

Inside *Bauer*

VOL. 2, NO. 4



THE **CHANGING** **LANDSCAPE** *of Higher Education*

+

RED Labs: Start Me Up
Taking MBA to the Extreme
Mentoring the Future

BAUER
COLLEGE OF BUSINESS
UNIVERSITY of HOUSTON



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GREETINGS

As we at the Bauer College have entered into a new academic year, two words have been top of mind for me — competitiveness and engagement. We exist in a global market, where competitors are not only in our backyard but also available to potential students at the click of a button or the tap of a tablet. The obvious question may seem to be, “How do we stay competitive in an oversaturated and overstimulated market?” But, in my mind, the real question is, “How do we stay competitive with ourselves?” You see, our mission is really to challenge ourselves and to stay agile in an ever changing higher education and business landscape. It seems that once we resolve one issue, a completely new one surfaces — and that, to me, is part of the excitement of my job. How can we reinvent ourselves while remaining true to the essence of the Bauer brand? So much depends upon the engagement and involvement of you, our stakeholders.

In this issue of *Inside Bauer*, we address the changing face of higher education and what the Bauer College is doing (and plans to do) in response. There are so many directions that business schools can take now in order to meet stakeholders’ needs. If we aren’t careful, we could find ourselves jumping from initiative to initiative, based on what others are doing.

But, a better course of action is to remain focused and grounded in what really matters. And, for us, that is the quality of learning we are able to provide to our students and the level of resources we can provide to the Houston business community. That goal defines the Bauer brand — perseverance in a changing environment and the ability to adapt without compromising yourself.

You will read in this magazine stories about rankings and accolades the college has received recently, and while it is humbling to see the Bauer College name alongside many respected peers, it is perhaps more exciting to me to know that our students, faculty and alumni demonstrate every day the proof of those rankings. Many of their stories are also featured in this issue of *Inside Bauer*.

Over the course of this year, we will be working to finalize a new strategic plan for the college that will guide us through the next five years. I will continue to ask for your input so that the plan we craft truly represents stakeholder need and engagement, and I will share with you our progress along the way.

As we are working to take the Bauer College to the next level of success, I must ask each of you to join the team. This is your college, whether you are a current student, an alumnus, a faculty or staff member, a partner or simply an interested reader. Without you, we would have no reason to strive for excellence, but with you, we can attain that status much quicker.

What I need from you is to share with others what you learn about Bauer from this magazine. When you are in the checkout line at the grocery store, find the opportunity

to tell the Bauer story. If your neighbor’s child is interested in pursuing a graduate degree but didn’t study business, make sure they know our MBA program accepts applicants from all undergraduate backgrounds and can help marry their science or liberal arts passions with practical business acumen. Learn which of your coworkers are also Bauer alumni and connect with us on how we can leverage that pride in your organization. And, stay in touch. If you have an idea for how we can better serve you, email me at suggestions@bauer.uh.edu to get the conversation started.

Sincerely and with warm regards,



Latha Ramchand

Dean and Professor, Finance,
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Inside *Bauer*

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Mission Statement

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

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Bauer Prof. Receives Citation of Excellence for Research

Professor Dusya Vera's Research Focuses On Leadership Styles of Top Managers

By Amanda Sebesta

Management Professor Dusya Vera exemplifies research excellence at Bauer.



Research co-authored by C.T. Bauer College of Business faculty member Dusya Vera recently won a 2013 Citation of Excellence Award from Emerald Group Publishing.

Vera is an associate professor in the college's Department of Management. Vera and her co-authors were recognized for the article, "Strategic leadership for exploration and exploitation: the moderating role of environmental dynamism," published in *The Leadership Quarterly* in 2009.

The paper is among only 50 selected for the recognition from a database of more than 15,000 articles published by the top 300 management journals in the world, including *Harvard Business Review*, *Academy*

of Management Journal, *Journal of Marketing*, *Journal of Finance*, *Strategic Management Journal*, *MIT Sloan Management Review*, *MIS Quarterly* and *McKinsey Quarterly*.

"Receiving one of the 2013 Citation of Excellence awards for our paper is very exciting and rewarding because this paper is part of a research agenda that started many years ago and has important implications for firms," Vera said.

The study examines two leadership styles — transformational (based on inspiration) and transactional (based on rewards) — and their relationship to firms' innovative outcomes under different conditions of change in the business environment.

"This award is further evidence of the impact that Vera and her colleagues are having on how organizational learning, improvisation and leadership, are viewed by both the academic and the practitioner communities," said James Phillips, chairman of the college's Department of Management.

"Thanks to efforts such as this, not to mention her recent invited talk at Harvard University, Professor Vera is helping to let people know that the Bauer College can indeed compete with the finest business schools in the world," he added.



from **BOARDROOM**
to **CLASSROOM**

Stephen V. Arbogast
is Executive-Turned-Professor

— **By Wendell Brock** —

It's not unusual to hear about the world-class faculty at the Bauer College. But to understand the depth of the college's expertise in energy studies and global finance, consider Executive Professor Stephen V. Arbogast.

Hired to work in the Exxon Treasurer's Department straight out of graduate school at Princeton, Arbogast spent 32 years with the energy giant. By the time he retired in 2004, he was Treasurer of ExxonMobil Chemical Company — with a résumé that included overseas assignments in Thailand and Brazil. Today, the executive professor of finance at Bauer brings to the classroom more than 50 case studies based on his extensive experience at ExxonMobil.

In addition to teaching courses in project finance, ethics and international business,

Arbogast is an author and researcher at Bauer's Global Energy Management Institute (GEMI). On these fronts, 2013 has been a busy and exciting time for the executive-turned-professor.

- In January, Arbogast traveled to Phoenix to discuss a GEMI study on pyrolysis oil at the annual meeting of the National Advanced Biofuels Consortium (NABC), a three-year project that seeks to develop cost-effective, sustainable biofuels for today's transportation infrastructure. Commissioned by the U.S. Department of Energy's National Renewable Energy Laboratory (NREL), Arbogast and three former colleagues from Exxon, including Bauer Clinical Assistant Professor Don Bellman, spent two years working on the detailed economic study of the biofuel, looking at "how it might be organized as an industry that is compatible with refining." The Arizona meeting gave the professor an opportunity to trumpet Bauer research in front of such formidable industry giants as Chevron and BP.

- In late February, M&M Scrivener Press published the second edition of Arbogast's "Resisting Corporate Corruption," which he uses to complement his Ethics and Finance course. Originally released in 2008, the book chronicles the fall of Enron through 17 case studies; the updated volume adds 13 new cases examining the financial crisis of 2007-2009 through the lens of ethics. "But instead of them being about one company," Arbogast says, "they are about many players in the financial crisis: Countrywide, Goldman Sachs, Citigroup, AIG, Lehman Brothers and Fannie Mae."

For almost 30 years, Arbogast has brought his intellectual curiosity and seasoned business vision to the classroom. While based in New York, he taught at Fordham University's Graduate School of Business (1986-1987). After moving to Houston in the mid-'90s, he became an adjunct professor at Bauer and went full-time around the time he left Exxon.

The New York native studied government at Cornell University in the "tumultuous '60s," then segued into graduate school at the Woodrow Wilson School of Public and International Affairs.

He recalls his introduction to Exxon as a heady time in which he learned the ropes of international finance. "My early days involved handling credit issues in Japan, getting money out of Nicaragua and solving problems under high inflation in Brazil."

He also got a crash course on the technical side of the energy sector. "I learned fundamentals of international logistics, refining, refining economics, petrochemical economics and the basics of oil exploration and production." Arbogast estimates working nearly 25 different jobs during his time with the company.

That he is so conversant in both the financial and science sides of energy is what makes him such a venerated figure at the college. In 2008, he was awarded Bauer's Payne Teaching Excellence Award.

In particular, Arbogast's overseas experience gives him a special affinity with Bauer's international community. "Bauer is blessed by having a very large number of high-quality international students," he says. "So they find the International Finance course often touches on things that they know from their home country. And they are interested in energy finance."

When he teaches Ethics and Finance course, he not only uses case studies from Enron and other companies, but also brings in crucial players who were eyewitnesses to the corruption. Sherron Watkins, who was Enron's vice president of corporate development and is often viewed as the company whistleblower, has visited Arbogast's classroom in the past and was recently back on campus to talk to his spring semester students.

The GEMI study of pyrolysis oil came out of a UH energy conference, "The Future of the Gulf Coast Refining Industry," put together by Arbogast in 2006.

Pyrolysis was a hot topic at the meeting, and NREL asked GEMI to analyze the potential industry. Arbogast and his colleagues worked on the project for two years and their work has become an important point of discussion at NABC.

So what did GEMI discover about this biofuel?

"I would say that the major finding was that you could conceive of a pyrolysis oil industry in the southeastern United States, drawing on the woodsheds of east Texas, Louisiana, Arkansas, Mississippi and Alabama that eventually could produce 500,000 barrels a day of fuel. So a first question was: 'Could you actually see this turning into an industry that would be sufficiently big that it's worth caring about?' And our answer to that was: 'Potentially, yes.'"

Still, many questions remain about how the pyrolysis industry would be organized and whether it would be cost efficient on a large scale. Going forward, Arbogast and his group have mapped out a 10-year program of continued research and development.

"I think the conclusion of our study was to pinpoint the places where research and development have to take place and the kind of money that would be involved to implement this kind of biofuel on a commercial scale."

Now you can see why the college is so proud of executive professors like Arbogast. Whether the topic is project finance, ethics or developing new biofuels, his wide-ranging experiences and passion for teaching bring energy and excitement to the classroom.

the **CUTTING EDGE** *of Tech Education*

Unique to Bauer College, Course Teaches
Students How to Design Products, Services
According to Customer Needs and Perspective

By Jessica Navarro



A team of students are hunched over sketch pads, furiously rendering concepts and ideas. Their classmates are conducting interviews down the hall. Scenes of a creative arts course?

No, these students are enrolled in a management information systems course on user experience at the Bauer College, offered for the first time and led by one of Houston's leading experts in digital strategy, Kelsey Ruger.

Ruger is an author, consultant and speaker who currently works as a user experience consultant for Halliburton. Ruger began teaching as an adjunct professor at Bauer College in June. The course, which recently wrapped its first session, includes a roster of management information systems seniors from Bauer along with students from colleges across campus.

User experience, commonly referred to as UX in the technology industry, is a fast growing area of expertise in the business world. It focuses on customer validation and improving a user's perception of a product or service through detailed architecture and emphasis on usability.

"On the surface, most people would think that doing a user experience course in a business school isn't a natural fit, but my experience has taught me that a person who has a good, strong understanding of how business works and who has the background to understand how to design products for people, the things they do, and the way they think, has an advantage," Ruger said.

"To me, it seemed like a perfect fit to take kids who had spent their college careers learning how businesses run and pair that with the ability to look at this from the user's perspective to create things they want to use and align that with business goals," he added. "It's merging two disciplines to create something that hasn't been offered before."

Businesses are beginning to understand the value of customer experience, Ruger said, as social media has changed the way consumers can communicate both positive and negative feedback with brands and each other.

"In the business world today, it's good to have empathy for other people," he said. "It helps you to focus on what people need and less on what you need as a business. We've seen the shift to people caring if a business cares about their needs, and if you have employees who understand how to work through that process of user experience, it leads to greater business success."

Comparable courses are not yet being offered by other business schools in the area, Ruger said. At Bauer, students enrolled in "User Experience Fundamentals" spend some time listening to lectures and learning



Digital strategist Kelsey Ruger is bringing his knowledge to Bauer students through a new course on user experience and involvement in technology and entrepreneurship events.

about theories, but the bulk of the course is application.

"They get to really learn and do while they're in class, so it's not just a textbook. It's application with a real world product," Ruger said. "What makes this course unique is our approach to problem solving. I get the students to focus less on the features of a product and more on the problem people are having that they're trying to solve."

During the summer course, students were challenged to apply the concepts of user experience to a project. Many worked with mobile or desktop applications, but one team chose to do a retail space.

"The principles we use to design the products or services work in a lot of different scenarios," Ruger said. "The goal was not to limit the students."

Students have responded to the new course with enthusiasm. Over the summer semester, they learned to reframe their approaches to designing products, based on Ruger's teaching.

"What I saw was an opportunity to walk these students through the process I would use to create products and to explain to them why a business would take this approach," he said. "What I've seen through the class is that students now ask more questions about what the end user needs to accomplish and less about what a particular feature has to do. When you focus on the problem, you realize

there are a multitude of solutions, and asking the right question helps you to pinpoint the best one."

Incorporating the course into the college's curriculum is part of a bigger initiative to give students the opportunity to learn more about integrating technology and business. Bauer is home to RED Labs, a startup technology accelerator that launched earlier this year, and offers a course in mobile application design. The college also hosts the annual 3 Day Startup, a competition that brings together teams of students from different disciplines and challenges them to work together over a long weekend to develop technology companies.

Based on the popularity of the summer course on user experience, the college will continue to offer it to undergraduates in the fall.



Mentoring the Future

By Amanda Sebesta

For Steve Jobs, it was Robert Friedland. Warren Buffett had Ben Graham. These two pacesetters knew the importance of mentorship.

Vanessa Patrick, an associate professor in the Department of Marketing & Entrepreneurship at Bauer College, also understands that direction can help to define a person's career and life. As a member of the Gifted and Talented Mentorship program for Fort Bend I.S.D., she spent the past school year mentoring Milan Doshi, now a freshman at Stanford University.

"When I met Milan, it was clear that I could inform his intellectual development to better prepare him for his time in Stanford University," Patrick said. "It was my way of giving back and helping shape the life and career of a very bright student with a great deal of promise."

Doshi was a senior at Lawrence E. Elkins High School in Houston during the mentorship. He graduated salutatorian of his class and was recognized as the Student of the Year by the Sugar Land Exchange Club and a Burger King Scholar. He plans to major in economics and minor in computer science.

The FB.I.S.D. High School Gifted and Talented Mentorship Program is a selective honors-level course providing high school students independent research and mentorship opportunities. Through mentorship, selected students explore complex thought, expand critical thinking, consider novel problem solving strategies and engage in original research and project development.

"Milan and I developed a nudge-based approach to healthy food purchase targeting lower-income households that relies on behavioral economic principles and compassionate self-control," Patrick added.

In May, Patrick was recognized for her work with Doshi during a reception for all of the mentors and mentees, with professors representing universities including Rice, Baylor and UH.

While the official mentorship is over, Patrick said she looks forward to continuing her mentor-mentee relationship with Doshi.

"I believe that a mentor is a role model, a friend and a guide. A career mentor can serve to provide a young person with insights about their future career and can help shape their choices," Patrick added. "I believe that a good mentoring relationship does not end when the mentorship period is over, but continues for many years to come. As a mentor, I am sure that I am going to be proud of Milan's accomplishments and hope that his experience with me has benefited him in some way."

Professor Turnbull Celebrates Latest Installment of Conference He Founded 23 Years Ago

Turnbull Brings Researchers and Practitioners Together To Discuss Derivatives Securities

By Wendell Brock

Back when Professor Stuart M. Turnbull was teaching in the business school at Queen's University in Kingston, Ontario, he noticed that academia had a tendency to ignore derivatives securities, a field near and dear to his heart.

Most scholarly conferences would devote perhaps one session to the topic. "I found that just unsatisfactory," says Turnbull, who is now a chaired professor at the Bauer College. "So I said, 'Look, why don't we have a conference?'"

This year, Turnbull's Derivatives Securities and Risk Management Conference celebrates its 23rd anniversary. "I never thought it would last 23 years," the professor says of the March event in Arlington, Va.

Shortly after founding the conference, Turnbull was joined by colleague Robert Jarrow of Cornell University, and today the conference is co-sponsored by the Bauer College, Cornell's Graduate School of Management and the Federal Deposit Insurance Corporation's Center for Financial Research.

It is a meeting of some of the best minds in the field — practitioners, regulators and scholars — and an opportunity for students to gather ideas from senior researchers.

Scholars from as far away as Europe and Australia mingle with FDIC and Federal Reserve Bank officials during the two-day event at the FDIC's L. William Seidman Center outside Washington, D.C.

In all, 18 papers were delivered in the following categories: Credit Default Swap Markets; Term Structure and Credit Risk; Credit and Contagion Risk; FX and Commodity Markets; Volatility Risk; and Market Microstructure. Another segment was devoted to Selected Topics in Theory. Among the big-name conference contributors



Bauer Professor Stuart Turnbull is one of the foremost derivative security pricing experts in the world and the founder of the Derivatives Securities and Risk Management Conference, celebrating 23 years with its most recent session.

are Jarrow; Jing-zhi Huang of Penn State University; Paul Glasserman and Pierre-Collin Dufresne of Columbia University and Robert S. Goldstein of the University of Minnesota.

Turnbull, one of the foremost derivative security pricing experts in the world, believes practitioners and scholars need conferences like this so they can talk to one another.

"Practitioners don't have time to do the fundamental research," the finance professor says. "However in another direction, practitioners are in fact a lot more sophisticated than academics, so what we try to do is always bridge this gap between the two communities."

Regulators are vital to the discussion, too, he said. "They must understand what the issues are and how they can be used and misused."

If the topics on the agenda seem lofty, they nonetheless affect all our pocketbooks on a daily basis. Just look at how Europe's debt crisis has roiled American markets. The distress, Turnbull points out, started in the

relatively small nation of Greece and has now spread to Italy, Europe's third largest economy. "This whole area of contagion is extremely important, and yet it's unbelievably difficult to actually do the estimation," Turnbull says.

Credit default swaps are also affected by contagion. "If one company defaults, how does that affect other companies?" Turnbull asks. "If you look at some of the failings of some of the credit agencies, it really was because they had little idea how to model contagion. And so trying to stimulate more research into this area is actually very important."

Turnbull compares the conference to a market. Papers represent sample-size information. If anyone wants a larger helping, the work is posted online.

"We get to see lots of interesting things, and ones you might actually want to invest in to do further research. You may be using one approach, but someone else is working in the same area but taking a different approach."

BEHIND THE SCENES:

Rockwell Career Center

By Amanda Sebesta



Staff at Bauer's Rockwell Career Center work daily to connect students to leading employers.

Courses have been identified, books have been purchased, and now, it's time to start the job search. No, this isn't the first day of senior year for a Bauer College student; this is the first day of their freshman year.

After making their way to the second floor of Cemo Hall, students enter the Rockwell Career Center, where they are greeted in the lobby by a career counselor who will help plan for their post-graduation future.

"Some students will come in and see us via walk-in or appointment as soon as they get their acceptance as a newly admitted freshman or transfer student," Career Counselor Elizabeth Knapp said. "This is ideal since there are many steps involved in the job search process and as a career counselor, I can help coach or guide students on steps to take while

they are still several semesters out from graduation. Finding a job takes time and the more time that is put in, the more one will get out of the experience."

"After the initial meeting, students are given handouts or other resources pertaining to the questions they have and where they are in their career search," Career Counselor Megan Bauml said. "At the end of the meeting, staff members will often give students homework, reiterating action steps discussed during the meeting."

Once students have done their research, the next step is to come for a mock interview.

"The counselor will come get the student and take them to an interview room," Bauml said. "There will often be light conversation

on the way to the interview and after the interview, the student is walked back out to the lobby. Some students will pop into their career counselor's office after their interview is over for a debrief session."

After students have had multiple mock interviews, they are ready to face the professional world head-on to land their ideal career.

"Our mission is to help students attain successful and fulfilling business careers," Career Counselor Lauren Ford said. "We do our best to ensure that students are confident about their strengths, knowledgeable about career paths and are comfortable searching and applying to opportunities."

Engaging AND Innovating

Assistant Dean for Career Services Jamie Belinne
Receives NACE Innovation Excellence in Diversity
Programming Award

By Amanda Sebesta



The National Association of Colleges and Employers (NACE) recently honored Jamie Belinne, assistant dean for career services at the Bauer College's Rockwell Career Center, with its Innovation Excellence Award.

Belinne was recognized at the NACE 2013 Conference & Expo in June with a prestigious 2013 NACE Innovation Excellence in Diversity Programming Award for the targeted assessment and video tools she designed for an e-book to use in "Connecting Bauer to Business" (GENB 3302), a course she teaches that is required for all BBA candidates.

"I can't tell you how pleased and honored I am by this recognition for a project that took more than a year to complete," Belinne said. "I also want to thank the counselors in Rockwell for all of their help and support going through this project when we were gathering alumni for the videos and surveys from employers."

NACE's Innovation Excellence Awards recognize the hard work and professionalism of NACE members and share their ideas so that all members grow in the depth and scope of their work and careers. In 2012, Belinne was the recipient of NACE's Professional Change Maker Award for her initiatives around experiential education in large classes.



Bauer students (from left) Meghan McDowell, Shafaq Moosa, Kirby Langseth and Wes Bandini (not pictured) became the first North American team to bring home a championship at the 2012 Earthian Competition, taking on teams from 500 colleges on business sustainability issues.

The Business of **SUSTAINABILITY** *By Amanda Sebesta*

Team of Bauer Students Bring Home A Global Win from 2012 Earthian Competition

Four Bauer College students made history this year as the first North American team to win the Earthian Competition, a global challenge focusing on sustainability issues in business.

The team, comprised of Wes Bandini (finance sophomore), Shafaq Moosa (supply chain management sophomore), Kirby Langseth (supply chain management junior) and Meghan McDowell (finance senior), took first place, competing with students from across the globe to implement sustainable thinking into business decisions and to stimulate the younger generation to act as role models for sustainability.

The team had to identify an issue related to sustainability, critique the issue and create a proposal for eliminating or managing the issue. The Bauer team tackled the issue of commuting to the University of Houston campus. Their solution? A database of student locations to contact one another to carpool.

“We are so excited to be representing Bauer, the University of Houston, Houston, Texas and the United States with our project,” Langseth said. “We kept our project at the local level and evaluated a sustainability issue right here in Houston.”

“We are proud that because of our backgrounds in finance and supply chain management we were able to create a unique project,” he added.

In 2012, more than 500 colleges competed, with the Bauer student team coming out on top, winning \$3,000 and a three-year engagement from competition sponsor Wipro and their partners in sustainability.

“We were honored to be among the U.S. schools invited to compete this year and even more excited to have the only U.S. team to ever be named a winner in the competition,” Rockwell Career Center Assistant Dean Jamie Belinne said. “Our winning student team had

never worked together on a project before, so their accomplishment is even more impressive. This team did a great job of representing the college to the rest of the world as thought leaders in the area of sustainability.”

The students developed the idea for an assignment in Belinne’s GENB 3302 class.

“Our project was unique because we were able to use our business background in order to not only effectively evaluate a sustainability issue, but also to develop an idea for a database to facilitate our idea,” McDowell added. “We would not have been able to establish our ideas or complete our project without prior knowledge from classes like management information systems at Bauer.”



CREATING
YOUR
OWN

PATH

By Fidel Diaz



I completed most of my basic courses at HCC and halfway through the process, I enrolled at the Bauer College, thanks to my friend, Ivette Gonzalez. Once I was accepted, I realized that my debt would increase because of tuition, so I scrambled to see how I could pay for classes. As mentioned, Bauer stands for philanthropy, and it was through Bauer that I managed to continue going to school without the financial burden. I was granted the Jesse H. Jones Scholarship prior to my enrollment, and I am truly

to take on a leadership role within the organization and became the managing director for the 2012-2013 school year. While serving as a leader in HBSA, I have used my newly gained leadership skills to connect to the faculty at Bauer and assist them whenever asked for help.

By reaching out to Joyce Williams and Natalia Lara in the college's Office of Undergraduate Business Programs, I have found a purpose in community outreach events at the Bauer College. I have also connected with Amanda Sebesta in the college's Office of Communications, and she has helped me stay connected to Bauer alumni who have provided advice on how to continue on my path to success. Thanks to Bauer and the Bauer Career Fair, I managed to improve my interviewing skills, which actually helped

“Thanks to Bauer and the Bauer Career Fair, I managed to improve my interviewing skills, which actually helped me earn an internship with one of the biggest bedding retailers in the world.”

-Fidel Diaz

What's in a name? In the case of the Charles T. “Ted” Bauer, there are several attributes that come with the name; from philanthropy to leadership, Bauer stands for the best of the best. My name is Fidel Diaz and I am currently a junior at the Bauer College pursuing a major in marketing with a minor in advertising at the Jack J. Valenti School of Communication.

My experience at Bauer has had a tremendous effect on me; not only has it transformed me into a leader, but I have gained focus, managed my time more efficiently and have also improved my academic progress. After taking two years off after high school, I decided to enroll in the Houston Community College System and seek a degree in dentistry. I quickly changed my mind my first semester and decided to go into business, since that is what I really wanted to do. Also, the attire for both fields is very different.

grateful for it because it let me continue on my path to success and I can now prove that it has shaped me into an active and intelligent individual.

My first semester at the University of Houston was not the best, academically; I was one of the few that suffered as I transitioned from community college. I was placed on academic probation, but after rebounding the following semester, I realized how many opportunities exist at Bauer and how welcoming the culture at the business school continues to be.

Ever since my second semester at UH, I have been more involved and passionate about what I do. I started by becoming the first ever mascot for the Hispanic Business Student Association (HBSA), which gave me exposure to many individuals, corporate and social. After being the exceptional mascot, I decided

me earn an internship with Mattress Firm this summer; the biggest bedding retailer in the world.

With the confidence that I have gained through Bauer, I have reached out to Liz Castro, who is the Young Alumni Coordinator at the university, and we are now working on creating a new student organization that promotes pride at UH, gives back to students, and keeps alumni connected.



W W I N

Bauer Students

National Business Plan Competition

Student Team from the Wolff Center for Entrepreneurship Pitches Medical Software Firm, Wins \$60,000 Grand Prize at 2013 "California Dreamin'" Business Plan Competition

By Amanda Sebesta

Competitors (from left) Kevin Cruz, Scott Black, Genevieve Simmons and Roger Seward from Bauer College's Wolff Center for Entrepreneurship bested the competition at the California Dreamin' Business Plan Competition, bringing home a first place win.

Four undergraduate students from Bauer College bested teams from across the United States that included MBA and Ph.D. participants to take the grand prize at the "California Dreamin'" Business Plan Competition in April.

The team, all students in the college's Wolff Center for Entrepreneurship, included Kevin Cruz, Scott Black, Genevieve Simmons and Roger Seward, who presented their business plan for Imalysis, a medical software firm that

"We wanted to marry the talents and knowledge of Dr. Zouridakis and his team with the business mindset and entrepreneurial spirit of our team to take a fantastic product into the marketplace and bring UH research the credit that it deserves," Black said.

The competition required the students to submit a written business plan describing the product, industry information, competition in the market, marketing plans and financial projections. After arriving in California, they

we were writing the 20-page business plan for Imalysis."

The advice and mentorship that is built into the Wolff Center program was also invaluable, Black said.

Hosted by Chapman University, the "California Dreamin'" competition is in its second year. In 2012, Bauer College students also won the grand prize. This year's competition took place in April and featured 25 schools competing



saves lives by helping consumers analyze and track illnesses online through a patented algorithm.

"Making this company a reality would be amazing, and I feel confident that with the contacts we made, it could become real," Black said.

As the team pitched it, Imalysis focuses on illness in its first stage of development by empowering the most important people in the healthcare system — the doctor and the patient. UH Professor George Zouridakis, of the Department of Engineering Technology in the College of Technology, designed the technology behind the software and allowed the student team to commercialize it.

participated in several rounds of competition that included face-to-face presentations in front of judging panels comprised of venture capitalists. The final round pitted five teams against each other for top honors.

The Bauer team's preparation impressed judges, who awarded them first place and a \$60,000 grand prize. The entrepreneurship courses within the Wolff Center were integral to the team's success, Black said.

"They taught us how to work as a team and solve issues before they got in the way of getting things done," he added. "Learning how to think like a CEO and building a business from the ground up really came into play when

in both an investor pitch and a 90-second Fast Pitch Competition. Bauer placed first in the investor pitch, with Brigham Young University, Willamette University, University of Southern California and University of California Berkeley rounding out the finalists.

"The best part was watching the team learn and adapt, pivot on strategy, revise their plan and mature," said Bill Bobbora, an executive professor at Bauer and one of the team's advisors. "They were not really competing against other schools, but working to simply do their best, to win over the judging investors and to launch their business."

A Rising Star

of the UH Startup Scene

RED Labs Staffer and 3 Day Startup Organizer Wins Trip to Kansas City Hackathon and a WordPress Scholarship

By Wendell Brock

Bauer College student Andrew Douglass believes there is much to be learned from the startup culture of Kansas City, where Google's new superfast Internet connection is transforming the landscape of high-tech startups.

A management information systems (MIS) major at the Bauer College, Douglass was invited to participate in "Hacking the Gigabit City," an event sponsored by Mozilla, the National Science Foundation, KC Digital Drive and the Kauffman Foundation. During the all-expenses-paid weekend in March, the accomplished Bauer senior worked on a new app for urban planners. He also stayed in one of the homes for hackers that has popped up in the so-called Silicon Prairie, where a new generation of tech-savvy entrepreneurs are taking advantage of the high-speed fiber-optic network Google Fiber.

“The point of that whole hackathon was to try and think of practical applications for consumers that actually have fiber-optic Internet at their house,” said Douglass, the student director of operations at RED Labs, the new startup accelerator housed in Bauer College that serves the UH community.

“I worked on design for an urban-planning tool that would help architects and urban planners get a better sense of how much something is going to cost, what kind of economic and ecological impact a new building in a certain location would have.”

At the same time, Douglass — who participated in the first 3 Day Startup last year and helped organize the 2013 event in April — said he was deeply inspired by his time in Kansas City’s “fiberhood,” living with the young start-up company, Handprint. The startup has set up shop in a home within the Kansas City Startup Village (KCSV), which describes itself as “an entrepreneur-led, organic, grassroots initiative helping to bolster the Kansas City entrepreneur and startup scene.”

“I got to see a young startup struggling to get by and struggling to make it,” Douglass said. “And what I got out of it is that I think we really need something like that in Houston. And so I’m trying to get something like that happening in Houston.”

While the 23-year-old Sugar Land native believes there is plenty of tech talent in the city, he thinks independent types gets siphoned off by the oil-and-gas industry, the consulting business and the city of Austin, which just so happens to be the next market for Google Fiber. He is so smitten with the Kansas City landscape that he has considered moving there.

“I really think startup houses and startup communities are important,” said Douglass, who has thought about pursuing the topic as an undergraduate thesis. “I kind of feel like you get the same sort of camaraderie as you do in the military.”

Though Douglass enrolled at UH as a computer science major, he quickly gravitated toward Bauer, where programs like 3 Day Startup and RED Labs offer a supportive community and bring MIS

and entrepreneurship students together. Since then, his professors say, he has emerged as a hard-working, behind-the-scenes lynchpin of the campus startup movement.

“Andrew inspires other students. If you consider the things he’s done and compare the impact factor of those things to what others do, he’s up at the very top, and is growing into a more leading role”

-Prof. Hesam Panahi

“Andrew inspires other students,” says Hesam Panahi, founder of RED Labs and a clinical assistant professor of MIS at the Bauer College. “He encourages them to learn code outside the classroom, to participate in hackathons, and to become more involved in the startup community. If you consider the things he’s done and compare the impact factor of those things to what others do, he’s up at the very top, and is growing into a more leading role as he takes on new opportunities.”

As RED Labs’ student director of operations, Douglass has a varied list of official and unofficial duties. He goes out for food for the group’s Wednesday night networking and mentoring sessions. He’s working on RED Labs’ web site. And he’s around to help startups with questions about design and web development.

Meanwhile, his facility with web design was sufficient enough to impress the WordPress community, which recently named him the winner of a \$2,500 Houston WordPress Scholarship.

“The WordPress Scholarship meant a lot to me because it gave me the funds to buy tools that I really needed to take my design and development skills up a few more notches,” Douglass said. “I also felt like I was in a bit of a slump with my development skills, and winning the scholarship reinvigorated my passion for development in some ways and really put me back to writing some code every day.”

Meanwhile, Douglass can’t seem to get enough of Kansas City.

The weekend after 3 Day Startup, he and his girlfriend, Deborah Soetandio, a Bauer student pursuing a double major in

MIS and accounting, drove to the city for Hack of the Sexes. They crashed with his buddies at Handprint, and their Hack of the Sexes project, Bus Stamp, was named best emerging idea.

Bus Stamp lets public-transportation users who don’t have smart phones retrieve wait times via text messaging. He would like to see the project evolve so that metro riders “who don’t necessarily have the Internet in their pocket” could use it to access additional information — such as directions, restaurant and entertainment options and taxis.

As the winner of Hack of the Sexes’ best emerging idea honor, Douglass and Soetandio won a spot in the KC version of 1 Million Cups, as well as some free consulting time from the Polsinelli law firm. Douglass says he’s not sure if they will make it back to Kansas City for 1 Million Cups, but he is intrigued by the city.

“After seeing how friendly and supportive the KCSV community is, the thought has definitely crossed my mind to move there,” Douglass said. “But I really don’t want to leave Houston behind permanently. I think something fun would be to bring a bunch of Houston people on a field trip to see the KCSV and learn more about how we can build a stronger community in our own city, and possibly convince Houstonites to form a startup village of our own. No matter what happens, I know I’ll be back, and I know next time I’ll stay for longer than a weekend.”

SO, YOU WANT TO BE A **Project Manager?**

Bauer Students Work with Clients Who
Need Help with Technology

By Wendell Brock

Nothing energizes a college classroom like real-world experience. When students work with clients on actual projects, they get an authentic taste of the business world — with all its rewards and responsibilities. They also build relationships, which can lead to internships and job offers. During the spring semester, Bauer College students in the management information sciences (MIS) program took on projects for both commercial and non-profit clients. Some, in the Information Technology Project Management course, built websites and e-commerce platforms. Others, in the Business Systems Consulting course, upgraded computer systems — beefing up security measures and adding backup programs.

As these courses go, the students generally work in groups of four to six, picking a client that seems like a good fit. Then they get down to business — meeting with customers, documenting the scope of the project, estimating fees, setting deadlines and putting it all into place. Not every project runs smoothly. But challenges can turn into learning experiences.

And while the students gain invaluable expertise, the businesses rack up thousands of dollars in services (delivered pro bono but billed on an actual invoice.) These relationships also help build brand awareness for the Bauer College and establish it as a business player in its own right. The students' work generated such word-of-mouth that there was a client waiting list — and many repeat customers.

Over four semesters, the Project-Management (MIS 4374) and Systems-Consulting (MIS 4379) courses have delivered a grand total of more than 23,000 hours of project time to 200 companies. Clients have included Junior Achievement of Southeast Texas, Executive Services Corps of Houston, Nora's Home and Heart to Heart Hospice. Just recently, students cooked up sales, inventory and logistics systems for a Houston bakery — and even helped a porta potty concern flush its database troubles away.

Here, then, is a look at three students who developed client relationships over the spring semester:

DIONNEZA GRAFE



MIS students (from left) Dionneza Grafe and Erika Ramirez, along with Nicole Nguyen and Tai Luong (not pictured), worked with Plant It Forward Farms to create an easy-to-manage website.

Dionneza Grafe's MIS 4374 team worked with Plant It Forward Farms, a Houston non-profit that helps immigrant farmers grow and sell their own produce. Plant It Forward needed a new, easy-to-manage website that would include an e-commerce feature.

"They wanted it specifically to sell to chefs," said Grafe, an MIS major who expects to graduate this fall. She said the project was challenging at first because the team had difficulty contacting the nonprofit's busy staff. "We started off on the wrong foot in terms of what we thought the client wanted and what we were doing,"

Grafe said. That minor misstep only reinforced the need for good communication.

At the end of the day, the client was pleased, and the students found value in the experience.

"I was very pleased with their work," said Kassy Rodriguez, the farms' CSA manager. "They did a nice job on the website and what was even more impressive is how well they all worked together as a team I could tell that they were having fun at the same time." Grafe and her group — Nicole Nguyen, Erika Ramirez and Tai Luong — even got to judge a chili cook-off at the nonprofit's office.

In addition to the technical aspects of the project, Grafe said the project made her team more "socially conscious."

"We were unaware of the struggle refugees go through in trying to provide for themselves and their families once they arrive here," she said. "After our first client meeting and hearing the client's purpose, we fell in love with the organization and what they are trying to do."

ANDREW RAMIREZ



Taking on two clients, (from left) Sagar Patel, Andrew Ramirez, Sana Aslam and Mayur Patel (not pictured), provided help in website merchandising for Darke Media Group and built a website for Wings of Angels.

Andrew Ramirez and his MIS 4374 teammates (Sana Aslam, Sagar Patel and Mayur Patel) hit the ground running — and ended up working with two very different clients.

First was Darke Media Group, a publisher of mixed-media and interactive books that needed help with its website merchandising and wanted to add a newsletter function.

The project ran so seamlessly that the group decided to take on a second effort for extra credit. They developed and built an all-new website for Wings of Angels Foundation, a Douglas, Ariz. nonprofit that assists the

poverty-stricken community across the border in Agua Prieta, Mexico. By the end of the semester, Darke Media and Wings of Angels received nearly \$18,000 in free services from the UH team, and the students gained invaluable lessons about working with clients.

Darke Media co-founder Michael Wilson is a Ph.D. student at UH, and George Sayre, a Wings of Angels benefactor, is a retired Houston dentist. When Sayre signed off on the project, he gave it a glowing evaluation: “This team was highly professional, organized and delivered quality beyond my expectations!” he wrote.

“All the skills I got from the class will help me in the professional world, without a doubt,” says Ramirez, who graduated in May with an MIS major and an accounting minor. “It will help me with time management, help me with communication, help me all around.”

After an internship with ExxonMobil, Ramirez accepted a full-time position and reported to work in July.

CLINT DAY



(From left) Clint Day, Iris Santos, Ly Mai, Jessica Muñoz, Lyle Robin, Matti Bornstein (not pictured) and Laura Presson (not pictured) worked with Avondale House on a four-pronged assignment.

After a successful run in MIS 4374, in which he worked with a colon-cancer awareness group called Hope Through Grace, Clint Day signed up for MIS 4379. Over the spring semester, Day and his six-member team (Iris Santos, Matti Bornstein, Laura Presson, Jessica Muñoz, Ly Mai and Lyle Robin) worked with Avondale House, a Houston nonprofit that provides housing, education and training to young people with autism. Over four semesters, Bauer College students have worked with the organization on six different projects.

Day's group was charged with an intimidating, four-pronged assignment that required them

to unify the Avondale House computer system so that all its software and hardware programs were compatible, update the exchange server, install a backup program and add a firewall. The project was not without its stresses. Day had to manage a six-person team, and cater to the client's needs.

"I was the project manager so I was really involved with pretty much every aspect of every project that we dealt with over there," he said. "It's not a course you would just take for credit or if you don't have a lot of time to spare. It's like a part-time job really."

But the payoff was big.

Having the experience on his résumé was a big asset when he interviewed for jobs, Day said. "When people called, the first thing they asked me about was the Avondale House project. It helped a lot. People recognize that's a lot of work, especially in the IT industry. They can relate."

Over the summer, the Bauer MIS major interned with HP and was hired full time in August. He thinks his consulting class helped clinch the deal. "I do believe that I would not have this job if it weren't for the class."



WRITING

a new CHAPTER

Bauer Entrepreneurship Senior Spreads Literacy in Developing World
With Crowdfunding Campaign

By **Amanda Sebesta**

For Bauer College entrepreneurship senior Jessica Bolaños, the end of college signifies a big beginning, as she launches and grows Goodspéro, a social crowdfunding startup that she developed with her husband during her time in the college's Wolff Center for Entrepreneurship.

Goodspéro combines Bolaños' talent for digital and social media with her passion for providing educational opportunities for youth in developing countries.

The social startup has shaped into a unique venture because it uses crowdfunding, a revenue source that relies on the collective effort of individuals who network and pool their money to support a mission or project. Crowdfunding typically relies heavily on digital communication to spread the word to potential investors.

Bolaños recently sat down with us to discuss her philanthropic mission and how the Bauer College gave her the skills she needed to make a big impact across the globe.

Q: WHAT IS YOUR BUSINESS AND HOW DID IT BEGIN?

A: I started as a business major and I came to the University of Houston specifically for the Wolff Center for Entrepreneurship. When I first got in, I thought I was going to expand my original business, a multimedia production company, Evident Empire Media (EEM).

The first day in the program, (business mentor) Monte Pendelton came in and talked about our business purpose. We were trying to align our dreams and passions to what we want to do in life. The whole plan changed.

Since I started the program, I've been working alongside my husband (who's now a mentor in the WCE program,) to build a social crowdfunding startup supporting education and social causes. When my husband and I got married after my first semester in the WCE, we made our entire wedding into a fundraising event — everything was about the project and the organization we're starting. Instead of bringing us gifts, we asked people to

support us in the project by donating money and books. We displayed the 1,000 books in English that we already had collected at the wedding, asking all our guests to take one of those books and to contribute a few dollars. We wanted them to take that book and give it to an English-speaking child in their lives, to spread the whole idea of education for children. We then took the money raised at our wedding to Colombia and bought books over there in the native language, and we gave it to all the kids.

Q: HOW HAS YOUR TIME AT BAUER HELPED YOU GET YOUR BUSINESS OFF THE GROUND?

A: The Wolff Center for Entrepreneurship has been the biggest blessing in my life. All the mentors, the directors, everyone there that is involved, has helped us from the beginning of our idea to the business plan process. I had no idea how to do a business plan and all the research that goes into it. They really taught us about relationships and relationship building and building a team. That's just what the Wolff Center is all about, creating these networks. We're a family there, and I don't really have a big family here in Houston, so it was awesome to see how Bauer has accepted us.

Q: WHAT DO YOU LIKE TO DO IN YOUR FREE TIME?

A: When I'm not working on my business, I'm working on my business. I literally spend most of my time doing something business-related, whether that is researching online, or working on social media. Finding people who do what they love that has something to do with literacy and education is my passion. I guess I could say photography but then again, I take photos for our causes. I volunteer and collaborate with organizations around Houston. I'm a workaholic.

Q: WHY DID YOU CHOOSE TO WORK WITH THE NONPROFIT SECTOR?

A: I chose to work with the educational nonprofit sector because education has impacted my

life so much. I always saw different things that weren't right in the world. Once I came to Bauer, I just had all these resources and learned so much that I was frustrated for a while — I wanted to figure out how to fix those problems. It always boiled back down to education and people simply not being aware or educated about certain situations or issues. I just want to help humanity and the world. That's why I chose the nonprofit sector.

Q: WHAT SETS BAUER APART FROM OTHER BUSINESS SCHOOLS?

A: What sets Bauer apart from other business colleges is that all the professors are amazing. Everyone I've met at Bauer has been awesome in helping me in all types of ways whether it's been my business, student organizations or all the mentors.

Q: WHAT ADVICE WOULD YOU GIVE TO OTHERS THINKING ABOUT STARTING THEIR OWN BUSINESS?

A: Do what you love because it's not work anymore for me or anyone that is picking their passions to do business. I don't even think about the money. Just think about what you like to do in your spare time for free, and that will bring you success.

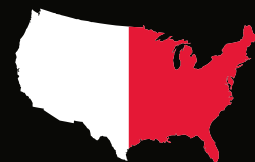
WHY GOODSPERO?



1/5

of the world's population is illiterate

In 2010, 59 million children were not enrolled in primary school



That's **Half** the U.S. population

Data from UNESCO (United Nations Educational, Scientific, and Cultural Organization)

Three **TIM** **STF**



Three teams of Bauer MBA students swept the recent 2013 APICS West Coast Student Case Competition.

RES STRONG

Bauer MBA Teams Make Strong Showing at Supply Chain Case Competition, Winning First, Second and Third Place

By **Wendell Brock**

Three teams of MBA students from the Bauer College swept the 2013 APICS West Coast Student Case Competition in February.

Led by Clinical Assistant Professor Gordon Smith, the Bauer teams won first, second and third place in the competition's graduate division — besting teams from Thunderbird School of Management, Hult International Business School, San Diego State University and The University of Texas at El Paso and significantly raising the profile of the college's supply chain management program. This was the first time an MBA team from Bauer competed in an APICS Association of Operations Management competition.

"It was a great opportunity to show that Bauer College's supply chain program stands above others, and we're willing to show the rest of the world that," Smith said.

The professor floated the idea of the case competition in the two sections of his fall 2012 Production and Operations Management course and to the Supply Chain Forum, a graduate student group that he advises. The student response was overwhelming, and three teams signed up to compete in the February event in Phoenix.

The winning team — Mei Chen, Daniyal Inamullah, Marco Guzman, James Montague and Andrew Stephens — were invited to participate at the 2013 APICS International Conference in Orlando, this fall. They will compete against winning teams from other

APICS regional case competitions. These will include the Mid-Atlantic District winner, University of Delaware; the Northeast District winner, University of Massachusetts Amherst; the Great Lakes District winner, Purdue University; and the APICS Canadian District winner, Seneca College.

Bauer's second place team consisted of Morgan Barsi, Jennifer Campbell, Zainab Hamidaddin, Thomas Locke and Christopher Manfredi. A third team— Owen Davies, Don Quigley, David Sardi and Claudia Serrano— finished third out of a total of 11 graduate teams. There were also 14 undergraduate teams, with the University of Portland taking first place honors.

The Bauer MBA students said the experience gave them invaluable networking opportunities, with both students and professionals, and tested their mettle for problem-solving in an intense, time-sensitive situation.

"It was a really exhausting weekend sandwiched in between two hectic weeks, but I'm so glad I did it," said Barsi, a Houston attorney and Bauer MBA student. "I learned quite a bit about myself and really strengthened my connections with some of the people in our program. I also enjoyed the fact that we were able to show industry leaders that Bauer is an up-and-coming supply chain school."

The competition was based on a real-world situation. A digital billboard manufacturing company from the Silicon Valley region sought recommendations for the allocation of

\$1 million for business operations. Students acted as a consulting organization and made recommendations on which activities to fund.

"I felt that the competition was a great way to compare the skills we've developed at Bauer to the other schools in our region," Manfredi said. "While the case had some tough and interesting ways to tackle the issue, I felt our teams were well prepared. Overall, it was a great day to be a Cougar."

Said Locke: "This was the first case competition for all of us and our output certainly spoke for itself. There was a clear separation between Bauer and the competition."

Founded in 1957, APICS (The Association for Operations Management) is a nonprofit international education organization that provides certification programs, training tools and networking opportunities to increase workplace performance.

The Houston chapter of APICS sponsored one Bauer team, and the other two teams were responsible for raising the money to pay for the trip.

Tish Patel, president of the APICS Houston Chapter, congratulated the Bauer students on their excellent showing. "This is truly a fantastic achievement," she wrote in an email.

Many of the Bauer students want to compete again next year, Smith said. He'll also be recruiting from the new crop of MBA students arriving this fall.

BAUER EXCELLENCE SCHOLARS PREPARE FOR FUTURE

By Jessica Navarro

The first day of the fall semester was no doubt filled with excitement for the thousands of new and returning students at the Bauer College, including the 2013-2014 class of Bauer Excellence Scholars.

These students are recipients of scholarship awards from The Bauer Excellence Initiative, a recruiting scholarship campaign launched by Bauer College in 2012 that provides funding of up to \$10,000 per academic year for highly qualified applicants.

The Bauer Excellence Initiative provides scholarships to both undergraduate and graduate students within the Bauer College. Bauer Excellence Scholars represent a diverse group, with a range of interests in studies, research and future career, but one thing unites them — a drive and passion for the pursuit of excellence.

Incoming freshmen Christian Madison and Sarah Nguyen are part of the 2013-2014 group of Bauer Excellence Scholars.

Christian Madison, freshman
Hometown: Pearland, TX

Madison graduated from Glenda Dawson High School in Pearland with the school's Distinguished Achievement designation and was among the top 15 percent of his class. He enters Bauer College with the hopes of obtaining a bachelor of business administration degree from the college's nationally ranked Wolff Center for Entrepreneurship. He also participated in the 2012 Bauer Summer Business Institute as a rising senior and came back to campus this summer to serve as a student counselor for the 2013 installment of BSBI.

In addition to support from The Bauer Excellence Initiative, he has received the UH Academic Excellence Scholarship and is a student in the Bonner Leaders Program at the university.

"I wanted to attend Bauer College for several reasons," Madison said. "The scholarship award and the prestige of the entrepreneurship program, along with the location and connection to the city of Houston, as well as the exciting construction on campus and the growth of UH beyond a 'commuter campus' into a Tier One university, all make Bauer the perfect fit for me."

Along with his academic achievements, Madison is a successful young musician and actor. While attending Dawson, he was part of

the school's Ovation Theatre and won All-Star Cast Member at the state level for Texas State UIL AAAA One Act Play competition.

Sarah Nguyen, freshman
Hometown: Houston, TX

Nguyen graduated from Bellaire High School as an AP Scholar with Honors and a National Merit Commendation. She earned a varsity letter in high school swimming and was chosen to serve as captain of the swim team in her senior year. She also was active on the Bellaire yearbook staff, serving as editor-in-chief as a senior.

As a graduate of Bellaire, a language magnet school, Nguyen says she is excited about the possibility of participating in a study abroad program during her time at the Bauer College.

"We had students from countries all around the world wandering the halls," she said.

"The diverse environment influenced me to be a member, and later co-president, of the Bellaire International Student Association. Understanding different cultures and languages of the world has become a crucial component of how I want to grow and carry myself."

The decision to attend Bauer was somewhat of a family affair for Nguyen, whose older sister Liz graduated from the college and shared her positive experience.

"After sending my two sisters through college, supporting one to continue to medical school, and still having my brother and myself to put through school, I can assure you, my parents

and I are extremely grateful for receiving the scholarship from The Bauer Excellence Initiative," she said.

"I will use this scholarship to make something of myself for my family, the college and the university," Nguyen added.





TAKING THE MBA TO THE

EXTR

Pursuing an MBA can be a lot like a marathon. For some, it is a long and arduous road. But for two MBA candidates at the Bauer College, it's an opportunity to push the boundaries.

Meet Yuva Loganathan and Jennifer Campbell, two women who have taken their MBA experience to the next level. They're running on all cylinders as they cycle through the program alongside each other.

Jennifer Campbell, MBA Candidate '14
Bauer MBA candidate Jennifer Campbell loves competition. From the classroom to the dance floor with the UH Ballroom competition team, she never backs down from a challenge.

Campbell, who is also a member of the Houston Symphony Chorus, knew the choice was easy when it came to pursuing her MBA.

"I chose the Bauer MBA because I thought it had a fantastic alumni network which might be able to help me figure out what direction to take my career. When I entered into the program, I really was unsure what direction to go. I wanted something dynamic that allowed me to work with people. I also wanted the opportunity to have travel or relocation abroad."

While she balances performance and schoolwork, Campbell is also hard at work training for her first Iron Man Marathon and the Houston Marathon in January.

In addition, Campbell serves the program on numerous boards, including the Bauer MBA Society, the Energy Club, and the MBA Advisory Board. She serves as the executive vice president of the Graduate Real Estate Club.

This year, she was a member of the winning teams for both the APICS Southwest Regional Case Competition, as well as the UH LNG Case Competition.

When Campbell puts aside her competitive nature to work on her studies, she finds that the team atmosphere that Bauer offers helps her the most.

"I prefer to study in a group setting. The fact that Bauer provides us with a group for the first year helped to build a study group. The thing that I really appreciate about Bauer is that the competition is more self-driven rather than amongst my peers. I have encountered so many friendly people who help one another out so we may succeed as a group, rather than keeping their knowledge."



EMME

Two Bauer MBAs Take Passion for Competition and Apply It to Their Studies By **Amanda Sebesta**

Yuva Loganathan, MBA Candidate '14

Bauer MBA candidate Yuva Loganathan came from humble beginnings in Erode, India. From a young age, she bucked traditional views and challenged what was expected of her. Although she has only been in the U.S. for about a year, Loganathan is already making strides in both her graduate program and outside the classroom.

"I was raised in traditional Indian household where boys are superior to girls and men are the head of the family and women learned to cook and work at home," Loganathan said. "I was quite rebellious from childhood. I wore boys' clothing because they were comfortable and didn't worry about what my parents and elders said."

After receiving encouragement from her father to pursue higher education, she found herself interested in more than just academics.

"I found myself trekking and hiking all around India," Loganathan added. "I learned rock climbing and was nicknamed 'Lizard of the South.'"

After receiving a degree, Loganathan moved to Bangalore, India for her first job as a software engineer. Being exposed to different cultures in India and given the ability to travel to Canada and the U.S., Loganathan developed a love of both cycling and education.

"After working six years in telecom software development, I wanted more and decided to pursue a post-graduate degree, an MBA," Loganathan added. "Houston was my top choice when I decided to get my MBA in the United States. Bauer offers a wide range of certifications and courses in any concentration."

"I like to push my limits constantly. Endurance sports are like an addiction, a good kind of addiction. I kayaked 13 miles across Buffalo Bayou and I am training to swim long distance, too," Loganathan added.

"I am not racing against anyone but myself. I am constantly trying to better my timing, not trying to beat someone else's. It is more mental than physical challenge. It is kind of mind training for me to never give up. It is only the beginning, I want to keep running and biking longer and farther."



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NATIONAL GEOGRAPHIC MAGAZINE

WASHINGTON, D.C., 2000





Finance Junior Adil Rajabali Shares a Once-In-a-Lifetime Experience, Interning at Total in Paris

By Amanda Sebesta

Paris, the City of Light — known for its food, wine and the Eiffel Tower, but for one Bauer College student, Paris signifies a once-in-a-lifetime opportunity to expand his horizons in the oil and gas industry.

Finance junior Adil Rajabali was part of an exclusive group of college students elected to a weeklong energy seminar, Total Oil and Gas Summer School, in July. This program provides an overview of the strategy and management issues commonly faced by a major international company, provide possible internship opportunities and foster awareness of cultural diversity.

More than 120 students from more than 30 different nationalities attended the program. Six students from the U.S., including one from LSU, one from Rice, three from MIT, and Rajabali, participated in the program. While all other U.S. students were studying towards an engineering degree, Rajabali was the only student from the U.S. pursuing a degree in Finance.

“At the summer school, I had the chance to be grouped in two different teams,” Rajabali said. “In the Workshop Team, which included students from Belgium, India, France,

Indonesia, Qatar, China and Uganda, we had a task of making a PowerPoint presentation to discuss the importance of stakeholders and justify our prioritization of stakeholders in a O&G project in the non-OECD region.”

“BAUER HAD ONE THING THAT OTHER PUBLIC BUSINESS SCHOOLS STRUGGLE TO HAVE, AN OPPORTUNITY TO STAND OUT FROM THE CROWD.”

While serving on these different teams, Rajabali found himself leading his teammates to complete their tasks.

“I was appointed by the team as the leader of the workshop group; therefore I

presented our findings and debated about the main stakeholders that should be considered in this region.”

Rajabali credits Bauer for helping him to stand out among his peers.

“Bauer has given me several opportunities to make me a unique candidate. For example, the Global Energy Management Professional program provides me with the rigorous course work that shows the competitive side of me,” Rajabali said. “Most importantly, classes at Bauer have prepared me to become a ‘student expert’ when fellow students were asking me finance related questions concerning about the O&G business.”

A team of Bauer MBA students — including (from left) Jason Ruth, Heather Nguyen, Adam Jalfon and James McLellan — are the Americas champions for the 2013 Google Online Marketing Challenge.



Google announced recently that a team of four MBA students from the Bauer College are the Americas champions of the 2013 Google Online Marketing Challenge.

The team — comprised of Bauer MBA students Heather Nguyen, Jason Ruth, Adam Jalfon and James McLellan — competed against 12,000 students from more than 80 countries to become the Americas winner in the challenge. The annual competition allows college students to display their skills in advertising, e-commerce, integrated communication, management information systems, marketing and new media technologies. Bauer teams have competed in the challenge for the past four years, with the 2011 team taking the global title.

“To have a company like Google once again recognize the strength and aptitude of these Bauer MBA students is humbling,” Dean Latha Ramchand said. “We are so proud of their achievement and will continue to build curriculum around innovative and evolving aspects of the business world.”

Preparation for the competition began months before the team submitted its final report. To begin the process, the Bauer students selected a client — the Children’s Museum of Houston — and analyzed the company’s business and marketing needs. Then, the team drafted a pre-campaign report, according to a rubric provided by Google. After submitting the report online, the team was given an online Google AdWords account and \$250 from Google for a three-week campaign to improve online marketing efforts for the museum.

“Forester Research forecasts that spending for U.S. online marketing will be \$50 billion this year,” Executive Professor Steven Koch said, the team’s faculty advisor. “Being able to design, create and execute an online marketing campaign for \$250 that cuts through that noise and is judged by Google, industry professionals and academic experts to be the most effective in all of North, South and Central America is a Herculean accomplishment. And, being recognized twice in the past three years as either the best in the Americas or the best in the world for online marketing is reflective of the quality of the Bauer College marketing students. “

The students came together in a course taught by Koch. In order to be accepted into the class,



GOOGLE'S TOP ONLINE MARKETERS

Bauer MBA Team Conducts Online Campaign for Children's Museum of Houston, Is Named Best in the Americas by Google

By Jessica Navarro

students were interviewed and required to complete a course in Internet Marketing and E-commerce.

"I highly value my time at Bauer because I am gaining much more than a graduate degree," said Nguyen, president of the college's MBA Society and marketing club. "We have opportunities to participate in challenging projects like this that can impact real businesses. This 'beyond the textbook' approach and the quality of the professors at Bauer are major factors in our team's success."

Her teammate Jason Ruth agreed.

"I decided to obtain an MBA in order to develop an analytics approach to understanding business and providing practical solutions," he said. "Bauer College did just that by helping

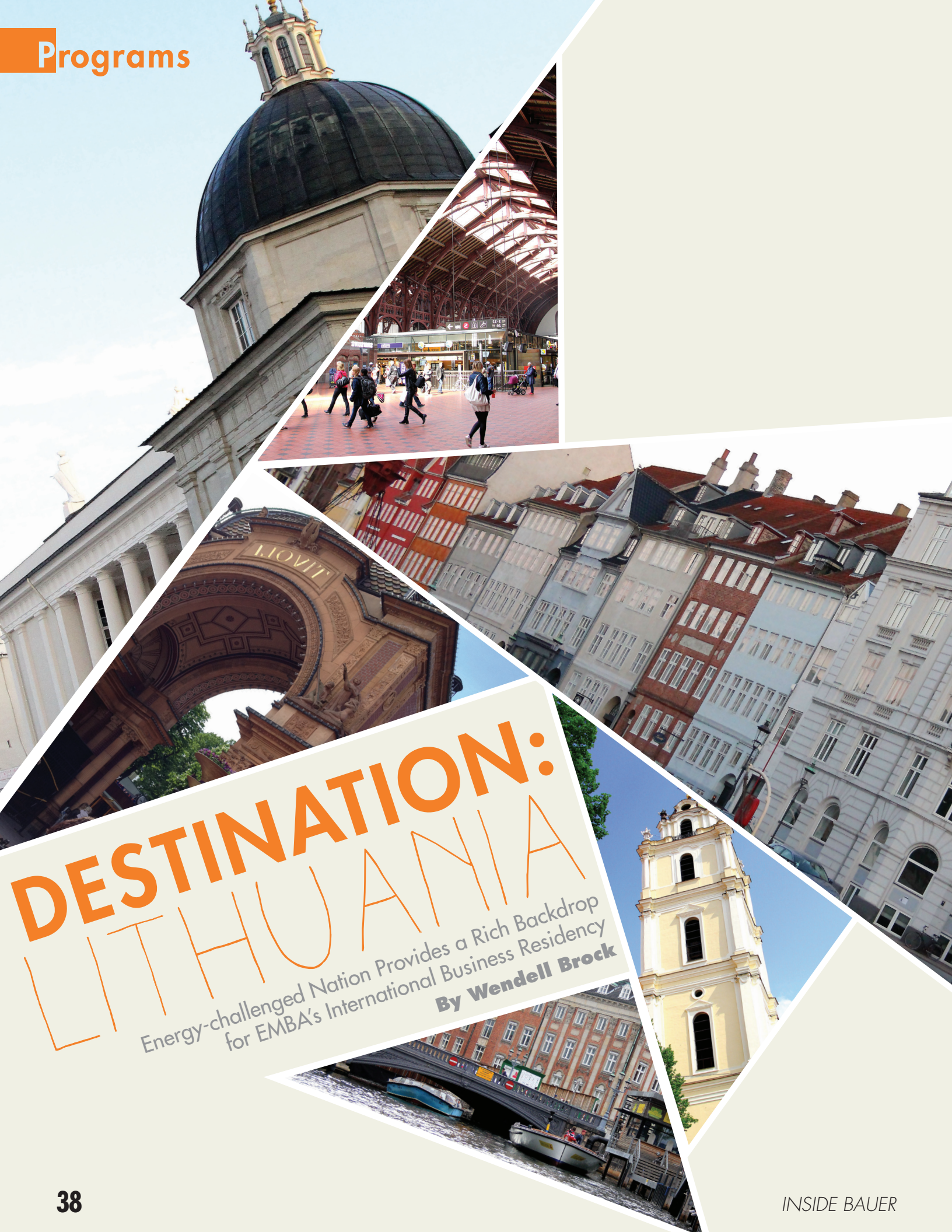
me expand my horizons and focusing my business awareness. From my first class on understanding financial models to my classes delving into internet marketing and web analytics, the classes at Bauer helped me develop the skills I needed to take an analytic approach as well as to strategize realistic solutions to real-life business problems. These skills aided me in working with my teammates to create strategies, measure their successes and then adapt the best strategy for the client."

"I am very proud to have taken part in the Google Online Marketing Challenge and to represent Bauer College and the University of Houston," Ruth added. "I couldn't have asked for a better team — we worked together tirelessly to create a strategy for our client and to adapt and improve it as the competition progressed. And, Professor Koch is a world-

class professor. Without his coaching, none of this would have been possible for our team."

The team's campaign, while running, was constantly evaluated, in real time, by Google using over 30 performance algorithms, grouped into four constructs—campaign structure, keyword scores, product features and ad copywriting excellence. The team's written reports were evaluated by the Google Global Academic Panel, using a present rubric.

This is the fourth year for a Bauer MBA team to enter the competition. In 2011, four Bauer MBAs were named global champions with their campaign for the Houston Symphony.



DESTINATION: LITHUANIA

Energy-challenged Nation Provides a Rich Backdrop
for EMBA's International Business Residency
By Wendell Brock

When Jokubas Ziburkus, an assistant professor in the University of Houston's Department of Biology and Biochemistry, began to foster relationships with universities in his native Lithuania back in 2010, he thought Bauer College would be a natural partner. Lithuania is heavily dependent on expensive Russian energy and is looking for alternatives. Houston is the energy capital of the world and home to the Global Energy Management Institute (GEMI), a prestigious beacon of energy education and research housed at the Bauer College.

In May, three years and many meetings later, 22 Bauer College Executive MBA (EMBA) students participated in the first International Business Residency in Lithuania. Led by Roger

Blakeney, the Bauer associate professor who coordinates EMBA's twice-a-year International Business Residency, the students hobnobbed with high-level Lithuanian government and banking officials at the Presidential Palace and attended a reception hosted by U.S. Ambassador to Lithuania Deborah A. McCarthy at her official residence. Along the way, they heard from energy-industry leaders at the host institution, Vilnius Gediminas Technical University (VGTU); visited the port towns of Palanga and Klaipeda; and ended the eight-day journey with a visit to the Danish capital of Copenhagen.

The program was so successful that Blakeney plans to hold another residency in Lithuania and Denmark in May. "Everything went just extremely well," he said. "The students got a lot out of it, because they knew nothing

about Lithuania, so they didn't go in with any preconceived notions." Previously, the International Business Residency has taken trips to China, Singapore, Hong Kong,

Thailand, Vietnam, Chile, Spain and the Czech Republic.

Ziburkus — who was instrumental in making the connections that led to the signing of a memorandum of understanding between UH and VGTU — said that partnerships between Lithuanian and American universities are rare. "In very general terms, Lithuanian universities are looking for connections with American universities," he said. "In more specific terms, the Vilnius Gediminas Technical University is very interested in energy. They are very much interested in UH's expertise. We are too dependent on Russian energy sources. We draw about 85 percent of total energy from Russia. So we are enslaved by their high rates, and we can't do anything about it."

During the overseas residency, Bauer's Global Energy EMBA and Global Leadership EMBA students were able to customize parts of the itinerary to suit their interests. "The IBR trip," wrote EMBA student Edwin Caviedes in his post-trip report, "allowed me to discover and engage with other cultures and see how they think in respect to the rest of the world."

Gary L. Brown, who is pursuing the Global Leadership EMBA, said that meeting the U.S. Ambassador to Lithuania was a pinnacle experience. "Having the opportunity to speak in person with her about the economy of Lithuania and its leaders is a moment I will cherish for a lifetime," he wrote in his report.

For others, visiting the Presidential Palace was a highlight. "We spoke with the presidential adviser, and he himself gave us a tour of the Presidential Palace," Ziburkus said, whose contacts back home gave the students unparalleled access. "It's those kinds of things that make the residency unique and I think make it a very insightful experience."

Caviedes concurred. "I had the opportunity to really confirm my findings about Lithuanian economic policies and the opportunity to learn more about their future goals, specifically in the area of energy and the incentives that Lithuania is offering foreign investors to come and invest in Lithuania," he wrote.

Ultimately, Bauer students came away with their own observations about Lithuania's dependence on Russian oil. "It is imperative to create an independent energy sector that allows the country, businesses and its citizens

to have better products and services to continue to keep moving forward and allow the economy to prosper for many generations to come," Caviedes wrote. "Thus, Lithuania will become more competitive with the rest of the world."





Bauer Expands Energy MBA to The Woodlands

For more information on the developing program,
visit www.bauer.uh.edu/thewoodlands.

BAUER
COLLEGE OF BUSINESS
UNIVERSITY of HOUSTON

BAUER COLLEGE

RECOGNIZED for EXEMPLARY

Internal Audit Program

Institute of Internal Auditors Designates
Bauer as Center for Internal Audit Excellence

By Sarayu Sundar

Bauer College has been recognized by the Global Institute of Internal Auditors for having an exemplary program in internal auditing. Designated as a “Center for Internal Audit Excellence,” the Bauer Internal Audit Education program joins only two others in the nation and only five others in the world to have achieved this honor.

The Houston Chapter of the IIA hosted a dinner in March at the Houston Racquet Club to celebrate this extraordinary accomplishment. The chapter, an organization integral to Bauer’s designation as a Center of Excellence, presented the college with a \$100,000 check to create an endowment ensuring the program’s continued success. The endowment was in addition to annual grants between \$13,000 and \$20,000 from the local and global IIA.

The endowment will support the program which has already expanded to include undergraduate and graduate level offerings from Professors Dave Ahola, Bob Barr, Norm Comstock, Jim Garcia, John Leavins and Richard Peters. Michael Newman serves as IAEP coordinator.

Houston IIA President Larry Abston recognized the years of work that made the evening possible. “What we are celebrating tonight did not happen overnight,” he said. “This program began many years ago by leaders with a vision of what it could become.”



THE INSITUTE FOR INTERNAL AUDITORS-HOUSTON CHAPTER PRESENTED THE DEPARTMENT OF ACCOUNTANCY & TAXATION AT BAUER WITH A \$100,000 CHECK TO CREATE AN ENDOWMENT FOR THE NEWLY DESIGNATED CENTER FOR EXCELLENCE IN INTERNAL AUDIT PROGRAM.

Michael Newman, director of accounting programs at Bauer, described the program’s history and path to becoming a Center of Excellence. While the Houston IIA chapter funded the college’s first internal audit course in the 1980s, the program really took off in 2003, as a result of the efforts of Professors Thomas Noland, Jim Pratt, Michael Parks, Jim Stinson and Gerry Lobo.

Bauer’s Accounting Advisory Board also provided support from the program’s initial stages. Former AAB Chair and current Bauer College Board Chair Paul Peacock said, “This is a great achievement for Bauer. It is an honor to have our program recognized by the IIA.”

Kaye Newberry, chair of the Department of Accountancy & Taxation, also credited the Houston IIA for the program’s success.

Local IIA chapter members Santos Monroy, Troy Hart, Steve Goepfert, Michael Peppers, Faye Stallings, Jamie DuBray and many others were integral to creating the Internal Audit Education Program.

In addition to supporting the current program, Newberry also highlighted the critical role the endowment would play in attracting the best students to the program. “Our end product will be your resource, because we want to graduate students that you want to hire,” Newberry said.

Faye Stallings, former president and current IIA board member, shared a message from Michael Peppers, chairman of the IIA’s North American Board. “The profession of internal auditing must sustain itself by ensuring that highly-qualified students are ready and available to enter our organizations,” he wrote. “This new designation indicates that the University of Houston Bauer College is doing just that.”

These sentiments were shared by Veronica Johnson, who played a key role in helping Bauer envision and become a center of excellence. She read a message from Harold Silverman, chairman of the Global IIA Academic Relations Committee.

“It became clear to the committee that the Internal Audit program at the Bauer College of Business is deserving of the recognition as a Center of Excellence,” Silverman wrote, “You are truly one of the best institutions in the world for a high potential individual to begin their career in our great profession.”

START



T ME UP

Bauer's startup accelerator program gives students a gathering spot and a support system

By **Wendell Brock**



They came with ideas for selling video-memory kits, neon-colored skateboards and the technology for creating a personalized, cloud-based TV channel. They wanted to build a mobile app for landlords and tenants, a website that would match events and sponsors, and an online singing “academy.”

Introducing: The inaugural members of RED Labs.

A startup accelerator designed to help University of Houston student entrepreneurs develop and accelerate their business ideas, RED Labs was launched over the spring semester by Bauer Clinical Assistant Professor Hesam Panahi. Since then, it has created a buzz on campus and across Houston's start-up community. “It's one of the things I'm most excited about,” Bauer Dean Latha Ramchand says of the program, which gives students a designated workspace, networking opportunities and unlimited coffee and ramen. “The magic that happens when you bring smart kids together who have great ideas is just amazing.”

In these profiles, we take you behind the labs' bright red doors at Melcher Hall to meet the first six companies.



MOBILE APP WOULD EASE STRESS BETWEEN LANDLORDS AND TENANTS

Company: Domovye

Founders: Bauer students Jose Pablo Ramirez, Raul Giron and Adrik Grigorian

Concept: A mobile application that aims to ease communications and business dealings between landlords and tenants.

Their Story

Relationships between renters and landlords can be tricky. You miss a payment. The landlord gets annoyed. Feelings get ruffled.

But according to the founders of Domovye, a free mobile application intended to streamline communication between tenants and property owners, it doesn't have to be that way. Billing itself as "the tenant's friend" and "the landlord's assistant," the RED Labs startup would manage transactions for both parties, from the time the lease is signed until it is terminated.

Asked to explain the name, cofounder Jose Pablo Ramirez says "domovye" is a Russian word for "house spirit." It's the entity that protects a home and keeps it happy, which is what Ramirez hopes their app will accomplish.

"We have found that communication is crucial to a successful relationship of any sort, and landlords and tenants are no different," said Ramirez. "By providing an app where landlords and tenants can send messages, alerts, payments and service requests — and keep track of all of them — that means less disputes and more reliable communication."

Thanks to RED Labs, the Domovye team enjoyed access to networking opportunities and real-life experiences that they otherwise

might have missed. RED Labs facilitated those connections and served as a cheering squad. "The mentors are well known in the startup community and usually very busy and hard to reach," said Ramirez, who graduated in Spring 2013 and is employed as a consultant. "Without the mentors and Dr. Panahi, I don't think I would be this excited about startups," he added.

As Domovye continues developing its business model, it will add other client services.

"We plan to help independent landlords manage properties and give them a nice mobile tool to see what is going on in all their properties," Ramirez said.

By documenting expenses and income, the landlords would be prepared for tax time. Other features will help tenants resolve maintenance issues quickly, perhaps by sending photographic documentation.

Panahi had nice things to say about the startup, lauding it as a creative idea with promise and potential. "As a guest speaker and mentor noted, the Domovye team certainly 'knows how to hustle,'" he said. "These guys never give up. Jose, Adrik and Raul started off with a different idea, but quickly pivoted the concept after speaking to customers and mentors. At RED Labs, their energy was infectious. I'm confident that their tenacity will pay off, and can't wait to see what they build."

RED Labs, Ramirez said, "is the best experience for people interested in startups or real-world learning." Because of it, he believes Domovye is poised for success. "Keep an eye on us, we're going to make it big." (To learn more, check them out at domovye.com.)

FORWARD-THINKING STARTUP WOULD ALLOW PEOPLE TO CREATE THEIR OWN TV CHANNEL

Company: Flinger.co

Founders: Robert Dale Smith, a UH computer science major with a Corporate Entrepreneurship Certificate from Bauer, and his brother Alexander Smith, a communication-design major at Texas State University.

Concept: A website that allows users to “fling” web video content from small-screen devices (laptops, tablets, smart phones) to the big screen (connected TVs and PCs), thus creating and curating their own cloud-based TV channel.

His Story

Anyone who has followed the university’s startup scene will recognize the name of Robert Dale Smith.

After winning a Google TV in a contest, Smith found the device tedious and unwieldy. So he created Chromemote, a remote-control-style application that links Google TV to laptops, and unveiled it at the first 3 Day Startup last year.

Folks said it would never work. But Smith persisted — to remarkable results. First Google noticed. Then Microsoft.

“Google liked the idea so much that a couple of their engineers working on Google TV built a special plugin for Chrome,” Smith said, describing the first exciting turning point for Chromemote, which generated exposure and media buzz. (Today the app has more than 10,000 active users.)

And just as Smith was preparing for RED Labs, Microsoft selected Chromemote as one of 50 teams for its first-ever Imagine Cup Student Accelerator, a virtual accelerator program for students. Emerging among the top 15 teams,



Smith and his co-founder brother, Alexander, were invited to Silicon Valley, where Microsoft encouraged them to widen their audience beyond Google TV.

“So I built Flinger, an entirely new platform that brings the best features of Chromemote to just about any TV,” Smith explains. “Flinger.co is a website that enables interaction between just about any smart TV with a web browser and a laptop, tablet or smart phone. What really makes it unique is that you can invite others to join your unique Flinger channel, and you

can watch the same web content together in real time.”

Smith thinks the concept is hitting the market at just the right time. “We believe we are on the cusp of an explosion in smart TV adoption,” he said. “The same way that smart phones have become ubiquitous, very soon smart TVs will follow this same trend.”

If his words prove prophetic, RED Labs will have played a major role in his success.



“RED Labs will always stand out as the peak experience of my academic career at the University of Houston,” he said. “As a computer science student, I was originally restricted to the natural science and mathematics side of the university. Luckily my affinity for entrepreneurship brought me to the Bauer College. It started with Professor Carlos Ortega’s Intro to Entrepreneurship course and my participation in 3 Day Startup. I loved it so much that I ended up in RED Labs.”

Apparently, the love is mutual.

“Robert represents a critical part of the culture at RED Labs,” Panahi said. “He’s hard-working, ambitious, and he has developed a solid understanding of what customers want. We want to connect talented developers like him to the world of startups and help them succeed.”

So if it sounds cliché to say that Smith is living the dream at UH, well, it’s true. “I launched Chromemote, was featured on some of my favorite websites, had a week-long Silicon Valley experience of a lifetime and a

semester-long chance to pursue my dreams in RED Labs.”

So what’s next for this innovative startup? Keep your smart TV set on Flinger.co to find out.



FAST-ROLLING STARTUP FINDS A GROOVE WITH HIPSTER SKATEBOARDS

Company: Kandy Kruisers

Founders: Timur Daudpota, Hamza Amir, Jesus Hernandez

Concept: A line of brightly colored lightweight skateboards made from a specially treated synthetic compound.

Their Story

When Daudpota and Amir saw students lugging big heavy skateboards around campus, they thought there had to be a better way to get to class. Then they remembered the '70s-era film "Lords of Dogtown," in which characters zoomed around on neon-bright plastic cruisers. "We thought, 'Why not bring these babies back?'" remembers Daudpota, a student at the Wolff Center for Entrepreneurship. "But with a new twist — making them much better, faster, stronger and creating more of a lifestyle around it."

That's how Daudpota, Amir and their team came up with Kandy Kruisers, a line of hip, cartoon-colored boards constructed from a nearly indestructible synthetic compound. Their dream is that Kandy Kruisers will become the Razor Scooter of skateboards.

"We researched a lot of products and prototype designs," Daudpota said. "It took a lot of work to get the formula right. It had to stand the pressure of everyday wear and tear, and at the same time the board itself had to be a work of art and not be a bland piece of wood on wheels."

Nervous to see if the product would fly with the public, the entrepreneurs decided to test Kandy Kruisers by staging a skateboarding party above a UH parking garage.

"The results surprised even us," Daudpota said. "People who had never skated in their

entire life were getting on it and having fun. Seeing all those people skating and smiling and just living in the moment, that's when we realized that we are not just selling a board, we are selling fun. We are selling smiles to people's lives. As long as we do that, we know we are creating world-class products."

With their custom-made skateboards in production and orders coming in to their website (kandykruisers.com), the startup is rolling along. The RED Labs experience just added to the momentum.

"We got amazing mentors who were the key driving factor to our growth," Daudpota said, who also applauded the networking opportunities that emerged from the lab. "One of our mentors is now part of our startup, and we could not be happier." The group got branding expertise from Charming Charlie and venture-capital guidance from Mercury Fund and Houston Technology Center.

While participating in RED Labs, Daudpota and Amir managed a team of 10, including marketers, photographers, graphic designers and programmers. Daudpota is in charge of marketing, branding and supply chain management; Amir will head up management and operations, and Hernandez, as the technology officer, will handle e-commerce. In September, the "Kandy Krew" launched a Kickstarter campaign to raise capital.

"Kandy Kruisers was the only startup in our initial cohort with a physical product," Panahi said. "They've done really impressive work on their supply chain and have spent time thinking through their marketing, branding and how they plan to acquire college students as customers. Timur and Hamza are determined to bring Kandy Kruisers to campuses everywhere."

So the next time you see someone zipping to class on a Kandy Kruiser, just remember the importance of RED Labs in getting the company on wheels. "This really has been the best thing ever," Daudpota said. "I love RED Labs and all it has done for us."

STARTUP WEBSITE WOULD CONNECT SPONSORS WITH EVENTS

Company: Sponsorca

Founders: Vicken Asadourian and Armen Suny

Concept: A website designed to match like-minded sponsors and events.

Their Story

Asadourian, a computer-science major, and Suny, who is studying entrepreneurship in the Bauer College, believe that sponsors and events can be matched almost like dating partners.

Thus their startup website, Sponsorca, would work almost like match.com — hooking up partners based on common interests.

So what would that look like exactly?

“Both sides fill out profiles, and our software determines who are strong matches,” Asadourian explains. “Upon being matched up, a sponsor would make an offer to someone seeking a sponsorship.”

The site, now in development, would “outsource the responsibility of combing through sponsorship requests to find quality opportunities, which can take a lot of time,” Asadourian says. “It also benefits sponsorship seekers, as it gives them a place to start.”

As a computer-science student, Asadourian says that RED Labs gave him a welcoming and supportive introduction to the business college.

“We wanted to build this idea, but we didn’t really know where to start,” he said.

“The guidance we got from RED Labs was priceless.”

So were the networking opportunities.

“At each of our weekly meetings we had a talk delivered to us by professionals from different parts of the startup world. Without RED Labs, we wouldn’t have gotten that kind of face time with patent lawyers, angel investors and others.”

Along the way, Asadourian and Suny found nothing but support.

Asadourian said he was delighted by the guidance he received from Panahi and the RED Labs team. “I can’t overstate how supportive they were,” he said. “They were always approachable and willing to help in any way they could.”

At the same time, the experience gave him a strong introduction to the world of business. “Each group was assigned an advisor to work





with after an initial meet-and-greet,” Asadourian said. “Everyone that we met at the weekly meetings and the pitch events were more than willing to offer us advice. We’ve been trying to build on those relationships.”

“Vicken and Armen were one of our interdisciplinary teams,” Panahi said, “with Vicken’s background as a computer science student and Armen’s experience at the Wolff Center for Entrepreneurship. The two work well together, and the combination of business and technical understanding helped

them quickly bounce off ideas and provided multiple perspectives with which to attack the sponsorship problem that Sponsorca is trying to solve.”

For Asadourian, the experience proved to be a crash course in the world of finance. And a happy one at that.

“I have learned so much about business from this experience,” he said. “The environment has been very warm and the faculty and staff have been very encouraging.”



RECORDING DIGITAL DIARIES FOR FUTURE GENERATIONS

Company: Videostry

Founders: Iggy Harrison and Reyna Brizuela

Concept: Videostry uses digital technology to capture the life stories of ordinary people; the idea is to render these memoirs as videos, creating first-person narratives for posterity before the stories are lost. Right now, the focus is on military veterans.

Their Story

Harrison, a U.S. Army veteran who served in Iraq and Afghanistan, came up with the idea after his grandmother discovered a document listing his grandfather's World War II military achievements. "My grandfather served on the USS North Carolina, a battleship that participated in every major naval battle of World War II," said the management information systems major who works for UH's Web Technology Services. "I wish I could have heard his stories and seen the look on his face as he recalled the Battle of the Solomon Islands in which the North Carolina unleashed fury on the planes attacking the USS Enterprise."

Harrison heard about RED Labs through Andrew Douglass, the accelerator's student director of operations and a Web Tech Services colleague. "Andrew told me to sign up because I was going to love it, and he was absolutely right," Harrison says.

The experience gave the co-founders a chance to work on the technology side of the startup and build enduring relationships with mentors. "We got experience on how to start with an idea and share it, justify its existence, and really, really focus on the target market," Harrison said.

And he had nothing but praise for the RED Labs team, particularly Panahi. "Dr. Panahi was instrumental every step of the way—

nearly every day. He kept us moving, always asking, "What's next?" "

So what is next for these entrepreneurs?

"We need to record more stories, which means we need a reliable location to record and test sound, lighting and video codec settings," he said. "Then we'll be able to schedule weekly or biweekly interviews with veterans, upload the stories to YouTube and gain a following. As viewership grows, we'll build out our website to allow recording via webcam, as well as drag-and-drop functions for those who'd rather record with a digital camera or camcorder. In a year, we'd like to demo our mobile app, allowing veterans to record their stories wherever they feel comfortable."

Ultimately, he said, RED Labs allowed the Videostry cofounders to discover themselves. "Reyna and I have found our community," Harrison said. "We are not interested in 9-to-5 jobs. We don't care about making six figures a year. We care about pioneering new technologies and solutions. And that's exactly what the startup community cares about, too."

Panahi said he was impressed by the Videostry team's commitment and passion. "One of the initial challenges Iggy and Reyna needed to overcome was finding the market that needed their product the most," said the professor. "It became very clear in the first few weeks that military veterans and their families made sense, and Iggy's background and connections helped move that vision forward. He is building a product not only for others, but also for himself."

For Harrison, telling the stories of military service members remains a deeply personal mission. He may never know the details of his grandfather's World War II adventures, but he wants to preserve his story — in his own voice — for his descendants. "I've got a lot of stories to tell," he said. "And I want my grandchildren to be able to understand what I've lived through."

SHE'D LIKE TO TEACH THE WORLD TO SING

Company: VocaLesson

Founder: Genevieve Simmons

Concept: An online platform that teaches people to sing by empowering them to learn from the comfort of their own home.

Her Story:

A young woman wants to croon “Somewhere Over the Rainbow,” but the only voice teacher in her area lives 45 minutes away. A single dad would like his children to learn to sing, but after putting in a long day at work, he’s too tired to drive them to lessons.

That’s precisely the audience that VocaLesson is looking for. The handiwork of RED Labs participant Genevieve Simmons, a student in the Wolff Center for Entrepreneurship, VocaLesson would match voice instructors and students via the internet, using videoconferencing tools like Skype. “The name means great vocal lessons at any time, anywhere in the world, whenever you want it,” said Simmons, who fine-tuned her idea at RED Labs.

“I wanted to figure out how VocaLesson could best bring value and enable people to learn to sing,” Simmons said, explaining why she wanted to participate in the startup accelerator. “I was lacking on the tech development side and in my understanding of product development. With the help of the entire RED Labs crew, I made progress on

understanding the steps to building the business, finding the first customers and a clear view of the problem.”

She said she also made “incredible contacts” during her semester in the lab. “Everyone was open, supportive, willing to help and experts in their field. My RED Labs mentor, Jeff Reichman, was instrumental in helping me understand my business and really gave me the confidence to pursue it.”

As an actor with 15 years’ experience in theater and film, Simmons came to UH to learn the business side of filmmaking. As a WCE student, she’s combined her passions for the arts and business into a promising startup.

She believes VocaLesson will happen, “but not tomorrow.” (Maybe it’s hiding behind that rainbow.) “I’m in the beginning stages,” she said, “focusing on solving key problems inherent in learning to sing and refining the ways technology can intuitively mitigate those problems.” She is currently working on another



startup, “so for the time being, VocaLesson is a nights-and-weekends pursuit.”

Simmons said RED Labs enhanced her UH experience “by bridging the gap between what is learned in the classroom and actually implementing it into the business I want to start.”

Panahi, for his part, gives Simmons a big “brava” for her VocaLesson work.

“Single-founder companies are really difficult because one person has to do everything,” the professor said. “I wasn’t worried about Genevieve, though. She made significant progress during RED Labs, and has some exciting opportunities that have come up along the way.”

Who knows? Maybe the next Jessye Norman or Luciano Pavarotti is out there somewhere, waiting for VocaLesson to give them the tools they need to conquer the world of music.

A UNIQUE SPACE FOR A UNIQUE PROGRAM



Opened during the first week of the fall semester, RED Labs' new space at Bauer College brings unique designs for students in the program.

Bauer's Startup Accelerator Program Gives Students a Gathering Spot and a Support System **By Ann Lynd**



It's late, and Melcher Hall's newest addition is filled with a small group of coffee-buzzed students, intensely working over every detail of their company. Surrounded by comfortable mobile work stations, power plugs and flat-screen televisions, this is a startup's dream space.

RED Labs, a coworking space and startup accelerator, recently opened their new space at Bauer College, bringing unique designs and students with it. The first class of the program began in February and concluded in May.

The 820 square foot space was designed with an "industrial coffee house" atmosphere in mind. Students accepted into the program will enjoy perks such as unlimited ramen noodles, coffee, storage lockers and a conference room space.

"When we set out to design RED Labs, we wanted to create a space that was unlike anywhere else on campus," said Hesam Panahi, Bauer clinical assistant professor and creator of RED Labs. "We visited

and researched other co-working spaces and worked with an interior designer, a Bauer alum, to develop a functional space that was bright, inviting, and built for ideation and collaboration. As students work on their ventures inside RED Labs, the space will continue to evolve to meet their needs."

The program takes teams of students with an idea and gives them access to a workspace, connects them to mentors and resources in the startup community and encourages growth of ideas into scalable companies. Students who have connected with potential mentors and investors will have a conference room in the new space as well.

The RED Labs space opened during the first week of the fall semester and will have several informal opening parties to celebrate the new space. The program is currently accepting applications.

Lighting A PATH FOR SOCIAL Business

Bauer's Sales for Social Impact Course Returns to Peru

By Carmen Spencer

Working as business consultants for PowerMundo, eight Bauer students and Susana Rosas, professor for the Sales for Social Impact course, provided the people of Pucallpa and surrounding areas with a solar-powered lantern.



Plans change. Many know this and adjust hesitantly. A group from the Bauer College, though, embraced modifications in their itinerary during an international trip because it meant even more doors opened to afford them the opportunity to help the impoverished area of Pucallpa — their social business' target market.

Working as business consultants for PowerMundo, eight students and Susana Rosas, professor for the Sales for Social Impact course for the past three years — provided the people of Pucallpa and surrounding areas with a solar-powered lantern, the Sun King Pro.

The first of its kind, the Sun King Pro also serves as a mobile device charger, delivering high and long-lasting performance. With one day's charge, it can last up to 30 hours and shines 10 times brighter than a kerosene lantern, currently one of the main sources of light in Peru.

Bauer junior Raul Giron said the lantern was an improvement from others introduced in Pucallpa previously — and as he and the other students learned almost immediately — their previous research was confirmed; the need there is great.

"When you realize you are in this place that you have been reading about the entire semester, it's surreal," Giron said. "It was amazing to see that, what we see as a novelty item because of the luxuries we have here, can make a difference in Peru. The need for electricity is huge, and this product has the potential to change lives."

SOLIDIFYING PARTNERSHIPS, MAKING HEADLINES

The trip was the end result of the Sales for Social Impact (SSI) course. In its third year, the course is designed to teach students how to market and sell products that can improve lives through sustainable business models.

Through growth and expansion of the course and further penetration of Peruvian markets, this year's group was able to secure meetings with top officials, opening doors to many other

opportunities. Partnerships and alliances, all ideas made possible by and through the eight students, were solidified with mayors and governors, PRISMA, a microfinance institution, and an entrepreneurial empowerment program for women called Emprendedoras de Yarina y Tushmo.

"A partnership with PRISMA was something we thought was unlikely," Sergio De La Vega said. "Though doubtful, after research and several attempts, our team was finally able to get in contact with the director and identified some of his needs. We found that the product would align perfectly with social programs



PRISMA looked to implement in Peru. Setting the partnership with PRISMA for PowerMundo let us know that we were unstoppable."

Additionally, the group was afforded the opportunity to market their product through mass media, spreading their message on local television and radio programs and even found themselves splashed across the leading newspaper.

"I strongly believe we represented UH and Bauer very well and people viewed us highly, mostly due to the support from their government, leaders and television, radio and newspaper reporters," De La Vega said. "They were surprised that college students were able to execute such a high-level project. It seemed they were especially proud that Bauer, a school you would not think would have a connection with Peru, had the initiative to take on this project."

A LEARNING EXPERIENCE BEYOND THE CLASSROOM

The course, led by Rosas, expanded its comprehensive look into the base of the pyramid, starting off the year with a retreat in Waco — a poverty simulation that ignited the team's unique bond.

The poverty simulation experience helped students understand what it is truly like to be impoverished, as they lived as a homeless person for 48 hours, enlightening them to the idea of surviving by any means necessary.

This led the group, on their own accord, to present the people of Peru with 500 pounds of personal donations upon their arrival to the country. Doors continued to open throughout the trip that provided the students opportunity to help the Peruvian community on behalf of Bauer.

Working with a nonprofit unrelated to their business plan, they built and gifted a brand new house to a family of three— unplanned prior to the trip.

Through this encounter and many others, the students realized the course was more than lectures, taking notes and exams. Cassie Gianni said it encompassed both theory and implementation.

"The course challenged me to channel my background in economics and international development into a focused and comprehensive sales plan," Gianni said. "As my first thorough exposure to business, I learned exponentially each and every week of the semester.

SSI has inspired me to pursue more opportunities in the business school in hopes of promoting social enterprises in the future. Most importantly, the course brought my heart and mind even closer together as complementary forces for good."

STUDY THE WORLD

By Amanda Sebesta

Houston. One of the most diverse cities in the U.S. is home to many different cultures. While Houstonians can get a taste of different cultures in their backyard, students at the Bauer College have the opportunity to immerse themselves in diverse business environments across the globe. From India to Paris, Bauer students have the opportunity to be a part of eight different study abroad programs. Here, we highlight two recent offerings.

Paris, France

In June, students embarked for the first time on a journey to Paris to study luxury brands and international marketing. Bauer professors Amy Vandaveer and Vanessa Patrick led the group.

Students spent a week touring manufacturers of skincare and cosmetic products, meeting CEOs and learning how perfumes are made and marketed.

“It was important for me to create an International Marketing Study Abroad program to Paris because being exposed to a city, its culture and industries, allow students to take the theory taught in the classroom and witness first-hand how it applies in the real world,” Vandaveer said.

“Students experienced in action how brands are built and maintained. They learned about a brand’s DNA and the management of that DNA,” Patrick added. “This learning was facilitated via a retail experiential exercise I developed for the Luxury Brand Strategy class that was conducted in Paris by the students, as well as the online case study discussions that the students did on their return.”

In addition to their time in the classroom, students toured the city and ended the trip with dinner at the Eiffel Tower. Students also experienced the business culture first-hand, enhancing their experience in the global marketplace.

“My most significant takeaway from this trip was the huge cultural differences between Parisians and Houstonians,” said marketing senior Megan London. “I would say what oil and gas is to Houston, luxury is to Paris. Personally, it is just so interesting how two different cities can be so different yet both have so much to offer.”

“On our trip, we had a really good speaker, Jacques Sciammas, who gave a great



presentation about doing business in France,” added part-time evening MBA candidate Griselda Gallardo. “It was extremely useful to see the differences of business in America versus France and getting to experience the culture in another country is definitely useful for the future because I know we’ll most likely be traveling abroad for work reasons.”

India

For over a decade, Accountancy & Taxation professor Saleha Khumawala and Basheer Khumawala, Ph.D., a supply chain professor at Bauer, have conducted the India Study Abroad program.

This year, 24 students spent two weeks in India learning about global expansion of businesses, especially in the emerging markets, challenges and opportunities and experiencing the Indian culture. They toured companies,



including Google, Deloitte, Microsoft, TATA Motors, Infosys and BMC Software and took in the sites of India including the Taj Mahal.

“The Study Abroad India program has the ability to bring a textbook to life. It enables the students to learn by experiencing the process rather than studying from a book,” Saleha Khumawala said. “The knowledge gained from interacting with microfinance ‘customers’ in the slums of Mumbai to the various company visits, including the Indian Auto Industry, and presentations about businesses in India and its global impact is invaluable — something that cannot be obtained from a textbook or the four walls of a classroom.”

Along with learning about emerging markets, students met with the Honorable Vice President of India Shri Ansari at his official residence, where he hosted them to high tea. “We had a very interactive meeting with the Honorable Vice President where we discussed U.S.-India bilateral relations, Indian political structure, growth opportunities for multinational businesses, and sports, since we had a basketball player with us,” Khumawala added. What an honor and a treat for all of us — a memory of a lifetime!”

“The benefits of doing a study abroad program to me is that it opens your eyes to how different the world is,” said finance senior Mae Woods. “The business world is so international now that it’s crucial to learn about other countries and to respect their culture to be successful.”

To learn more about Bauer’s study abroad programs, visit www.bauer.uh.edu/studyabroad.



56 HOUR

ADRENALINE RUSH

Students Create New Technology Companies at 3 Day Startup

By **Amanda Sebesta**



Collaboration and creativity were the key to success for participants at the 3DS event held on the UH campus and organized by the Bauer College's Wolff Center for Entrepreneurship.



For 56 hours in late April, students from across the University of Houston campus converged at the Bauer College to eat, sleep and breathe the business of technology.

For the second consecutive year, the college hosted 3 Day Startup (3DS), an event that drew participation from 40 UH students to form collaborative teams to bring to life new technology companies before presenting their business plans to investors in a final round of pitches.

Hosted by the college's Wolff Center for Entrepreneurship, the event encouraged students to find counterparts for teams who could serve in business, design, coding, advertising and legal roles. The students stayed on campus for the entire weekend, hammering out ideas, pulling together resources and analyzing the viability of their plans.

Bauer Professor Hesam Panahi organized the event. He also serves as the faculty advisor for RED Labs, the UH technology accelerator housed in Bauer College that launched earlier this year.

"3DS is meant for students to engage in entrepreneurship through experiential learning and customer validation," Panahi said. "People hold onto their ideas and think it is so valuable, but it's not just about the idea. It's about the execution, and that is our goal for students during 3DS."

Founded in 2008 at the University of Texas and now a national initiative, 3DS has gone viral in the last five years — more than 70 events on four continents have resulted in 41 companies and \$14.5 million in startup capital.

The weekend began with brainstorming sessions in which dozens of pitches were winnowed down to the five most compelling. The 40 entrepreneurs then formed five teams, choosing colleagues with complementary skills. Mentors from the local startup community were on hand to lend support.

By Saturday, anyone who wasn't writing code got kicked out to do market-validation research at local businesses. On Sunday night, the teams made their final pitches — this time in front of the public and a panel of investors and established top management from

WHAT DID STUDENTS COME UP WITH?

- **DuelAcademy**—a multiplayer math learning game for middle school and high school students.
- **Exit**—a mobile app that helps you get over a difficult break-up.
- **DirectToStore**—a reverse showroom concept where you install an extension in your browser and it gives real-time local pricing information when shopping at places like Amazon.
- **SnapSyllabus**—a mobile app that allows you to upload your syllabus and download all the events to a calendar.
- **Bracer**—a fashionable bracelet with interchangeable sensor modules that allow you to track your activity.

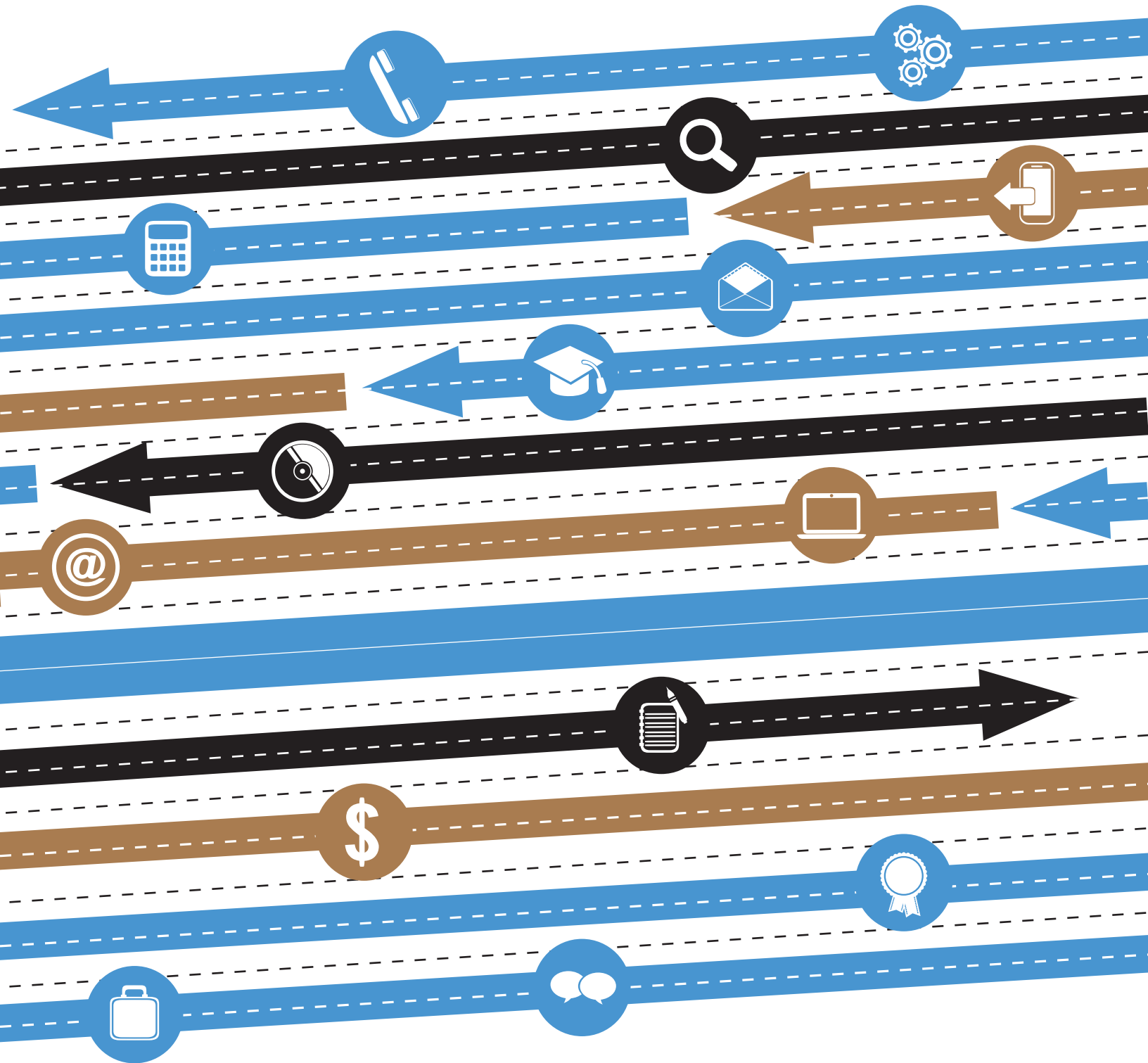
Houston's startup community.

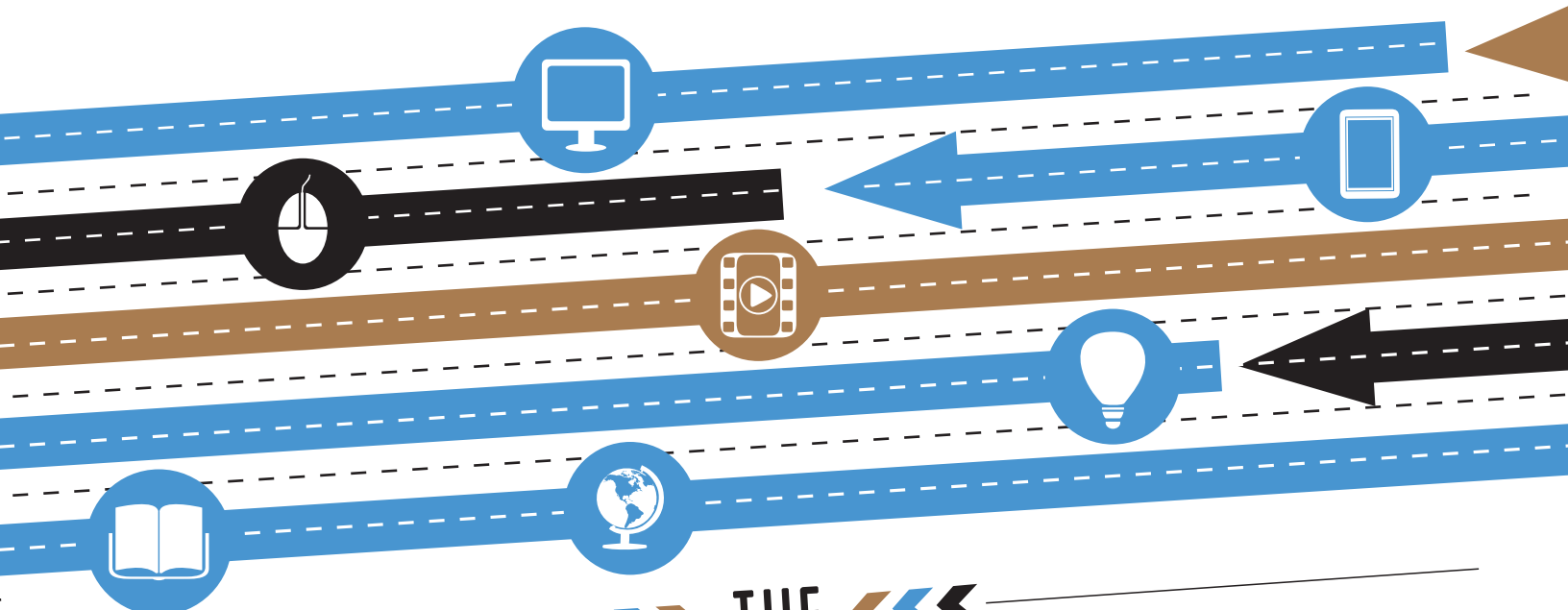
"I learned that a lot about coding and how hard web developers work," pre-business major Olivia Durr said. "I also learned about all the things you have to take into account when starting a business, and a lot of the focus is on marketing."

"It was a very fun and innovative environment, and everyone is here to help each other, which I appreciated," she added.

The experience proved valuable for the tech entrepreneurs-in-training, Panahi said.

"One of the strengths of 3DS is it allows students to use this opportunity to find out what are the beginning steps to creating a company," he added. "I think that's great not just for the college and university itself, but for the city in general."



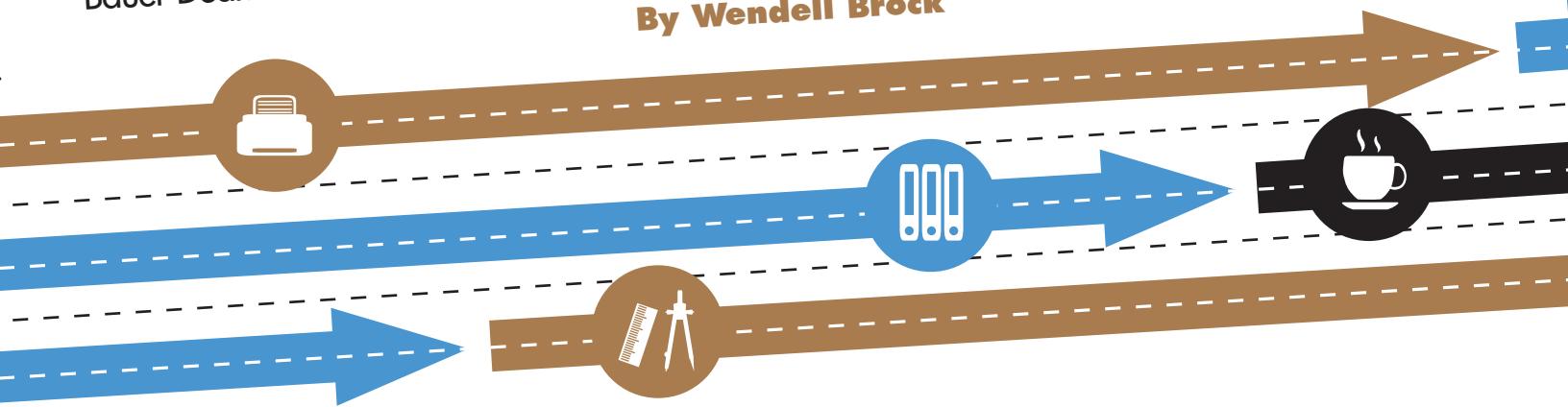


THE

CHANGING LANDSCAPE

OF HIGHER EDUCATION

Bauer Dean Latha Ramchand Shares the College's Response to Evolving Needs of Students, Industry
By Wendell Brock



How will the next generation of business students go about obtaining college degrees? Will they attend real-time lectures, engage in discussions and enjoy relationships with professors and classmates? Or will they enroll in Massive Open Online Courses (MOOCs), study at their convenience and never set foot on a campus?

These are the central questions confronting the world of higher education today, as technology reinvents the way we live. But while change sweeps over the landscape of learning, Bauer College Dean Latha Ramchand thinks the prospects for opportunity outweigh the challenges. In her role, Ramchand spends a good deal of time thinking strategically about the college's future. She also remains a member of the faculty and teaches courses in corporate and international finance and risk management.

She says she believes technology offers an unprecedented chance “to elevate the student experience” and revitalize the business college model.

Online learning, she says, will only broaden the menu for students by enabling customized learning, in which students mix and match from traditional classroom and web courses.

At the same time, technology is forcing colleges to behave more like businesses, treating students like customers and keeping an eye out for competitors. So even as Bauer College embraces innovations, the dean says she is taking care to build upon the signature programs that have galvanized the Bauer brand, particularly entrepreneurship and energy.

She also wants to make sure that graduates possess the skills that will make them employable; that they are creative and know how to turn ideas into businesses; and that the college itself remains nimble, relevant and responsive to industry demands, which in itself helps create job-ready students.

“To me, it's all about the students,” Ramchand says. “I get energized when a student does something well: when they get applauded, when they get a job, when they succeed. That's really our story. A story does not come out of the dean's office. It comes from the students.”

Here are excerpts from a recent conversation:

Q. Why suddenly this excitement about MOOCs vs. books?

A: We've had online courses. We've had online content. What I think is going to be different moving on is the customization of the learning process, thanks to technology. What do I mean by that? I think it is no longer just about making content available online, and then having people download that. It's no longer about knowledge being standard and the learning process being standard. It's more about customizing learning into a format that is more user-friendly to the student. It's almost like we give them a menu of options: You can come to class and learn, or you can go online. We've created everything you need. Maybe it's a video. Maybe it's a lecture. Maybe it's access to the same content being explained by three different experts from three different parts of the world. And then you come back and you interact in class based on what you saw and what you heard while you were not in the classroom setting. So the way I see it? It's really

going to elevate the learning experience and make it more customized to individual abilities to learn, which I think will be very interesting.

Q. So the old “one-size-fits-all” model is changing?

A: Exactly. It's going to take a while before the final iteration emerges, but I think we are moving in that direction.

It's not so much, “Oh, I have a great technology tool, and I am just enamored by it.” No, that's really not the end goal. It is to use that to improve the way we live, improve the way we make decisions, and I think in the realm of learning, there's just so much information now.

There's technology, but there's also this whole process of collecting data based on how students are learning, and I find that area to be fascinating. Do I get the material in the first minute of the lecture? Do I get it in the seventh minute and then I'm good to go? Each of us learns at a different pace, and being able to understand that will make it easier for us to teach and for students to learn.

Q: How might technology affect tuition costs?

A: I think there are several things happening at the same time. We've heard over and over again that inflation in higher education is significant. Why does it have to be that way? Can we control the costs? With technology, I think we have a better way to control those costs than we've ever had. Let's say you have an expert who can talk about a particular topic. They have the ability to teach and instruct and explain things in a way that is easily

PORTRAIT OF A DIGITAL NATIVE

By Jessica Navarro

What is behind the so-called “massive disruption” in higher education? According to many experts, it's the proliferation of digital natives, or the group of students now enrolling in colleges and universities who have grown up with sophisticated technology and social media that emphasize customization and personalization. Their counterparts are digital immigrants, who process information at a slower pace and are less tech savvy.

This divide, first articulated by writer Marc Prensky in 2001, has become one of the most hotly debated issues in higher education, with some saying educators must now change their approaches to teaching in order to better engage all students.

So, what does a digital native look like, according to Prensky?

comprehensible. There's no reason we can't use that content. We don't have to reinvent the wheel. If you take that course online through this source, whether it's Coursera or some other means, and you do well and we can establish that you have performed and that you have been assessed and evaluated, we'll take that. We'll accept that. Then I don't have to worry about staffing a course if my students can already get the best material available anywhere in the world, but we are not there yet.

Q: How is Bauer responding to this changing world?

A: As a business school, our goal is to graduate students who are ready to enter the work force, in a position that will eventually lead them to a leadership position. So how do we give students the skills they need not just to graduate and say, "I have a degree," but also find opportunities and more importantly create opportunities?

Here's what I mean: Entrepreneurship is a big part of what we do. How can we help students to think with an entrepreneurial mindset? You have an idea; you convert it into a business plan. How do you start that whole process? A lot of the time people think, "Oh, you need to be an innovator. You need to come up with a new product." Yes. But you can also start with something that exists and just find a new way to use it.

It's about asking the right questions. Did Steve Jobs invent touch screen technology? No, he did not. But he asked the question: "What if I put that technology into a phone?" And that started the whole revolution. How do we get students to think in that fashion?

The other part of that equation: Unlike many other institutions of higher education, we have to stay relevant to industry. The energy industry is going through a huge transformation. It's about technology — fracking and horizontal drilling. But there's a business component to that, too. So our curriculum in the business school has to look at what industry wants. We need to understand that, and we need to bring it into the classroom. Houston is the energy capital of the world. So let's get the energy experts into the business school. Let's engage with them so that we can put the issues that they face into our curriculum. That way, students are prepared to deal with those issues.

So entrepreneurship, industry and the third part is the technology issue, which we talked about. Ultimately, all these things are useful only if we think about our own business model. What is our business model? The customer is our student, and so we need to help them, to serve them in a way that makes it productive to come spend three or four years at this college.

Q: What else?

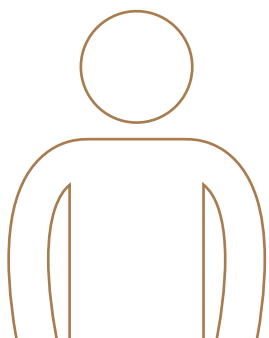
A: We also think about student life holistically. So, problems don't just happen out of a textbook. Learning doesn't stop once you come out of the classroom. What are some of the extracurricular things that we can do to help them grow? To help them mature so that they can become employable? That's the other part of that equation. So elevating the students' experience is really the driver of everything we do.

I always say that any position we take, any dollar we allocate, unless I see a tangible

benefit to our students, then it doesn't make sense to do it. So these are some of things that we are focusing on.

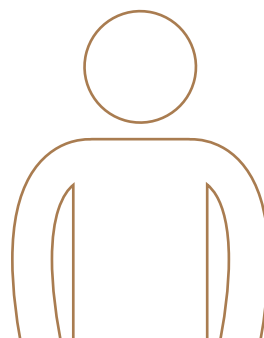
Q: You have spoken so much about elevating students' experience. What about easing the financial burden?

A: Right now, I am working on The Bauer Excellence Initiative, a scholarship initiative to raise funds for student scholarships. Historically, we have raised money for faculty research. We have raised money for buildings. (We have three buildings on campus now.) For me, the focus going forward is to raise money that will be entirely spent on providing scholarships for students. Some of that will help address this issue of inflation in costs. But it will also make sure that that we get the best students to come to the Bauer College.



DIGITAL IMMIGRANT

- TECHNOLOGY LEARNED THROUGH PRACTICE
- LIMITED DESIRE OR APPRECIATION FOR TECHNOLOGY
- PREFER TRADITIONAL LEARNING APPROACH
- APPLY OLD SCHOOL APPROACH TO TECHNOLOGY (FOR EXAMPLE, PRINTING EMAILS)



DIGITAL NATIVE (MILLENNIALS)

- LIVES SURROUNDED BY TECHNOLOGY
- MULTI-TASKERS
- ACTIVE EXPERIENTIAL LEARNERS
- PREFER GRAPHICS TO TEXT



Training the next generation of investors and entrepreneurs, Bauer College's new Cougar Venture Fund will depend on student expertise **By Wendell Brock**

Beginning this fall, students in the Bauer College now have an opportunity to function as venture capitalists. They won't just be reading from textbooks, either. They will be evaluating "real deals with real money."

That's how Kala Marathi describes the Cougar Venture Fund, a newly established program designed to train the next generation of investors and entrepreneurs at the University of Houston.

As the Bauer College's new Executive Director of Innovation, Marathi has been charged with launching the fund. Working in conjunction with a board of advisors consisting of experienced entrepreneurs, angel investors and venture capitalists, the fund will invest in attractive Texas startups with significant growth potential, based on recommendations from students enrolled in the college's new venture fund course.

"Bauer College and the University of Houston are proud to join the ranks of a handful of elite institutions such as Cornell University and the University of Michigan in offering this type of

opportunity," said Marathi, who will act as the Cougar Venture Fund's managing director.

The Department of Marketing & Entrepreneurship course will be taught by Keith Rassin, an adjunct professor and a successful Houston entrepreneur and investor. Though the course was originally intended for graduate students, the inaugural class will include qualified students from the Wolff Center for Entrepreneurship, as well as the University of Houston Law Center.

Rassin conceived the course and said he is "thrilled" to be part of the Cougar Venture Fund's development. "It is an amazing opportunity for us to offer students a chance to participate in the rigorous process of raising money to fuel a startup business," he said. "Bauer College and the Wolff Center for Entrepreneurship continue to impress me with the support they provide for innovative programs like this. It is very clear why Bauer is one of the best entrepreneurship programs in the country."

Marathi served as managing director of the Houston Angel Network for nine years before

coming to Bauer. At the Cougar Venture Fund, she will cultivate relationships with Texas' angel-investor and venture-capital communities, identifying and vetting the companies the students will study. She wants to provide students with a diversity of business types representing the interests and strengths of the UH community. Target industries include software, energy, life science, and service-oriented companies.

The Cougar Venture Fund was created from a \$1 million gift from the Jerome Robinson Family Fund for Graduate Entrepreneurship. Its primary goal is to educate. But as a working investment fund, it also exists to make a profit and has the potential to become a self-sustaining pool of capital that can train Houston's next generation of entrepreneurs and investors.

"You never know," said Rassin. "Thanks to the Robinson Family and our students, UH might one day be a stakeholder in the next Apple, Google, or Microsoft."

Learn more at bauer.uh.edu/cvf.

ENERGY LECTURE SERIES BRINGS GLOBAL INDUSTRY TO



CLASSROOM

Energy Industry Experts Give Students Insight to Shale Gas Impact on U.S. Before In-Class Debate on Export of Natural Gas

By **Amanda Sebesta**

Students from the Bauer College had the opportunity to lend their voices to a hotbed of discussion on emerging issues in the energy industry that has been brewing in one of their classes this semester.

In late March, student teams argued for or against the export of natural gas as part of Assistant Professor Radha Radhakrishnan's Energy Supply Chain course. Co-sponsored by the Energy Association, the debate came at the conclusion of several presentations over the prior two months from professionals working in the energy industry.

Radhakrishnan, himself a 36-year veteran of the industry, has opened his classroom to members of the campus community during these talks, which have featured different perspectives on shale, liquefied natural gas (LNG) and the global picture.

In mid-February, Cameron employees Brian Matusek, vice president of Business Development, and Jay Painter, engineering manager of New Product Development, discussed the impact shale gas has on the U.S. from their perspective, working for a product and service provider.

In addition to Radhakrishnan's events, the Energy and Sustainability Initiatives at Bauer also hosted Honorable Elin Suleymanov, ambassador of Azerbaijan in March for a discussion on "Energy in the Caspian Region."

In early March, Radhakrishnan hosted Keith Teague, senior vice president for Cheniere Energy, Inc., for a discussion about a new era for liquefied natural gas and the challenges

it faces, and Susan Sakmar, visiting assistant professor, Andrews Kurth Energy Law Scholar at the University of Houston Law Center, for a discussion on regulatory and policy issues LNG exports face.

The goal of bringing these speakers to class, Radhakrishnan said, is to provide students with opinions on subject matter that can't be found in a textbook because it is still being debated. Capping off the series of talks with an in-class debate allowed the students to apply the knowledge they have gained over the previous few weeks, he added.

"Industry experts coming in as guest speakers and as judges for the competition get an opportunity to understand the kind of opportunities for learning that we provide our students in classroom and outside of it on current issues in the energy industry," Radhakrishnan added. "Hosting these type of events positions Bauer and its students as being much more competitive, and in some cases, even unique in what they have to offer industry."



CAPITOL OPPORTUNITY for Bauer in D.C. Students

Four Bauer Undergraduates Selected for Inaugural Semester of Internship Program

By Jessica Navarro

For the first time, students from the Bauer College had the opportunity through the college to intern in the nation's capital for a semester.

In January, four Bauer students settled into their new digs in Washington, D.C., for the inaugural Bauer in D.C. Internship program. Undergraduates Jason John, Vanessa Salinas, Nadine Tavera and Tracy Do were selected through a competitive application process to take on full-time internships over the spring semester, while earning academic credit toward their degrees.

After being admitted into the program, the students worked with Bauer staff, and WISH Internship partners, to discuss possible organizations with which to intern. Do and Salinas worked for the Housing Policy Council and the Communications Department, respectively, of The Financial Services Roundtable. John interned with the Public Affairs Office of the U.S. Department of Commerce, and Tavera worked in the

Minority and Women Inclusion Office of the Consumer Financial Protection Bureau.

"Our mission is to provide our students with the skills they need to create opportunities for themselves and others," Dean Latha Ramchand said. "I couldn't be happier to know that four of these students represented the Bauer College in Washington, D.C. They came away with an experience that couldn't have been replicated by a textbook.

The college partnered with Washington Intern Student Housing (WISH) to find Capitol Hill housing locations for the students near Congress, the Supreme Court, the Library of Congress, the National Mall and museums and art galleries.

"Bauer is on the lookout for great opportunities for our students and this D.C. internship and academic experience is life changing for those who participate," Colleen Davies said, an academic advisor for Bauer Honors who helped to coordinate the program.

Salinas, who studies management information sciences (MIS) in the Bauer College, said she was excited to represent the college and apply what she has learned in the classroom during her semester in D.C.

"Bauer has made me believe firmly in my goals and provided ample opportunities to achieve them," she added. "I got to demonstrate the knowledge Bauer has provided to me in one of the most monumental places in America. For me, it was a great honor to represent our college in a different environment."

In addition to their respective internships, the students were on hand to witness the Presidential Inauguration in January. The college provided the students with pocket cameras to document their experiences, and every two weeks, a new video sharing their time in D.C. was posted on the Bauer College YouTube page, [youtube.com/UHBauerCollege](https://www.youtube.com/UHBauerCollege).

The college plans to continue the program in 2014, with a new group of student interns already selected.

Undergraduates (from left) Tracy Do, Nadine Tavera, Vanessa Salinas and Jason John were selected through a competitive application process to take on full-time internships in Washington, D.C. over the spring semester, while earning academic credit toward their degrees.



EXPLORE

OPENS DOOR OF OPPORTUNITY FOR RISING HIGH SCHOOL STUDENTS

Summer EXPLORE Program Shows Young Students the World of Business

By Ann Lynd



For young students preparing for college life, Bauer College has broadened its offerings with a new summer program, giving young people a chance to catch a glimpse of their future career opportunities.

This summer, the college launched a series of “EXPLORE” programs, residential summer business camps for rising ninth and 10th graders, with the goal of giving students a focused experience in a specific area of the business world.

“Bauer College offers summer camps to allow high school students to explore business in state-of-the-art facilities with Tier One faculty and participate in site visits at leading companies in Houston. It is a unique opportunity to see if Bauer College is the right fit,” said Frank Kelley, associate dean of Undergraduate Business Programs.

The participants for each session were selected through a competitive application process and lived on campus for the four

days of their selected programs. Students who participated in the program were from Mississippi, San Antonio, Pflugerville, and the Houston area.

“The three areas the camp focused on were Entrepreneurship, Sales & Marketing, and

“ I KNEW UH HAD A GREAT BUSINESS SCHOOL, BUT THIS CAMP CONFIRMED IT.”

- NATALIA ALANIS

Energy & Sustainability. Bauer’s entrepreneurship program is nationally ranked, sales & marketing students have won national competitions, and Houston is the energy capital of the world,” Bauer Undergraduate Business Program Manager Joyce Williams added.

Students participated in a variety of activities, including business research, team building,

presentation skills and personal development, as well as faculty instruction.

“My experience in the Sales & Marketing Camp made me consider UH as a college option. I hadn’t been on this campus before, but I thought it was excellent. I knew UH had a great business school, but this camp confirmed it,” said Natalia Alanis, EXPLORE Camp participant.

“Many of the students had never stepped on the campus before. UH was not on their target list of schools, but now they are considering us as one of their choices,” Williams said.

The EXPLORE camps will be held again next summer, with an expanded plan to change the age range of participating students to include high school sophomores, juniors and seniors.

Bauer's Sales Excellence Institute was recently ranked as a top university sales program by the Sales Education Foundation.

Bauer's Sales Excellence Institute Named Top University Sales Program



SEI Recognized for Preparing and Placing Top Talent in Professional Selling Roles

By Lori Brown

Bauer College is consistently recognized for its specialty programs, with a recent honor coming from the Sales Excellence Foundation (SEF), which has named the college's Sales Excellence Institute to its annual list of Top University Sales Programs.

The Sales Excellence Institute at Bauer is a leader in providing sales research and education, with its Program for Excellence in Selling preparing undergraduate students for careers in selling. The institute also focuses strongly on sales research, uncovering the key drivers of superior sales performance and providing information to sales managers about state-of-the-art methods for creating and sustaining competitive advantage in the sales force.

SEF included Bauer's Sales Excellence Institute on its list as one of the best locations for hiring sales professionals. All of the programs included on the list offer a minimum requirement of three sales-specific courses, university recognition for individuals completing their program and the opportunity for internships.

"Receiving this accolade from the Sales Education Foundation – a highly respected organization – is a real honor," said Michael Ahearne, a marketing professor and executive director of the Sales Excellence Institute. "This provides further validation that we are the leading sales program in the nation. We will continue to provide great sales opportunities for our talented students while leveraging our world-class research reputation."

SEF executive director Sally Stevens suggests that a great focus on sales and services cause companies to consider hiring more sales program graduates.

"With a track record for producing top sales talent," Stevens said, "it's no wonder that sales students have a job placement rate at graduation of 90 percent in their field, compared to approximately 45 percent in other graduate fields."

Bauer College announced in September a ranking for its entrepreneurship program indicative of the college's role in growing businesses and creating jobs in Houston.

Bauer College's Cyvia and Melvyn Wolff Center for Entrepreneurship is ranked No. 2 on *The Princeton Review's* 2013 list of leading undergraduate entrepreneurship programs in the U.S. for *Entrepreneur* magazine. This marks the seventh consecutive year that Bauer has been included on the top of the list.

"The Bauer College is proud to be Houston's business resource, and this ranking positions not only the college but the city as a leader in entrepreneurship nationally," Dean Latha Ramchand said. "Houston is a city that celebrates and rewards initiative. Here, if you want to achieve something, you are given the resources to do so."

Ramchand added, "The 'can-do' mentality that we see here at the Bauer College is part of the fabric of Houston, a city built on the spirit of entrepreneurship. If the nation's fourth largest city can be built on the banks of a bayou, I think that shows the kind of entrepreneurial mindset that is part of Houston's culture, and in turn, the culture here at Bauer."

The program again lands a top spot on the list of the Top 25 Undergraduate Schools for Entrepreneurs, released by *The Princeton Review* and *Entrepreneur* in September. The program was ranked No. 1 in 2008, 2010 and 2011, No. 2 in 2007 and 2009, and No. 3 in 2012.

"The center's continuing recognition, year after year, is a clear indication of its fundamental excellence," UH President Renu Khator said. "This is certainly not surprising, and it's perfectly appropriate since Houston itself is such an entrepreneurial city. Our students are acquiring the practical skills and academic background that prepare them to succeed in a highly competitive arena — and play a vital role in maintaining Houston's robust economy."

Ranking first and third on the list are Babson College and University of Southern California, respectively. Bauer College's entrepreneurship

program tops Syracuse University, Baylor University, The University of Oklahoma and 19 others that round out the list.

"We are proud of the students, faculty and staff of the Wolff Center for Entrepreneurship at the Bauer College," Ramchand said. "This is quite an achievement — *The Princeton Review* is one of the country's premier ranking surveys for colleges, and *Entrepreneur* is the top business title in the U.S."

In the last year, Bauer College has extended its entrepreneurial reach across the University of Houston campus and the city of Houston with additional course offerings and events designed to promote entrepreneurship and innovation.

"Through both curricular and extracurricular activities, for both graduates and undergraduates, we are allowing students to experience what it truly means to be an entrepreneur," Ramchand said. "We are connecting students across campus, while connecting the university to the business community."

In addition to offering competitive enrollment for undergraduates in the Wolff Center for Entrepreneurship to earn bachelor of business administration degrees, Bauer also offers experiential education in entrepreneurship for all University of Houston students.

Launched this year, RED Labs is housed in Bauer College and serves as the university's technology startup accelerator, giving accepted students access to resources typically unavailable to fledgling companies. During the three-month program, students connect to mentors and learn best practices for legal issues, fundraising, user experience and business models as they grow their companies.

In addition to academic programs, Bauer serves as the hub for entrepreneurial activity on campus and in the city through events designed to promote innovation. Each fall, Cougar Pitch challenges students, faculty, staff and alumni to present business ideas in two-minute pitches to judges. The best ideas advance to the finals, with the winners in each category taking home a cash prize to invest in their ventures.



Another competition, 3 Day Startup, requires students from different disciplines to form teams as they spend the weekend on campus and create plans for technology companies. On the final day of competition, teams sell their ideas to judges, who give feedback on the viability of their plans.

"We are spreading our nets wide with several different offerings, all meant to create, nurture and foster the spirit of entrepreneurship," Ramchand said.

For more information and a complete listing of the schools included on the list, go to www.entrepreneur.com/topcolleges.



The Princeton Review ranks Bauer's Wolff Center for Entrepreneurship as the No. 2 program of its kind in the U.S. in a recent list published in Entrepreneur magazine.



OUR CITY OUR COLLEGE BUILT BY ENTREPRENEURS

For the Seventh Consecutive Year, Bauer Ranks as One of the Top Undergraduate Entrepreneurship Programs in U.S.

By Jessica Navarro

THE STATE OF LEADERSHIP INITIATIVES

By Kathryn Wheatley

In Fall 2011, Bauer College administrators made the decision to centralize all leadership programs and student organizations under the umbrella of what is now known as Leadership Initiatives. I was lucky enough to be asked to join this team as the Leadership Program Manager, overseeing the Ted Bauer Leadership Certificate Program (TBLCP).

As I reflect back on the two years I have served in this position, the one word that best sums up my experience is transformation.

The TBLCP was established in 2009 and had offered Bauer students the opportunity to develop their leadership skills. Working with an established program had some definite benefits. Our team — including Director of Leadership Initiatives Tommy Doss as well as former and current activities advisors Sarayu Sundar and Jonathan Shirley — was able to see what was working and what needed to be done to improve the program. I was also able to get feedback from students about what they needed to learn to be successful. With the information and observations gained in the first year of operation as the Leadership Initiatives team, we were ready to implement some major changes.

The decision was made to rebuild the program and repackage it as a one-year program for leadership and personal development with an emphasis on career skill building. We also created the Bauer Leadership Council to help officers develop proficiencies to better lead their student organizations over one semester.

The transformation of these programs led to a great increase in participation. During the two years following the program's inception, 21 students earned the Ted Bauer Leadership Certificate. During the 2012-2013 school year alone, 101 students earned their certificates. Those students contributed more than 10,000 hours of service to the Houston community this year.



Another transition for our team happened when we moved into the new University Classroom and Business Building, home of the Insperty Center. All of the Bauer student organizations were thrilled to receive their own office space. This change has transformed how our team can relate to Bauer students. They have more space to meet and plan, and they can always find the staff members for advising and counsel. This has allowed us to build stronger relationships with the students and encourage them to collaborate with us and each other more frequently.

One of the most exciting developments from this year was the growing participation in LeaderShape, a six-day leadership development institute. This summer we were able to almost double the amount of students and take 52 leaders to Camp Cho-Yeh in Livingston, TX for a life-changing week of growth, learning and new friendships. The students enjoyed their experience so much that the Leadership Initiatives team is holding monthly reunions to discuss progress on the visions they created and to give them a space where they can hold each other accountable for continued commitment to living and leading with integrity.



One of the most exciting developments from this year was the growing participation in LeaderShape, a six-day leadership development institute.

Our team was given the opportunity to participate in the Halliburton Leadership and Ethics Luncheon again this spring. We were able to recognize the contributions individual students and organizations made to Bauer and the surrounding community. Organizations won awards for Bauer Pride, Community Service, External Relations and overall Leadership Excellence. Individuals were also awarded prizes for their demonstrated leadership. The most prestigious award was presented to six outstanding students who showed excellence in academics, Bauer pride, community service and leadership. Once

again, the Ted Bauer Leadership Awards were generously sponsored by The Willis Group, who gave each recipient a \$1,000 Willis scholarship. Michele Alvarez, Jose Estrada, Timur Daudpota, Bianca Geyen, Priscilla Harrington and Juan Lerma truly deserved these awards for their commitment to being outstanding leaders. Each one is a graduate of the Ted Bauer Leadership Certificate Program or the Bauer Leadership Council.

The Leadership Initiatives team has also transitioned within Bauer to be seen as a leadership resource. Our team has been

recruited to run retreats, teach workshops, train students and staff, and help with any leadership related needs. We also offer these same services to the Division of Student Affairs and have built lasting partnerships for future collaborations.

When I started on this journey, I wasn't sure where it would take me. I have had the opportunity to work with the most exceptional and passionate students and staff at the University of Houston and Bauer College. I am excited to see how leadership development within the college transforms in the years to come.

DURING THE 2012-2013 SCHOOL YEAR ALONE, 101 STUDENTS EARNED THEIR CERTIFICATES. THOSE STUDENTS CONTRIBUTED MORE THAN 10,000 HOURS OF SERVICE TO THE HOUSTON COMMUNITY THIS YEAR.

TAKING BAUER TO NEW HEIGHTS

Bauer College Continues to Rise in the Ranks
as a Top Business School in Value and Quality,
According to Three Recent Lists

By Jessica Navarro



“AT THE BAUER COLLEGE, WE STRIVE TO ADD VALUE TO STUDENTS’ DEGREES BY OFFERING A HOST OF SPECIALTY PROGRAMS AND OPPORTUNITIES TO CONNECT TO THE BUSINESS COMMUNITY.”

-DEAN LATHA RAMCHAND

U.S. News Ranks Bauer in “10 Most Popular Schools” List

Bauer College was ranked by U.S. News & World Report as one of the 10 Most Popular Business Schools.

U.S. News released a list of the 10 Most Popular B-Schools, including the Bauer College among the graduate business schools across the country with the highest yield rates, or percent of students who choose to enroll in an institution after being offered admission.

The ranking is part of the U.S. News Short List, which has previously included Bauer as one of the country’s “10 Least Expensive Public B-Schools for Out-of-State Students.” The most recent mention on the list analyzes nearly 500 business schools across the U.S. and notes the 10 schools with the highest yield of accepted students for the Fall 2012 semester.

U.S. News notes that Bauer’s yield rate of 72.8 percent is part of a large surge in popularity among public business schools, which make up six places in the top 10 list.

“This acknowledgment from U.S. News signifies not only the growth that we are seeing in our conversion rate at Bauer, but also stands to show that the college is becoming a destination of first choice for students,” said Dean Latha Ramchand.

Bauer College’s MBA Program Stands Alongside Nation’s Best, Says PolicyMic

Political news site PolicyMic included the MBA program at Bauer College on its list of “5 Business Schools Just as Great as Harvard and Wharton,” citing its ties to Houston’s booming economy, average starting salaries of graduates and experiential learning opportunities available to Bauer students.

The list, published in August, was designed to provide a list of universities whose business schools prepare students “just as well as more highly touted Ivy League universities with tuition at least half of the annual \$56,175 HBS price tag.”

“We have long been considered one of the best kept secrets in Houston,” Dean Latha Ramchand said. “But as our programs grow and the Bauer brand becomes nationally and internationally recognized, the secret is out. Our students receive an unmatched education, both in the classroom and through extracurricular activities and events designed to stimulate engagement and involvement. They go on to become active alumni who power the engine driving the Houston economy, one of the most robust in the nation.”

Bauer Specialty Programs Among the Top

Bauer College received praise from *BusinessWeek* for the quality of several of its specialty programs at the undergraduate level. The publication includes Bauer’s international business, supply chain,

management information systems, entrepreneurship and marketing programs in the top 50 in its list of “The Best Undergraduate Business Schools by Specialty 2013.”

“We are proud to be included in this list of top specialty programs among our business school peers,” Dean Latha Ramchand said. “At the Bauer College, we strive to add value to students’ degrees by offering a host of specialty programs and opportunities to connect to the business community.”

The list, released by *BusinessWeek* in June determines how 123 undergraduate business schools, including Bauer College, rank in 14 specialty areas. The data was collected as part of the “2013 Best Undergraduate B-Schools” ranking, which asked students from the Class of 2013 to tell *BusinessWeek*, via an online survey, about the full range of their business school experience, from getting in to getting a job.

The specialty ranking is based on responses to a group of questions asking students to rank their program’s offerings in 14 areas, with points awarded for each response and averaged.

“The fact that this list was determined by student feedback helps to demonstrate that for us, every decision we make, including which programs to expand and add to the curriculum, is driven by what our students want and need,” Ramchand added.

BusinessWeek also ranked Bauer College in the top 50 overall among public undergraduate business programs in 2013.

Cougars Connecting with Cougars

By Amanda Sebesta



Ask anyone their best tip for a job search and they'll likely tell you to tap into your network.

Getting your name out there and making the right connections can be a daunting task, but if you're a Bauer College alumnus, you might find that it can be as simple as sitting down for breakfast.

What started as a small group of Bauer grads gathering for breakfast each month in 2008, has now flourished into the Bauer College Alumni Association (BCAA) Monthly Networking Breakfast, bringing together a diverse group of alumni, students and members of the business community.

Held the third Thursday of every month, the events at the Houston City Club give attendees the chance to hear from a high-level business leaders.

"Our breakfasts are one of the premier business networking breakfasts in town," said Billy Tilotta ('96), BCAA breakfast committee chair. "We offer a full breakfast and an impactful speaker each month with insight into the city of Houston, the economy and national affairs."

In addition to connecting alumni to each other and to industry experts, Tilotta and the BCAA also use the breakfast to keep alumni connected to the university and Bauer College.

"We also showcase what is happening at Bauer," Tilotta added. "I think a lot of alumni and others around town are amazed to hear about all the changes that are ongoing on campus right now. We try to be a conduit for all things UH and Bauer so alumni feel connected and pride in their alma mater."

Over the years, guest speakers have included Cameron CEO Jack Moore ('77), Houston

Texans President Jamey Rootes, Houston Mayor Annise D. Parker, former Mayor Bill White and KTRH talk show host Michael Berry.

"I began attending the BCAA breakfasts in 2008, and I saw first-hand how well they were run and the positive impact," Tilotta said. I wanted to see that momentum continue and try to make it even better. A lot of people don't realize that the alumni board and BCAA monthly breakfast committee are made up solely of all volunteers. All of us are professionals with career responsibilities that make the time to volunteer our time and talents to make events like the breakfast special. I know that we will continue that success into the future."



Making it COUNT

Bauer Experts Stress Financial Foundation at Second Annual Financial Symposium

By Amanda Sebesta

Having a financial plan in place may seem overwhelming if you don't know where to start. As student loan debt reached the \$1 billion mark and continues to grow, many students are looking for answers to ease considerable stress on their finances.

With a goal of increasing financial literacy on campus and in the Houston community, the Bauer College aimed to simplify the process during its Second Annual Financial Symposium in April. The event, part of Houston Money Week, focused on building a financial foundation and making a blueprint to successfully achieve financial stability.

"One of the challenges, as a nation and as individuals, is knowing how to manage our assets and how to plan for the future and think about education as an investment," said Frank Kelley, associate dean of Undergraduate Business Programs at the Bauer College. "Our goal is to further educate and help

students to plan and pay for college and to graduate without a lot of student debt."

Organized by the college's Program for Financial Literacy, the symposium included several facilitated sessions and activities covering a range of financial topics, including money management, understanding a credit report, embedding personal finance into education and careers in finance.

"It's encouraging to see young faces here to learn about an important topic that is near and dear to my heart," said James Hong (BBA '05), former president of the Bauer College Alumni Association and keynote speaker for the symposium.

"Financial literacy is something that I think this country as a whole can learn more and more from," he added. "It helps to learn at a younger age because you're going to be better off as adults and contributors to society."

Having a plan, setting goals and understanding "want" versus "need" is something that students should focus on in order to be successful in saving, Hong said.

"You guys are in a gifted position as students," he said to the audience. "You are still in school learning, but you're also getting a glimpse of the real world. It's an important time in your life because yes, it's fun to enjoy college, go out and be with your friends, learn different aspects of your degree, but also it's important for you to have a glimpse of the real world without being in the real world."

The third annual Financial Symposium will be held on April 12, 2014, for current UH students and the Houston community.

BAUER COLLEGE RESTRUCTURES ADVISORY BOARD.

By Jessica Navarro



The restructured Bauer College Board includes an Executive Advisory Committee comprised of, from left, Melvyn Wolff (BBA '53), chairman of Star Furniture; vice chair Elaine Willits Finger (BBA '92), real estate consultant for The Finger Companies; Michael J. Cemo (BS '68), president of Michael J. Cemo Interests; Dean Latha Ramchand, J. Downey Bridgwater (BBA '84), president of the Houston Market for Comerica; Duy-Loan T. Le (MBA '89), senior fellow and senior vice president for Texas Instruments; and chair Paul Peacock (BBA '81), partner for PricewaterhouseCoopers, LLP.

Bauer College has restructured its advisory board of corporate professionals to form the Bauer College Board and an Executive Advisory Committee.

The group, previously known as the Dean's Executive Board, includes 31 members, all with records of recognized business accomplishments or contributions to the community. Some are prominent alumni of the college, while others are committed supporters who recognize the value of building the relationship between Houston's business school and industry.

"Over the course of the past several years, the Bauer College has accomplished a great deal in terms of establishing a strong footprint on campus and improving the student experience here," Dean Latha Ramchand said. "Our goal in restructuring the advisory board into the Bauer College Board and its Executive Advisory Committee is to take that momentum and scale to even greater heights."

Board members include presidents and CEOs of companies in the energy, accounting, real estate, finance, retail, human resources, management and banking sectors.

The board provides input to Ramchand on a number of critical issues, including strategy, thought leadership, student engagement and curricular relevance. In addition, the board assists with garnering the monetary support needed to maintain and enhance the college's reputation.

"These are the gatekeepers for the college. If something isn't right or can be improved upon, I want their feedback and commitment to make the necessary improvements."

"I'm looking to the board and the Executive Advisory Committee for hard advice and encouragement," she added. "These are the gatekeepers for the college. If something isn't

right or can be improved upon, I want their feedback and commitment to make the necessary improvements."

Within the board, the Executive Advisory Committee of nine members will work to enhance the visibility of the Bauer College among the business community and provide advisory input to Ramchand on curriculum, budget, alumni and student issues relevant to the college's mission. The committee met for the first time in August, naming PricewaterhouseCoopers partner Paul Peacock (BBA '81) as chair and real estate consultant Elaine Willits Finger (BBA '92) as vice chair.

"I have been involved in various capacities at Bauer since I graduated," Peacock said. "It is a privilege for me to continue my service at Bauer and to chair a board of such noted leaders and diversity. The mission of the BCB is to provide Dean Ramchand a sounding board to help assure her success as the dean and help assure the success of the Bauer College. I am very excited about leading a board that wants Bauer to achieve all its goals."



alumni

ENGAGEMENT

CRITICAL TO COLLEGE SUCCESS

Bauer Alumni Celebrate Year of Success at Annual Meeting

By Ann Lynd

Scholarships, facilities, specialty programs and academic success; these things have one thing in common – engagement of students – but none of it would be possible without the backing of the alumni community.

Alumni and supporters of the Bauer College were welcomed back on campus in September for the Bauer College Alumni Association (BCAA) Annual Meeting, the organization’s most anticipated event of the year, to celebrate the college’s long list of successes and accomplishments.

The theme of engagement for this year’s meeting, gathered speakers from past and future BCAA presidents and a representative of the UH Alumni Association (UHAA). Dean Latha Ramchand put the spotlight on a year of success and engagement with Bauer College students.

“If you think about what happens in this college, it’s transformational. People come here and learn how to think and change the way they think, change their lives and create career opportunities for themselves and for others,” Ramchand said. “So in many ways, what we do at the Bauer College is make a difference. We change lives one student at a time, and that’s why your engagement matters so much to us.”

Alumni and supporter engagement shaped the students’ ability to succeed, Ramchand said, and she listed the many student achievements and successes from the past year. Ramchand also spoke about what is on the horizon for the college and the future of academic and student programs, such as the new Bauer Excellence Initiative funded by Richard and Dawn Rawson.

“People come here and learn how to think and change the way they think, change their lives and create career opportunities for themselves and for others. So in many ways, what we do at the Bauer College is make a difference. We change lives one student at a time, and that’s why your engagement matters so much to us.”

-Dean Latha Ramchand

“We need to invest in our students. We need to make sure that the students we bring in graduate on time, that they have everything they need to succeed, because when they succeed — everyone of you here who is hiring talented people — will succeed because you will have talent you can bring into your industry,” Ramchand said. “So we set up The Bauer Excellence Initiative, with the goal that we raise \$25 million in an endowment. It is going entirely toward recruiting students.”

One of the highlights of the presentation was about Bauer’s newest center, the Institute for Regional Forecasting (IRF), established in 1999 and brought into the college’s portfolio last October after interest was expressed by alumnus Chris Brown, which encouraged Ramchand to look into helping the institute grow.

“The Institute for Regional Forecasting is a place where we look at the economic impact of things that are happening in Houston,” Ramchand said. “The IRF is all about helping Houston take its economical development to the next step. If it wasn’t for that phone call from Chris Brown, this would not have happened.”

To focus on the alumni and community side of engagement, UH Alumni Association



UH Alumni Association (UHAA) President and CEO Mike Pedé (BS '87) spoke about the future of UHAA and its new structure.



Bauer alumni and friends attended the 2013 Bauer College Alumni Association Annual Meeting, which focused on "Engagement: Alumni, Students and Community."

President & CEO Mike Pedé (BS '89) spoke about the future of the UH Alumni Association and its new structure. The UH Alumni Association recently became an official part of the University of Houston's Division of Advancement after a long history of being a separate entity.

Incoming President Edward Edson (MBA '01) and President-Elect Margarita Barcenás (MBA '03) announced the 2014 Ted Bauer

Golf Classic Honorees. The first two of the four honorees to be announced were Wealth Development Strategies President & CEO Cheryl Creuzot and Lone Star Energy Fabrication CEO Darryl Schroeder.

The annual meeting was followed by an anticipated reception. Bauer College alumni and supporters moved to the University Classroom and Business Building, which opened last November as the latest addition

to Bauer College's facilities. Attendees enjoyed food and festivities while catching up with old classmates and reminiscing.

"I'm a big sports fan, so the memories I have of my time at Bauer are the football games and seeing Kevin Kolb at Robertson Stadium," Lupe Garcia (BS '07), who now works in public accounting, said. "I remember my times in class with my classmates and professors and studying late at the M.D. Anderson Library."



Bauer Dean Latha Ramchand speaks to alumni, students and members of the business community of the importance of engagement.

Many alumni who attend BCAA events were active in student organizations during their time at Bauer College and attribute a portion of their success to their involvement. Carmenza Arreaga (BS '09) was vice president of the Hispanic Business Students Association and continues to be active in the UH community through alumni and sporting events.

"It's very important to come out here, because just being here you get to learn what the school is doing, you get to learn how to help, you get excited for the future and you want to make sure to be involved and be a part of that," Arreaga said. "Be proud of where you came from."

For more information on the Bauer College Alumni Association and how to get involved, visit www.bauer alumni.com.



The University of Houston received a legacy gift from The Stanford and Joan Alexander Foundation to create The Stanford Alexander Center for Excellence in Real Estate in UH's Bauer College.

The Center's mission is to support a nationally prominent practice-based graduate real estate degree program by bringing professional practice to the classroom. Through its programs and executive advisory board, which includes Houston real estate industry leaders, the Center will offer invaluable leadership to the graduate real estate program and engage students in internships, career counseling and placement, professional partnerships and hands-on mastery of professional projects through field-based projects.

"When John Walsh first mentioned the idea of the Center, the concept stood out as a great opportunity to honor Stanford by giving back

to the community and the real estate industry," Joan Alexander said. "Our family believes the establishment of this innovative Center is the ideal way to pay tribute as it embodies all the values that Stanford lives by and holds dear."

The Alexanders have been longtime supporters of many programs at UH. The Center's namesake, Stanford Alexander, is chairman of Weingarten Realty Investors, a real estate investment trust with properties spanning the United States. Alexander was born in Houston and became Weingarten Realty's president and CEO in 1962. His leadership propelled the company into a publicly traded real estate investment trust with a reputation as a leader in its industry. He is a former director of the Greater Houston Partnership Board of Directors and has been recognized as one of the 25 people credited with transforming Houston from a sprawling prairie to one of the nation's largest metropolitan areas.

"We thank The Stanford and Joan Alexander Foundation for its generous support of the Bauer College and our graduate real estate program," Dean Latha Ramchand said. "The Stanford Alexander Center for Excellence in Real Estate will be one of the cornerstones of the specialized programming in the practice of real estate development offered at Bauer College. Here, we look for opportunities to customize learning for our students, giving them not just a degree but an experiential learning opportunity, where they learn about best business practices from academic and industry leaders. The Alexander Center will help us to fulfill that mission by providing practice-based learning for graduate students interested in the real estate industry."

John E. Walsh, director of the graduate real estate program and former president of Friendswood Development Co., said the first-of-its kind Center will be dedicated to



LEGACY GIFT *Established*

The Stanford Alexander Center for Excellence in Real Estate Center is Dedicated to the Development and Application of Best Practices in Real Estate **By Shawn Lindsey**

instilling students with Stanford Alexander's values, which are of the highest level of professional expertise and personal integrity.

"The Center, with its unique mission of advancing expertise in the professional practice of real estate, will establish the UH Bauer Graduate Real Estate Program as a leader among the 64 universities in America that offer an advanced degree in real estate," Walsh said. "Mr. Alexander represents the best in real estate professionals and is an outstanding role model for students, faculty and staff of the graduate real estate program."

Beginning this year, the Center will debut a best practices initiative, a collaboration between students, faculty and real estate professionals to develop and advance best professional practices within the industry. Each year, a new best practice area will be explored. The initiative includes the publication

of an annual best practices paper, research seminar, major conference and awards ceremony. The best practices initiative will serve as a catalyst in advancing expertise and promoting continuous improvement within the real estate profession. Walsh said "creating great cities" is a guiding principle of the real estate program and reflects the industry's commitment to serve the community through responsible development of the built environment.

The Bauer College's graduate real estate program has grown rapidly and now offers a Real Estate Certificate as a specialty within the Masters of Business Administration and Masters of Science Finance degree programs. The "practice based program" has 75 students and features 12 real estate courses taught by leaders in Houston's real estate professional community. The Stanford Alexander Center for Excellence in Real Estate will complement this growing academic program and build on the

vision set by its founders by giving students expertise and experience of real estate as a professional practice. The Stanford Alexander Center for Excellence in Real Estate will complement this growing academic program and build on the vision set by its founders by giving students expertise and experience in real estate as a professional practice.

"For over 50 years, Stanford Alexander has set the standard of what a Houston real estate executive should be. Now, because of his leadership, Houston will have one of the nation's most attractive programs in real estate education," said Welcome W. Wilson Sr., founding chair of the program's Executive Advisory Board, CEO of The Welcome Group and former chair of UH System Board of Regents.



BREWING UP BUSINESS

At The Nook Café, Students Will Have a Place
to Study and Sip Cougar Blend

By Wendell Brock



When Derek Shaw (BBA '03, MBA '11) lived on campus as a Bauer College undergrad and Residential Assistant, he felt there was no place on campus to take a date and make a good impression.

A few years later, when he returned to the college for his MBA, he needed caffeine to stay awake for his evening classes. Apparently, so did a lot of other people.

Shaw frequently found himself standing in line at Starbucks, along with dozens of bleary-eyed members of the University of Houston community. "I was like, 'There's got to be a better way,'" he remembers.

Now, thanks to Shaw, UH students jonesing for a cup o' joe — or a place to have a quiet conversation with a friend — will have another option. The Nook Café, opening this fall on Calhoun Road, is Shaw's vision of a campus coffeehouse and wine bar.

Shaw has called on UH alumni to roast the beans and design the space. He is hiring UH students to serve as baristas — and giving student artists a place to perform and show their work. The house roast, created by UH alumnus and Katz Coffee owner Avi Katz, will be known as Cougar Blend.

"We are really trying to put Houston on the map when it comes to coffee," says Shaw, a full-time executive and first-time entrepreneur. As the curator of The Nook's menu, he has enlisted 13 Celsius' Ian Rosenberg (a UH alumnus) and Mike Sammons to assist with wine and beer selection. He will source pastries and cakes from French Riviera Bakery & Café and Take the Cake. (Rosenberg, who trained as an architect at UH, also designed the café.)

Shaw, who likes his coffee with cream and sugar, is fairly new to the game. (By day, he is chief operations officer at ParrishShaw, a Houston company founded 20 years ago by his mother to recover delinquent insurance payments for healthcare providers.) "I was

never a coffee geek until this idea came along," he says, "and I started realizing just how little I knew about coffee."

Right now Shaw sounds pretty pumped about what will surely be the centerpiece of The Nook. It's the Alpha Dominche Steampunk coffee-brewing system, a gorgeous stainless-steel machine with four glass crucibles for making coffee. The Steampunk, Shaw says, combines elements of the French press coffee plunger and trendy siphon coffee pots that actually date from 1830s Berlin.

"It uses steam to agitate the coffee grounds and then pressurizes these glass tubes so that it presses water through the coffee grounds and gets a maximum extraction," Shaw says. "So it's really the best of both worlds, siphon and French press."

Shaw, a Rhode Island native who grew up in Houston, studied marketing and finance as a Bauer undergrad and later returned for his MBA.

He says his Bauer experience has served him well at ParrishShaw, and no doubt it gave him the entrepreneurial zest to supply a solution for something he felt was missing at UH.

His partner on his new venture is Sam Wijnberg, a friend since childhood. Wijnberg has played a pivotal role in the design and feel of The Nook. With both parents being University of Houston alumni, Wijnberg, though never a student of UH, is proud to play a role in improving the quality of life for students on campus.

Directly across the street from Calhoun Lofts, The Nook will be open until midnight every night except Saturday, when it will serve until 1 a.m. As Shaw sees it, it will be a place for early birds and night owls to study quietly and sip strong java, or to bring a date for coffee and cake.

"Ultimately," he says, "we really wanted to build this place for the students."



"WE ARE REALLY TRYING TO PUT HOUSTON ON THE MAP WHEN IT COMES TO COFFEE"



RED Labs Demo Day

As the culmination of their three-month course in RED Labs, students presented their tech business startups to investors during Demo Day.



Welcome Back, Alumni!

In April, Bauer College held the second annual Gold & Silver Cougar Celebration, honoring alumni who graduated from the college 25 or 50 years ago. The attendees all were students before Charles T. "Ted" Bauer's historic \$40 million gift in 2000, which transformed the college. The luncheon event gave alumni the opportunity to reminisce about their experience as students and to get an update on where Bauer College is today.



AT A GLANCE

Bauer Walks with Pride

In January, Bauer students, faculty and staff kicked off the semester by wearing their best red shoes during the inaugural Bauer Walks with Pride event. Participants wore their best red shoes, decorated non-red shoes and presented them to judges.



CME Group Commodity Trading Challenge

Six students from the Finance Association at the Bauer College shouted their way to the top of the competition against students from schools across the nation this year during the annual CME Group Commodity Trading Challenge held in Melcher Hall. The competition requires students to test their ability to buy and sell oil contracts using the traditional trading terminology and fast-paced hand signals.





Bauer alumna Lisa Kuhfeldt ('07) and her husband Brian Lewis ('00) are serving up southern favorites in the form of barbecue and sides with their new business near campus, Oak Leaf Smokehouse.

Lisa Kuhfeldt ('07) was never hog wild about barbecue. It was either “too smoky or too fatty or too rich,” says the graduate of Bauer College.

When she married 'cue connoisseur Brian Lewis ('00), she might have become a barbecue widow had her husband not won her over with fire and passion. Indeed, the first few years of their marriage were hot and sizzling — charry, charry nights filled with the scent of his home-smoked pork butts, ribs and brisket.

In 2012, the pair of UH grads (he has a degree in political science, she a BBA in finance from Bauer) discovered that Pete's BBQ in Houston's Eastwood neighborhood was for sale and decided to buy it. In February, their culinary

hobby became a business with the opening of Oak Leaf Smokehouse on Telephone Road.

Now customers are finding Lewis' succulent meats and Kuhfeldt's delectable sides to be a heavenly match.

“We are trying to make food that is over-the-top delicious,” Kuhfeldt said. “It's what Brian has been making for me over the years, and I find it exceptional.”

As Lewis honed his barbecue chops, Kuhfeldt stirred her interest in sides. She felt that barbecue joints too often give their sides the short shift, serving mushy potato salad, boring baked beans and sauce-slogged cole slaw.

Not Oak Leaf.

To complement Lewis' Carolina pulled pork, Texas brisket, smoked chicken and sausage, she concocts Hot German Potato Salad, Corn Pudding, Purple Apple Cole Slaw and other thoughtful fixings.

Most of Oak Leaf's sides are gluten-free and vegetarian, because Kuhfeldt maintains a gluten-free diet, and she wants vegetarians to be able to enjoy the restaurant. “We do have a dish that has bacon in it,” she quipped of the broccoli salad with optional pork. “We are not perfect.”

Kuhfeldt — who manages the restaurant while Lewis continues to work as an IT applications



UH Grads Trying to Transform the City's Culinary Scene with Oak Leaf Smokehouse

By Wendell Brock

manager at Attachmate — said she couldn't run a business without the solid business background she gained at Bauer College. (Before making the journey from finance to food, she worked as an accountant for 15 years, ran an online T-shirt shop and served as payroll coordinator for Bauer College.)

"I have a finance degree, so I am going to be doing all the bookkeeping and the payroll, all the accounting," she said.

From 1994-1996, Lewis attended Cornell University, where he played football and studied engineering. He later transferred to UH, studying at the Conrad N. Hilton College of Hotel and Restaurant Management before switching to political science.

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As the King of the Smoker and the Queen of All Sides, Lewis and Kuhfeldt's entrepreneurial enthusiasm never flamed out. But their restaurant concept took a second to simmer.

"We were originally going to name it Cosmic Barbecue," Kuhfeldt said. They had it all planned out — down to the logo depicting a "UFO beaming down and picking up a cow."

But when they shared their idea with friends in the food and drink business, they were advised to scratch the themed approach. (Holy cow!)

So it was back to the drawing board.

The couple decided they didn't want kitsch, and they didn't want mom and pop, either.

Eventually, they settled on Oak Leaf Smokehouse, a reference to the oak wood they use for smoking meats.

So far, Oak Leaf has received nice coverage from Houston Eater.com, HoustonPress and CultureMap Houston. After initially serving lunch only, it recently expanded its hours to 8 p.m. And there's good news for hungry UH family — in the form discounts to students, staff and faculty.

Maybe you'll find you have a hankering for the smoked "baked" potato, stuffed with meat, or the messy nachos with queso, brisket and jalapeños.

Lewis sure made a 'cue lover out of Kuhfeldt.

BAUER LAUNCHES RESPONSIVE, USER-FOCUSED REDESIGNED Website

By Jessica Navarro

Bauer College recently launched a new website, emphasizing user experience and mobile responsiveness, and featuring a more refined aesthetic and a focus on events and news.

"I am really happy with the involvement of our stakeholders on this project, because it truly is their website," Dean Latha Ramchand said. "There was a grassroots level of participation between them and our redesign team, and I know that over time, we will continue to make changes based on both suggestions from our students, faculty, staff, alumni and friends as well as best practices and evolving web technology."

Over a one-year period, the Bauer Redesign Team, housed in the college's Office of Communications, researched and developed the updated website, analyzing stakeholder needs and conducting extensive competitor analysis before finalizing the navigation and design.

In addition, multiple sessions were held over the spring and summer with site contributors within the college to encourage collaboration prior to launch. The Bauer Redesign Team also invited students, faculty, staff, alumni and partners to participate in focus groups

and remote and in-person usability testing, garnering feedback that was incorporated before the new site launched in August.

The college celebrated the website launch in mid-August with a celebration that allowed attendees to "test drive" the new bauer.uh.edu across different platforms and devices.

On average, the site receives nearly 2 million hits a year and serves as the primary point of communication for prospective students, current students, faculty, staff, alumni, partners, peer institutions and the community.

The continuing phase of the redesign project will focus on specific subsite redesigns for departments, programs, centers and groups within the Bauer College, along with updated content throughout the website.



Want to connect with the Bauer Redesign Team?

bauer.uh.edu/redesign
redesign@bauer.uh.edu
twitter.com/UHBauerRedesign

#InstaBauer



@UHBauerCollege

Launched in August 2013, the Bauer College Instagram account adds another social media platform to engage current students and alumni through snapshots that provide glimpses of the college's day-to-day routine. Posts include student and faculty highlights, exclusive behind-the-scenes material and weekly hashtag contests to promote Bauer pride.

[instagram.com/UHBauerCollege](https://www.instagram.com/UHBauerCollege)

The Energy of Bauer



"Everyone is always going to pick up the call when you say you're a Bauer alumni. It's something throughout the city of Houston that people connect with."

- Avery Alcorn (MBA '12)
Northstar Offshore Group
Financial Analyst



“One thing about a great education, especially from the University of Houston, I feel pretty well-rounded and that I can take on and tackle any side of this energy sector.”

- C. Gregory Harper (MBA '97)
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