be the same thing as me, and it’s not going to be the same thing as your colleagues in class. It’s going to have to be for yourself in order for you to be successful, you have to define what that looks like for you, and then go get after it.”

BAUER COLLEGE BOARD EXPANDS IMPRESSIVE ROSTER

BAUER COLLEGE ADDS 19 NEW MEMBERS TO ADVISORY BOARD

By Jessica Navarro

The C. T. Bauer College of Business at the University of Houston is adding 19 of the area's leading business executives and strategists to its already impressive Bauer College Board roster.

The new members include representation from health care, technology, transportation, wealth management, banking and other sectors. Nearly half of the newly appointed members are women.

"We are thrilled to count these new members among our Bauer College Board," Dean Paul A. Pavlou said. "Each one brings considerable expertise and knowledge to the table, complementing our existing roster while raising new questions and ideas."

The Bauer College Board serves as an advisory group for Pavlou, working to create a strong and enduring relationship between the college and industry. The Board provides input on a number of critical issues, including strategy, thought leadership, student engagement and curricular relevance. This year, the Board has formed new subcommittees focused on fundraising, curriculum, branding and recruiting.

"With our newly launched 2020-2025 Bauer College Strategic Plan, the Board's input and guidance is more important than ever to help us to achieve our bold vision and to reach our goals," Pavlou said.

The new Bauer College Board members include:

Starlet Agrella | EXXONMOBIL CORPORATION

Starlet Agrella is a Finance Executive with ExxonMobil Corporation. She is currently the Global Staffing and Development Manager for Corporate Financial Services, Internal Audit, and Chemical Controller's, responsible for the staffing strategy and personnel development of over 2500 Controller's personnel worldwide. Agrella is also the Finance Career Community Advisor, where she leads skill development and learning for Controller's, Tax, and Treasurer's.

Agrella began her career with ExxonMobil in 1986 as a Financial Analyst. During her career, she has held various Controller's and Treasurer's financial and management assignments, including financial reporting, audit, and controls. She served as the Audit Standards and Practices Coordinator supporting the General Auditor and the Board Audit Committee in Irving, TX, and had two assignments in Brussels, Belgium as the Fuels Marketing Controller and Area Audit Manager.

Agrella holds a bachelor's degree in Finance and a Master's in Business Administration from the University of Houston. She is the ExxonMobil Executive Liaison for recruiting at UH, is a Past President of the UH Alumni Association and Bauer Accounting Advisory Board, and is currently active on several other boards affiliated with the school.

She is married with two children. Her personal interests include travel, spending time at her ranch, and helping her sons achieve their potential in their professional life.



Chris Angelides | SHELL

Chris Angelides is an energy industry executive with three decades of global, technical and commercial experience. He has held senior leadership roles in Project Management, Business Operations, Non-technical Risk Integration, ESG/CSR and Strategic Planning. His experience includes Business Management with P&L responsibility, developing Sustainability Strategies, and establishing Strategic Alliance Partnerships.

He currently leads the U.S. Energy Transition Program for Shell, which involves identifying opportunities that transcend the established Line of Business boundaries, breaking down siloed thinking and behaviors, and allowing its businesses to thrive as the world moves to lower-carbon energy. Angelides joined Shell as an experienced hire in 2008.

Prior to joining Shell, he was a Vice President at AECOM (URS), where he directed a team of technical and commercial professionals, offering technology, process safety, and optimization solutions to a wide variety of upstream, midstream and downstream clients.

Angelides earned a Mechanical Engineering degree and an MBA from the University of Houston and a Graduate Diploma in Strategic Decision and Risk Management from Stanford University. He is a Certified Project Management Professional (PMP) and a Certified Six Sigma Green Belt Practitioner (CSSGB).

He is an adjunct professor at Bauer, where he currently teaches a course on ESG/Corporate Social Responsibility and Ethics in Energy.

Angelides was born and raised on the island of Cyprus and maintains very close ties to both Cyprus and Greece. He served in the Greek Army / Cyprus National Guard prior to moving to the United States in the 80s.

He was recently appointed as the Honorary Consul of the Republic of Cyprus to Texas.



Bill Bobbora | MANAGING DIRECTOR, REGIONS BANK

Bill Bobbora is a Managing Director at Regions Bank. He was previously EVP & Managing Director at Cadence Bank, overseeing the bank's Chemicals & Specialty Services corporate banking industry vertical. He has held senior positions with leading banks and began his career in corporate finance with Texas Commerce Bank, now JP Morgan Chase, in 1992.

Between careers in banking, Bobbora built and led different businesses. He is an active private investor and advisor to early stage businesses.

Bobbora's passion is working with Bauer students. Through the college's Wolff Center for Entrepreneurship, Bill has served as an executive professor, mentor and advisor since 2009. Along with other Wolff Center professors, he received the University's Faculty Group Teaching Award. He is also a recipient of the WCE Excellence in Mentorship Award. As the faculty advisor to "Wolffest," the WCE final class project and its signature fundraiser, he has assisted WCE students raise over \$1 million. Bobbora also serves as the Advisory Board Chair of the Department of Finance's Commercial Banking Certificate Program.

Bobbora is a member of the MD Anderson Cancer Center Advance Team. As part of their commitment to cancer research, his spouse Jenee in forming The Inflammatory Breast Cancer Foundation. He is a member of The Association for Corporate Growth, the Houston Chemical Association, and The Society of Chemical Manufactures and Affiliates (SOCMA). He helped to create UWANTGAME, a non-profit focused on mentoring and life skill development for high school student athletes.

Bobbora holds an MBA from The University of Texas, McCombs School of Business. He earned his undergraduate degree, in psychology, from the University of Nebraska, where he lettered with the Cornhusker football program. He and his wife live in Houston. They have one teenage daughter.



Dilip Choudhuri | PRESIDENT/CEO WALTER P MOORE

Dilip Choudhuri serves as the President/CEO of Walter P Moore, an international company of engineers, innovators, and creative people who solve some of the world's most complex structural and infrastructure challenges. The firm was founded in 1931 and employs 700+ professionals working across 21 U.S. offices and five international locations. Choudhuri is a member of the board at Walter P Moore and leads their executive committee and strategy council. Choudhuri is a Fellow of the Structural Engineering Institute (SEI) of ASCE. The SEI Fellow (F.SEI) grade distinguishes SEI members as leaders and mentors in the profession.

A dynamic leader, Choudhuri has worked tirelessly on the company's strategic growth since taking on the role of CEO in 2015. He is a big believer that leadership is the ultimate team sport and the firm has experienced a 75% growth in revenues over the last six years under the stewardship of his leadership team. He is focused on culture-building and maintaining an extraordinary employee experience at the firm, which translates into an extraordinary client experience. The firm continues to provide industry-leading solutions in the areas of aviation, education, healthcare, sports, and sustainability.

Choudhuri is also committed to his engagements outside the firm and actively participates on several boards and community organizations such as the ACE Mentor Program, Design Professionals Coalition, Construction Industry Round Table, Central Houston, Inc., and Design Futures Council.



Susan Coulter | HOUSTON METHODIST HOSPITAL FOUNDATION

Susan Coulter is President and CEO of Houston Methodist Hospital Foundation at Houston Methodist. Houston Methodist Hospital, which is ranked as the No. 1 hospital in Texas by U.S. News & World Report, has more nationally ranked adult medical specialties than any other hospital in the state.

Coulter began her role at Houston Methodist in 2010 and has been involved in professional development for more than 30 years, including roles at The University of Texas Medical Branch in Galveston, The University of Texas Health Science Center, Colorado State University, University of Houston, and Indiana University. She was recognized as the Outstanding Fundraising Executive of the Year in 2015 by the Houston Chapter of the Association of Fundraising Professionals.

Coulter received her Juris Doctor, Master of Science and Bachelor of Science degrees from Indiana University. She is married, has three children and one grandchild, and resides in League City, TX.



S. David Deanda, Jr. | LONE STAR NATIONAL BANK

S. David Deanda, Jr., is President of Lone Star National Bank. His career spans over 36 years, with the past 27 years as an instrumental component in Lone Star National Bank's transformation into one of the largest independent banks in Texas, with over \$2.54 billion in total assets and 33 full-service banking centers across the Rio Grande Valley and San Antonio.

In addition to serving on the Board of Directors of Lone Star National Bank, Deanda is a member of the Board of Managers of Doctors Hospital at Renaissance. He also actively serves the community as President of the Mission Economic Development Corporation, member of the Board of Directors of the Valley Alliance of Mentors for Opportunity and Scholarships (VAMOS), an Advisory Director for McAllen Economic Development, Chairman of the Hidalgo County Regional Mobility Authority, member of the Hidalgo County Metropolitan Planning Organization and a member of the Texas A&M University Foundation Board

of Trustees.

Deanda has a Bachelor of Business Administration from Texas A&M University and is a graduate of the Southwestern Graduate School of Banking at Southern Methodist University. He and his wife Vivian enjoy spending time together with their two children at their home in the Rio Grande Valley, where they have been residents for the past 28 years. He and his family are active members of Palm Valley Church in Mission, TX.



Mohammed Ali Dhanani | DHANANI GROUP INC. AND HAZA GROUP

Mohammed Ali Dhanani is Director of Dhanani Group Inc. and President/CEO of HAZA Group. He has used his education, expertise and knowledge of multiple industries to reach the pinnacle of the business community.

Dhanani embarked on his mission to make a mark in the business community when he received his BBA from Bauer College. After graduating, he devoted his time to help expand the family business of oil & gas distribution and real estate. With his ability to identify and capitalize on market opportunities, the family business flourished and became a behemoth, growing into one of the largest oil & gas distribution networks for Shell and Exxon. Dhanani utilized his passion for innovation and entrepreneurship to boldly shape the future of the food and beverage industry by beginning HAZA Foods – Wendy's Franchise & HAZA Bell – Taco Bell Franchise. Currently HAZA Group manages over 275 Wendy's and Taco Bell restaurants in eight different markets.

Along with restaurants, Dhanani is an active partner in a real estate development company consisting of over 400 properties. He is also a trustee of Wendy's Advertising Program Board which manages the advertising fund for all United States Wendy's restaurants. Dhanani has been married to Habiba Dhanani for 27 years and is father to three children – Zainab, Adil and Ammar. He is an active philanthropist and is passionate about making a positive impact on the lives of others. He is on the boards of UNICEF and Developments in Literacy US, and an active member of Operation Smile, Know Autism and Interfaith Ministries of Houston.



Kenny Grace | MOSS ADAMS

Kenny Grace joined Moss Adams (formerly Hein & Associates) in 1997 and led the audit practice in the Houston office for nearly 15 years and is currently the Houston office managing partner.

Grace has significant experience assisting private equity groups in the acquisition of portfolio companies; through due diligence assistance, purchase price allocations and their annual audits. He also has expertise supporting his public clients through all phases of major transactions, including initial public offerings (IPOs), secondary offerings, mergers and acquisitions, and financial due diligence reviews. He specializes in manufacturing, distribution, and service industries.

Grace is a native Houstonian and he earned his bachelor's degree in accounting from the University of Houston in 1985. Before joining Moss Adams, he was a senior audit manager with KPMG. He is a member of the American Institute of Public Accountants (AICPA), the Texas Society of CPAs and serves on the University of Houston Accounting Advisory Board (past president). He is married to his high school sweetheart, Susie, who is also a Cougar. They have two daughters and two grandchildren.



Scooter Hicks | METRONATIONAL

Scooter Hicks is a Chief Investment Officer with Houston-based commercial real estate developer MetroNational. In his current leadership role, Hicks oversees all leasing and office portfolio property management, conducts principal transactions, directs all acquisitions and dispositions, and manages the Company's private equity investment fund. Hicks previously served as MetroNational's Chief Operating Officer where he oversaw all leasing and property management responsibilities of the Memorial City development.

Prior to MetroNational, Hicks worked as an Analyst for AIG and NorthMarq Capital where he originated large commercial real estate loans in the South and Southeast regions and raised debt and equity of both private and institutional commercial real estate clients.

Hicks holds an MBA with a real estate emphasis from Bauer College ('11) and a BS in Finance from the University of Missouri ('09), where he was also a member of the Tigers Division 1 baseball team.

In addition to his professional accomplishments, Hicks is focused on his family. He married his high school sweetheart and is raising two children. He also takes an active role in the community by serving as a board member for Spring Branch Education Foundation and as a member of Houston's First Baptist Church. In his free time, Hicks enjoys baseball, golf, and playing piano.

Mimi Healy | AGILENT TECHNOLOGIES, INC.

Dr. Mimi Healy is head of NGS Systems at Agilent Technologies. She brings nearly three decades of molecular diagnostics, healthcare and biotechnology experience in both U.S. and international markets. She pulls from a broad experience base having served roles in research and development, commercialization and executive management in both startup and global organizations.

She served as CEO of two Houston-based startups, Bacterial Barcodes and Lasergen, both culminating in successful acquisition by global leaders. Healy has supported government agencies serving on grant review panels and education by modeling incubator systems that included student participation.

Dr. Healy received her BA in Industrial Psychology and BS in Biology from Central Washington University and her Masters in Biology and Ph.D. in Microbiology from Washington State University.

William R. Hurt | U.S. CAPITAL ADVISORS LLC

William R. Hurt is a Senior Managing Director and Head of Investment Banking at U.S. Capital Advisors. He is responsible for the equity syndicate business, due diligence of alternative investments and oversees banking activities. Hurt is also a member of the Wealth Management Group. In that role, Hurt provides individually designed investment strategies and investment management services for individuals and family offices.

Hurt has over 39 years of experience in the Financial Services industry, including 10 years at Sanders Morris Harris and 21 years in various roles at J.P. Morgan Chase and its predecessor entities, including J.P. Morgan Investment Management and Texas Commerce Bank.

Hurt is a graduate of the University of Virginia and holds an MBA from the University of Houston. He serves on the Board of Directors of Communities In Schools-Houston, a non-profit dropout prevention program serving at-risk children, and as Vice President of the UVa Houston Alumni Club. He and his wife live in Houston.

Pradeep Kumar | HEWLETT PACKARD ENTERPRISE

Pradeep Kumar, Senior Vice President and General Manager, heads HPE Pointnext Services, helping companies accelerate their digital transformations and make desired business outcomes a reality.

Most recently, he served as Senior Vice President of Global Shared Delivery, a worldwide organization within HPE Pointnext Services responsible for delivering solutions and services ranging from basic product support and warranty services to high-value mission critical commitments to Hewlett Packard Enterprise (HPE) customers.

A critical partner to the business, his teams have to meet business objectives on competitiveness, quality and customer satisfaction.

Before that, Kumar was leading the services Supply Chain, a global organization chartered to deliver the right part to the right place at the right time with the right quality. At one point, he was Vice President for the Customer Solution Center, and had led a successful, multi-year transformation to simplify and standardize processes to deliver a best-in-class customer experience. Pradeep spent the earlier part of his career in various leadership roles in Customer Operations, Consulting and Integration and the Supply Chain in the Storage business group.

Under Kumar's leadership, HPE has achieved historically the highest customer satisfaction scores. His team has also won the most number of President's Quality Awards, HPE's highest recognition of quality excellence. During this same period, he has also led an extensive restructuring and transformation of the Delivery organization to become more customer-centric and efficient.

Kumar holds a master's degree in business from Monash University in Australia, and is a member of the Chartered Management Accountants of the United Kingdom. He resides in Houston, Texas.

Janette Marx | AIRSWIFT

Janette Marx is the CEO of Airswift, a global workforce solutions company focusing in the energy, infrastructure and process industries. In 2014, she joined Swift Worldwide Resources as COO and led the integration of Swift and Air Energi, who merged to form Airswift in 2016. As CEO of Airswift since June 2018, Janette is focused on building the company to become the number one provider for its customers and the employer-of-choice for its employees. The 25-year industry veteran has the confidence of the company's shareholders and employees around the world due to her focus on growth, both financially and culturally. Under Marx's leadership, Airswift has grown organically through dedicated development of its leaders and employees as well as transformational key technology projects. Prior to joining Airswift, Janette spent 19 years at The Adecco Group, ultimately running the engineering, technical, medical, and science divisions.

Marx is very involved with the community and serves on four non-profit boards, including the American Cancer Society's CEOs Against Cancer, Junior Achievement, American Staffing Association, and the Greater Houston Women's Chamber of Commerce. Marx was featured on Staffing Industry Analysts' 2018 and 2019 Staffing 100 in North America lists. Additionally, in 2018 she won a GRIT award for being a pioneering female and energy executive. She was recognized as an energy industry leader in the 2019 Houston Business Journal's Women Who Mean Business and awarded the Global Leader of Influence from the World Affairs Council in 2020. Marx earned an MBA from Duke's Fuqua School of Business.

Sandra Oliver | EY

Sandra Oliver serves as the Audit Leader for EY's newly formed US West region. She oversees the operations, markets, talent, and audit quality functions for the West Audit practice, which is comprised of 2800 professionals and includes 280 partners working across 18 states. She has over 25 years of public accounting and internal audit experience serving companies in a broad range of industries and sectors. In the rapidly-changing and digital business environment, Oliver supports teams in helping organizations identify and capitalize on new opportunities, fulfill regulatory requirements, keep investors informed and meet stakeholder needs through continuous involvement, constant communication, and leading-edge technologies.

Oliver recently completed a three-year rotation as the Americas Assurance Talent Leader, where she led the firm's Assurance practice strategy for all people functions including talent development and strategic resourcing, experience and performance management, and recruiting. She worked closely with our Vice Chair and Deputy Vice Chairs to transform the audit experience for our clients and teams and address the rapidly-evolving future of work.

Oliver continues to serve clients and has extensive experience with SEC registration statements and regulatory filings, business combinations, and other complex accounting and financial reporting issues.

She is committed to inspiring trust by assembling the right team using EY's proven global audit methodology and deploying the latest, high-quality auditing tools and technologies.

Oliver has a diverse background serving large, Fortune 500 multinational corporations with extensive global footprints, as well as smaller, privately-held businesses. Current and past clients include Insperity, National Oilwell Varco, Cameron Corporation, Rockwater Energy Solutions, Waste Management, Tetra Technologies and Hoover Container Solutions.

Oliver attended Texas A&M University. She is a Certified Public Accountant and member of the American Institute of Certified Public Accountants and Texas Society of Certified Public Accountants. She serves on the boards of the National Organization of Parents of Blind Children, Junior Achievement of Southeast Texas and Bauer College.



Pamela Chambers O'Rourke | ICON INFORMATION CONSULTANTS, LP

Pamela Chambers O'Rourke is Founder and CEO of ICON Information Consultants, LP, a global human capital solutions company providing Fortune 500 clients with an unmatched breadth and depth of talent customized to their professional needs. ICON Consultants' core competencies in IT, Accounting, Finance, HR and Procurement enable its clients to expand their teams to achieve greater productivity, efficiency and innovation. As a result of these strengths, ICON counts among its distinguished clients leading corporations such as Halliburton, Shell, Waste Management, Hewlett-Packard, NRG a Reliant Company, Bank of America, Exelon, and Astellas. Since founding ICON in 1998, O'Rourke's strategic approach to expansion and dedication to excellence has propelled ICON to reach over \$300 million in revenue for 2018, with more than 3,250 consultants across the U.S. and Canada.

As a certified Women's Business Enterprise (WBE) since 2001, ICON Consultants has become a national leader, demonstrating the potential for growth through partnership with women's business organizations and other WBEs. ICON's diversity status extends to Canada, where she was one of the first U.S.-based WBEs to be dual-certified by WEConnect Canada in 2011.

Recently receiving an industry award for "Most Charitable Company", O'Rourke exemplifies this through her passionate commitment of time and resources. She has served WBENC's national and Regional Partner Organizations, as a Board Member, sponsor and mentor. She was a member of the WBENC Board of Directors from 2008-2013, a Board Member for the Women's Business Enterprise Alliance (WBEA) – Houston, and served two terms as a Board Member of the Women's Business Council (WBC) – Southwest.

O'Rourke views education as the foundation for life's success. Graduating with a BBA in Management Information Systems & Management from the University of Houston, she works tirelessly to advance the pursuit of higher education. First honored as a Distinguished Alumni in 2016, she sponsors multiple UH events and scholarships, and was appointed to the UHAA CEO (Cougar Executive Officers) Advisory Board. In 2018, O'Rourke was appointed to UH Board of Visitors where she participates in the Power Athletics Task Force. She recently joined the Deer Breeder Corporation (DBC) Board of Directors as the first Woman Board Member to educate and participate in events for the deer breeding industry.

Owing to her contributions as a business owner and partnering in women's success, O'Rourke and ICON have received numerous awards. These include the WBENC WBE Star Award (2008), WBC-Southwest's WBE Advocate of the Year Award (2013) and WBE of the Year for the over \$5-million category (2011 and 2013); the WBEA Supplier of the Year (over \$10 million) in 2010 and 2014, and the WBEA Woman Advocate of the Year in 2009.

O'Rourke is extraordinarily proud to have received the Ernst & Young Entrepreneur of the Year Award in 2009 in the Business Services and Staffing category for the Houston and Gulf Coast Area. ICON has earned several placements on the Inc. 5000 Inaugural List of Fastest Growing Private Companies, as well as the Houston Business Journal's Houston Fast 100, Top 100 Fastest Growing Women-Owned Businesses from 2007-2015 and for three consecutive years ranked #1 Largest Houston-Area Women-Owned Businesses (2016, 2017 and 2018).



Karen Pitts | LINK STAFFING SERVICES

Karen Pitts serves as the executive officer of Link Staffing Services, Inc., providing strategic, marketing and operational leadership for all Link divisions. LiNK is a premier provider of direct hire, long and short term temporary, and temp to hire staffing solutions and services specializing in the light industrial sector. Clients rely on LiNK to provide the quality of employees they like to hire to meet the demands of their ever changing staffing needs. By providing consistently outstanding service, communications, meeting and exceeding expectations

Pitts began her career in 1976 when she launched a start-up staffing company, Nurses PRN, Inc. Under her innovative leadership, Nurses PRN aggressively grew to include seven offices in six states in the first three years. Following Nurses PRN, Pitts served as vice president of Med-Staff, Inc., a large medical temporary staffing company. In 1980 she joined her husband, Bill Pitts, to build Link Staffing Services into a national industrial staffing company. Beginning with a small labor hall in downtown Houston, Pitts and Bill have

grown Link Staffing Services into an Ernst and Young award-winning company with 50 company owned and franchised locations serving fourteen states nationwide.

Pitts stays active in many industry organizations and has received impressive accolades for her achievements. At the national level, Pitts is a past chairman, committee chair and board member of the American Staffing Association, the nation's largest staffing trade association. She was inducted into the Staffing Industry Hall of Fame in 2014. She dedicates her time in the promotion of business interest and issues. She has served on the Governing and Foundation Boards for the Committee of 200 (C200), an invitation-only group of the world's top female entrepreneurs and C-Suite executives who work to foster, celebrate and advance women's leadership in business. Pitts is frequently quoted in industry publications and has been honored by Working Woman Magazine as directing one of the "Top 500 Women Owned Businesses." At the state level, she is a past president for two terms of the Texas Association of Staffing and has been awarded the highest honor The Charlie Cook Award.

Pitts is active in the Greater Houston Partnership; is on the Board of Chantal Cookware and Advisory Board of Goodwill Industries. In 1999, the Greater Houston Partnership honored Pitts as the "Entrepreneur of the Year." And 2000 received the Ernst and Young "Entrepreneur of the Year Award." LiNK has received numerous awards and honors throughout the years, most recently: HBJ's 2015 Best Places to Work, Inavero's 2016 Best of Staffing Client Award, Inavero's 2016 Best of Staffing Talent Award.

A native of Texas, Pitts received her nursing degree and resides in Houston, TX with her husband.



Patrick Schneidau | TRUSS APP, INC.

Patrick Schneidau is the CEO of Truss, an online community platform for organizations that need private and distributed communications among their employees, customers and/or volunteers. Previously, he was Chief Marketing Officer at PROS (NYSE: PROS), Houston's largest public software company. He served in a variety of senior roles across their sales, market and product organizations – his last three as CMO – over a period of 12 years and was part of the leadership team that took the company public in 2007.

Schneidau serves as Chairman of the Board of IrishAngels, one of the largest and most active angel investing networks in the country, and the Board of Houston's InnovationMap. He was previously the Chair of Houston Exponential's Talent Committee and the University of Notre Dame's Young Alumni of the Year, subsequently serving on the University's Mendoza College of Business Advisory Council. Schneidau graduated magna cum laude from the University of Notre Dame with a BS in Civil Engineering and a MBA with a concentration in Finance. He and his wife, Laura, have four kids and are members of St. Anne's Catholic Church.



Zafar "Zaf" Tahir | CITY OF HOUSTON PLANNING AND HOUSTON AIRPORTS

Zafar "Zaf" Tahir serves as Commissioner for Houston Planning and Houston Airports. Tahir has a B.S. in Electrical Engineering from Cullen College ('84) and an MBA from Bauer ('99), both at UH, and a J.D. from Thurgood Marshall (2013.) He is licensed in State of Texas as an Attorney and a Professional Engineer (inactive.)

Tahir started out as an automation and control systems engineer on the Houston Ship Channel in 1984 working on automation of machine tools and Gantry robots. He worked as robotics engineer for Automaker of Houston working on manufacturing automation. He moved to New York in 1986 to work for Ciba-Geigy of Basel Switzerland, as the Lead Control systems engineer in US, gaining extensive international experience with projects and contractors. He then worked with BL Technology on control systems for Houston's wastewater treatment plant before joining Phillips Petroleum to work with MW Kellogg and Honeywell on the rebuild of Polypropylene and MTBE plants after the devastating industrial disaster.

In 1992, Tahir joined SABIC's European JV "Ibn Zahr" with Neste oy of Finland and Enichem of Italy. He won Honeywell's Chairman award and presented a paper a Mideast conference in 1994 on leading a re-design of Control systems project titled "Brain surgery." While at SABIC, he also trained with Yokogawa in Singapore. Tahir became a business owner in 1996. He was in the gasoline business with Exxon, Phillips 66, Mobil and Conoco-Phillips from 1996-2012. Tahir also owned Taji Controls & Instrumentation from 1996-2009. Tahir served as President of ISDI, an international development & consultancy firm on various projects in South Asia and the Middle East (2004-2009.) Currently he has a consulting and legal practice in Houston.

Tahir has been married to his wife Yasmeen for the past 31 years, and together, they have two sons, Emad and Farhad, both of whom are Bauer graduates.



Cyvia Wolff | CYVIA & MELVYN WOLFF CHARITABLE FOUNDATION

When Cyvia Wolff came of age, it was not expected that women would complete a college education, and so it was with her. After attending the University of Texas and the University of Houston, she met Melvyn Wolff and from then on, she embarked on a life-long pursuit of knowledge, appreciation of art and community involvement. While those instincts came from her parents, it was Melvyn, her mentor, partner, and great love, who prodded her to respect herself. He encouraged her to accept and appreciate her gifts, her intellect and the impact her personality could have on the self-esteem of others. He emboldened her to venture out into the community and do good works where she saw the need.

While their passions were not always the same, they enjoyed sharing each other's interests. In particular her interests lie in the improvement of public education, children's health and the Museum of Fine Arts, Houston. She and Melvyn had many shared passions, including their beloved Congregation Beth Israel and the importance of its role in the continuation of the Houston Jewish community.

However, if there was one passion she and Melvyn shared above all, it was, and is, the Wolff Center for Entrepreneurship at the C. T. Bauer College of Business. The joy the students bring to her cannot be measured. It is the hope and dream of Cyvia and Melvyn that long after they are forgotten, the impact of Wolff Center students will be important and positive for generations to come.

Congratulations #UHBauer Alumni!

**2020 Most Admired CEO
Lifetime Achievement**
Kenneth Guidry (BBA '77)

2020 Most Admired CEOs
Pamela Chambers O'Rourke ('95)
Elizabeth Killinger ('91)

2020 Women Who Mean Business
Amanda Beabout (BBA '09, MSACCY '10)
Julie Caggiano (JD/MBA '83)
Darcie Champagne Wells (MBA '03)

**We are proud to celebrate these alumni
recognized in 2020 by the *Houston Business
Journal* for their extraordinary achievements!**

#BAUER LOVES HOUSTON

SOCIAL MEDIA CAMPAIGN HIGHLIGHTS ALUMNI BUSINESS RESILIENCY

By Jessica Navarro & Amanda Sebesta

In early 2020, the COVID-19 pandemic forced many businesses to shut their doors and rapidly adjust to a “new normal,” finding creative ways to connect with customers and serve the community in an era of social distance.

Businesses owned and operated by Bauer College alumni were no exception, leading Director of Alumni Relations Giovanni Rosselli determined to create an outlet to provide support from the college.

“Times are tough, and business owners are struggling, and while we should be in a constant state of highlighting alumni businesses, the pandemic brought into clearer focus how crucial the promotion from College channels can be. Anything we can be doing, we should be doing,” he said.

Rosselli partnered with the Bauer Office of Communications in the first part of the year to highlight several Bauer alumni-owned or operated businesses on a range of platforms, including social media, focusing on how the alumni were navigating doing business during a pandemic.

In the second half of 2020, the college took a deeper approach to the topic, sharing alumni business stories more consistently through a new communications campaign, #BauerLovesHouston. The campaign included monthly spotlights on social media, led by Rosselli, with Instagram Stories serving as a primary platform.

“I’ve got a smartphone with a camera,” Rosselli said. “I can be a storyboard creator, videographer and editor, and I know how to move about these days from a distance and with a mask, so why not film myself patronizing our alumni community’s businesses, and possibly inspire others to do the same?”

The campaign brought Rosselli to restaurants, specialty shops and even medical facilities in and around the Houston area, with

business owners sharing the innovative ways they’ve pivoted to remain open and offer resources to customers in 2020.

“Overcoming adversity is a trait that is quintessentially ‘Bauer,’ and now our social audience knows what we know,” Rosselli said. “My hope is that as word continues to get out that others will pop-in, patronize and promote alumni businesses.”

Rosselli, who joined the college in his current role only a few weeks before UH transitioned to a virtual environment due to COVID-19, had the help of the campaign to establish him as a resource for Bauer alumni, further strengthening the connection between the college and the alumni community and supporting the 2020-2025 Bauer College Strategic Plan’s key objective of bolstering that relationship.

“I geek out on building relationships, so connecting with our alumni in this way has been a joy,” he said. “This campaign has allowed me, and by association, Bauer’s social media followers, to learn more about alumni businesses, and how lessons learned at Bauer stay with them for the long haul. A continuation of the campaign is certainly in the cards for the spring.”

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Times are tough, and business owners are struggling, and while we should be in a constant state of highlighting alumni businesses, the pandemic brought into clearer focus how crucial the promotion from college channels can be.

GIOVANNI ROSSELLI,
DIRECTOR OF ALUMNI RELATIONS, BAUER COLLEGE

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#BAUERLOVESHOUSTON BUSINESS SPOTLIGHT

Alumni Name: Alban Shahini

Grad Year @ Program: BBA 2010

Business Name: Brooklyn Pizzeria

Location: Humble, Pearland, Missouri City, Baytown, Atascocita, Richmond Sienna Plantation and Spring/Tomball

Most Surprising Thing Learned in the Takeover: The business only serves authentic New York style food and imports all of their ingredients (as well as their brick ovens from New York), and everything on the menu is made from scratch.

COVID-19 Response: All staff and patrons are required to wear masks, and employees are assessed before and after shifts to make sure they’re in good health. The restaurant has also seen a surge in delivery orders.

Learn More: bkpizzeria.com

#BAUERLOVESHOUSTON BUSINESS SPOTLIGHT



Alumni Name: Tisha Rowe, M.D.

Grad Year @ Program: MBA 2012

Business Name: RoweDocs

Location: California, Colorado, Delaware, Florida, Georgia, Illinois, Maryland, Nevada, New York, North Carolina, Pennsylvania, Texas, Utah, Virginia, Washington, D.C.

Most Surprising Thing Learned in the Takeover: Patients were a bit skeptical of telemedicine before the pandemic but are now more willing (and in many cases, required) to visit with doctors remotely, giving RoweDocs the chance to educate this year about the benefits of this new way of treatment.

COVID-19 Response: In addition to their growing telemedicine business, RoweDocs also began offering safe, drive-through COVID-19 testing this year.

Learn More: rowedocs.com

#BAUERLOVESHOUSTON BUSINESS SPOTLIGHT



Alumni Name: Luis (MBA '02) and Amber Rabo (MBA/MS Social Work,'00)

Business Name: We Olive & Wine Bar

Location: The Heights

Most Surprising Thing Learned in the Takeover: Olive oil has unique tastes, much like wine! Connoisseurs “swirl, sniff, slurp and swallow” with a 4-S process to gauge an oil’s flavor.

COVID-19 Response: While the owners of the combination specialty goods and wine bar have always been proud of their location in The Heights, they’re now allowing patrons to enjoy the “small town in a big city” views with a new outdoor seating area in their parking lot.

Learn More: weolive.com/houston

BE SOMEONE

BAUER ALUMNUS USES CROWDFUNDING CAMPAIGN TO FINANCE FIRST BOOK

By Jessica Navarro & Amanda Sebesta

Sitting in traffic is often a least favorite pastime for Houstonians, but for Bauer College alumnus and Houston native Adam Arafat (BBA '18), driving around town presented a welcome reminder to "Be Someone" each time he saw the familiar graffiti artwork on the side of a railroad bridge over I-10 and I-45 north of downtown.

"Every day on my commute to the University of Houston, I would pass under the train tracks that were painted with 'Be Someone,'" Arafat said. "I always wondered, 'What does it mean to be someone?' and finally I have an answer."

Arafat, who completed the Program for Excellence in Selling within Bauer's Stagner Sales Excellence Institute, recently released his first book, "Be Someone," which he financed through a crowdfunding campaign on the digital Indiegogo platform.

The book weaves together interviews and stories from leading CEOs, along with Arafat's personal experience in finding purpose. In addition to providing value for the individual reader, Arafat said he hopes the book gives guidance to organizations on the modern workforce.

"In today's world, the individual spends most of their day on work, and companies need to understand how to operationalize vision to recruit and retain top talent," he said. "As individuals, we need to understand this as well, to control our destinies and to lead a life where what we are doing is important and matters to us."

Arafat connected with potential readers even before finalizing his work, incentivizing backers on Indiegogo with various rewards for financial contributions, including signed copies of the book and invitation to serve as beta readers.

"Becoming a beta reader was not only a perk for backer, but it also gave me a valuable resource to test what was 'sticky' with my target audience," he said. "My beta readers were my target audience, young professionals and executives who wanted to learn about them."

Arafat exceeded his fundraising goal within 30 days, using some of the sales skills he cultivated within the Program for Excellence in Selling. He currently is a writer for New Degree Studios, and is working on a new show to release in Sept. 2021.

"When I was in the Program for Excellence in Selling, I discovered that growth comes from challenge," he said. "I was challenged time after time each semester. I learned how sales can be an intense experience where you have to be confident, sell the bigger picture and solve a business problem. With all this challenge comes growth, and I'm all about personal and team growth."

With a successful book launch in late 2020, Arafat is now setting his sights on future literary projects, including a second edition of "Be Someone," as well as a cookbook that combines recipes with inspirational stories from immigrants.

BAUER ALUMNUS ADAM ARAFAT (BBA '18) APPLIED KNOWLEDGE FROM THE BAUER COLLEGE SALES PROGRAM TO SUCCESSFULLY FUNDRAISE TO PUBLISH HIS FIRST BOOK, "BE SOMEONE."



PHOTOS COURTESY OF ADAM ARAFAT

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“I always wondered, ‘What does it mean to be someone?’ and finally I have an answer.”

ADAM ARAFAT
(BBA '18)

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FORMER UH ATHLETE AND BAUER ALUMNA CELIA FRASER (BBA '14) WORKS AS BUSINESS INTELLIGENCE & STRATEGY LEAD FOR CAPITAL GROUP AND WAS RECENTLY RECOGNIZED BY YAHOO! FINANCE AS AN EMERGING DIVERSITY AND INCLUSION LEADER.



EMPOWERING OTHERS

BAUER ALUMNA SERVES UP DIVERSITY AND INCLUSION THROUGH COMMUNITY ENGAGEMENT

Introduction by Jessica Navarro & Amanda Sebesta

Recent Bauer College alumna Celia Fraser (BBA '14) has amassed a long list of personal successes in the short time since she graduated — she was recently recognized by Yahoo! Finance as an emerging diversity and inclusion leader, and she landed a job last year as Business Intelligence & Strategy Lead for Capital Group.

But when you ask her about the key to her success, rather than looking inward, Fraser points to the team of friends and colleagues surrounding her.

Born in the United Kingdom, Fraser came to the University of Houston after being awarded a full-ride sports scholarship with the UH Women's Tennis team. In her senior year, she was elected Team Captain and led UH to its highest ranking in school history at No. 21 in the nation.

During her tenure, she amassed 11 academic awards including earning the American Athletic Conference Scholar-Athlete Sport Excellence Award and being one of five athletes in the conference to make the Conference USA All-Academic Team 2013. She earned her undergraduate degree in finance from Bauer while balancing an impressive turn on the UH Women's Tennis Team.

After graduating, Fraser began her professional career in London, working in financial consulting roles for PwC and Accenture and as a Risk & Data Analytics manager at Lloyd's Banking Group before joining Capital Group at the start of this year. In addition to working on projects involving financial analytics, big data and innovation throughout her career, Fraser has also been focused on diversity and



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Companies have a duty to do better regarding the diversity of senior leadership teams, building more inclusive company cultures and taking a firmer stance against discriminatory behavior in the office.

CELIA FRASER
(BBA '14)

”

PHOTO COURTESY OF UNIVERSITY OF HOUSTON ATHLETICS

inclusion including: organizing and delivering various inclusion-focused events, ensuring diverse guest speakers, educating colleagues about the benefits of an inclusive multicultural workplace and mentoring university students.

She was recognized by Yahoo! Finance on the EMpower Top 100 Ethnic Minority Future Leader Role Models 2020, (#94) a list that celebrates people of color who are not yet in senior-level positions but are making significant contributions to Ethnic Minority people at work.

We spoke to Fraser recently about the recognition, her career, and how her time at Bauer College prepared her for the future.

Q: How did your time as a student athlete help get you where you are today?

A: I have always said I learned more through sport than I ever could in a classroom; how to cope with success and failures, financial responsibilities, time management, the list is endless. Whilst some of my peers reduced their academic commitments to allow them to focus on tennis, I was always juggling both and this continued when I arrived at UH in 2010.

People often forget that on top of the 20+ hours per week you spend in training and in the weight room, plus the many weekends travelling and competing, student-athletes still have a full class schedule. My time at Houston taught me how to adequately prioritize my time and thus have the best shot at success on and off the court.

I feel that student-athletes often have a bad reputation, not showing up to class, never paying attention when they do, etc., but I found all my professors

to be very accommodating in the cases where I couldn't attend class due to tennis commitments. Building relationships through open communication is something I have taken with me into the business world. The negatives and challenging times such as getting red-eye flights and trying to stay awake in Monday morning classes, 5:45 a.m. workouts, third set losses, multiple injuries, etc., helped build a resilience that will stay with me forever.

In each of my four years, the women's tennis team were all primarily international students, which became particularly relevant when I was elected to Captain in my senior year. For the team to succeed, I had to connect eight girls, from different countries, with different aspirations. Some of my teammates were tennis-focused, others prioritized their degrees, some loved the weight room, others, well, less so! To win as a team, you need to work as a team and as captain, it was my responsibility to not only lead by example but also know how to motivate my teammates. Again, this is directly relatable to the vastly diverse teams (in some cases) that can be present in the workplace.

On leaving UH, my teammates signed a framed photo of me and my favorite quote was from a freshman: "Thanks for everything you've taught me, you have turned me from a princess into a team player." It was a lot of work — but it was definitely worth it! Things like that stay with you longer than any award or individual win will.

I ran some charity tennis coaching days with children, many of whom lived in poverty in the Third Ward, and would otherwise never have had the opportunity to play tennis. Interacting with these children was an eye-opener for me and provided the spark that triggered me into being much more proactive with those who have not been afforded similar opportunities to myself. In my senior year I was awarded the American Athletic Conference Scholar-Athlete Sport Excellence

Award: an honor "based on academic credentials, athletic accolades or performances and volunteer service to the community." For the thousands of hours spent training, studying and volunteering, I was incredibly proud to have been awarded this accolade as a representative of the University of Houston.

Since leaving UH, alongside my day job, I have dedicated time and effort to increasing opportunities for marginalized communities — be it by race, gender, sexuality or disability. I would encourage all student-athletes to recognize the privilege they have when carrying that title on campus, not take it for granted and give back to local communities not only during university, but in the years to come thereafter.

Q: What does this recognition mean to you?

A: Given the awards span the UK, mainland Europe, Ireland, U.S. and Canada, I was truly humbled when I found out I had been listed. With so many people doing great things, being recognized for the work I have done thus far was a really proud moment. That being said, and as is emphasized by the current climate, I know there is much more to do.

The business world is notoriously competitive for any graduate. When you add being Black, a woman and specializing in technology, you quickly realize the senior leaders that look like you are few and far between. I wouldn't say this ever made me feel lonely, but six years in, I'm definitely more often than not, "the only one in the room." Personally, I don't believe the "you cannot be what you cannot see" phrase that often gets repeated — someone has to be the first! However, I do think companies have a duty to do better regarding the diversity of senior leadership teams, building more inclusive company cultures and taking a firmer stance against discriminatory behavior in the office.

The EMpower awards showcase a variety of different faces and backgrounds that still today, in 2020, are woefully underrepresented in corporate circles. I hope that being listed in such prestigious company will allow other People of Color/Ethnic Minorities, but particularly young Black women, to feel inspired and encouraged in pursuing their ambitions.

Q: How does this recognition encourage other marginalized groups?

A: I fall into the intersection of being Black and a woman, but three years ago, I was also diagnosed with Guillain-Barre Syndrome, an auto-immune condition that can cause paralysis or death. I went from having pins and needles in my toes, to being unable to walk within 72 hours. After two years, due to an incredible network of friends and families alongside an exceptional medical team, I made a near full recovery. Going from being an NCAA college athlete to spending six months fully dependent on a wheelchair had significant impacts on my mental and physical health.

From a career perspective, I was incredibly fortunate to have understanding employers and line managers. So, whilst this recognition specifically focuses on amplifying Ethnic Minorities, I hope it encourages those with physical disabilities or mental health conditions to know that, with the right environment and support, they can be incredibly impactful, valued and recognized in whatever careers they choose.

BAUER COLLEGE BOARD

BAUER COLLEGE BOARD

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