

Fall/Winter 2016 • Volume 4, Issue 1

INSIDE BAUER

SERVICE IN ACTION

DOING GOOD THINGS IN YOUR
COMMUNITY IS GOOD BUSINESS —

THAT'S THE IDEA BEHIND

SERVICE LEARNING

AT BAUER COLLEGE



FULL CIRCLE
PG. 74

RING LEADER
PG. 78

AN ENTREPRENEURIAL ICON
PG. 22

UNIVERSITY of HOUSTON

FEATURES



FINDING NEVERLAND

INSTRUCTOR, ALUMNA VOLUNTEER AT A CHILDREN'S SUMMER CAMP



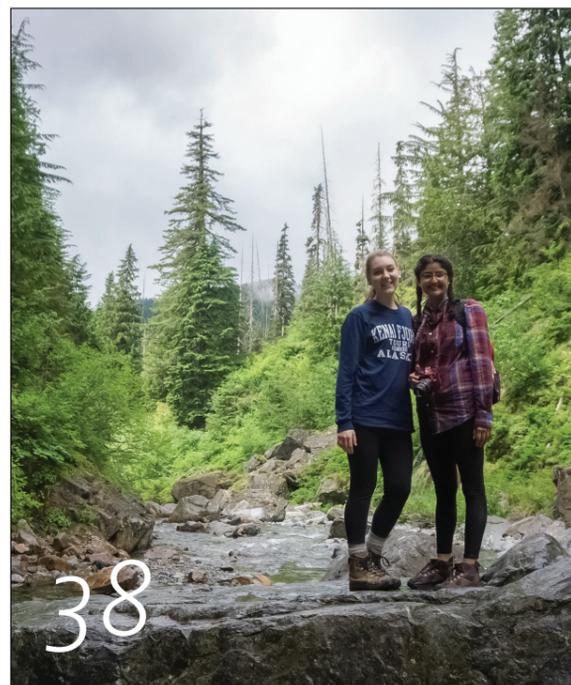
ENTREPRENEURIAL ICON

WOLFF CENTER CO-FOUNDER CELEBRATES 90TH BIRTHDAY, REFLECTS ON SUCCESSFUL LIFE



CYCLING FOR A CAUSE

STUDENT BIKES ACROSS COUNTRY TO RAISE FUNDS FOR DISABLED CHILDREN



#EMMATHEADVENTURER

MARKETING STUDENT SPENDS SUMMER INTERNING IN ALASKA, WASHINGTON



SERVICE IN ACTION

BAUER STUDENT ORGANIZATIONS CONNECT TO COMMUNITY



FULL CIRCLE

ALUMNA FOLLOWS PASSION, CREATES BRACELET COMPANY WITH GLOBAL FOCUS



RING LEADER

MBB ALUMNUS HELPS THE LOCAL COMMUNITY THROUGH BOXING



THE JOURNEY TO GIVE

ALUMNUS, FORMER STUDENT LEADER APPLIES EDUCATION AS SENIOR ACCOUNTANT AT TOMS



PLANTING THE SEEDS

BAUER DONORS INVEST IN STUDENTS TO HONOR LATE SON

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MISSION STATEMENT

Capitalizing on the business and professional strengths of the Houston community, the mission of the C. T. Bauer College of Business is to conduct research that will shape and address new business realities and to prepare our students for responsible leadership worldwide.

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

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Greetings,

We live in a time when the news we see and hear is negative and divisive. So-called leaders seem unable to lead, much less inspire others to follow.

But here, at the Bauer College, we see a different reality. Our students have bold dreams and a passion to do what it takes. They have career goals, and they are focused. Many are in school full-time, and many more are juggling work, life and family — they work to make ends meet. At the same time, they want to serve and give back. We see alumni who believe in keeping their word — as one of them recently shared with me, we try to match our video to our audio — do what you say you will do, keep your word, build your reputation.

It's no surprise, then, that Bauer alumni and board members who have a determination to succeed also believe in opening their arms

Paulina Tobon, who graduated with her BBA in 2013 and is now giving women in Colombia the opportunity to provide for their families by creating her Luca Love Bracelets.

Read the cover story of this issue to learn more about "Service in Action" and the humbling work that our Bauer student organizations are doing across the city.

You'll discover that Bauer faculty are passionate members of our community, giving freely of their time and talents to serve through organizations like Habitat for Humanity and Serious Fun Camps.

And of course, you'll read stories about Bauer alumni like Milton Frankfort, who are using their community connections to build a better future for generations of business students to come.

LETTER FROM THE DEAN

and hearts to give back. Ours is a community built on relationships, engagement and encouragement.

We came together this fall for the National Day of Service, where hundreds of Bauer volunteers worked together for hours on a Saturday morning to prepare 1,800 boxes of meals at the Houston Food Bank. Our stakeholders all have busy lives and limited availability, but this was one event that we didn't need to promote — when our students, alumni and friends heard that there was an opportunity to help, they did what they always do. They showed up and served.

This issue of *Inside Bauer* focuses on service learning and community engagement and features just a small selection of the ways that our "Bauer family" gives back. (We would likely have to double, or even triple, the size of this already extensive magazine to paint a complete picture!)

You'll read about Bauer alumni who have started businesses or are working in companies that emphasize people over profits — like

It's stories like these that I want to share with you, so that when news from other sources seems too negative, you know that there is good in this world, and much of it is right here, at Bauer College.

As always, I invite you to be part of our story and share your insight, your comments and your feedback.

Sincerely and with warm regards,



Latha Ramchand

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

A Carnegie-designated Tier One research university



HI THERE,

When people find out that I work for Bauer College, they often ask if it's fun to spend my days on a college campus.

Don't get me wrong — I love the University of Houston campus and (if asked) will talk your ear off about my favorite places from Spur 5 to Scott. But as director of communications for Houston's business school, my office tends to be all over the city and surrounding areas.

Bauer College is so connected to this community that it was only natural for us to create an advertising campaign a few years ago, boldly declaring, "We are Houston. We are Bauer."

Our students often grew up in or around Houston, and those who move here for college quickly become proud Houstonians by choice. Our graduates fuel the Houston workforce, making our alumni base the driving force behind the global economy. Our faculty have partnered with companies across the city to produce research and case studies that solve real business challenges. Our programs are designed with industry in mind — as Dean Ramchand so often says, Bauer College can best be described as a resource for the business community.

Because my job is, put simply, to tell the Bauer College story, I often have the opportunity to see Houston, whether it's interviewing an alumnus who's making a difference in the East End, helping to organize "road show" events downtown, in Clear Lake and north of the city, or pitching in at photo and video shoots at landmark destinations across town.

I wasn't born in Houston, and I didn't grow up here, but thanks to Bauer College, I consider myself part of one of the most dynamic and diverse communities in the world. #HTownTakeover, indeed!

If you'd like to connect with our team directly with an idea for a future issue of *Inside Bauer*, please email insidebauer@bauer.uh.edu or post on social media, using #InsideBauer. And, if you're interested in advertising in the magazine, visit bauer.uh.edu/insidebauer/advertising to learn more.

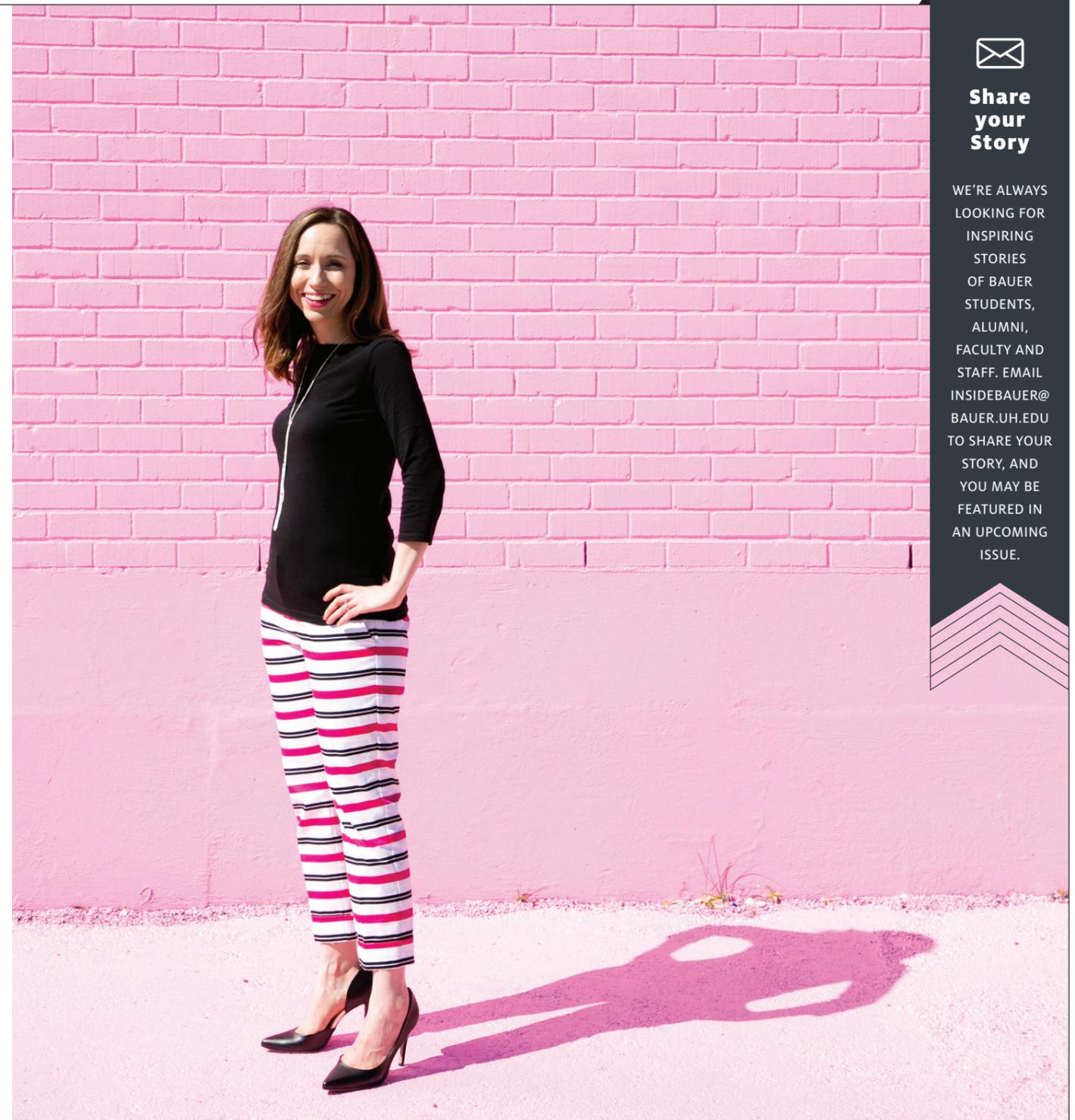
Best,



Jessica Navarro

(BA '07, MA '12)

Director of Communications



Share your Story

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



YOU GET OUT WHAT YOU PUT IN

FACULTY: Betsy Gelb, Larry J. Sachnowitz Professor of Marketing
PUBLICATION: *The Journal of Personal Selling and Sales Management*
INSIGHTS:

If sales managers want to get the best bang for their buck with their teams, they should consider tracking behavior and output controls, according to Gelb and her co-author's research. She finds that organizations that monitor salespeople's end results (output controls) or monitor day-to-day activities (behavior controls) to reward their employees can combine the two for a positive impact.



RISKY BUSINESS

FACULTY: Gerald Lobo, accounting professor and Arthur Andersen Chair in Accounting
PUBLICATION: *The Accounting Review*
INSIGHTS:

With the increased frequency of forecasts during earnings announcements, making (smart) investments seems to be more risk-based than ever before. Lobo's research examines the implications of analyst forecasts issued during earnings announcements, finding a limited effect on investor response, but a positive trend when forecasts are reinforced with analyst research.



BEING FLEXIBLE

FACULTY: Leiser Silva, management information systems associate professor
PUBLICATION: *Journal of the Association for Information Systems*
INSIGHTS:

For healthcare professionals, the ability to instantly share files with colleagues across the globe is invaluable. Silva's research examines how healthcare information infrastructures can use a dual architecture to self-organize and streamline the process.



LEARNING TO ADAPT

FACULTY: Chad Larson, accounting assistant professor
PUBLICATION: *Management Science*
INSIGHTS:

Businesses experiencing periods of extreme sales growth face unique inventory purchasing challenges. This research indicates that extreme sales growth regularly slows. Larson's work suggests that managers should consider adapting traditional inventory policies and purchasing contracts in anticipation of moderating sales growth. Doing this can reduce the likelihood of getting stuck with slow moving and obsolete inventory.



"BOOM AND GLOOM"

FACULTY: Praveen Kumar, department chair and finance professor; Paul Povel, finance professor
PUBLICATION: *Journal of Finance*
INSIGHTS:



Many industries experience investment cycles, and Kumar and Povel analyze whether this affects profitability. They choose hotel construction as a testing ground for this question and find that hotels built during local hotel construction booms underperform others, for several decades. Of the possible explanations, the one that fits the data best suggests that developers sometimes take the wrong cues when other hotel developers start construction projects in their market.

“SHE JUST HAS THIS MAGNETIC ENERGY AND ENTHUSIASM,” CLINICAL ASSISTANT PROFESSOR AMY VANDAVEER (LEFT) SAYS OF CLARISHA MIRANDA, A FORMER STUDENT INSPIRED TO VOLUNTEER ALONGSIDE HER AT DOUBLE H RANCH THIS SUMMER.



FACULTY
FEATURE

Finding Neverland

STORY BY WENDELL BROCK
PHOTOS BY NICKI EVANS

BAUER INSTRUCTOR, ALUMNA SPEND SUMMER VOLUNTEERING WITH SICK CHILDREN

Perhaps your idea of a dream vacation is scaling the heights of Machu Picchu, traveling to India to see the Taj Mahal or taking the family to Disney World.

For Amy Vandaveer (MBA '11), it's spending a week as a camp counselor at Double H Ranch in upstate New York. For the past eight summers, Vandaveer, a clinical assistant professor in Bauer College's Department of Marketing & Entrepreneurship, has volunteered at the ranch, which serves children and families dealing with life-threatening illnesses.





“It’s like Neverland,” she says of the camp in Adirondack Park,

founded in 1993 by actor Paul Newman and philanthropist Charles R. Wood. “It doesn’t matter how old you are, or how cool you are as a teenager. Everybody ends up singing the insane songs and doing the wild cheers. It’s just really freeing and crazy fun.”

Vandaveer, who has won four Excellence in Teaching Awards in her 17 years at the University of Houston, jokes that her volunteer work is not entirely altruistic. “I do it for me,” she says. Just as Double H campers are transformed and rejuvenated by the experience, so is she.

Some of the campers are wheelchair users who need help getting dressed or going to the restroom. Some of them can’t speak. Immersing herself in a cabin full of campers, usually boys, Vandaveer’s job is to navigate such awkward and vulnerable moments and make the kids feel safe.

Sometimes the children, who range in age from 5 to 16, arrive at the ranch lacking confidence and poise. They have been stereotyped and bullied. But after the zip-lining, the amusement-park visits, the talent shows and horseback riding, they feel empowered and accepted. Often, they leave as different people.

“I describe it as heaven on earth, because everyone is accepted as they are, regardless of race, creed, limitations, physical situation. It’s just like magic,” says Vandaveer, who was a camp counselor while a student at Texas A & M University and later volunteered with Make-A-Wish Foundation and Texas Children’s Hospital.

“You can see a child change in a week. A child that is normally limited, that is normally scared, that is normally told ‘no.’ And the freedom and confidence that they get. And then you get the repeat camper that will say, ‘I wait all year long to come here.’ ... It has the same effect on me.”

Year after year, she wants to go back.

At Bauer, Vandaveer — who has more than a decade of experience in recruiting, sales, marketing and training — teaches Professional Selling and Personal Branding to undergraduate students, and Business Communications and International Marketing to MBA students. (The latter course, which she developed, includes a study abroad segment in Paris.)

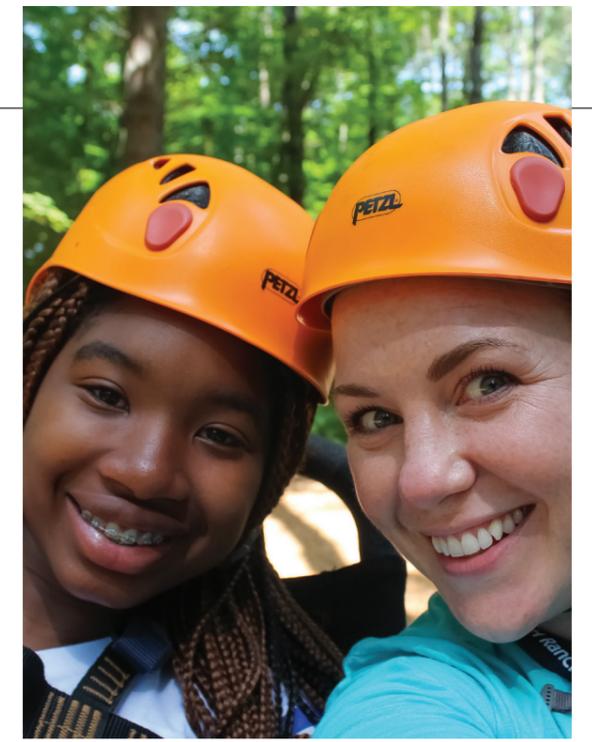
She believes the camp experience gives her the grace to be a better professor.

“When you can step out of your own world and see things in a different perspective, it makes you a better teacher,” she says. “You don’t ever know what’s going on with someone else. When you treat people with kindness and compassion and just have fun, the world is better.”



“

It’s just taking that mindset from camp into the classroom and thinking, ‘How can I make you be successful?’”



Vandaveer’s love of Double H is so apparent that it has spilled over to students and colleagues. Clarisa Miranda (BBA ’10), a former program manager for the Program for Excellence in Selling, joined Vandaveer in New York the past two summers.

Miranda recalls visiting Vandaveer’s office and being curious about the Double H photographs and mementos that clutter the room. “I remember going in there, and I would see pictures of kids in wheelchairs, and I was like, ‘Who are they?’ And she said: ‘Oh, I volunteer at this summer camp in upstate New York for kids with life-threatening illnesses.’” Eventually, Miranda decided to give it a shot.

“I knew if she went in, she would go all in,” Vandaveer says of her former student. “She did, and it was so fun.”

“It’s not easy volunteering at that camp,” says Miranda, who now lives in Chicago, where she is a market development manager at Mattress Firm. “But if you know that’s something you are capable of, her pitch makes you want to try.”

Getting Miranda involved was “kind of like a big sister moment,” Vandaveer says. “I felt very proud. ... To be able to share that sacred place with someone and have it become that special to them, too, there’s nothing better.”



THIS SUMMER, VANDAVEER (LEFT) AND MIRANDA JOINED VOLUNTEERS FROM ACROSS THE COUNTRY TO SERVE AS CAMP COUNSELORS AT DOUBLE H RANCH IN NEW YORK.



“When you volunteer, you get rewarded. You soon realize that the reward — that emotional reward and the feeling of your own personal satisfaction — is greater than what you’re giving.”



MODEL BEHAVIOR

CLINICAL ASSISTANT PROFESSOR COMBINES SALES & SERVICE WITH STUDENTS

By Amanda Sebesta & Jessica Navarro

Since 1974, Carl Herman has been a salesman.

He started his career in sales at the Burroughs Corporation, making his way through several companies, including Oracle and Halliburton, before coming to Bauer College to teach in the Program for Excellence in Selling at the college’s Stephen Stagner Sales Excellence Institute.

But Herman has been a volunteer much longer. He developed a love for service as a child, inspired by his parents and other relatives.

“My family has always modeled a behavior of service, so I modeled that in my life,” Herman said.

As an adult, Herman has followed his parents’ lead, serving as president of the Sunday School Board for Congregation Beth Israel and volunteering with Habitat for Humanity to build homes for low-income Houstonians.

Through the support of the Edward & Helen Oppenheimer Foundation, Herman works with other Habitat for Humanity volunteers, including Bauer sales students, to build a home every other year.

“For about two months every Saturday, we get a lot of people to help and go build a home,” he said. “We’ve seen the neighborhood we started four years ago become mature, and now we’re working with the local elementary and middle schools to provide their teachers with materials they need and wouldn’t otherwise get. We’re still working to build that neighborhood.”

Herman brings his service mentality into the classroom, as one of the creators of Bauer’s Sales for Social Impact class — a course which engages student teams in providing a sustainable solutions to real problems for non-profit organizations. Students work with local charities, including Genesys Works, an organization that trains high school juniors to be successful business interns in major Houston companies, and the Brookwood Community which provides educational, residential and entrepreneurial opportunities for adults with functional disabilities.

“There’s plenty of work to do in Houston, and we want to continue to have an impact on the local community,” Herman said.

But that doesn’t mean Herman isn’t also thinking globally and encouraging his students to do the same.

The Sales for Social Impact class has also helped villages in Peru and Rwanda with projects as diverse as solar powered cook pots and manual food mills for local grain production.

“One of the projects in Peru meant that families no longer had to have open cook fires in their homes, reducing respiratory problems in women and children,” Herman said. “In Rwanda, our food mill increased grain production 100 percent versus the prior manual method of milling grain.”

Herman also teaches strategic selling in the Bauer MBA program, along with several undergraduate courses in the Program for Excellence in Selling, including Advanced Professional Selling, Customer Relationship Management and Key Account Selling.

Before his career in academia, Herman began his sales and sales management career selling computers and calculators to banks in southern Colorado in 1974. He had various sales and sales management positions with Burroughs and Sperry Univac until he moved to a startup — Oracle Corporation — as an early member of the Houston Oracle office, where he helped form the Oracle Energy team and grew the Texaco account into one of Oracle’s first Global Accounts.

Halliburton’s Landmark Division recruited Herman as the vice president of U.S. Multinational Accounts, where he managed a team of sales and geoscience professionals. In one year, the team increased revenues in the segment 80 percent by implementing an innovative global account strategy and compensation plan.

In 1992, Herman was a guest speaker at a Bauer MBA class, marking the beginning of his transition from industry to academia. That brief talk led Herman to join Bauer faculty and help to build the college’s Stephen Stagner Sales Excellence Institute, now regarded as one of the nation’s best sales programs.

RISK TAKER

ASSISTANT PROFESSOR'S RESEARCH ON MUTUAL FUNDS SCORES WITH INVESTORS

By Wendell Brock



HITESH DOSHI IS AN ASSISTANT PROFESSOR OF FINANCE AT BAUER COLLEGE AND RECENTLY EARNED THE 2016 BEST PAPER AWARD FROM THE REVIEW OF ASSET PRICING FOR HIS CO-AUTHORED RESEARCH ON MUTUAL FUNDS.

Hitesh Doshi has done a good bit of research on credit risk and asset pricing. But for one of his latest projects, the Bauer College assistant professor pursued a different topic — mutual funds.

The resulting research, published in the *Review of Asset Pricing Studies* and co-authored with colleagues Redouane Elkamhi and Mikhail Simutin of the University of Toronto, won the review's 2016 award for best paper, along with a \$10,000 prize.

We recently checked in with Doshi to learn more about his research, its practical implications and his background in engineering.

First, we'd like to hear about you.

A: I did my undergraduate work in India, and then I did my master's at the University of Houston, both in engineering. And I worked for about seven or eight months at the Chicago Board of Trade. That's when I decided to do my Ph.D. in finance. I graduated from McGill University in 2011.

What were you doing at the Board of Trade?

I was working as a junior quantitative analyst, kind of helping the senior quantitative analyst. I was implementing different trading strategies. You are basically trying to figure out smart trading strategies based on historical data.

Are you able to use your engineering background in the work you do now?

Yes. People from math and engineering can easily transition into a finance degree, because there is a lot of math in finance as well, and there's lots of implementation. So, engineering is more of an implementation type of degree while math is more of a theoretical degree, and both of them are relevant for finance. I mostly do implementation type work, but if somebody had a math degree, they might do more theoretical work.



We came up with a measure that allows us to figure out which funds are active ... and beat the market going forward.



What is the focus of your research?

Broadly speaking — investment. In a more academic term, it is called asset pricing. Mostly I do credit risk, which is pricing models for corporate credit. ... So I do most pricing of securities; the main objective in those studies is to examine the risk that you are taking on and the compensation that you are getting for taking on that risk.

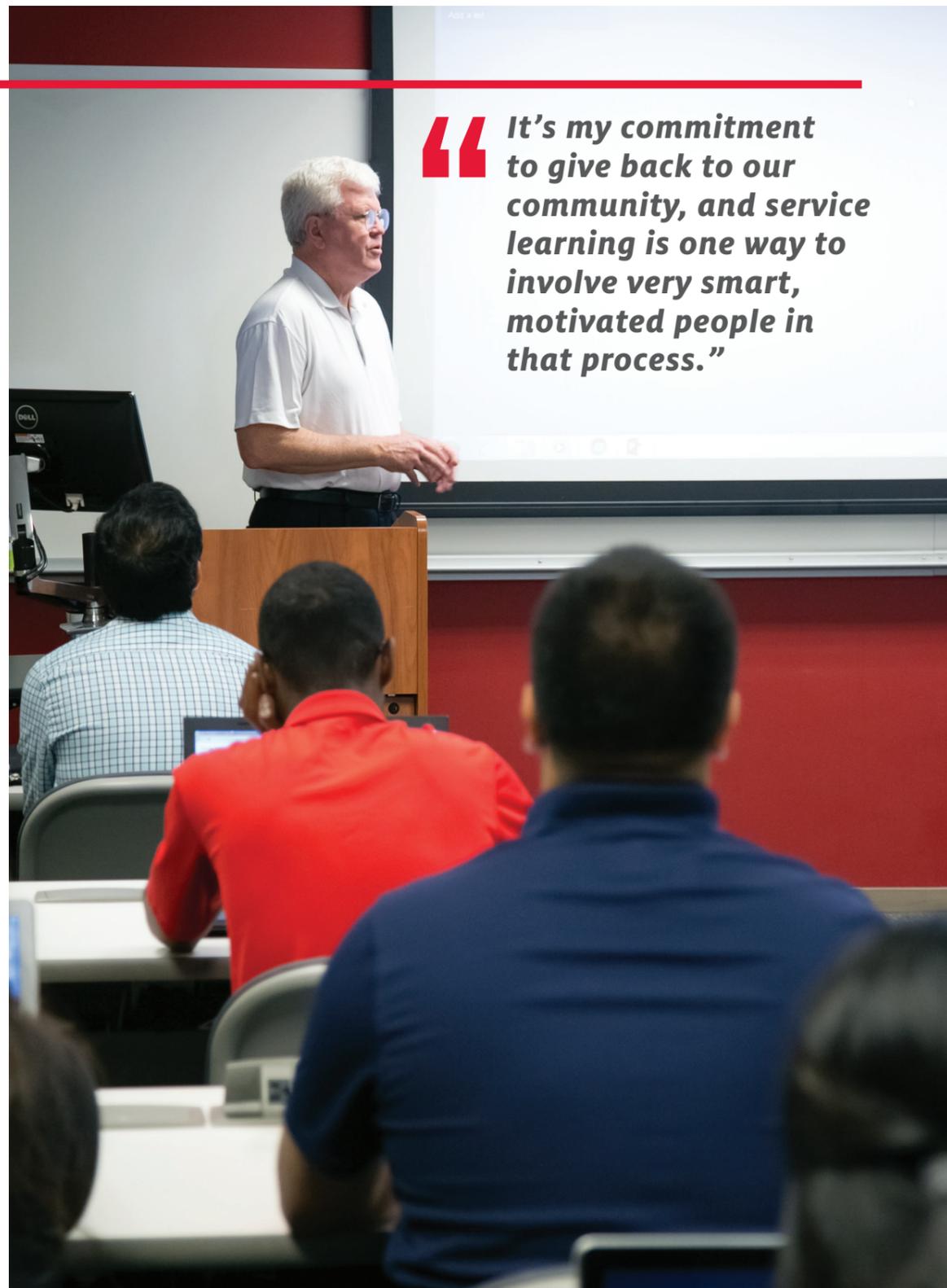
Your prize-winning paper was on mutual funds. Can you explain?

When you invest in a mutual fund you have two choices: You can either invest in an active mutual fund where the manager is continuously trying to figure out underpricing and overpricing stocks and then essentially beat the market, right? The alternative is you invest in a passive mutual fund, which would just track some index (generally speaking, the S&P 500). Active mutual funds charge you fees for doing that, so generally the standard thing in academic literature is that on average, active mutual funds don't add value, so basically they charge you higher fees, but they don't really generate a return that is higher than what you would have gotten if you had just done index funds.

So what we do: We argue that there are some active mutual funds that can add value for investors. On average they don't, but there are some that may add value for you, and we provide the measure for you to be able to identify those funds: How do I identify which active mutual funds would add value for me? We came up with a measure that will allow us to figure out which funds are truly active, and then we examine do they really beat the market going forward, and the answer is yes.

So this information has practical implications for investors?

Yes. Investment managers can actually rank funds based on our measure, instead of looking at past returns, for example. ... So it would be useful for people who want to figure out which funds to choose from. There are tons of active funds.



“It’s my commitment to give back to our community, and service learning is one way to involve very smart, motivated people in that process.”

SETTING THE EXAMPLE

CLINICAL ASSISTANT PROFESSOR EMPHASIZES SERVICE LEARNING FOR BUSINESS STUDENTS

By Amanda Sebesta & Jessica Navarro

The best way to master a concept is to apply it, if you ask Bauer College clinical assistant professor Carl Scott.

He’s given thousands of undergraduates in the college the chance to do that through a project management class for management information systems students.

“From the time I was a child, I have always believed in giving back, service and involvement in the community — lessons my parents taught me,” Scott said. “It’s my commitment to give back to our community, and service learning is one way to involve very smart, motivated people in that process.”

Organized in partnership with the Executive Service Corps of Houston, the course provides students an experiential learning opportunity to use what they learn in their MIS studies to create websites, databases, point-of-sale systems and integrated networks, among other possible projects, for a selected nonprofit client. Student teams are paired with a mentor from ESCH and consult with the client to determine what technology solution aligns best with their overall business goals, with final grades reflecting not only the deliverable but how well the project was managed.

Scott helped to bring the program to Bauer College in 2004, early in his tenure with the college, after serving in the U.S. Marine Corps for two dozen years (including service

in Vietnam) and earning a doctoral degree in chemistry from Colorado State University.

“I was formally training to be a Ph.D. chemist, and when the company found out that I liked computers, they asked me to help model reactors,” Scott said. “I started in the chemical process industry dealing with computers and people, which is what management information systems is all about.”

When he returned to Houston and joined the Bauer faculty in 1999, Scott also established himself as a fixture in community service, volunteering on the board of directors for many organizations, including the Houston Food Bank, the United Way and Interfaith Ministries for Greater Houston.

“When I started teaching MIS at Bauer, I looked around and said, ‘We have all these great courses, but we need to give students an opportunity to apply what they’ve learned,’” Scott said. “I used my contacts in the nonprofit community and offered to have students come out and help.”

More than a decade later, approximately 2,000 students and 800 nonprofits have benefitted from Scott’s idea. Students have the option to pick clients and work on projects that have meaning for them, with food banks, bereavement services and home medical care all on the list of previous partners.

“The community certainly gets value from this course, while our students are learning project management skills, participating in service activity and being mentored by senior executives,” Scott said.

The response from nonprofit clients has been positive, he added.

“These organizations are typically focused on their passion — whether it’s the Boys and Girls Club or a women’s health clinic, they’ve invested in their passion,” Scott said. “For our students to come along and offer help, it’s a win-win because the organization gets free IT services, and our students get to deal with real business problems and people.”

In the future, he’d like to expand the course to impact more members of the campus community and Houston area.

“There are 30,000 nonprofits in the Houston area that need accounting, marketing, management and financial help,” Scott said. “These are things that Bauer students can contribute, and it would be wonderful to get more people involved.”

THIS YEAR, WOLFF
CENTER COFOUNDER
BILL SHERRILL
CELEBRATED HIS
90TH BIRTHDAY,
REFLECTING ON
A LIFETIME OF
ENTREPRENEURSHIP
IN HOUSTON AND
BEYOND.


★
★
**AN
ENTREPRENEURIAL
ICON**

★★★
**HOUSTON
LEGEND
CELEBRATES
90TH BIRTHDAY,
SHARES LIFE
LESSONS**

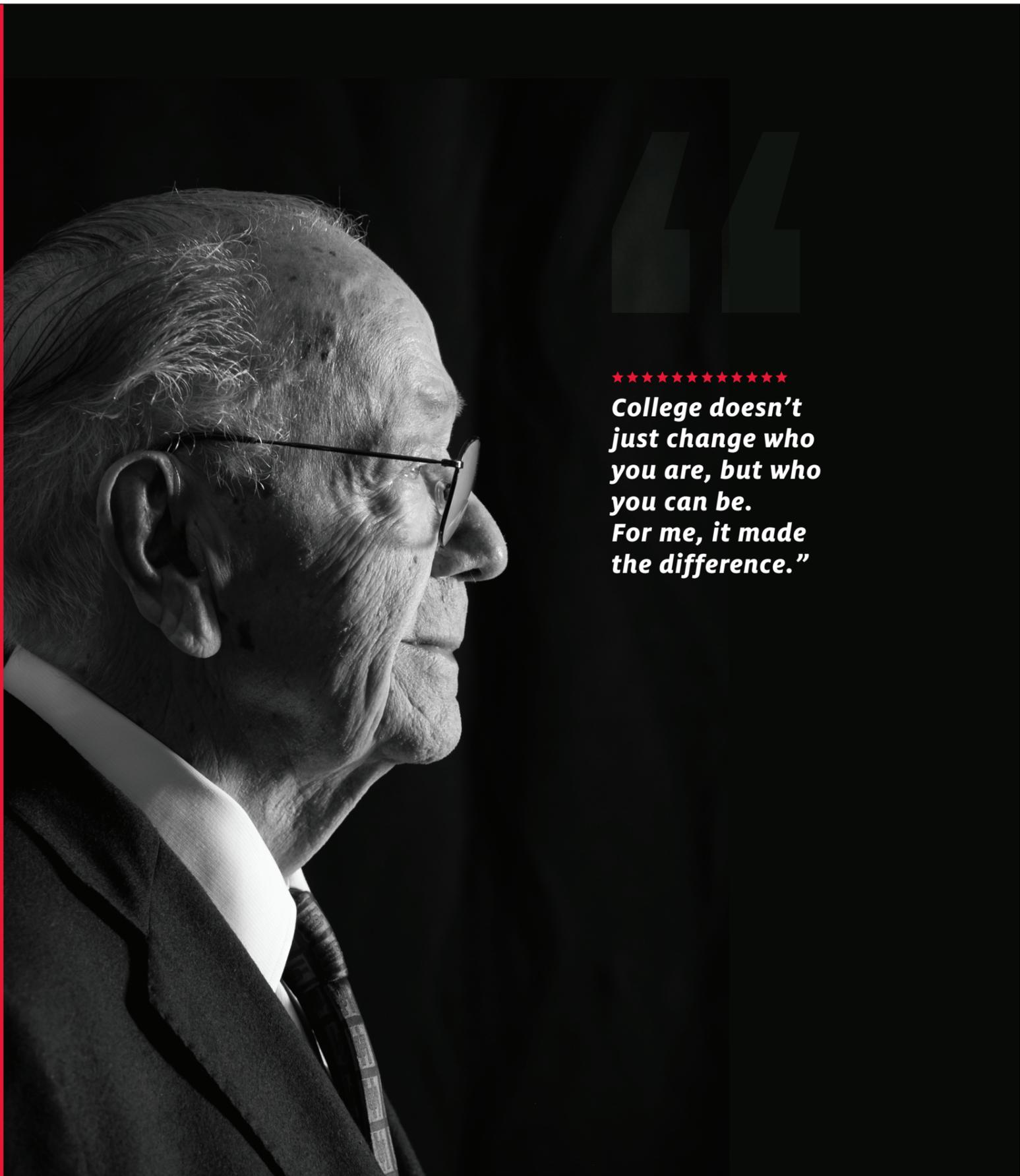
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*By Jessica Navarro
& Amanda Sebesta*

For many in the Houston business community, the name Bill Sherrill is synonymous with the city where the entrepreneurial icon was born, raised and made.

Born less than three miles from the University of Houston campus, Sherrill has spent his life creating memories in Houston, from swimming in Buffalo Bayou and living through the Great Depression as a child to launching the entrepreneurship program at what is now known as Bauer College later in life.

In August, Sherrill celebrated his 90th birthday alongside a standing-room crowd during a party at the Junior League of Houston. To say he's lived a large life would be an understatement.





★★★★★★★★★★
**College doesn't
just change who
you are, but who
you can be.
For me, it made
the difference."**

"My first job was as a carhop at a drug store. I sat out with a chair, and when people drove up, I would get their order," he recalled. "It was a well-paying job at 60 hours a week, and it paid me \$3, but the pharmacist explained to me that I was going to get rich on tips, and I made another \$3."

Sherrill made a life-changing decision at age 15 when he joined the United States Marine Corps.

"My last job before going into the Marines was wrapping meat for a frozen locker. I would wrap meat in the special paper, and we did a quick freeze, then stored it in their locker before they would come and get it," he said. "I was on my way to being a successful butcher in life when the war came along."

That was when Sherrill enlisted and went to Hawaii, three months after the Battle of Pearl Harbor. He spent months training as a gunner before he was sent to fight in Iwo Jima. There, he experienced the bombardment now described in history books firsthand — it cut his military experience short as he was wounded in action, earning a Purple Heart before being discharged.

Sherrill returned to the Oakland Naval Hospital to recover, but the trips home led to another unexpected opportunity.

"A young lady came up to the ward, and she was crying, looking for her boyfriend, and he wasn't there," Sherrill recalled. "She says 'I'm head of the educational unit at the hospital and nobody will sign up. They're going to transfer me if no one participates. Would you come and take a course?' I told her if I come and take it, they'll transfer you to Siberia."

Sherrill eventually did sign up and recruited a few of his friends. Although he didn't have much faith in his abilities as a student, he soon discovered he had an aptitude for academia.

"A month later, she comes running up the ward, and she has a paper and a big book, and says 'Look at these scores!' The test we took grades you against high school seniors, and she was waving my results," he said. "It turns out that I was in the 90th percentile. That was great guessing on my part."

She encouraged him to pursue a college degree at the University of Houston, where at the time, there was a loophole for admission that didn't require a high school diploma, Sherrill said.

"She told me, 'At UH, they expect you to have a GED certificate, but they don't say you have to have it,'" he added. "So, on that basis, I stood in the registration line, and when I got to the head, they asked for the certificate. I said 'You know, all I want is a semester to try.' And just like that, I was in."

From there, Sherrill served on the student government boards, organized a junior and senior prom, and dove head first into his education. After earning his undergraduate degree, Sherrill received an MBA from the Harvard Graduate School of Business Administration.

"I hit the ground determined to enjoy the education experience," he said. "College doesn't just change who you are, but who you can be. For me, it made the difference."

Post-graduation, Sherrill attempted to start a business but had little success. He came home to Houston to begin a company with other UH alumni, including Welcome W. Wilson Sr. (BBA '49), Jack Valenti (BBA '46), Johnny Goyen ('47) and Jack Wilson ('50).

"I came back and felt something was wrong with me that I could lose a business," Sherrill said. "So I was down, but my friends wouldn't let me sulk. We formed a group that made up the Jamaica Corporation."

Together, they worked to develop Jamaica Beach in Galveston County. According to Sherrill, the project was slow to move, and his mentor Mr. R. E. "Bob" Smith asked him to return to the City of Houston to assist Mayor Curter who was having some problems. He returned as Executive Assistant to the Mayor and subsequently became the Chief Administrative Officer of the City and City Treasurer.

He then returned to the Jamaica Corporation for some of its most successful years.

His career weaved again at the invitation of President Lyndon B. Johnson to serve as Director of the FDIC. He was then promoted to the Board of Governors of the Federal Reserve System, an appointment he held twice before leaving the Federal service to hold a range of roles in small and large companies.

Sherrill made his way back to Houston in 1990 and rediscovered the campus that gave him his professional start.

"I was teaching a single course in entrepreneurship," he said. "when I realized you can't teach entrepreneurship in a single course, and I saw potential value in creating a major in entrepreneurship under the BBA Degree and a Center to run it from."

He worked with others to develop the six courses needed to establish an undergraduate entrepreneurship major and then helped to launch the Center for Entrepreneurship & Innovation in 1993. (The center was renamed the Cyvia and Melvyn Wolff Center for Entrepreneurship in 2008 after a naming gift from the couple.)

The center graduated its first class of around 30 students in 1995. The Wolff Center is now nationally ranked by The Princeton Review and *Entrepreneur* magazine and annually counts more than 600 students across campus on its roster, including the 40 students competitively selected as entrepreneurship majors each year.

Sherrill still mentors and teaches in the entrepreneurship program at Bauer College.

"What I like about entrepreneurship is that you run the business," he said. "You have full control and quick control. You can have an idea and put it in place by noon."

By Priscilla Aceves

FINANCE SENIOR BIKES ACROSS COUNTRY TO RAISE MONEY FOR DISABLED CHILDREN

CYCLING FOR A CAUSE



Pijus Bulvinas spent the summer traveling.

But rather than airport visits and sightseeing, his journey included 3,555 cross-country miles on a bicycle.

Through his fraternity Pi Kappa Phi's "Journey of Hope," the Bauer College senior trekked across the country — from Long Beach, Calif., to Washington, D.C. — this summer, facing extreme temperatures and rough terrain, all to raise funds for organizations across the United States that support people living with disabilities.

A native of Lithuania, Bulvinas came to the University of Houston after attending high school in New Braunfels and enrolled in Bauer College to pursue a major in finance. After joining Pi Kappa Phi, he began volunteering with Dream League, a nonprofit organization founded by a Bauer alumnus that helps children with disabilities play baseball. It was this experience that first led him to consider the Journey of Hope, which has similar "friendship visits," where volunteers interact with the children benefitting from the organization.

"I wanted to do something that would challenge me and something that would put a smile on people's faces," Bulvinas said.

His journey was no simple feat. Spanning 14 different states, the ambitious trip required participants to cycle up to 130 miles a day — a challenge made even more difficult when the group encountered tough weather, such as the desert climate in some southern states.

"In the beginning, everyone is still getting their training in," Bulvinas said. "Your body's not really used to cycling, and you're having to do it in over 100-degree temperatures."

The schedule was also rigorous, requiring participants to be ready to go as early as 5:30 each morning. On days when they had to cover a longer distance, the cyclists would eat their meals on the side of the road in half an hour before continuing their journey.

But according to Bulvinas, the friendship visits along the way made it all worthwhile.

"Some of these people look forward to meeting us the whole year," he said. "From the day we leave, they start preparing for the next team because they think it's really awesome that we're riding bikes and doing it for them. It

was so cool to ride into a town or friendship visit and see a group of disabled children or adults with big smiles on their faces."

During the visits, which took place in different cities around the country, the cyclists got the opportunity to play baseball, go bowling or simply eat dinner with kids and adults living with disabilities. These experiences, Bulvinas said, helped put his cycling in perspective.

"We all sat down and agreed that children with disabilities — they don't have the option to give up. So we decided that even though the journey was difficult for us, we were all going to suck it up and just do it. Just like they don't have the opportunity to give up, we shouldn't have the opportunity to get off the bike and call it quits," he said.

Bulvinas added: "Even though it was really hot and very hard to cycle a hundred miles one day and have to do it again the next day, the feeling that we were doing this for something that's greater than us was what encouraged us."

The team raised over \$600,000 to benefit the cause, providing a direct impact to the kids and adults they met throughout the summer. At the end of the trip, the cyclists were also able to select five organizations to receive grant awards, a decision that allowed them to reflect on their journey.

"As a college student, you might be panicking because classes are hard, or you're worried about your GPA, but there are people in the world who don't have the opportunity to experience any of that," Bulvinas said. "It opens up your mind to be thankful for what you have."



“

Even though it was really hot and really hard to cycle a hundred miles one day and have to do it again the next day, the feeling that we were doing this for something that's greater than us was what encouraged us.

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SERVICE ABROAD

UNDERGRADUATE STUDENTS TAKE CORPORATE PROJECT BEYOND CLASSROOM

By Priscilla Aceves

Undergraduate students Mehreen Arshad, Shaista Ali, Phil Ninh and Ebrahim Iyooob didn't know a class project would lead them to work together to bring medical aid to residents of one of the world's poorest nations.

They initially partnered to complete a team assignment in Bauer College's GENB 3302 course, (see related story page 34) which gives students the opportunity to make an impact by completing a corporate research project for a partnering company.

Tasked with a logistics research project to help Sonja Kill Memorial Hospital in Cambodia develop a plan for shipping medical supplies from Houston, the students applied their business acumen to create a proposal, which they presented at the end of the semester to their faculty sponsor, former UH social work research professor Larry Hill.

But that wasn't enough for the group, who wanted to see if their plan would actually work. Once the course finished, the four students decided to continue developing the project.

"We were no longer doing this for a general business course," Ninh said. "We were doing it because we wanted to see our plan through and help in a really good way."

After learning that the cost of shipping to Cambodia would be greater than the total cost of the medical supplies, the team decided to transport the supplies themselves. With Hill's help, support from Bauer's assistant dean for career services Jamie Belinne, and Medical Bridges, a non-profit medical supply company, they spent the next year fundraising over \$6,000, which covered the medical supply cost, and monetary donation to the hospital. This summer, they set off to Cambodia with the medical supplies in tow as their luggage.

As soon as the group arrived in the small town of Kampot, they hit the ground running. They delivered the medical supplies and spent the next few days touring the hospital and interviewing staff.

"We talked to the individuals who are in charge of the supply chain in the operations warehouse about getting their supplies and how we could possibly make it more efficient," Iyooob said.

The team then created three proposals, which they presented to the hospital CEO. They also brainstormed ways to help the hospital solve other challenges, such as the lack of local

procurement opportunities. Two team members even donated blood after hearing of the shortage in Cambodia.

"I started seeing that we came here for one problem, but we saw a thousand more that we wanted to solve," Ninh said. "That was something that really amazed me."

The four students recount the trip as a transformative experience and say it confirmed their desire to use their careers to give back.

"I think that Muhammad Ali said it best: 'Service is the rent that you pay for your space here on earth,'" Arshad said. "Regardless of what your skills or passions are, you can use what you have to give back. Plus, you should. I think we have that responsibility to give back from what we can and to make the future better."

After graduation, all four students plan to continue developing the project, which has already led to the creation of a student organization, Cambo Coogs, and has been approved as a Bauer study abroad credit.

"I want to thank Jamie Belinne and Dr. Hill for the opportunity that they gave us to be involved in such an amazing project, allowing us to help other people and actually visit another country and see another culture," Ali said.

"I don't think that we would have actually started this project without Bauer," Ninh added. "Without that logistics project, without that first step in the door, we wouldn't have been able to do it."

“ We came here for one problem, but we saw a thousand more that we wanted to solve. That was something that really amazed me. ”

PHIL NINH, SUPPLY CHAIN MANAGEMENT JUNIOR

BAUER STUDENTS (FROM LEFT) EBRAHIM IYOOB, MEHREEN ARSHAD, PHIL NINH AND SHAISTA ALI ARE WORKING TOGETHER TO BRING MEDICAL AID TO CAMBODIA.



CONNECTING TO CULTURE

BAUER UNDERGRADUATE KEEPS TRADITION ALIVE THROUGH DANCE

By Priscilla Aceves

The vibrant colors of Claudia Rodriguez's folkloric dresses do more than mesmerize audiences — they represent the cultures and traditions of her Mexican heritage.

A Bauer College junior, Rodriguez balances schoolwork and an on-campus job as a resident advisor with ballet folklórico, a style of dance she's been studying since she was 10 years old.

"I went to a wedding, and there were dancers there," she said. "I just remember really loving it. My mom saw that I really enjoyed it, so she put me in classes, and I kept dancing."

The dance form, known popularly for its brightly colored costumes and soundtrack of traditional Mexican music, is a way for Rodriguez to stay connected to her culture. A blend of different regional steps and storytelling, the style of dance pays homage to the different states of Mexico, which Rodriguez says allows both dancers and audiences to learn about the heritage without having to set foot outside the country.

She added: "Each state of Mexico and each region has its own style of dancing. It celebrates each state's individuality. You can see the different influences. Each dance has its own reason. Each costume has its own significance."

After organizing a retreat for her church, Rodriguez also discovered an interest in management and now plans to combine her two passions by opening her own dance studio, where she will continue to spread her knowledge about the history of Mexican folkloric dances.

"I really like to manage things," she said. "I feel that natural calling to do something like that. You have kids from age 4 all the way to adults involved, and I want to help dancers grow not only in their artistry but as people."

Rodriguez credits the education she's receiving at Bauer with giving her with some of the necessary tools to reach her goal, including valuable connections, resources and instrumental coursework.

"I've taken entrepreneurship classes, management classes, accounting — each one gives me the basic knowledge of how to get through everything," she added.

She also credits her fellow Bauer Excellence Scholars and student program manager Sarayu Sundar for encouraging her to pursue her dream.

"I had a lot of not being sure if that's what I wanted to do, wanting to take the safe route and do something else," she said. "But Sarayu encouraged me by saying, 'You can do it — why not?'"

In the meantime, Rodriguez plans to continue performing with her dance group, Mixteco, and reaching out to the community through cultural events, school visits and other local performances. The group also takes time to volunteer within the community, something Rodriguez plans to someday implement into her own studio.

"I really want to put that emphasis on volunteering because whenever you have kids who are younger, you're really involved in shaping their lives," she added. "And I think by having them volunteer while they're younger, that would help them keep that desire to help people."

“I want to help dancers grow not only in their artistry but as people.”



HOUSTON'S HELPING HANDS

BAUER COURSE FOCUSES ON EXPERIENTIAL LEARNING IN SURROUNDING AREAS

By Sarayu Sundar

The economic impact of the University of Houston on the city of Houston is estimated to be more than \$1 billion from the thousands of graduates entering the workforce each year.

Bauer College students contribute to the university and community as early as their freshman year when they enroll in the required "Connecting Bauer to Business" course, GENB 3302. Unique to Bauer, the course explores the programs offered by the college and how they relate to business careers.

Students are also assigned to team projects sponsored by the college's nonprofit and corporate partners. The teams serve as consultants to find solutions for actual challenges the organizations are facing. This course has been recognized by the National Association of Colleges and Employers for its innovative approach to experiential learning.

The map to the right shows a bird's eye view of the broad impact that Bauer students make on the city they call home, with a selection of just a few of the projects completed by GENB 3302 teams.

1. Will's Kids: This nonprofit organization paves the way for students to pursue scholarships for higher education by providing access to sports and fine arts activities. Student teams have worked with the organization for several years on various projects, from creating marketing materials to planning an event to distribute baseball equipment to low-income youth.

2. HP: The technology corporation has sponsored projects on topics from supply chain business continuity management to online conferencing technology.

3. Halliburton: Headquartered in Houston, Halliburton is one of the world's largest oil field services companies, with operations in more than 80 countries. Bauer students have worked on a variety of projects every semester since 2009 on topics relating to the recruitment and retention of recent college graduates.

4. H.E.A.R.T. Program: The H.E.A.R.T. (Housing, Entrepreneurship And Readiness Training) Program was founded to create new opportunities for adults with developmental disabilities to achieve their potential. Students have continued to find new and innovative ways for the nonprofit organization to market its volunteer program.

5. ConocoPhillips: Headquartered in Houston, ConocoPhillips is a multinational energy corporation that explores for, develops, and produces crude oil and natural gas globally. Student teams have worked with the company on programs to develop newly recruited top talent and diversity initiatives.

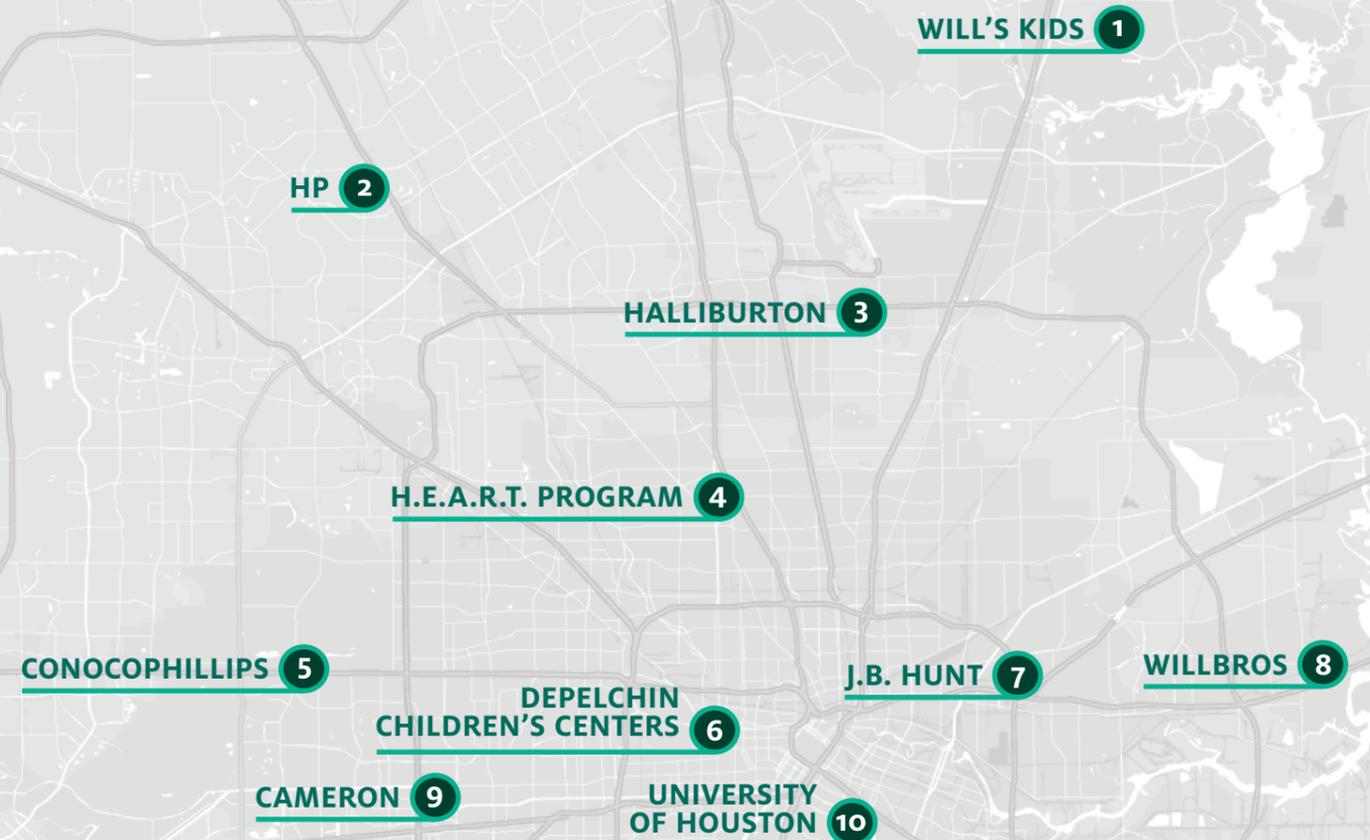
6. DePelchin Children's Centers: DePelchin has been making a difference in the lives of children and families for more than 120 years through mental health, foster care and adoption services. Student teams have worked on a variety of projects on topics including child abuse awareness, foster care awareness and overcoming mental illness stigma.

7. J.B. Hunt: J.B. Hunt is a Fortune 500 transportation company dedicated to helping customers move freight efficiently. Students have worked with the company on several projects including studying the use of flex-time as a recruiting tool and recruiting and retaining millennials.

8. Willbros: Headquartered in Houston, Willbros is a specialty energy infrastructure contractor providing leading services to worldwide oil, gas, refinery, petrochemical and power industries. Student teams have worked with the company on human resources topics relating to recruitment and retention of new hires.

9. Cameron: Headquartered in Houston, Cameron is a leading worldwide provider of flow equipment products, systems and services to oil, gas and process industries. Students have worked with the company on wide-ranging topics from supply chain strategy and improving lead time communication to increasing market share in the Permian Basin region.

10. University of Houston: With over 45,000 students to serve, the University of Houston has found valuable insight from GENB project teams. Students have brought findings to various offices across the entire campus, from increasing the university's following on Snapchat to marketing alternative transportation methods to the campus community.



THROUGH
GENB 3302, BAUER
STUDENTS ARE MAK-
ING AN IMPACT ON
CAMPUS AND ACROSS
THE CITY OF HOUSTON.



S

OVERCOMING ODDS

ACCOUNTING SENIOR BALANCES FAMILY, EDUCATION WITH SERVICE

By Priscilla Aceves

Adele Tsamo has yet to encounter an obstacle she couldn't overcome.

After moving to the United States from Cameroon in 2010 to reunite with her husband, she decided to pursue a degree in accounting. She soon found a home in Bauer College, where she enrolled as an undergraduate student. During her first semester, Tsamo balanced a full course load while also taking care of her three young children and supporting her husband, who had suffered an accident.

"That first semester I don't know if I ever slept more than five hours a day," she said. "I had stats, I had the first accounting class, frameworks, and I was taking cost management accounting, too. Being able to juggle not only those three classes but also two other classes, and my kids at home — that was quite a challenge."

Tsamo's typical day began at 2 a.m. when she would wake up to study until 5 before taking her husband to work and dropping her kids off at daycare. Then, she would head straight to campus for classes. Most days, she wouldn't arrive home until 10 p.m.

Despite her demanding schedule, Tsamo didn't miss a single class that semester, an effort that led her to earn A's in all courses.

Ask her how she managed to thrive, and she cites a commitment to her vision.

"When you have an objective in mind — when you have a goal that you really want to reach — you find ways to work around whatever happens along the way. That's how I was able to do it."

Tsamo also credits Clinical Assistant Professor Staci Smith for helping her get through statistics, one of the college's most demanding courses. Throughout the class, Tsamo would regularly visit the professor during office hours, getting help on homework assignments and ensuring she had correctly understood the material. When the course ended, Smith nominated Tsamo for a tutoring position at Bauer so that she could pass on her statistics knowledge to her peers.

"I didn't consider statistics tutoring at first because I thought my English was bad," Tsamo said. "I had spent maybe three years here, and I was still figuring out how to speak clearly. I was really scared."

But with Smith's encouragement, she decided to accept the position, adding on the role of academic tutor to an already jam-packed schedule.

Tsamo spent 20 hours each week working in the tutoring center during her second semester at Bauer, while also staying involved with Beta Alpha Psi and volunteering with other organizations like Habitat for Humanity. When her work as tutor came to an end, she joined a statistics panel for students currently enrolled in the course.

That was where Tsamo met a student who wanted to drop the class after struggling with her first exam. Tsamo took the time to encourage her by sharing her own story of success.

"I told her, 'You're young, you have no kids, and you're living on campus. You have time to study. Me, I had everything on my plate and I was able to make it. Not because I'm smarter than you, but because I looked at it through a different angle,'" she added. "Think about it like a challenge, something that is challenging but not impossible, because people have done it before."

Tsamo herself has benefitted from the encouragement of others. Among her mentors, including her husband, she counts Smith and Clinical Assistant Professor Kathleen Harris, who coached her extensively on interviewing skills, which ultimately helped her land an internship with Anadarko this summer.

"I usually tell people she's the one to whom I owe my career to. Whatever I become, it's because of those three."

As she prepares to graduate this fall, Tsamo said she is excited to complete the final courses required to take her CPA exam next spring. She will start working full-time as an accountant by August.

"Bauer is a place where everybody can feel at home," she said. "My advice for every Bauer student is if you don't know how to do it, find somebody that can help you, because there are people here that can help."

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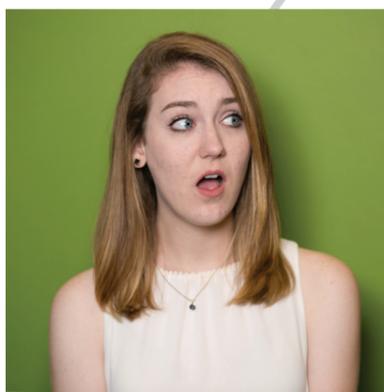
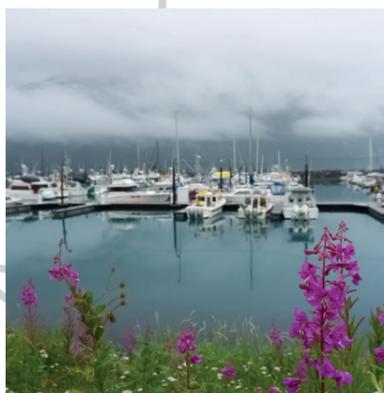
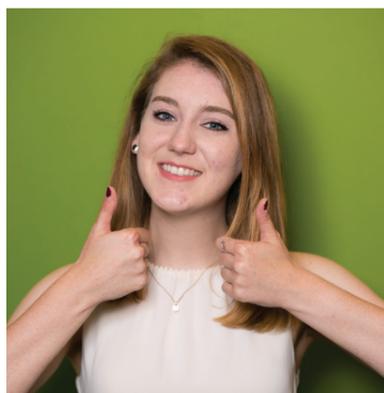
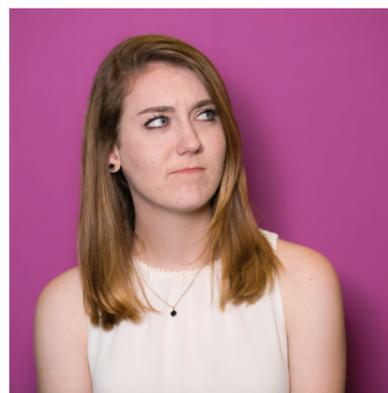
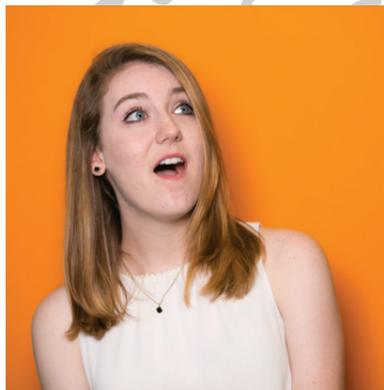
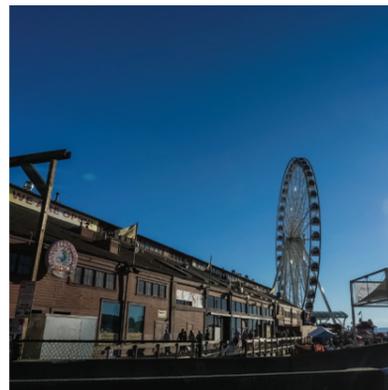
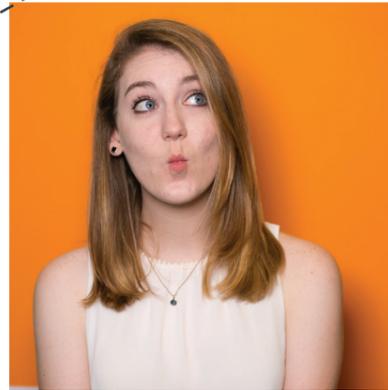
When you have an objective in mind — when you have a goal that you really want to reach — you find ways to work around whatever happens along the way.

”

ADELE TSAMO,
ACCOUNTING
SENIOR



STUDENT
FEATURE



#EMMA THE ADVENTURER

MARKETING SENIOR
REFLECTS ON ADVENTURE MINDSET,
PUSHING BEYOND COMFORT ZONE



**STORY BY EMMA ARMER
PHOTOS BY EMMA ARMER & NICKI EVANS**

I HAD A LOT ON MY PLATE IN SPRING 2016

I was serving as president of Enactus UH, a project-based student organization that aims to help the Houston community through entrepreneurial action.

I was mentally preparing to take a team of eight students to present our chapter's impacts in front of a panel of corporate judges at the Enactus National Competition in Missouri later in May.

I had also just joined the Program for Excellence in Selling, the nation's top sales program, which earned its name by giving students the opportunity to get real-life sales experience selling tickets and sponsorships for a golf tournament we would be hosting in March.

So as the early weeks of the spring semester started ticking away, I knew that before I got lost in a sea of deadlines, presentation prep and sales, I needed to find a summer internship that aligned with my career goals and ultimately set me up for life after graduation.

The Program for Excellence in Selling made my job search much easier. The program has 26 corporate partners, and two different companies come to campus each week to talk about their operations, answer questions and hold interviews.

When Hilti came to campus, I knew it had what I was looking for in a company — geographic, horizontal and vertical career mobility, a global presence, and an open-door culture. They extended me an offer for an outside sales position in Anchorage and Seattle. It was official. I'd be spending my summer in my dream location (the Pacific Northwest), working for an amazing company and doing sales, which I wanted to get an even deeper understanding for.

I couldn't wait.

Some aspects of the internship intimidated me. I would be the only intern in Anchorage and Seattle. I had never been to Alaska and didn't know anyone who lived in either location. I had also never been away from home for 12 weeks at a time. In addition, the industry was brand new to me; Hilti sells construction tools and services. I was trained on



**"TO ME, ADVENTURING IS
ABOUT TAKING CALCULATED
RISKS, ABOUT WALKING INTO
THE UNKNOWN,**

**NO MATTER HOW SCARY,
AND SEIZING THE
OPPORTUNITY ANYWAY."**

**BAUER SENIOR EMMA ARMER'S ALASKAN
OFFICE WAS A SHORT HOUR AWAY FROM
MATANUSKA GLACIER.**

the 12-volt power tool line and would be spending time making product pitches at construction jobsites. It was something I never imagined myself doing, but I was looking forward to mastering a brand new industry.

During the internship, I was a salesperson by day. I worked on planning events that targeted decision-makers and showed customer appreciation in order to drive \$45,000 in sales, shadowed numerous employees in different roles to gain a deeper understanding of the organization, and sold \$25,000 worth of firestop products. I overcame my initial fear of getting in a car and driving to a company to speak with people I had never met in order to turn blueprints into buildings and to build a better future.

This summer undeniably changed me for the better, both personally and professionally, in a myriad of ways. But I think the most significant impact my internship produced is that I try to live life with what I call "adventure mindset."

To me, adventuring is about taking calculated risks — about walking into the unknown, no matter how scary, and seizing the opportunity anyway. It's not limited to traveling to a new city or exploring your own. I believe adventure can take place in any setting, including in school and in business.

Taking opportunities like that can sometimes mean failure. Surprisingly, I think that may be what I like the most about it. When we fail, we learn, and we grow. Malcom Forbes said it best: "Failure is success if we learn from it." Instead of getting discouraged by my failures, I instead think, "Well, that was an adventure."

Whether it be in my community, in my campus, in my job, or in my personal life, I have made it my mission to serve those groups to the best of my ability because through taking action and creating my own adventures, I can grow as a person to be a better neighbor, a better officer, a better intern or a better friend.

At the end of the day, taking opportunities isn't just about seeing a new place, trying out a new coffee shop and taking pictures — it's about stepping into the unknown, possibly failing, becoming better, and using that knowledge to help others and improve organizations and communities along the way.



**EMMA ARMER
LIVED IN
ANCHORAGE
AND SEATTLE
OVER THE
SUMMER AS A
HILTI INTERN.**



The accountants for the Cougar 100 are University of Houston educated and dedicated to serving your company.

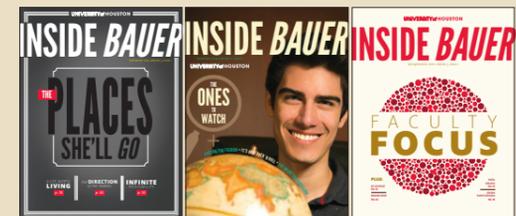
Let us introduce you to the PKF Texas UH Squad:

- | | | | |
|---|---------------------------------------|-----------------------------------|------------------------------------|
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| Americo Cantu '13, '15 | Kenneth Guidry , CPA '77 | Patricia Lindsay , CPA '89 | Kristin Ryan , CPA '06, '07 |
| Pete Cao , CPA '08 | Christopher Hatten , CPA '00 | Aide Martinez '12, '14 | Sindy Saldana '13, '16 |
| Debra Chastain , CPA '84 | Byron Hebert , CPA, CTP '86 | Amir Mirab , CPA '12, '13 | Arqam Sana '13, '15 |
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| Kathye Elledge '92 | Nikki Homratsamy , CPA '99 | Renee Muttardy '15 | Jim Streets , CPA '92 |
| Carlos Falcon '13, '14 | Dannielle Jackson '10 | Rudy Naftali '14 | Jocelin Subbarao '13 |
| Mandi Fields , CPA, PHR, SHRM-CP '05 | Farhana Kassamali , CPA '09 | Thang Ngo , CPA '14 | Jesus Torres '13, '14 |
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| Taylor Grantham '16 | Frank Landreaneau , CPA '98 | Curtistine Phillips '03 | Thanh Tran , CPA '14, '15 |
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SERVICE IN ACTION

BAUER STUDENT ORGANIZATIONS CONNECT TO COMMUNITY

STORY BY JESSICA NAVARRO, PRISCILLA ACEVES & AMANDA SEBESTA
PHOTOS BY NICKI EVANS

Doing good things in your community is good business — that's the idea behind service learning.

Over the last decade, this style of teaching and learning has become an important part of business degree programs, with the Association to Advance Collegiate Schools of Business (AACSB) emphasizing the role that business schools play in training responsible and community-minded business leaders.

At Bauer College, the marriage of classroom learning and community engagement can best be seen through student organizations. With nearly two dozen groups at the undergraduate and graduate levels, the college offers students the opportunity to combine

meaningful service to the community with curriculum-based learning.

“Service is really part of the Bauer College brand,” said Sarayu Sundar, program manager for student engagement. “Our students innately seem to be driven to take what they’re learning in the classroom and use it to improve the lives of others. Our student organizations provide the perfect platform to do just that.”

Here, we highlight just a few of the Bauer student organizations that are making a difference in local (and global) communities through service.



Giving Back to Get Back



Members of Bauer's Management Information Systems Student Organization (MISSO) seem to live by a certain code — you get back by giving back.

"I believe that giving back is a cycle," said MIS senior Ashely Dang, who is Java education officer for the organization. "If others see you giving back to the community, it encourages them to do the same, and the cycle repeats. We're building a better community over time."

Founded in 1982, MISSO counts both MIS students and those from other majors among its roster and focuses on connecting members to each other and to future careers, with opportunities to network and volunteer.

At 330 members strong, MISSO currently volunteers with the Houston Food Bank, Hamilton Middle School, the Village Community Learning Center and most recently, East Side University.

"East Side University is a small school just outside of campus that focuses on providing adults the job skills necessary to escape generational poverty," said MIS senior Xavier Cardona, ethics officer for the organization. "Last semester, we teamed up with them by sending in volunteers to help teach and tutor the students taking their computer courses. The classes met two nights a week, and we had an average of two to three volunteers for each class."

**MISSO MEMBERS
FEATURED HERE
INCLUDE (FROM
LEFT) KEVIN LEAL,
XAVIER CARDONA,
JULIO LEON AND
ASHLEY DANG.**



A Global Perspective



One Bauer student group is taking its passion for service worldwide.

Bauer Global Brigades, part of a national nonprofit called Global Brigades, is working to close the poverty loop and create sustainability in rural areas through financial education.

"I've always loved helping people," said marketing junior Roxana Bagheri, president of the organization. "Finding an organization that lets you apply the business skills and knowledge you gain in the classroom to make a difference in someone else's life sounded like the perfect fit for me."

The students are currently working on a partnership with SEARCH, a non-profit that helps eradicate homelessness in Houston. Recently, Bauer Global Brigades took a service trip to Panama with several other Global Brigades organizations.

"We believe we can make a change. We do so by taking members on a week-long trip to a developing country, like Panama, to provide financial literacy education along with business consulting to micro-entrepreneurs," Bagheri said. "Bringing their programs together, we create a holistic model that will make a community sustainable."

The chance to see the people who benefit from the organization's service has been life-changing, she added.

"I realize that not everyone has been given the same opportunities as me. I want to be able to give back those opportunities to people who weren't able to get them," Bagheri said. "It's important to me that everyone is given the chance to succeed."



BAUER GLOBAL BRIGADE MEMBERS FEATURED HERE INCLUDE (FROM LEFT) ROXANA BAGHERI AND CHRISTINE WALKER.



Students on a Mission



Students in Bauer's Gamma Iota Sigma business fraternity are on a mission — help as many people as possible.

They're doing that by being involved in a range of service projects, including a partnership with Mission Squash, an organization that mentors and tutors underprivileged children through the sport of squash.

"We've been working with Mission Squash for about two years now, when it first started," said finance junior Krystal Villarreal, who is Gamma Iota Sigma vice president. "The program consists of squash coaching with these kids — something that is not very popular in the United States and regarded as a high-class sport and not usually available to most people because of how expensive it is."

The Bauer student organization also volunteers with Marsh (a commercial insurance and risk management firm), Hermann Park Conservancy and the Houston Food Bank.

"In college, we are learning how we want to start the rest of our lives," said supply chain management junior and GIS internal affairs officer Tove Halvorsen. "What better way than to help others, stay grounded and possibly find another area that interests you?"



GAMMA IOTA SIGMA MEMBERS FEATURED HERE INCLUDE (FROM LEFT) TOVE HALVORSEN, KRYSTAL VILLARREAL, BENJAMIN BYSKINIS AND FARNAZ ZIAEE.



The Business of Service



For members of the Bauer Women Society, it's important to learn now that business success is about more than profit margins and revenue.

"Being a business leader is not just about the corporate world," said marketing and human resource management senior Nourhan Younis, who is vice president of the organization. "We have to give back."

The group, which is open to students in all majors, aims to equip future businesswomen with the professional skills needed to succeed in the workplace through networking opportunities, workshops, career panels and other events. Part of that training also includes volunteering, according to supply chain management junior and BWS president Maria Guerrero.

"It creates a habit," she said. "If you start giving back when you're young, you'll know you can make a difference and a change in your community."

She added: "A lot of members come to us at the beginning of the semester asking for the community service events that we're going to have. They already have that drive to volunteer."

Currently, the organization hosts several community service programs, including events at the Houston Food Bank, Hermann Park Conservancy and The Women's Home. This semester, they are also launching a canned food and toy drive as part of a friendly donation competition with fellow Bauer organizations Accounting Society, Finance Association and the Asian Business Student Association.



BAUER WOMEN SOCIETY MEMBERS FEATURED HERE INCLUDE (FROM LEFT) NICOLE GARCIA, NOUR YOURIS, MARIA GUERRERO AND XENA AYALA.



Cultural Connections



**HBSA MEMBERS
FEATURED HERE
INCLUDE (FROM
LEFT) HUGO
SANCHEZ AND
CARLOS CAÑAS.**

Giving back has become a way to connect to community and culture for members of Bauer's Hispanic Business Student Association.

The student group regularly volunteers with the Houston Food Bank, the Muscular Dystrophy Association, neighborhood cleanups, Memorial Assistance Ministries, blood drives and Thanksgiving Super Feast. In addition, the organization hosts Future Cougars Day and Youth Outreach Day, bringing hundreds of low-income high school and middle school students to campus, offering tours, workshops and motivational speakers.

HBSA President and MIS junior Hugo Sanchez said that it's a priority for the organization to organize these types of service initiatives.

"We set aside a portion of our budget to give back to these kids so they're introduced to college life and can see what it's like to be a student," he said. "We want to encourage and inspire them to pursue higher education."

Sanchez added: "There's a social aspect as well. We're giving back to the community and also getting to know one another. We have a big family culture, and that's how we get connected."

Founded in 1983 and open to all majors, HBSA serves to empower and connect Hispanic students pursuing careers in business. With 250 members, HBSA provides internships, scholarships, socials and other ways for students to get involved. The organization also places an emphasis on volunteer events that double as networking opportunities.

"We want to make a difference in the community, not just here in college but also down the road as we start our careers," said business senior and HBSA community relations director Carlos Cañas.



Professional Growth Through Service

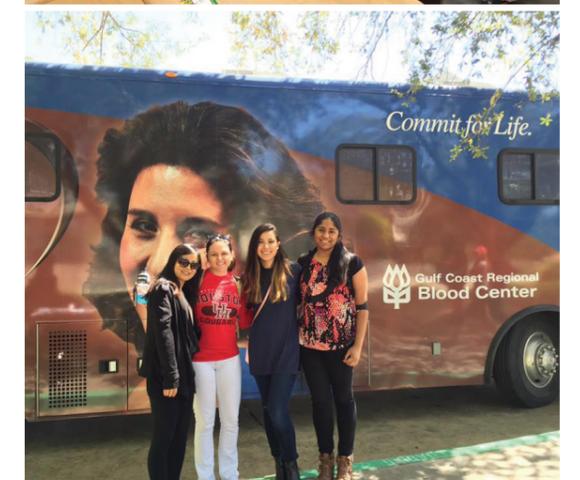


Volunteering as a group allows you to connect to others, but it's important to look inward, too, according to Beta Alpha Psi community service officer Shelby Davis.

"I know to be persistent in the things I want," said Davis, an accounting junior. "I know to be compassionate. I know to commit to the things I want. Community service gives you all that and more."

Bauer's chapter of the national Beta Alpha Psi organization launched several new outreach initiatives this year, including partnerships with the Children's Museum of Houston, Plant It Forward and a local horse ranch. The student group is also continuing its existing service projects — volunteering with at-risk kids at the Nehemiah Neighborhood Center, hosting a blood drive on campus and planting trees at Hermann Park Conservancy.

"We're working on professionalism and social skills to make sure our members are prepared for the working world," said accounting senior Michael Andrada, Beta Alpha Psi president. "But community service is also very valuable, both personally and professionally."



BETA ALPHA PSI MEMBERS FEATURED HERE INCLUDE (FROM LEFT) NISHA RAHEEL, SHELBY DAVIS, ISABELLE LIM AND MICHAEL ANDRADA.



Granting Wishes



FEATURED HERE IS BAUER'S NATIONAL ASSOCIATION OF WOMEN MBAS
CURRENT PRESIDENT VEDA CHOWDHURY.

Students from Bauer's National Association of Women MBAs are in the business of granting wishes.

"Philanthropic acts are usually performed without the expectation of direct benefits, but they certainly come with their own rewards," said MBA candidate Veda Chowdhury, NAWMBA president. "Our organization empowers MBA students and giving back prepares them for the journey to corporate America or their own entrepreneurial ventures, where they will be more aware of the value philanthropy brings to their organization."

By partnering with the Make-A-Wish Foundation, the student organization raised more than \$10,000 for a local boy diagnosed with a malignant neoplasm of the bone and cartilage, helping him reach his dream of swimming with sharks in Bora Bora.

"We raised the funds in five weeks and exceeded our target goal by 42 percent," said MBA candidate Lola Soyeb Harris, who served as NAWMBA president during the fundraiser. "We accomplished our goal with sheer dedication and hard work, knowing we could not fail, as we truly wanted this boy's wish to come true."

She added: "As we developed ourselves professionally, it was important that we developed the skill of giving back in our busy lives. This experience was life-changing for everyone involved."

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TRAINING GROUND

EXPLORE SUMMER INSTITUTES INTRODUCE TOP HIGH SCHOOL STUDENTS TO BUSINESS WORLD

By Wendell Brock

Only a few years ago, staff in Bauer College's Office of Undergraduate Business Programs launched an initiative to provide a life-changing experience for high school students.

The idea was simple — bring top students from across the country to campus for residential summer institutes focused on some of the college's leading programs. But, it took the dedication and collaboration of Bauer faculty, staff, students and partners to make it happen.

In 2013, the college launched EXPLORE Summer Institutes for high school students, with around 100 or so applicants. A series of three week-long programs focusing on entrepreneurship, sales, and energy and sustainability, EXPLORE wrapped up its fourth summer installment this year. And by all accounts, the immersive camps, which allow students to live in residence halls, attend classes, solve business problems, and visit real-life industry situations, have been a remarkable success.

Interest in this competitive program, offered free to rising 10th, 11th and 12th graders, has spread well beyond the region. Consider the numbers:

For 2013, 76 participants were chosen from among 105 applicants from Texas, Mississippi and Pennsylvania. For 2014, 541 students from 18 states plus Puerto Rico and China competed for 94 slots. For 2016, 92 participants were chosen from a pool of 717 candidates from as far away as Massachusetts and California.

So how do the institutes work?

The institutes begin with an overall orientation session for participants and parents. Undergraduate Business Programs Program Director Joyce Williams, who lives on campus with the participants for all three weeks, starts off by announcing: "The goal of our institute is to explain the various industries that can be available to them if they pursue a business degree."

Participants experience team exercises and presentations, field trips and opportunities to meet UH students (which may include previous EXPLORE participants), Bauer alumni and Houston business leaders.

Led by Wolff Center for Entrepreneurship Director of Mentoring Programs Dave Cook, the entrepreneurship cohort, for example, might start with lunch at BB's Cafe (a Cajun restaurant started by Bauer alumnus Brooks Bassler), tour a potato processing plant and visit a couple of business incubators.

"The students get to see other people who have that entrepreneurial spirit," Williams says. "And what they are doing and how sometimes a business is started with two chairs and a desk."

"From the student's point of view, it is an opportunity to really understand what it would be like to become an entrepreneur," says Cook, who has taught in the EXPLORE program since its inception and looks forward to it every summer. "It also gives each student the opportunity to be part of a four- or five-person team and contribute to developing an idea, doing research, understanding financials, being part of a business-plan competition and creating presentations in front of their friends, family and stakeholders."

And that's just the entrepreneurship group.

The sales students must come up with their own marketing plans. Site visits included Verizon and Mattress Firm. The Energy & Sustainability group, led by Professors Radha Radhakrishnan and Arunachalam Narayanan, studies and evaluates various traditional oil and gas alternative energy sources. Off campus, they visit energy companies like Targa Resources, and even venture down to Galveston to tour an oil rig-turned-museum.

"It helps the participants to hear from people working in the industry about what they do, how they got there and what they enjoy about their jobs," Radhakrishnan says. "This should certainly provide food for thought as they think about different careers."

While Bauer leaders would be delighted if the institutes inspire students to return to seek a degree at Bauer, that's really not the point.

"This camp will remain a positive that everyone at Bauer College believes is a value to society in general and these kids in particular," Cook says.

“
We try to give participants a college experience and chance to explore industries so they can make more informed decisions.”

”
JOYCE WILLIAMS,
PROGRAM DIRECTOR



HEAD OF EXECUTIVE ED

AFTER CAREER AT NATION'S TOP NEWSPAPERS, MARKETING EXPERT TAPPED TO RESHAPE PROGRAM

By Wendell Brock



GARY RANDAZZO BELIEVES EXECUTIVE EDUCATION'S NEW OPEN ENROLLMENT AND COMPREHENSIVE LEADERSHIP PROGRAMS WILL ULTIMATELY ATTRACT MORE CLIENTS SEEKING CUSTOMIZED TRAINING.

How is the Executive Education program changing?

By the time Gary Randazzo left the newspaper business in 2007, he had assembled a résumé that would be impressive by any standards.

He'd held top executive positions at the Houston Chronicle, started his own marketing and management consulting firm, and retired as the San Francisco Chronicle's executive vice president and general manager.

But he wasn't finished. He wrote two books, one of which led to an offer to teach MBA students at the Bauer College. Just recently, Dean Latha Ramchand recruited Randazzo to lead the college's Executive Education Program.

Now, the Corpus Christi native who holds a marketing degree from the University of Texas and an MBA from Texas A&M University-Corpus Christi is charged with overseeing Executive Education as it grows its original, client-driven Custom Program into flexible Comprehensive Leadership and Open Enrollment options.

Here are excerpts from a recent conversation with Randazzo:

What do you teach at Bauer?

A: I currently teach the MBA consulting lab. We work with real companies on addressing real problems. We've had a mix of global companies and small companies. The good news is I get to choose the students. They apply for it, so I generally get some of the very best students to work on these teams.

A: Until recently, it was primarily custom programs. A company would come in and say, 'Hey, I need these groups trained, and this is the kind of material I think we need to cover.' And our faculty would develop the classes with the company's management team. That program is still in place, and we plan to continue to develop custom executive education for clients.

And what's new?

A: What was not in place before is something that most other universities do offer — Open Enrollment and Comprehensive Leadership programs. With Open Enrollment, there are classes in all business disciplines. People can pick and choose.

Comprehensive Leadership is a focus on a particular business discipline and may take a longer period of time to complete. For example, our digital marketing certificate covers five classes. Each of those classes are three to five days each. So over a period of, say, six months, a student in that program will cover search engine optimization, search engine advertising, content marketing, social media and web analytics. You get a certificate for each one, but you also get a kind of umbrella certificate in digital marketing.

What does the college hope to achieve with these expanded offerings?

A: Dean Ramchand's vision — and I think she's spot on — is for Bauer College to be seen

among executives as the go-to resource in Houston for ongoing training for themselves and their workforce. We are looking to be the resource for executives and their managers to get training to stay ahead in the business world. We want to grow our reputation among this group by getting them to interface with faculty and go through some classes, enhancing our stature in the marketplace

How's it going so far?

A: My biggest challenge initially was getting the word out. We've come up with a strategy for doing that, and I think we've got a good chance to succeed. The challenge is that there are a whole lot of executive education programs around, and they are all good. What we have got to be able to do is separate ourselves in some fashion, make sure we are viewed as being top tier and not get involved in a price-discounting program. So, it's a dicey deal, but I think we've got a strategy that addresses all this.

Will the program be profitable?

A: Yes. Bauer would like to have a larger scholarship fund for deserving students. There are a lot of big-name universities out there, frankly, that have lower average undergraduate tuition, simply because they have so many scholarships. Particularly in Houston, this is a great market, this is a very diverse market, and we'd like to be able to offer a lot more scholarships. On the financial side, that's really what this program is supposed to do.

(AT RIGHT) PHOTOGRAPHY BY CHRISTOPHER GALLUZZO / NASDAQ, INC. © 2016 NASDAQ, INC.

(BELOW) AN ANNUAL EVENT DESIGNED TO ARM KIDS WITH THE KNOWLEDGE AND SELF-CONFIDENCE NEEDED TO SUCCEED BOTH PROFESSIONALLY AND PERSONALLY, LEMONADE DAY PAIRS CHILDREN WITH MENTORS IN ORDER TO SET UP A LEMONADE STAND FOR A DAY, GIVING THEM AN INSIDE LOOK ON HOW TO RUN A BUSINESS.



“

Our primary focus is for our student body, but we also want to reach out to our community through our financial literacy initiatives.

”

JOHN LOPEZ

CLINICAL ASSISTANT PROFESSOR, FINANCE

AN INVESTMENT IN THE COMMUNITY

BAUER PROGRAM FOR FINANCIAL LITERACY SPREADS MONEY MANAGEMENT SKILLS ACROSS HOUSTON

By Priscilla Aceves

In just three years, Bauer College has launched and grown a financial literacy initiative that has provided outreach to thousands of Houstonians, trained nearly 3,000 business students and gained national recognition.

Established in 2013, the college's Program for Financial Literacy educates the University of Houston and surrounding community about all facets of personal finances, including how to pay off student loans, build credit history and save for the future.

There is an urgency to providing this kind of programming to the community, specifically an audience enrolled in or preparing for college, according to Associate Dean Frank Kelley, who helped to build the program.

“There is about \$1.2 trillion outstanding in student loan debt in the United States,” Kelley said. “One of the main reasons students don't graduate on time is because they're working to pay their way through college.”

Through the program, undergraduate finance students can enroll in a Certified Financial Planning (CFP) track and complete six courses that are approved by the CFP Board of Standards — meaning that students who complete the track will have met all the coursework requirements for certification upon graduation.

“The fact that our program is a CFP board certified program really is a big win for our students because it's a curriculum-based program,” Lopez said. “If they were not able to get a CFP board certified program at Bauer College during their undergraduate studies, they would have to go somewhere else to do it and probably pay about \$5,000.”

Students enrolled in the program also have the opportunity to share their knowledge across campus. Throughout the semester, students host workshops for organizations around the university that address the financial issues college students face.

Faculty in the program also reach out to the UH population through classes offered to all students. The courses aim to provide a basic understanding of financial issues, including how to manage credit scores and the basics of a 401(k).

“We have developed a curriculum that we offer to all UH students, not just those pursuing business degrees,” said Clinical Assistant Professor John Lopez, who teaches in the program.

Pioneered by Dean Latha Ramchand's initiative to extend financial literacy beyond the campus community, the program also seeks to make a difference for Houstonians by offering financial literacy workshops in low-income schools and partnering with local area nonprofits.

“Our primary focus is for our student body,” Lopez said. “But we also want to reach out to our community for financial literacy — specifically, students who are in high school, or even middle school students.”

Joyce Williams, undergraduate program director who oversees community outreach, added: “As someone put it, we are teaching the community how to fish. We are providing them with the information and resources they'll need to plan and work toward their financial goals.”

One of the program's major initiatives for community outreach is an annual on-campus financial symposium, which is open to the public and offers daylong programming on a range of financial topics.

The program was recognized on a national scale earlier this year, when TD Ameritrade awarded the college \$50,000 through its NextGen Grant — the only award given by the organization this year to an established financial literacy program.

Even with all of the work already being done through the established program, the college sees the opportunity to do more, Kelley said.

“Through the grant, we're going to expand our outreach as a college,” he added.

The grant funding, Kelley said, will be used to increase the amount of financial workshops for students, hire additional staff and sponsor the annual Bauer Financial Symposium, slated in 2017 for April 8.



PRACTICES THAT PAY

BAUER COLLEGE HIGHLIGHTS CHANGING WORKFORCE NEEDS IN PANEL DISCUSSION

By Jessica Navarro

Although family-friendly policies are generally viewed favorably in corporate America, the rhetoric often doesn't match the reality.

"When we look at the numbers of family-friendly policies, a lot of organizations just don't have very many of them," Bauer College Professor Steve Werner said. "There are general policies, like being able to bring your child to work in an emergency, that only one in four companies have."

Academic research, he added, shows that of the approximately 60 policies identified as family-friendly, there are three that about half of companies have in place — telecommuting, flextime and a paid leave bank.

Werner shared those statistics at an on-campus "Practices That Pay" panel event this summer, presented by Bauer College's Working Families Initiative. In addition to Werner, the group included representation from industry, with Texas Children's Hospital Vice President Diane Scardino serving as moderator along with Winston & Strawn LLP Chicago managing partner Linda Coberly, KPMG managing partner Tandra Jackson and Shell Oil Company Equal Opportunity and U.S. Diversity & Inclusion manager Joanna Nolte rounding out the panel.

Led by Bauer College Board member and alumna Elizabeth Killinger, who is president of NRG Retail and Reliant, the Working Families Initiative includes faculty, staff and business leaders. Killinger provided opening remarks at the event.

"The objective for today is that we all walk away a little wiser and a little more educated on what it looks like to be in a family-friendly culture, thriving in both the workplace and our families," she said.

Scardino moderated by posing three questions to panelists and opening the discussion to audience questions. The event also featured two large screens displaying the online conversation on Twitter, with the hashtag #PracticesThatPay.

A Family-Friendly Culture

Scardino's first question focused on the panelists' perspectives on what makes a family-friendly culture and how business leaders and professionals can model that behavior.

"It starts with a culture that values diversity and inclusion," Nolte said. "Each person is unique. We define inclusion as creating the type of environment where all differences are valued and respected, and that's our baseline."

She added: "Leaders should be sensitive to the needs of others and not make assumptions about what people need. They need to be flexible and adaptive, listening to your issues and coming back with solutions."

Jackson agreed, emphasizing the importance of leadership by example, especially when it comes to establishing an organization's family-friendly culture.

"You have to have that tone at the top," she said. "Your organization has to have that flexibility that is inherent to really drive and set the stage for that type of culture."

Coberly noted that family-friendly policies can't be one-size-fits-all, adding that in most law firms, staff have different circumstances than the lawyers employed there.

She said: "Those two populations have very different issues. For our staff, it's not work that lends itself to very flexible work arrangements because it's a service role supporting a law practice. And for our lawyer population, we're working against a culture of high performance that involves billable hours, which adds a lot of complexity. What we can do, though, is convey that our firm sees its investment in professionals as a long-term proposition, and we understand that people go through phases in their careers, and there are periods in your life when you need to step back a little and attend to needs at home."

"It's about making sure both leaders and employees are respectful of the fact that we all have lives outside of work. Whether it's raising children, taking care of aging parents or pursuing your interests and passions within the community, all of this makes for a whole, healthy employee."

PRACTICES THAT PAY PANELIST
TANDRA JACKSON,
KPMG MANAGING PARTNER



MODERATOR DIANE SCARDINO, VICE PRESIDENT OF TEXAS CHILDREN'S HOSPITAL, POSED QUESTIONS ABOUT FAMILY-FRIENDLY POLICIES TO THE PANEL, WHICH INCLUDED, FROM LEFT, PROFESSOR STEVE WERNER, SHELL OIL COMPANY MANAGER JOANNA NOLTE, KPMG MANAGING PARTNER TANDRA JACKSON AND WINSTON & STRAWN MANAGING PARTNER LINDA COBERLY.

Although their responses reflected their experiences working in different industries, the panelists agreed that one commonality is required to develop a family-friendly workplace — respect across organizations.

Werner said: “For most people, their relationship to management is their first immediate supervisor. So, even if top management is very supportive, if the immediate supervisor is negative toward using these policies, you don’t have a family-friendly culture. The other thing that affects the culture is coworker support. Being derided for using these policies also can make an employee feel that they don’t have a family-friendly culture (in the organization).”

“It’s about making sure both leaders and employees are respectful of the fact that we all have lives outside of work,” Jackson said. “Whether it’s raising children, taking care of aging parents or pursuing your interests and passions within the community, all of this makes for a whole, healthy employee.”

Technological advances are helping to support organizations in being more flexible with how employees work, she added.

“There are lots of different ways now to accomplish outcomes,” Jackson said. “How you do it and where you do it may not always be the most important thing.”

Responding to Changing Needs

Coberly, Jackson and Nolte shared what their respective organizations have done to respond to the changing workforce.

“There are certain kinds of policies you just have to have,” Coberly said. “A family-leave policy communicates an acceptance that people go through different phases in their lives. We also offer coaching to people returning from leave that is complimentary and paid for by the firm. We have a backup childcare arrangement with a local organization, and we have a pretty robust employee assistance program as well.”

Winston & Strawn recently removed gender-based distinctions from its parental leave policy for lawyers, she said. The old policy offered 18 paid weeks for maternity or “primary caregiver” leave and 10 paid weeks for “secondary caregiver” leave, while the new policy offers up to 20 paid weeks of leave without distinction.



“This concept of distinguishing between primary and secondary caregiver doesn’t make any sense in a two-career family,” Coberly said. “You divide it up however you divide it up. In some cases, my husband is a primary caregiver, and in other things, I am the primary.”

At Shell, Nolte said, employees can work a 9/80 schedule, meaning that they work 80 hours over nine days, instead of the traditional 10, or use flextime to structure their workdays around family obligations.

“People can start their day as early as 6 a.m. and finish much sooner to be home at a certain time with their children,” she said. “We offer a compressed workweek, temporary dependent care leaves, telecommuting, many kinds of personal leave and job-sharing. We also allow employees to purchase vacation, so if you start with Shell and don’t have much vacation (accrued) from your experience, you can buy time you may need.”

The company also offers its employees wellness reimbursements, adoption assistance and backup care for children and adults, along with services like banks, drycleaners, workout facilities and daycares in some campuses, Nolte said.

Avoiding Pitfalls

Scardino also asked panelists about pitfalls in implementing these types of policies and what leaders should avoid.

“It’s a mistake (for leaders) to think these policies shouldn’t evolve or change,” Nolte said. “Don’t think of these things as static. You’ve got to keep in touch with the needs of your workforce, with what’s happening externally and what the best practices are.”

Jackson echoed the idea that developing a family-friendly workplace isn’t a “one-and-done effort.”

“It is a continuous journey,” she said. “At KPMG, we’ve been on this journey for many years, being an employer of choice and engaging our team. We have senior leadership, our management committee and our board at the top, saying this is important.”

She added: “Then, it has to continuously cascade down to our partners and move down the chain. It takes continuous repetition that this is important, this is what we’re about, and this is the kind of culture we have.”

Ongoing evaluation of the effectiveness of these policies is also important, Nolte added.

“What gets measured, gets done,” she said. “There’s a lot of measurement, particularly early on (in implementing family-friendly policies), to make sure you have the right behaviors in a particular business unit or function. We look at things like, are our employees taking time off or are people not using their personal time?”

The panel discussion marks the first event for Bauer College’s Working Families Initiative, established in 2015 after Dean Latha Ramchand represented the college as a signatory to a set of best practices originally created by a workgroup of the Council of Economic Advisors in Washington, D.C., and adopted by the Association to Advance Collegiate Schools of Business (AACSB).

“We want you to be engaged in this conversation,” Ramchand told the audience. “Take this message outside this room. This is just the beginning — our real goal is what comes next.”

“
This is just the beginning — our real goal is what comes next.”

LATHA RAMCHAND,
BAUER COLLEGE
DEAN



“I credit the Bauer MBA with getting me where I am today, in the sense that it taught me to think differently.”

HELPING DOCTORS HELP KIDS

FROM TEXAS TO CALIFORNIA, BAUER MBA ALUMNA MAKES MARK AS RESEARCH ADMINISTRATOR

By Wendell Brock

Jodi Ogden (MBA '08) never really went to college until she enrolled in the Executive MBA program at Bauer College.

Sure, she earned a bachelor's degree. But it was a piecemeal approach that spanned 11 years and many evening and online courses, so she never got to nurture relationships or make a connection with a campus.

All that changed when Ogden — who had built a solid career as a medical research administrator but felt she needed a master's degree to be taken seriously — arrived at Bauer.

“My MBA experience is the best educational experience of my lifetime,” says Ogden, a polished, whip-smart executive who discovered a passion for research administration 24 years ago and has worked at academic medical centers and hospitals, as a staff member or consultant, ever since.

Last year, after nearly a decade at The University of Texas Health Science Center at Houston (UTHealth), Ogden moved across the country to become the inaugural vice president of research administration at The Saban Research Institute (TSRI) at Children's Hospital Los Angeles (CHLA).

As a top administrator at one of the largest and most productive pediatric research centers in the country, Ogden's task is to support the researchers so they can focus on science and healing.

“We treat the toughest pediatric cases in the state of California,” she says. “My role is to make the lives of our scientists and clinicians easier, so they can spend their time caring for patients or in their labs doing research.”

By the time Ogden left UTHealth, she had worked her way up to associate vice president

of Sponsored Projects Administration. In 2013, she received the UTHealth President's Leadership Award, which recognizes leaders for exceptional service, compassion and ethical standards.

Today at TSRI, Ogden manages an annual budget of approximately \$22 million, and though her new organization is smaller than UTHealth, “my sphere of influence and my responsibility is much greater,” she says.

But Ogden, who was born in Grand Prairie, Texas, and grew up in Galveston County, will be the first to tell you that her career path has been unusual. She didn't go straight through college immediately after high school. Instead, she worked and went to night school.

In 1992, when she was about 25, she took a job as coordinator of the Institutional Animal Care and Use Committee at The University of Texas Medical Branch in Galveston. At first, she was “freaked out” about working at a place that did animal research. She credits her dad, a long-time Shriner, with educating her on the importance of animal research and with exposing her to children's health care in the first place.

“We spent many days, including Christmas morning, at Shriners Hospitals for Children in Galveston,” Ogden says.

Later on, even after amassing a wealth of experience, she was told that she wouldn't be promoted because she didn't have a college degree.

“That really lit the fire,” Ogden says.

She was working as a consultant at the time, and she recalls spending the next year holed up in a Pittsburgh Marriott, finishing her online degree from the University of

Phoenix. She earned a bachelor of science degree in business and management in 2001, at age 30.

When she enrolled in Bauer's EMBA program in 2007, she finally found the support system she'd been missing. She built relationships that continue to this day. She discovered mentoring. And she learned, via her coursework, how to solve problems and navigate corporate politics. She “hated” statistics, but she sure learned a lot about the process of business or organizations.

“I credit the Bauer MBA with getting me where I am today in the sense that it taught me to think differently,” Ogden says.

Even though she's in California, she continues to mentor colleagues back home in Texas.

“One of my skills that I am really good at, especially with women,” she says, “is getting them on the path to a good career.”

She adds: “I just basically tell them my story and say: ‘Well, you are not going to be as successful as you want to be without that degree.’”

When they graduate and move on to better jobs, she is proud, happy, fulfilled.

Whether helping researchers help children or helping women empower themselves, for Ogden, it comes from the same place — a commitment to serve.



CHILD'S PLAY

MARKETING ALUMNA LAUNCHES CURATED BOX FOR EARLY CHILDHOOD EDUCATION

By Jessica Navarro

Becoming a parent can be overwhelming.

Gadgets and gizmos line the shelves of every warehouse store, begging first-time moms and dads to buy this or that to ensure a happy, healthy baby.

Friends, family members, that stranger in the grocery store — everyone seems to have an opinion on what your child should be doing (and when).

Books and blogs outline the typical trajectory for a developing newborn, infant and toddler, from the average age of the first reciprocal smile to targets for learning to walk and talk.

Bauer College marketing alumna Sania Jamil has decided to save parents from the stress and guesswork. She recently launched Bumble Brain Box, a company that provides a monthly curated subscription

box for children up to three years old, aimed to teach parents how to play with their child to target specific areas of brain development.

When Jamil makes recommendations to parents, she speaks from a background of experience and research. She grew up with parents who owned preschools, immersed in the world of early childhood education, and entered the family business as soon as she graduated from college in 2013.

"Nothing is more important than the first five years of a person's life," she said. "In fact, research shows that about 90 percent of brain development happens by age 5, and as a self-development enthusiast, that is powerful. The fact that if I can help someone in their first five years, which will shape them for life, is something that drives me to do the best I can every single day for my customers."

Jamil's customers seem to appreciate her passion for the idea behind Bumble Brain Box. After opening sales on Mother's Day this year, the company sold out of boxes in its second and third month.

As the business grows, Jamil said, so will the number of children benefiting from its mission. She plans to donate a percentage of profits to fund mission trips to support early childhood education in developing countries.

"I am not driven by money," she said. "I am driven by the need to succeed, leaving a legacy and helping others, which is my 'why.' Beyond that, I didn't want to simply write a check to charity. I want to put in my time and sweat into helping develop early childhood education centers in other countries. I want to create an impact."

Jamil is also making an impact locally in her family's preschool business as a franchisee for Kids 'R' Kids. She owns and operates three preschools in Katy, TX, where she initially got the idea for Bumble Brain Box. She also helped her family launch the Kids 'R' Kids franchise in China.

“

The fact that I can help someone in their first five years, which will shape them for life, is something that drives me to do the best I can every single day for my customers.

”

In addition, she spends time developing others through an online blog called @howgr8pplthink, where she chronicles her small business and startup journey, and as a contributor to The Huffington Post.

Through @howgr8pplthink and the blog for Bumble Brain Box, Jamil shares her insights online with over 20,000 followers.

"I also manage almost 150 staff members, and I find myself pulled in every direction constantly," she said. "It's hard to stay organized and on track. I create a to-do list only to have a million other things arise, which is a common characteristic of entrepreneurial life, but I absolutely love and embrace the madness. I wouldn't have it any other way."

Jamil prepared for success as an entrepreneur through Bauer College's undergraduate program, where she received a certification from the Wolff Center for Entrepreneurship program, completed the Program for Excellence in Selling and was a Bauer Honors student.

WHAT'S IN A BOX?

"I wouldn't have the confidence to call myself a salesperson without the training I received at Bauer," she said. "It is vital to who I am and my company's success. When I go to an expo, I tend to close one in every three or four people that stop by my booth, while other booths are just tied up in giving out prizes and freebies. I'm not focused on handing out freebies. I'm focused on my customers signing up on the spot, and that hunger and power to close — that is a byproduct of my education at Bauer."

Jamil also credits the team she works alongside at Bumble Brain Box for the company's early success. Her husband, Nausherwan Khiljee, is chief operations officer, and Dr. Kristy Spath serves as chief research and design consultant.

"I'm over all of our marketing and sales, and (Khiljee) is over all service," she said. "It's such a blessing having him on the team because his strengths compensate for my weaknesses. (Spath) helps with the creation of each activity we offer, along with online content creation for our blogs and social media and launching the Bumble Brain Class, which we host in several preschools around Houston and may eventually offer at various preschools around the country."

Just three years after completing her undergraduate education, Jamil is poised to impact the lives of children across the globe through her business. Success, she said, has as much to do with someone's own drive as it does with their ability to connect with others.

"Create relationships everywhere you go," Jamil added. "It really is true — it's not what you know. It's who you know. If you're still in college, spend every extra hour you have cultivating your network to reflect where you want to be in 10 years."

EACH MONTH, SUBSCRIBERS TO BUMBLE BRAIN BOX RECEIVE A CURATED PACKAGE OF ITEMS DESIGNED TO SUPPORT PARENTS IN TARGETING SPECIFIC AREAS OF BRAIN DEVELOPMENT WITH THEIR BABY OR TODDLER THROUGH PLAY. EVERY BOX INCLUDES:

- 1 5 ACTIVITY CARDS (TARGETING SOCIAL, EMOTIONAL, PHYSICAL, COGNITIVE AND AUDITORY DEVELOPMENT)
- 2 5 ITEMS DESIGNED FOR EACH ACTIVITY
- 3 A BOOK DESCRIBING THE SCIENCE BEHIND EACH ACTIVITY
- 4 UNLIMITED EMAIL ACCESS TO EXPERTS IN EDUCATION, PSYCHOLOGY, MEDICINE, NUTRITION AND DENTISTRY
- 5 AGE SPECIFIC ASSESSMENTS



COMMUNITY CONNECTION

BAUER COLLEGE BOARD MEMBER FOCUSES ON ENGAGEMENT

By Jessica Navarro

If you ask Milton Frankfort to describe Bauer College, he'll put it simply.

"This is where business education meets business reality."

Frankfort, co-chairman at Frankfort Lipp Capital Advisors, LLC, earned a BBA in accounting from the University of Houston in 1967, several decades before Charles T. "Ted" Bauer's \$40 million gift to name Bauer College.

He's stayed involved with the college through service on the Accounting Advisory Board and the Bauer College Board, along with giving back through scholarships, mentoring and recruiting Bauer students. He earned the Distinguished Alumni Award from the Accounting Advisory Board in 2007.

Shortly after his undergraduate studies, Frankfort pursued a doctor of law degree from South Texas College of Law, graduating in 1971. He co-founded Mann Frankfort Stein & Lipp in 1971. The firm later became UHY Advisors, the fifth largest accounting firm in Houston. Upon the acquisition of UHY Advisors-Texas by BDO in late 2014, Frankfort retired from the firm after a 44-year career. He and his partner Arnold Lipp continued their business consulting and advisory practice with Frankfort Lipp Capital Advisors, LLC, working with owners and decision-makers of middle market businesses to grow and transition through the phases of startup, growth and expansion, and succession/transition. Their industry concentration includes real estate, manufacturing and distribution, healthcare, food manufacturing and distribution, law firms and other professional practices.

As a native Houstonian and an active member of the greater Houston community, Frankfort says that by supporting Bauer, he's helping to sustain the city and university that gave him his start. We spoke to him recently to learn more about why he gives back.

Tell us about your experience serving on the Bauer College Board and what your role entails.

A: Board members serve in two capacities. First, it's our responsibility to connect with the community. I'm the Bauer spokesman, if you will, among my friends, colleagues and business associates. Additionally, we offer thought leadership and planning ideas to the dean for her consideration. We try to constantly work on improvement and find best practices for the continued development of Bauer College.

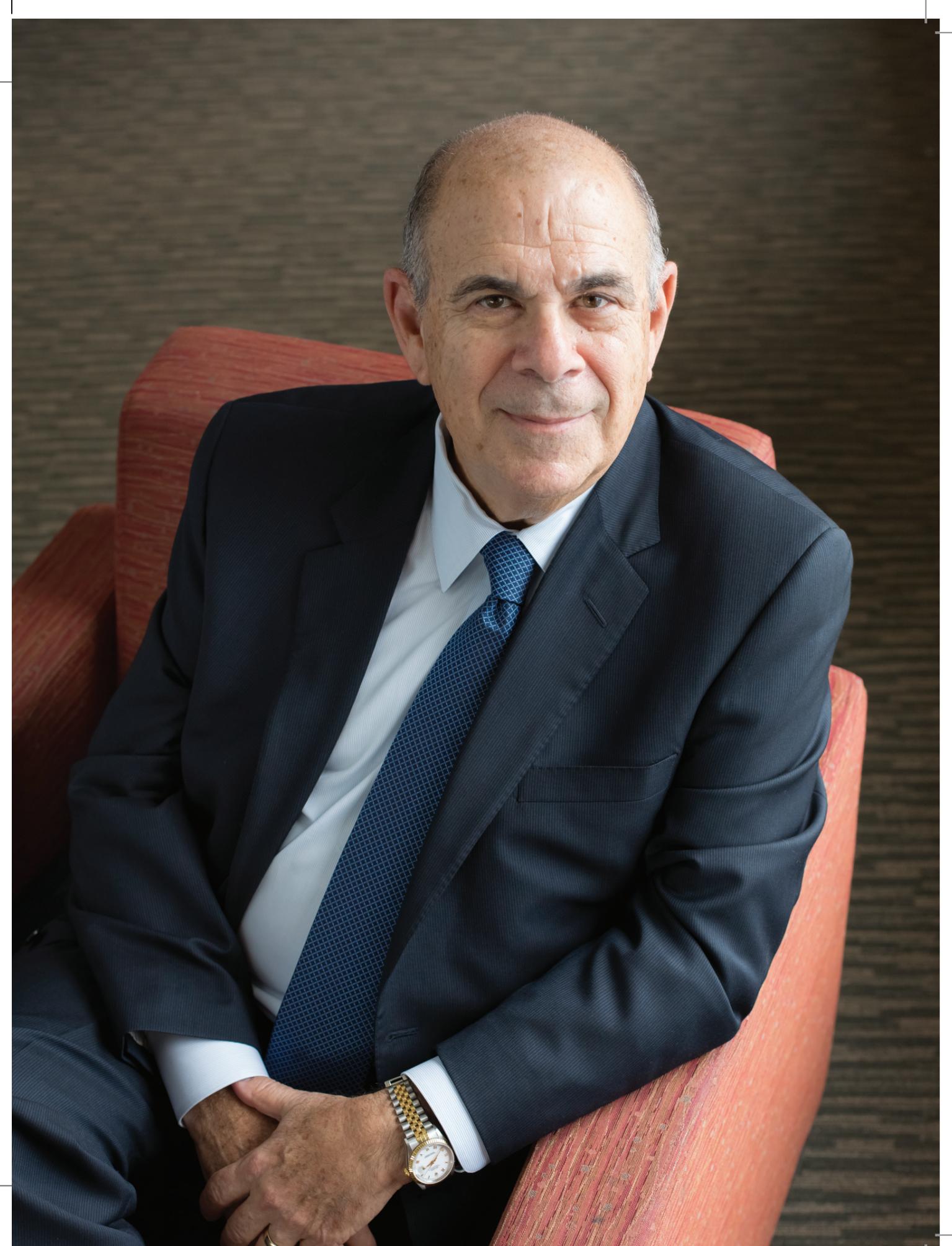
Tell us more about why community service is so important to you.

A: Community service is important to me because it feels good. It's an honor and a responsibility to give back any resources we can. The city of Houston and Bauer College wouldn't be where we are today without the volunteer service of so many people who came before us. If you think about how much better humanity would be if everyone who could give back did give back, we'd be even better.

Tell us more about your experience as a student and now proud alumnus of the college.

A: Life at the University of Houston in the late 1960s was a lot different than it is today. Back then, this was a no-frills, no-thrills university. Many of the students had jobs, worked before school, had night jobs and were doing whatever they could do to stay in school, as I was. I got a solid, basic business and accounting education. I worked very hard during the day on that. In the afternoon, there used to be a meatpacking plant across the street on Calhoun, and I worked as a bookkeeper there. That's how I was able to attend UH.

Coming back to the campus as an alumnus is an eye-opener. Today, we have so many different things happening here — it's just a different place. We're living in a small city here in the Bauer College (with its





↙
 MILTON FRANKFORT ('67)
 USED HIS BAUER DEGREE
 TO BUILD ONE OF
 HOUSTON'S LARGEST
 ACCOUNTING FIRMS
 AND NOW SERVES ON
 THE BAUER COLLEGE
 BOARD, LEADING THE
 SUBCOMMITTEE ON
 COMMUNITY AND
 ALUMNI ENGAGEMENT.

three buildings on campus), where all my classes in the '60s were in one building. It's a dramatic change.

How did you apply what you learned as a business student to your professional career?

A: My education helped me pass my CPA exam and, along with other talented people, played a key role in taking what was a two-man accounting firm and grow it into the fifth largest accounting firm in Houston. That all started right here at this university.

What kind of transformation have you seen at Bauer College and on campus in the last five to 10 years?

A: There has been a major transformational shift in the last several years. Before that, through wonderful generosity, Ted Bauer put the college on the map (with his gift of \$40 million to name the school). We added to the already tremendous faculty and today have world-class faculty and other resources.

In recent years, just thinking of a few things, through Melvyn and Cyvia Wolff's generosity, we really propelled the entrepreneurship program at Bauer, which ranks in the top in the nation today.

We also recently started a real estate program here. We have real estate development and activity going around all over the Gulf Coast. What better place for a real estate program than right here at Bauer College?

Earlier this year, Stephen Stagner endowed our Sales Excellence Institute. We always say in business that nothing happens until the sale is made, and now, we're teaching the profession of selling. That produced a major transformational change.

The business community today understands that Bauer College is a major resource to our city, and there's an excitement on campus because of all these changes.

Why do you think it's important for Houston to have a leading business school with a global focus?

A: Houston is the fourth largest city in the country, close to being the third largest. We have the second largest port in the country right here in Houston. Business starts in Houston. We are a major commercial center and a major metropolitan area. We know that a majority of the graduates from Bauer College stay here in Houston, so what better reason to reinvest and develop the college to its maximum potential? It's good for the city. We're improving the city of Houston when we improve Bauer College.

You're leading the Bauer College Board subcommittee focused on community and alumni engagement. What are your plans for this initiative?

A: When someone graduates from the university, they go get a job, maybe go to graduate school or spend more time with their family — their lives change a little bit. We believe it's substantially important to maintain a connection with those alumni so they can understand the changes happening here within the college. We want them to know about the programming and events we offer that would be of interest to them and give them an opportunity to meet and network with other business owners. We think our alumni have an understanding of the asset we have here and would be willing to give back to the university if they understand what the needs are.

One of my favorite things, serving on the board, is to invite business leaders I know who have been successful to come back to Bauer and be a guest lecturer or speak to a student group, perhaps act as a mentor. That's an advantage we didn't have many years ago in the 1960s.

How would you describe Bauer College to a friend or colleague who doesn't know much about the school?

A: I think Bauer is a very vibrant place. We have a world-class faculty with a diverse student body. We have business leaders coming here to teach. This is a place where business theory meets business reality.

You've been an active alumnus, from supporting scholarships to serving on the board and recruiting Bauer graduates. Why is that important to you?

A: It's all in an effort to continue to improve a beloved institution of mine. I got my start here. Without the university, I don't think I would have enjoyed the success that I've enjoyed, and it just personally feels good to be part of a team to nurture and grow Bauer College, which is a valuable asset for our community.

What do you see on the horizon for Bauer?

A: In the next five or 10 years, I would like Bauer College to be the college of choice for more and more very capable freshmen starting their university experience. That's a goal that we will likely achieve.

Secondly, I'm hopeful that business leaders will collaborate and work more with Bauer graduates — such that a Bauer graduate will be the standard by which they compare everyone else.

You took a business degree from the University of Houston and achieved great success. What advice would you give an incoming student?

A: You've got to work hard. The business courses can be challenging while providing a significant educational experience. I'd also take advantage of meeting the business leaders in our community who come to campus. Lifelong relationships are formed here. And, I would advise an incoming student to learn about each of the departments within the Bauer College. When I started, I was going to be a physician, and somehow, I found out what accountants and CPA's do, changed my major to accounting and never looked back.



The business community today understands that Bauer College is a major resource to our city.





FULL CIRCLE

PAULINA TOBON (BBA '13)
LAUNCHED LUCA LOVE
BRACELETS IN 2014, IN AN
EFFORT TO PROVIDE EMPLOYMENT
FOR COLOMBIAN WOMEN WHO
OTHERWISE STRUGGLE TO SUPPORT
THEMSELVES AND THEIR FAMILIES.

Story by Jessica Navarro • Photos by Nicki Evans



BAUER ALUMNA LEADS JEWELRY COMPANY WITH A GLOBAL FOCUS

As a little girl, Paulina Tobon played in Colombian fields with children of local farmers. Her uncle was a rancher, and Tobon would often visit with her sister Daniela, bringing American toys and technology to share with newfound friends.

Now, Tobon (BBA '13) extends that spirit of generosity to the same Colombian community through her business, Luca Love Bracelets, a company that sells unique handcrafted bracelets and accessories made by Colombian women who otherwise struggle to support themselves and their families. Each bracelet sold also helps to fund Luca Love's charity projects benefitting low-income families and individuals.

"We help create the opportunity of employment for women in need," she said. "We bring the materials to their homes because we want to make it as easy and accessible for them, so they don't have to spend money on transportation or look for babysitters in order to work."

Tobon started the company in 2014, shortly after graduating with a degree in management information systems.

"I remember thinking, 'What am I going to do? This is it — the moment I've been waiting for,'" she said. "I'm graduating and supposed to become the person of my dreams, and I didn't know what I was going to do. I felt like I was supposed to do something else, to take another route."

In an effort to find focus, Tobon took a trip to Colombia with her mother, Marleny.

"I wanted to find my roots and really just be," she said. "We loved going to the markets and buying all the knick-knacks and bracelets."

She brought several bracelets home to give to coworkers as souvenirs, quickly realizing that the handmade jewelry was becoming a fashion staple among her friends.

"Everyone wanted more, and that's when my brain started going," Tobon said. "I thought, let's have women make these bracelets and create an opportunity for employment. Let's find women who are really trying to get ahead in life and support their families but have struggled. Let's be the ones to give them a chance."

She went back to Colombia with her mother, this time with a specific mission.

"We went to a little macramé class back at the market where they were selling the beads," she said. "We started threading, learning — our first bracelets were not that great. But it was fun, and it was a project that I was getting to do with my mom, and there was a meaning behind it."

Much of the meaning behind what would become Luca Love Bracelets came from Tobon's uncle, Luis Carlos, she added.

"My uncle didn't have a wife or kids, but he always acted like a father figure to us," she said. "He really instilled in us the importance of helping others and giving back. He worked in a rural area and was always giving people an opportunity of employment to work in the fields, or he'd give out extra milk or vegetables that were left over. He was always showing us to give without expecting anything in return. God would take care of us."

That idea was reinforced for Tobon during her time as a Bauer student, when she had the opportunity to study abroad and gain a global perspective for giving back through a trip focused on the concept of microfinance and helping others through business.

"It was life changing," she said. "We went to Malaysia, Singapore, Cambodia and Vietnam, and we essentially gave loans to people in need at 0 percent interest. We were giving them an opportunity to get ahead, and I fell in love with the concept, thinking I'd love to do something like this back home, in Colombia."

Tobon didn't immediately pursue the idea, but the passion for social entrepreneurship stayed in the back of her mind as she navigated her life post-graduation.

"It's funny because at the time, I thought I had failed," she said. "I had no idea what I was doing, and it was hard to figure out where I was going. I think a lot of students might feel the same way — but feeling lost is OK."

The turning point, she added, was realizing that she could connect her undergraduate business education with her childhood memories and service mindset.

"You end up using everything as a learning experience and follow your passion and love," Tobon said. "That's what will keep you going forward. That's what matters most. Money will come. Success will come. If you're happy, everything will fall into place. Those are all lessons that life is trying to teach you."

Tobon has also established a charity arm of Luca Love, donating a percentage of proceeds from each sale to a range of causes, including medical bills for children with cancer and allowing a group of elderly Colombians to see the ocean for the first time.

"I feel like these people have helped me more than I've helped them, to be honest," she said, adding that she recently partnered with a rural Colombian education center and will be donating to help them build an afterschool program in the next year.

Luca Love Bracelets is also quickly growing its customer base, with a dedicated social media following managed by her sister. It remains a family business, with Tobon at the helm and her mother stationed in Colombia, sourcing the materials and working with the team of women who create each piece.

"Luca Love bracelets are very unique," Tobon said. "We put a lot of love and a lot of heart into each of them. It's not just another ordinary bracelet. Whenever you get one, you're going to feel something different — this means something; you're giving someone an opportunity."

"Follow your passion. That's what will keep you going forward. That's what matters most. Money will come. Success will come. If you're happy, everything will fall into place."

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HANDCRAFTED IN COLOMBIA, LUCA LOVE BRACELETS USE MATERIALS FROM LOCAL MARKETS AND PROVIDE A STEADY INCOME TO LOCAL WOMEN. PHOTOGRAPHED HERE ARE SOME OF FOUNDER PAULINA TOBON'S FAVORITES.



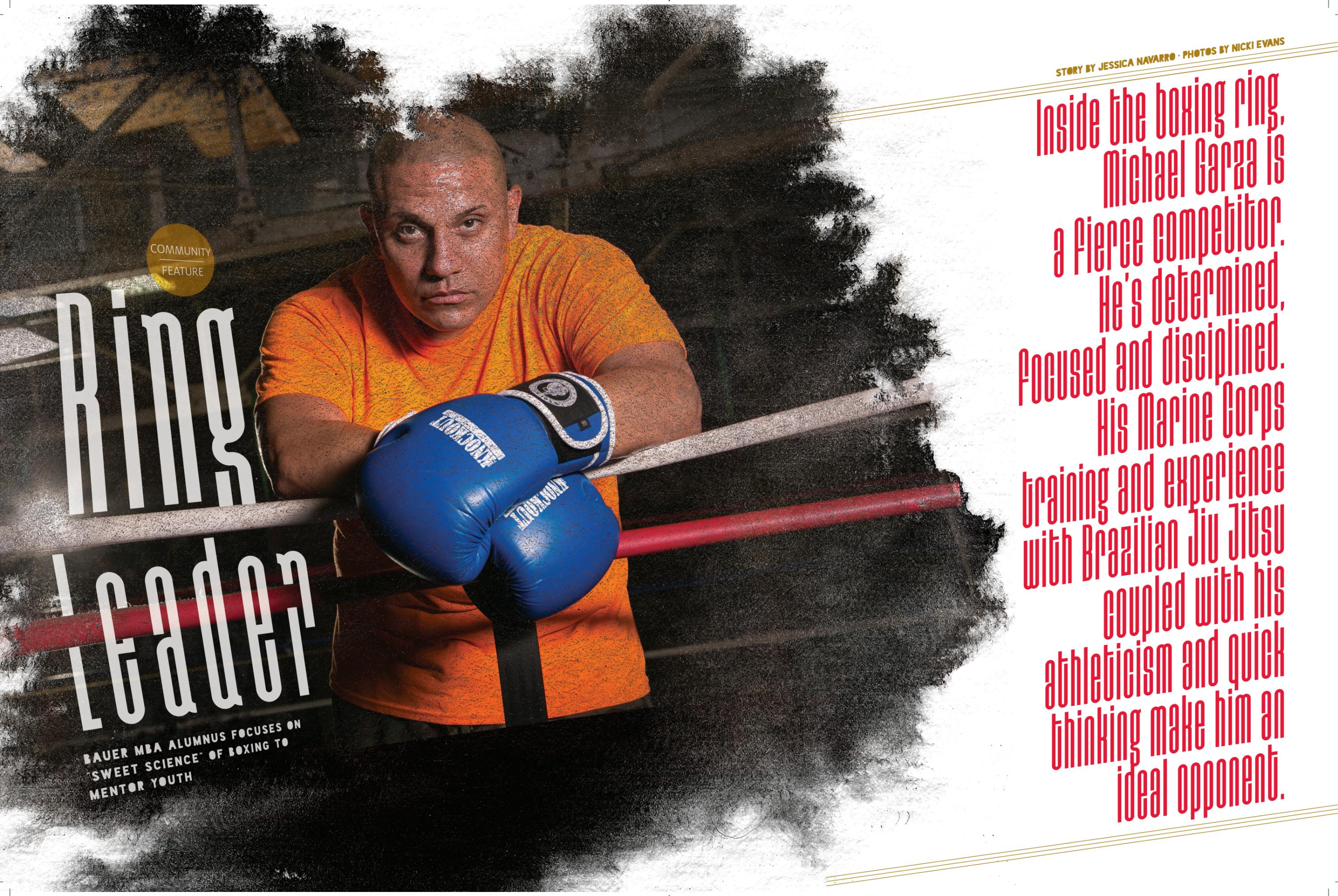
STORY BY JESSICA NAVARRO • PHOTOS BY NICKI EVANS

COMMUNITY
FEATURE

Ring Leader

BAUER MBA ALUMNUS FOCUSES ON
"SWEET SCIENCE" OF BOXING TO
MENTOR YOUTH

Inside the boxing ring, Michael Garza is a fierce competitor. He's determined, focused and disciplined. His Marine Corps training and experience with Brazilian Jiu Jitsu coupled with his athleticism and quick thinking make him an ideal opponent.



Outside the ring? Garza, who earned his Executive MBA from Bauer College in 2010, brings those qualities to his passion for community service and mentorship. Through The Knockout Factory, a gym he runs with his business partner Angel Herrera, and Rene Camacho, Garza provides a safe haven for children and families in Houston's East End.

"This is a place where the community can gather to have fun and exercise and learn from one another," he said. "We're more than just a boxing gym. We like to say that we're a family. We're here to inspire you to take the next step, whatever it may be — whether it's to move forward in your education or just to come in here to have fun and get away from whatever may be happening in your life."

The Knockout Factory provides an afterschool program through its nonprofit, The Knockout Factory Youth Leaders. There, students come to the gym to work with volunteers who provide help with homework and tutoring in STEM subjects.

"I'm a big fan of education," Garza said. "No one can take that away from you. We share the idea with the kids out here to stay in school and that school can take you wherever you want to go. You work out your mind, and then you come to the gym and work out your body."

This mission is personal for Garza, who grew up in the East End community that now surrounds The Knockout Factory.

"My parents had separated, and my dad lived down the street," he said. "I would come here on the weekends and spend a lot of time here."

As a child, Garza remembers finding comfort in the sense of community and family he felt in the neighborhood.

"My mom and my sisters would say I was a mischievous kid — always the loud kid, the leader, never holding my tongue," he said. "I got into

some fights growing up, but all of that taught me lessons in my life, and now I can share that upbringing back with the neighborhood."

Garza often sees himself when spending time with participants at The Knockout Factory's afterschool program.

"We have a lot of kids in this neighborhood who come from single parent homes, who have never had a father or grandfather in their life to serve as a role model," he said. "Some of the kids have had disruptive issues at school. Our program aims to mitigate that and do a lot of preventative maintenance. We work with the kids to make sure they're on track at school, and if we hear that one of our kids is acting up, we'll have the teacher call us so we can sit in their class. The students don't know who we're there for, but the kid will know. Sometimes it takes a village to raise a kid, and we like to consider ourselves that village."

In the gym, Garza and the team at The Knockout Factory teach students what he calls "the sweet science" of boxing — both sport and art, he said.

"Boxing is a lot like life," he added. "In the ring, you're going to get knocked down, and it's the exact same thing in life. It's about getting up and back into the game. You brush yourself off and get back into the fight."

When he shares this perspective with kids in the gym, he's speaking from experience. At 15, Garza became a parent and faced an uncertain future.

"I was a father at a young age," he said. "My daughter's 23 now, and I have another daughter in college and a 13-year-old. My wife and I have a four-year-old grandson as well. We want to leave a legacy — for my children and grandchild, for my business partner's children, for our neighborhood children. We want to be able to have an impact



**BAUER EXECUTIVE
MBA ALUMNUS MICHAEL
GARZA USES THE
PRINCIPLES OF BOXING TO
MENTOR CHILDREN WITH
THE KNOCKOUT FACTORY.
A GRASSROOTS NONPROFIT
ORGANIZATION AND GYM
IN HOUSTON'S EAST END.**

"In the ring, you're going to get knocked down, and it's the exact same thing in life. It's about getting up and back into the game. You brush yourself off and get back into the fight."

on our city and nation, to be able to get these kids at The Knockout Factory to places where no one really thought they could go."

Garza himself pushed through early challenges, serving eight years in the U.S. Marine Corps as a platoon squad leader, recruiter, supply chain representative and regimental administration chief before transitioning into a career in industry, working for several companies, including Shell Oil, Merrill Lynch and BP.

During his time at Shell, he decided to pursue a childhood dream to earn an MBA.

"As a kid, 7 or 8 years old, I remember hearing someone say they were going to get an MBA," Garza said. "I heard 'NBA' and asked my uncle what that was. He of course corrected me and told me it was a Master of Business Administration (degree). I said, 'That's what I want.'"

The program at Bauer College provided the perfect training to launch The Knockout Factory, he said.

"It was the best experience," Garza added. "I met a lot of good people, and it's similar to the Marine Corps, where you have this brotherhood and sisterhood. We stay connected."

The opportunity to network with classmates who were working in a range of different industries was invaluable, he said.

"We all had our little piece of what we brought to the team, and it gave the lessons real life meaning and understanding," Garza said.

Courses on contracts, sourcing, and marketing and advertising were immediately applicable in building The Knockout Factory and securing the East End location, he added.

"Having that business background, I was able to work with my business partner's idea and apply the principles of what I'd learned, and here we are today, one of the largest boxing gyms in Houston," Garza said. "Our goal is to build The Knockout Factory into a sanctuary where kids can have fun and grow at the same time, intellectually and physically."



The Journey to Give

Bauer alumnus Ralph Xavier Degala (BBA '12) lives and works in Los Angeles as a senior accountant for TOMS, but says he'll always have an affinity for Houston, his adopted hometown.

Alumnus Applies Bauer Education as Senior Accountant for TOMS Shoes

Story by Jessica Navarro • Photos by Nicki Evans

As a Bauer College student leader, Ralph Xavier Degala could often be heard repeating the adage, "Success is not a destination — it's a journey."

It was that philosophy that made Degala the perfect fit for the corporate culture at TOMS, where he now works as a senior accountant. The company sells shoes, eyewear, apparel and bags, with each purchase providing a "one-for-one" matching gift to someone in need.

"One of the greatest things I do in my role at TOMS is help keep track of the giving," Degala said. "I am directly involved in the month end close process and help in our financial statements. Our team makes sure that for every shoe purchased, one is given or set aside for a child (in need). This year, we've sold 5.9 million pairs in just the first half of the year, and we ensure there's money allocated to our giving partners for this purpose."

He joined the TOMS team earlier this year, relocating to the Los Angeles area to work in the Playa Vista corporate office. For Degala, it's an exciting time to work for the company, which melds the corporate culture of a startup, the goals of a nonprofit and the business of a for-profit.

"Our whole vision is to give back," he said. "Each shoe doesn't represent a shoe. It represents hope, the future and everything that goes along with our mission."

Degala earned a bachelor of business administration degree from Bauer in 2012, studying accounting after an initial plan to major in pre-pharmacy.

"I took my first financial accounting class and just got it," he said. "It hooked me in — I thought that if I can understand accounting, I can understand how businesses operate. It's exciting. You see the cash flow, you see the assets, and most importantly, you have the understanding of how a company makes money and what expenses are incurred."

Degala quickly embraced the life of a business student and took on a leadership role among his classmates by starting a student organization.

"In 2010, I cofounded the UH Asian Business Student Association," he said. "We wanted to give back to the community and make sure that we bettered ourselves. We were focused on three things — peer networking, public service and professional development. Those three pieces still stand in the organization today, and it's also very much in line with the mission at TOMS. It's about developing as an organization but always giving back."

During his time as a Bauer student, Degala prepared for his future career by strengthening his skillsets in collaboration, teambuilding and leadership.

"You have the chance to work with people of different cultures and backgrounds, just by walking the hallways and connecting in class," he said. "Bauer College was probably the most diverse setting I'll ever experience."

Born in Riyadh, Saudi Arabia, Degala moved to the Houston area with his family when he was 10.

"Being an international student gives you a lot of empathy," he said. "Moving to Houston was amazing. I met a lot of great people, and that's really when I developed the mindset that I wanted to work hard to earn success. Houston is a city where if you try hard and are determined, you're going to be successful."

Degala brings to his role at TOMS that sense of drive and ambition coupled with a passion for service and helping others, an intangible quality he attributes to the culture on campus and describes as part of the "#HTownTakeover."

"There's no substitute for my experience at Bauer," he said. "Being part of student organizations, going to football games and supporting other UH sports, meeting people from all over the world — I understood that I was working toward my own potential but also for everyone around me."

“Each shoe doesn't represent a shoe. It represents hope, the future, and everything that goes along,” with our mission.

TOMS, a company that sells shoes, eyewear, apparel and bags, provides a “one-for-one” matching gift to someone in need.



Small Steps

Advice for new Bauer students: “Give it a chance, and have fun. That’s the biggest key. Just have fun. As long as you show enthusiasm, excitement and interest in what you’re doing, it’ll speak for itself.”

On California living: “I live about two miles from the TOMS corporate office, so I usually bike to work. We have a barista there every morning, and I get a white mocha iced latte and then go straight to work. Communication is such a big part of working at TOMS. We believe in collaboration — outside of working in the ‘FUNance’ team at TOMS, we are encouraged to share intrapreneural ideas. A day could consist of an ad-hoc meeting where we’ll meet with designers, people in supply chain and other departments, and work together to come up with initiatives to push product to consumers.”

And Texas dining: “In L.A., I have barbecue withdrawals. I’m not sure anybody there knows what a moist brisket is, or the difference between lean and fatty brisket. Texas barbecue is irreplaceable. Shoutout to Killen’s BBQ, my hometown BBQ joint in Pearland!”

Reppin’ H-Town: “Houston’s a city of hard work. There’s a grit and a swagger that goes along with being from Houston. It’s the sentiment that we’re all on the come-up. We’ve worked our way through college, and like the university, we’re building ourselves up. We’re building careers, building families and building ourselves.”

BANKING ON SUCCESS

WHITNEY BANK VP PAVES WAY TO SUPPORT BAUER COMMUNITY OUTREACH

By Wendell Brock

As a young man growing up in a Mexican-American family in Bellaire, Alan Villanueva struggled in high school and had to attend summer and night sessions to catch up.

On the day he graduated, his proud mother told him that he could not stop there. "On to college," she said.

Today, as vice president of treasury management services for Whitney Bank, Villanueva, who holds a degree in economics from the University of Houston with a minor in business administration from Bauer College, believes in investing in the needs of the community. That way, maybe kids who need extra help, like he once did, can get it.

So it only made sense for Villanueva and Bauer alumna Veronica Martinez (BBA '06), a former Whitney Bank employee, to help engineer a \$5,000 gift from Whitney Bank that is earmarked for the college's Stars of Tomorrow Excellence Program (STEP).

Villanueva believes that STEP — a community-outreach program aimed at helping Houston-area middle- and high-school students get a head start on financial literacy and planning for the future — is a perfect fit for his bank's community reinvestment efforts.

"Obviously, banking is a necessity in our world," says Villanueva, who has worked in the field for 15 years. "I think one of the most important things from our perspective is being able to give back to the community in any way that we can."

As a Mexican-American, the executive believes Houston's large immigrant

“

Everybody is owed at least the same opportunities. One of the most important things we can do is give back to the community.

”

community in particular can benefit from guidance on money matters.

"There's a very big population that is just under-banked, and I think a lot of it is because of knowledge," he says. "Unfortunately, lack of knowledge can lead you to make not-great decisions. And so with the financial literacy program of STEP, we felt like it was definitely a good thing for us to invest in and be involved with."

Such an investment, he said, might help "the next generation have more wisdom and be very mindful of how banking works and how to manage that aspect of their lives."

Villanueva, who started his banking career as a clerk at Frost Bank while studying for his degree, believes he owes a measure of his success to the family members, colleagues and mentors who helped him along the way. That's why paying it forward is so important to him now.

"I believe everybody is at least owed the same opportunities," he says. "I believe we owe that back to the people who are less fortunate."

And in the end, he says, it all goes back to his mother.

Just as she instilled in him the value of studying hard to overcome his struggles, he wants to do the same for others, including his own three young children.

He said: "My mother was the main reason for my development as a young man and always challenged me to be the best and that education was of the utmost importance."



THROUGH WHITNEY BANK'S SUPPORT OF BAUER COLLEGE'S STARS OF TOMORROW EXCELLENCE (STEP) PROGRAM, VICE PRESIDENT OF TREASURY MANAGEMENT SERVICES ALAN VILLANUEVA HOPES TO INSPIRE AND EDUCATE THE NEXT GENERATION.

PLANTING THE SEEDS

Family Honors Late Son With Endowment For Bauer Students

By Amanda Sebesta

*Nothing is going to move forward
in this world, in any area of
life, if you don't give back.
You have to plant the seeds, cultivate
the seeds, harvest and keep going.
- Diane Kiecke*



Ken and Diane Kiecke are honoring their late son Cameron with the Cameron Kiecke Memorial Foundation, which funds several organizations, including an endowment that benefits Bauer College students.

Kiecke

noun | \ 'kē - 'kē \

an open heart that gives for the benefit of others

For Ken and Diane Kiecke, the decision to honor their late son's memory through a scholarship endowment was simple — the only way to grow is to give.

"Nothing is going to move forward in this world, in any area of life, if you don't give back," Diane Kiecke said. "You have to plant the seeds, cultivate the seeds, harvest and keep going."

Just three years ago, the Kieckes lost their son, Cameron, at the age of 22. Ken Kiecke, executive vice president for Houston-based insurance agency Bowen, Miclette & Britt, shared a love of the insurance industry with Cameron, who graduated from the University of Mississippi and soon after landed a job in an Atlanta wholesale brokerage firm.

"I think that Cameron kind of surprised us in the fact that he chose himself, even though dad was in this business," Diane Kiecke said. "He was around the business and would sometimes do things with clients with Ken, but he chose on his own to go the insurance route"

The couple is honoring their son by nurturing future generations of business students passionate about insurance. They've created an endowment at Bauer College that will award an annual scholarship to a student pursuing a career in the insurance and risk management field.

"We wanted to make sure that we gave back to something related to education," Ken Kiecke said. "We wanted something local — something we could feel, touch, see, talk to the beneficiaries. When we dug



more into Bauer College, it was the perfect fit for what we were trying to do in Cameron's memory."

The Kieckes also support Pine Cove Christian camps, the Boys and Girls Club of Austin County and Hope for Haiti's Children, through proceeds from their annual golf tournament and the Cameron Kiecke Memorial Foundation.

"We thought if we could do one thing really well, we could over time give donations to specific charities and to accrue enough to create a more permanent endowment and continue to support organizations for many years to come," Ken Kiecke said.

This year, the foundation's "Kieckes Got This" golf tournament raised \$85,000 to benefit those

organizations, celebrating Cameron's memory as the Kieckes intended.

"I feel like everybody has benefited from somebody or something, and sometimes we have to stop and remember that," Diane Kiecke said. "Unfortunately, it was a tragedy for us, but it has made us aware of that whole side of life, but when you stop and think, like this caused us to do, it opened our hearts to give to others."



RUSHING TO GET INVOLVED

BAUER COLLEGE STUDENT ORGANIZATIONS TOOK OVER THE BACK DRUM OF MELCHER HALL FOR THREE DAYS THIS FALL FOR RUSH WEEK. MORE THAN TWO DOZEN STUDENT ORGANIZATIONS MET WITH NEW AND RETURNING STUDENTS IN HOPES OF CONNECTING WITH POTENTIAL MEMBERS.



MAKING LASTING CONNECTIONS

THE ROCKWELL CAREER CENTER HOSTED MORE THAN 130 EMPLOYERS DURING THE FALL 2016 BUSINESS CAREER FAIR AT THE UNIVERSITY OF HOUSTON HILTON. THE EVENT CONNECTED STUDENTS WITH EMPLOYERS LOOKING TO FILL INTERNSHIPS, PART-TIME AND FULL-TIME JOBS.

↙
**STRIKE
A POSE**

BAUER'S SOURCING
AND PROCUREMENT
ORGANIZATION MEMBERS POSE
FOR A PHOTO AT THE BIENNIAL
RUSH WEEK EVENT, WHERE
STUDENTS LEARN MORE
ABOUT GETTING INVOLVED IN
COLLEGE-WIDE ORGANIZATIONS.





EXTRA,
EXTRA!

BAUER COLLEGE'S ROCKWELL CAREER CENTER CONNECTS STUDENTS TO JOBS AND INTERNSHIPS THROUGH A FULL SLATE OF PROGRAMMING, INCLUDING A BIENNIAL CAREER FAIR.



↗
**WHOSE
HOUSE?**

STUDENTS, ALUMNI, FACULTY
AND STAFF SHOW THEIR PRIDE
WHILE VOLUNTEERING AT THE
ANNUAL 9/11 NATIONAL
DAY OF SERVICE AT THE
HOUSTON FOOD BANK.



TOGETHER WE SERVE

EVERY SEPTEMBER, BAUER STUDENTS, ALUMNI, FACULTY, STAFF AND BOARD MEMBERS COME TOGETHER TO VOLUNTEER DURING THE 9/11 NATIONAL DAY OF SERVICE AT THE HOUSTON FOOD BANK. TOGETHER, THE GROUP MADE 1,800 BOXES OF MEALS THIS YEAR TO HELP FEED THE LOCAL HOUSTON COMMUNITY.



COOKING & COLLABORATING

NEW BAUER EXECUTIVE MBA STUDENTS TOOK PART IN A WEEK OF EVENTS THIS FALL TO INTRODUCE THEM TO THE COLLEGE AND THE UNIVERSITY OF HOUSTON CAMPUS. THE WEEK ENDED WITH A SPECIAL DINNER, PREPARED BY THE STUDENTS THEMSELVES, AT THE UH HILTON.

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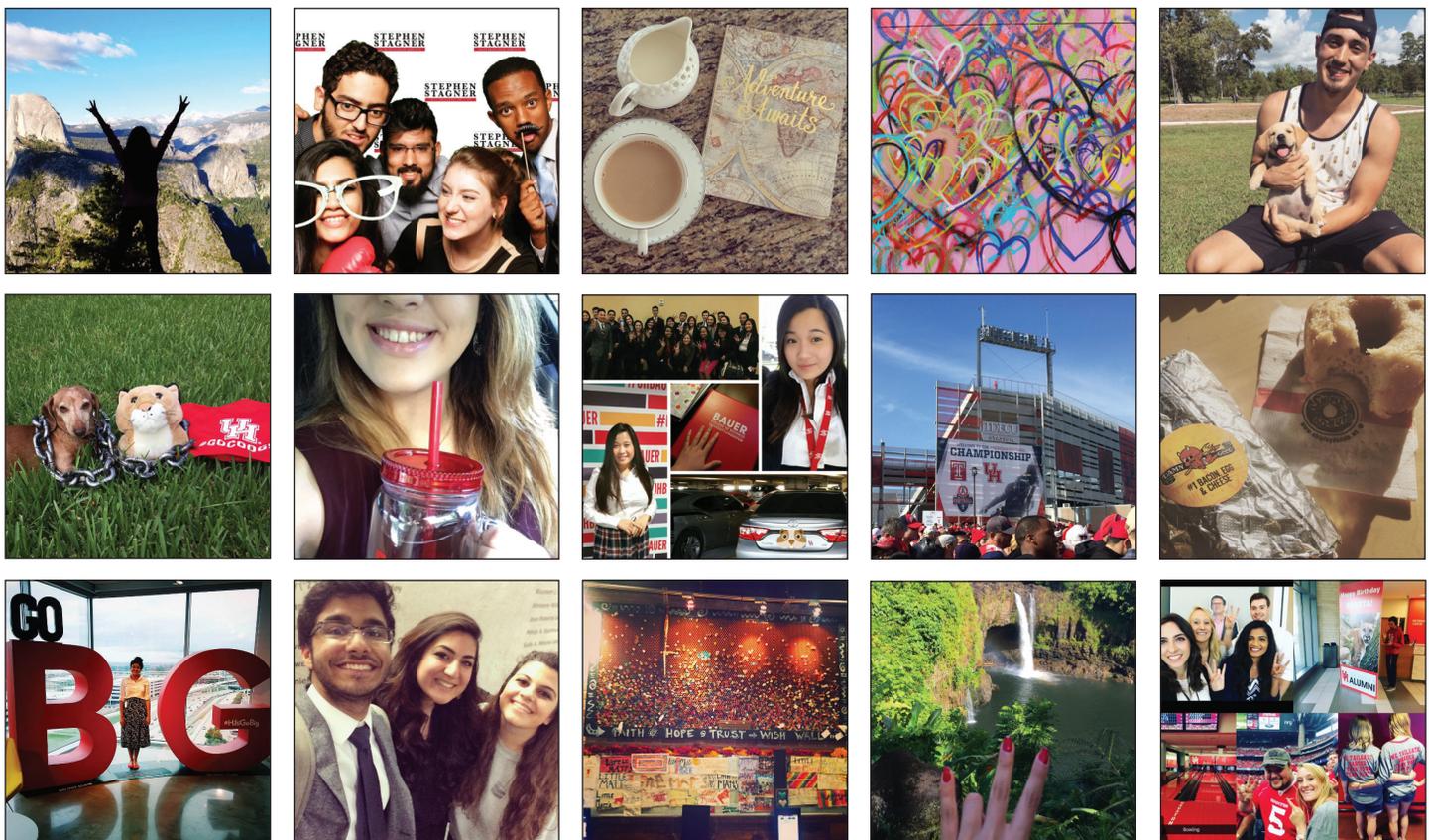
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