



THE
**BUSINESS
MAVERICK**

UTA COLLEGE OF BUSINESS MAGAZINE

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FALL 2023

EDUCATION
— INFORMAL
AND FORMAL —
HELPED ALUM
GREG BARRON
OVERCOME
SETBACKS IN LIFE
AND BUSINESS

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Maverick Motivators, Mentors, Maestros

At UT Arlington's College of Business, our number one priority is our students and their success.

For more than 55 years, it has been the 'business' of the College of Business to provide the Dallas-Fort Worth Metroplex with talented, industrious and impactful students who have been instrumental in the economic miracle that is the Dallas-Fort Worth area. In fact, over 70 percent of our 60,000 alumni have chosen to pursue their careers in the Metroplex. The impact of our alumni is further proof that our mission to "provide a transformative educational experience accessible to a diverse student population at a top research university" continues to be successful. Our students graduate with the confidence that they can compete in a world needing innovative approaches to solve today's and tomorrow's challenges.

In our eyes, student success is not only individual academic achievement but also individual growth. The Student Spotlight section of this issue includes several of our students' stories in which you witness the emergence of the next generation of Maverick business leaders. This section also highlights our student ambassador program and how it is enhancing our recruiting efforts.

Numerous alumni have attained leadership positions as CEOs, COOs and CFOs at major corporations, established successful businesses or gone outside the business community to become civic leaders. They are motivators, mentors and maestros. Our alumni are a testament to the effective recipe the college has developed regarding true leadership. Our past issues have highlighted the impressive accomplishments of alumni such as Jackie Fouse, John Merrill, John Goolsby, Judge Glen Whitley, Vicky Teherani and Sam Mahrouq, but there are many more alumni deserving of being profiled. This year, our story on Greg Barron highlights what it means to be a true Maverick leader (see page 10).

Developing future business leaders and contributors doesn't just come from having a great curriculum. Business Mavericks are offered a rich student experience, taught by premier faculty and supported by a committed alumni network.

Our faculty are some of the most respected in their fields. The college's cohort of faculty includes highly cited researchers in the fields of big data, data analytics, artificial intelligence, finance, market research, economics, accounting, diversity, management,



work-life balance and financial literacy. As detailed in the following pages, our faculty go beyond research, encouraging students through advising student organizations, providing one-on-one mentorships, hosting networking events and by simply stepping up to be there for the next generation.

In this issue, our students, faculty and alumni achievements are spotlighted. I hope you are as inspired with what the College of Business has accomplished this past year and what we will be accomplishing in the future. As President John F. Kennedy said: "Leadership and learning are indispensable to each other."

As always, I encourage you to return to campus and interact with our students, faculty and staff. We have included various ways you can engage with us on the back of the magazine.

We are Mavericks!

Harry M. Dombroski
Dean of the College of Business

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COLLEGE OF BUSINESS
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Health Care Administration Program Receives Rigorous Accreditation

The College of Business' health care administration program has met the rigorous accreditation requirements of the Commission on Accreditation of Healthcare Management Education (CAHME), an organization that, since 1968, has focused on developing measurable, competency-based criteria for education excellence.

The accreditation is a milestone but is not the end of the process, said Art Gonzalez, a professor of practice and director of the Master of Science in Health Care Administration (HCAD) program. It is just the beginning of an ongoing effort to maintain "a high bar for supporting students to make sure they get a quality education," Dr. Gonzalez said.

The next step comes this fall, one year after receiving accreditation. The college must submit a report to CAHME outlining ways in which the college has maintained its standards and met recommendations for improvements that were noted during the accreditation process. The HCAD program will then conduct another full year of study in 2024 in preparation for a follow-up visit by CAHME reviewers in 2025.

Keeping up with changes in health care administration is never ending, Gonzalez said.

"This next year is going to be my 50th year," he said. "I've seen a lot of change, ranging from clinical advancements to the evolution of the electronic health record and now the coming era of augmented or artificial intelligence."

The emphasis of CAHME, Gonzalez said, "is the notion of continuous improvement, collecting data on what students learn, what are you going to change as a result of that, what kind of goals do you have that you achieved, and, if not, what are you going to do to achieve them."

"It's not just broad kinds of sweeping statements," Gonzalez added. "It's measurable criteria."

CAHME's mission is to establish and update benchmarks for students and employers that ensure students are well prepared to lead in healthcare management.



Art Gonzalez, director of the health care administration program



The Budding Entrepreneurs ...

Former Superintendent Marcelo Cavazos (left) and Arlington Mayor Jim Ross congratulate parents and the winners of the "What's Your Big Idea Entrepreneurship Contest" sponsored by Greater Arlington Chamber of Commerce in partnership with Arlington ISD. UT Arlington's business and engineering colleges sponsored the competition aimed at encouraging students to think critically about solutions for every-day challenges.

... and the Burgeoning Entrepreneurs

For the fourth year, the College of Business honored the fastest-growing businesses owned or led by UTA alumni at the MAVS100 entrepreneurship celebration. This year's winners were restauranteurs Niddal Abedrabbo (BBA, Finance, 2010) and Adeel Hozri (BBA, Accounting, 2009 and MBA, 2013), who own a fast-growing Bahama Buck's franchise.



MAVS100

Ragavi Kannaiyan (left) assists a student who uses a mobile phone to sample a financial literacy quiz.



Re-energized Financial Literacy Program Expands Educational Vision

The *Financial Literacy and Personal Finance Program* is designed to teach fiscal decision-making skills necessary in all stages of life, and from John Merrill's perspective, there's no better way to teach them than to provide hands-on practice.

Merrill, chair of the program's advisory board who helped fund the program and an endowment in personal finance and financial literacy, credits the leadership of new director Ramya Aroul for doing just that by increasing the number of interactive educational workshops.

"The programs they had in March, those were wonderfully designed and executed," said Merrill (BS 2011),

who participated first-hand in the budgeting simulation that attracted more than 450 UT Arlington students. "They are interactive and intriguing for the participants, and they get them to learn by doing. I think these are great steps forward."

Dr. Aroul, an assistant finance professor, was asked to take charge of the program when she joined UT Arlington in 2021. She significantly enhanced the program and made it available to business and non-business majors alike, as well as adding events for off-campus groups at high schools, public libraries and senior citizen centers.

Executives from PNC Bank partnered with faculty and student workers to sponsor the personal budgeting clinic. "Executives were there to help students with their monthly budget, depending on their individual situations," Aroul



Kalyani Dixit (left) and Juanita Jayabalan volunteered with one of the program’s workshops.

“They are interactive and intriguing for the participants, and they get them to learn by doing.”
— John Merrill

said. “We also do a budgeting simulation fair for high school students and UTA student body in partnership with Texas Trust Credit Union that has a wider outreach. I strongly believe in reaching out to as many people as possible in the community.”

Merrill said he witnessed first-hand the energy that Aroul and her student assistants bring to the program.

“I think it’s going in a really good direction,” he said. “You could tell not just from (Aroul’s) leadership but from the volunteers who were helping her that they were all excited, and that’s what you want. People who are excited because they know they’re doing something good.”

Workshops on understanding credit and an introduction to stock investing also have been popular.

“That was a huge hit,” Aroul said. “We had only scheduled one stock investing workshop a day but eventually, due to requests, we had to make that twice a day. The understanding credit workshop is one that had a lot of interest from students.”

The program’s website was revamped as well to provide a more robust financial literacy repository called MoneyABCs, which includes videos, podcasts and interactive calculators, quizzes and learning games. But Sanjiv Sabherwal, Finance and Real Estate Department chair, said that, based on the advisory board’s input, the program’s primary focus is on the interactive workshops.

“We decided to do a kind of a course correction,” Dr. Sabherwal

said. “We decided to increase the outreach activity substantially. In 2022 we basically restarted the program and included more than 25 financial education workshops over three days.”

This year, the workshops “have benefitted about 2,000 students,” Sabherwal said. “These numbers are a lot more than what we have ever been able to achieve in the past. We are very pleased with the new direction.”

Merrill would agree, particularly with Aroul’s direction.

“She has all the right motivations,” he said. “She’s taking it in a direction to really impact the UTA student body.”



Finance Program team: from left, Thiyaavel Nithyanandham, Juhi Chadha, assistant professor Ramya Aroul, Juanita Jayabalan, Kalyani Dixit and Abdullah Ghaffar.

PHOTOS BY SHOBIKA SURESH AND RAGAVI KANNAIYAN



Real Estate Panel Highlights Successful Downtown Projects

The annual Real Estate Conference brought together city officials and commercial real-estate development leaders to discuss opportunities, challenges and recent successes in Dallas, Fort Worth and Arlington. Attendees and panel members included, from left, Douglas Prude, Downtown Dallas Inc.; Johnny Campbell, City Center Fort Worth; Maggie Campbell, Downtown Arlington; Dean Harry Dombroski; Professor Sriram Villupuram; Andy Taft, Downtown Fort Worth Inc.; and Arlington Mayor Jim Ross.

Transformational Leadership: Vision and Inspiration



Favor Lee



Sam Mahrouq



Donna Howard

A panel of executives offered insight into the nature of transformational leadership during Business Leadership Week, sponsored by the accounting, tax and advisory firm of EisnerAmper. Favor Lee (far left), director of business development at EisnerAmper and a UTA alumna, joined executives Sam Mahrouq and Donna Howard. Clinical Professor Cynthia Saint John moderated the discussion. All three executives agreed that transformational leadership involves inspiring employees and connecting them to the company's vision. Lee added that transformational leadership at a personal level can mean every day becoming "a better version of yourself. That's a real transformation that makes a difference." The panel discussion is available online at <https://qrco.de/BLW23>.



The Outstanding Staff at the College of Business



Cherie Henderson, PhD
Outstanding
Graduate Advisor



Denise Wylie
Outstanding
Undergraduate Advisor



Anna Pratt
Outstanding
Staff Award



Marybeth Findley
Outstanding Staff
Service Award

Work Anniversaries

The university celebrates service anniversaries annually by recognizing years of service in 5 year increments. Here are the awardees for 2023.



Pictured here, from left, Myalinda Martinez, Greg Frazier and Martha Ambrosio.

50 YEARS

David Gray

30 YEARS

William Crowder
 Lee Schwemer

25 YEARS

Greg Frazier
 Radha Mahapatra
 Roger Meiners

20 YEARS

Michael Buckman
 James Lavell
 Edmund Prater
 Riyaz Sikora
 Michael Ward

15 YEARS

Martha Ambrosio
 Cynthia St. John

10 YEARS

Julia Baker
 Narayanan
 Janakiraman
 Myalinda Martinez
 Bin Srinidhi
 Philisa Stanford



Philisa Stanford and Narayanan Janakiraman celebrate their anniversary.

An Entrepreneur's Leadership Equation

+ RESILIENCE EDUCATION

*College of Business Alumnus Greg Barron
Says Resiliency Can Be Learned, and
It Is A Must-Have Skill In Business and Life*

Emotion fills his eyes as Greg Barron reflects on a lifetime building the expansive company he founded, one that has multiple veins coursing through an entire body of work in commercial real-estate development. From concept and design to financing, civil engineering, construction and facility maintenance, The Barron Companies have a clear strategy to be that one-stop development solution.

Barron pauses to consider his legacy.

He thinks about advice he might offer business students. It's something he thinks about more at the still young age of 63, especially in light of a soul-shaking encounter with a rare blood disorder. "I went from running five miles a day to not being able to walk to the parking lot," he says.

He takes a long, silent, almost uncomfortable moment. His eyes search the ceiling for the right words. He settles on one.

Resilience.

"Resilience is something that I want to be known for," Barron says. "I've always been curious about why some people seem to bounce back from insurmountable moments. It is a quality that is so essential to business people, and in life."

No doubt, anyone who sails on a proprietorship vessel can relate – particularly those in real-estate development. Resilience is critical.

Perhaps even more so for Barron, a finance degree graduate from the College of Business who was honored in 2010 with UTA's Distinguished Alumni of the Year award.





Together.

ELLMAN PHOTOGRAPHY



Gregory L. Barron Chief Executive Officer/President The Barron Companies

UTA Education and Post-Graduate Affiliation

- Bachelor of Business Administration-Finance, 1991
- Member and president, College of Business Advisory Council
- 2010 Distinguished Alumni of the Year
- G. L. Barron Foundation Endowment Scholarship benefiting the Goolsby Leadership Academy

Career Highlights

- Founder, Chief Executive Officer and President of The Barron Companies
- The G.L. Barron Foundation, which has drilled wells in Mumbai, India, to provide drinking water for more than 16,000 people and supports orphanages and schools

Barron is in remission from the life-threatening blood disorder hemolytic anemia, which kills red blood cells. Such an encounter can either break someone or strengthen resilience. It also can bring clarity to one's priorities.

"Today," Barron says, his voice softening, "sunsets are different."

Barron remembers other times when he needed resilience: battling through the highs and lows of being an entrepreneur, dealing with near bankruptcy, losing the president of his company to suicide. His way of developing resiliency, which Barron says anyone can do, is to keep learning, formally and informally.

Take away lessons from every experience, every classroom, then build and stratify the knowledge that has been gained.

This is how he learned to hit the reset button.

From piloting airplanes, which he began doing at age 14, he learned the importance of preparation and thinking ahead of a problem.

From an "extremely smart, extremely tough and extremely fair" boss and mentor, he learned the construction business.

And without a doubt, Barron adds, his formal education in finance at the College of Business has been the foundation of everything he does in his company.

"You can do a lot of things with finance. You understand

business structurally, and that's vitally important from a long-term standpoint," he says. "You know the advantages of understanding cash flow, budgeting, financial statement structure, accounts receivable, all those things that are important to running businesses."

Barron amplified his UTA degree and a degree in management from Dallas Baptist University with advanced programs at Harvard and London business schools. Equally important, he says, is to learn informally every day. Be the person who asks "the provocative question," particularly "what if ..."

That trait he credits to his father.

"I didn't have a plan to start off with," Barron says. "I was fortunate enough to be raised by a very supportive father. My father was one who could create anything. He would just let his mind wander, and he had this incredible work ethic, and that's stuck with me to this day. He was such a creative problem solver, and he never put fences on me. He always encouraged me to expand beyond where I was."

Barron says his father's encouragement allowed him to recognize risk as an adversary, but not an obstacle, to success.

"Even through my failures, which have been many and which were just oxygen for more success really, he would always say, son, I'm proud of you," Barron remembers. "And that gave me a kind of anchor. You know, failure is never final unless you quit. What I would go after may not be what I intended, but I would course correct as I would see other opportunities open up. And I wouldn't have those opportunities if I didn't try something that made me very uncomfortable. So, I just didn't have this fear of failure. It's stayed with me to this day."

Barron thought he would have a career as a commercial airline pilot like his father and grandfather. After his first solo flight at age 16, he kept working his way up to faster, more complex planes. The experiences taught him to think about challenges and the need for course corrections before they occurred.

"Your mind is massively creative," Barron says. "I discovered that early on when I was a pilot. It's very progressive

and sequential. When you set up for your landing profile, there's a series of things that you do, and you're just late to the game constantly until you learn to think ahead of your airplane."

As a commercial pilot for a construction company in his mid-20s, Barron discovered real-estate development and construction. He loved it, but realized he needed a better education to understand the financing. That led to the College of Business.

"I was one of those guys who had kids. I had a former career. I was in transition. UTA was a perfect fit for me," he says. "UTA offered me the opportunity to be



You know, failure is never final unless you quit. What I would go after may not be what I intended, but I would course correct as I would see other opportunities open up.

– Greg Barron



a working husband and a dad and have the flexibility to go to school, primarily at night."

After graduating, Barron worked with a company developing commercial projects. He landed a big contract but was upset when he says the company short-changed him on his commission. "I said I don't think it's equitable," Barron recalls. "I don't think it's fair. I'm going to take my money and leave. I thought, well, they'd say no, no, we want you stay. They didn't. But, you know, pride it's a difficult thing."

The experience was yet another lesson for Barron, one he says he works hard to apply, although admittedly not without some failures.

"It was an epiphany for me in two things," he says. "One, that you always do what you say you're going to do, and, two, you need to understand the value of great people. You need to understand the value of those who can take you further than you would do on your own. You need to invest in them and try to keep them, although I haven't always succeeded in that either."

Barron struck out on his own and nearly went bankrupt.

"I was so brilliant at construction at 27 that I lost basically all my money in the first, I don't know, 18 months," he says.

More lessons. Thankfully for Barron, he met a mentor.

"My first project, there was a guy named Nick Nicholas," Barron says. "He's still a friend of mine today. He gave me that first project. If you called him today, he would remind you that the reason there's any element of success in the Barron Companies is because he gave it to me. And by gosh he probably did, because he was the most extremely smart guy, extremely fair and extremely tough. He realized that I needed help. He knew he could probably do that job himself, but I think that he also really knew that I needed him to kind of hone me early on. And what more could you ask for than somebody who is tougher than most, smarter than most and more equitable than most. I'll take that combination any day."

Well, Nicholas says, he isn't so sure about how much credit he deserves for Barron's success, but he does remember that a time or two he had to "school" Barron when they worked on projects more than 30 years ago.

"When something would rip or tear, and it'd be something we talked about, he wouldn't weasel out," recalls Nicholas, president of the Dallas commercial real estate services firm Nicholas Co. "The thing that I remember most about working with Greg early on is he took it like a man. It's a tough business."

As he thinks more about it, Nicholas remembers being impressed with Barron's character, and even decades ago, his resilience.

"He was articulate, smart," Nicholas says. "You could have a really meaningful

The Barron Companies designed and built a 75,000-gallon, 70-foot-long, 18-foot-high saltwater aquarium for a church in Dallas.



PHOTO COURTESY OF THE BARRON COMPANIES

conversation with him. He had strong values, one of those kind of guys who's going to be an hour early rather than a minute late. I can teach people about design and construction, but those things that I just described, it's hard to teach. I was forcibly struck by him as an individual."

Still, that doesn't mean everything went smoothly from the start.

"He did this project for me and then my banker said, I don't know about this guy. You're headed for disaster if you let this guy do it," says Nicholas, who has built dozens of shopping centers, including a few with Barron. "Greg came to my office and spent all day explaining and justifying everything. I was convinced. I told the banker I'm going to do it with this guy."

After Nicholas' mentorship, Barron again set out on his own. In 1988, he founded a company that once encompassed 12 business entities and today is at five.

The company has Texas offices in Fort Worth and Horseshoe Bay and another in Phoenix, Arizona. The family of firms includes Barron Construction, Barron Facility Services and Barron Innovative Structures, which provide commercial and residential construction and maintenance services. Barron-Stark Engineering/Surveying offers civil engineering, surveying, master-planning and program management. Barron Capital Partners is the investment arm.

The company touts 4.2 million square feet of completed buildings, nearly 1.7 million square feet under facility management, 2,726 completed engineering projects and 13 state and national design awards. Barron has projects nationally

and many in Texas, including a 2,700-acre subdivision for 5,500 homes near Fort Worth along with the Avanzada Golf Course. Barron-Stark Engineering is the engineer of record for an 80-acre mixed-use development in Burleson. The project consists of multi-family and commercial pads, as well as senior and assisted living and single-family homes. Barron-Stark provided master planning, construction documents, hydrology and surveying services.

The company's construction focus doesn't blur Barron's vision for other kinds of opportunities. During the pandemic, Barron Facility Services partnered with Global Plasma Solutions to install 370 ionization units in 22 facilities across 10 states for Creme de la Crème, a national chain of child care and early learning centers. The companies state that their technology reduces Covid 19 pathogens, mold and other bacteria in air duct systems by 95 percent.

Now Barron is developing a financial modeling software, Axia Solutions, which he said is being created from the commercial real estate developer's perspective. He is consulting with the College of Business Finance Department on the project.

Perhaps the most interesting opportunity came out of the blue from a minister at the Inspiring Body of Christ Church in Dallas.

"He said I have a vision to build a 150,000-square-foot auditorium, but the centerpiece would be a 1½ story aquarium that you walk through to get to the auditorium," Barron recalls. "I want it to be the length of the lobby and with these

walkthroughs where you can see the fish. Oh, by the way, I want a 500-seat restaurant next to it. Can you design that? My comment literally was, if you can pay for it, I can design it and build it. He slapped his leg, and he said, you know, everybody else has told me that I couldn't or I shouldn't or I can't. You're the first person who said he would."

Barron says he came back to the office and asked his team where the best aquariums are. Las Vegas, they decided. Barron flew there to find knowledge and develop a partnership with Acrylic Tank Manufacturing, which built some of the world's largest custom aquariums before shutting its doors in 2020 after 20 years.

"They didn't say you're crazy. They said the same thing I did. You got the money, we got the solution," Barron says.

A 75,000-gallon, 70-foot-long, 18-foot-high saltwater aquarium that holds 80 species of fish now sits on the church's campus on Westmoreland Road in south Dallas. "It took us about 18 months to design it, and I think we were finished in 30 months with the whole thing," Barron recalls.

Seizing opportunities and taking risks, Barron says, come about as over the years "you start to codify lessons learned. You start to layer your knowledge. Ultimately you don't know where that layering of knowledge is going to take you, and I always kept what I call a soft opening to opportunities. I was also just an extremely curious person."

Barron acknowledges that being given a reset button, in health and in business, is motivation to share what he has learned, particularly about resiliency. He has long been engaged with the College of Business, serving as a member of the advisory council. He established the G. L. Barron Foundation Endowment Scholarship for students in the Goolsby Leadership Academy.

Now he is hoping to mentor through a new book, *7 Skills to Develop Resilience in Setbacks, Crisis and Chaos*.

"All these things that have happened to me, I had to figure out how to deal not only with my own personal grief but with the grief of everyone else around me," he says. "Ultimately, it's to figure out how to course correct. You can deploy aspects of skills of resilience to help you through. What is important to me now is, in my own simple way, to convey these skills."

Barron's New Life Theme in a Book

"7 Skills to Develop Resilience in Setbacks, Crisis and Chaos"

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Greg Barron says he has long been fascinated by those who have the ability to successfully navigate through uncharted waters, setbacks, crisis and chaos. In the introduction to his latest book, the fourth in a business series, Barron writes with wonder about renowned professional golfer Ben Hogan.

A car crash in 1949 fractured Hogan's pelvis and broke his left ankle, collarbone and a rib. Doctors initially were not sure he would live, much less walk again. Yet Hogan would go on to win 68 professional

tournaments and is considered one of the all-time best golfers.

Hogan's story, Barron writes, is a powerful illustration of resilience, one that helped motivate him to reflect on and define seven skills he believes one needs to build resiliency muscle.

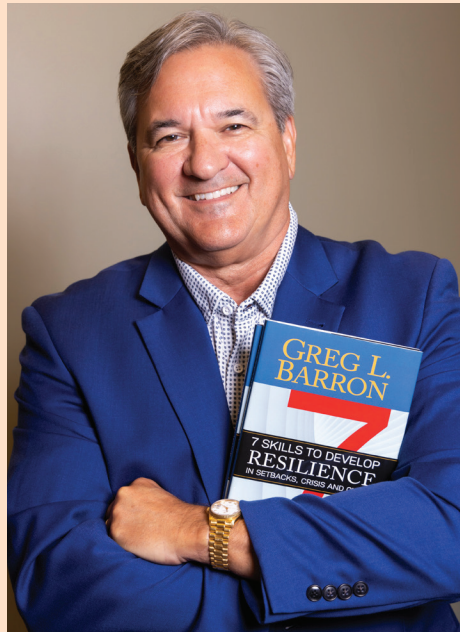
"Resilience is my theme now," Barron says.

In the book, he first offers advice on understanding resilience, then breaks down the emotional, social, communal, personal, educational and even physical disciplines required to develop it. He

dispels myths about resilience and offers his lessons learned on how to apply the skills. He provides inspirational stories, some of which he discovered in his travels.

"I have a story in the book," Barron says. "I was in India to visit an orphanage that we were supporting. It just so happens that there's this guy there to speak to the boys. He has no arms or legs. He pulls up with his driver, and I open the car door. He looks at me and says 'I'd shake your hand, but I don't have any, so just hug my neck.' It was in 2008. We were going into rough times. When we leave, he looks at me and says, 'Just remember this whenever you're going through difficulties. I have no arms or legs. So, what's your excuse?'"

Barron hopes the book can help others move past excuses and towards successes.



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Research Mavericks



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Jayarajan Samuel, PhD

Assistant Professor - Information Systems and Operations Management

2018 - PhD, Management Science, The University of Texas at Dallas

2003 - MBA, University of Dallas

1994 - MS, Computer Science Engineering, The University of Texas at Arlington

1990 - BE, Computer Science, Bangalore University

During Professor Jayarajan Samuel's more than two decades of corporate work in the telecommunications industry, he experienced the full corporate business cycle: from one end in research and development to the other end in sales and customer support.

"That gave me a very broad perspective of business and how large corporations operate," Dr. Samuel said.

Through his experiences, Samuel recognized that, in a fast-paced corporate environment, solving complex problems often meant "you are very focused on getting the best solution in the shortest amount of time to your customers and then moving on to the next problem," he said. "It does not allow you to dig deeply into problems."

Now Samuel has the opportunity to do that in the College of Business. He appreciates having time to research complex problems.

"My research philosophy is fully inspired and informed by practice since I've spent so many years in the industry," Samuel said. "I know how complex high-technology businesses can be since I have worked in the industry for a long time. I find that there are many problems that we solve quickly and move on, but if we pause, slow down and look at the problem in detail, there are several research questions that are hidden. I take a real-world problem which I have encountered, analyze it deeply and find a way to generalize the results."

Samuel joined the College of Business in 2018 after several years as a product and service delivery manager and data scientist with telecommunications companies Ericsson and Nortel. He was nominated for the university's President's Award for Excellence in Teaching in 2021. His research and teaching are a priority, but he understands the importance of keeping a hand in consulting with industry.

In all three areas, he employs the same philosophy: dig deep.

“As an academic, I am freed from industry’s pressures of revenue, profits and customer retention,” he said. “I can now take an industry problem, convert it to a research question, dig deep, find insights, generalize and publish. This is my research philosophy. Then I can take the problem back to the company and tell them, look, I’ve had the time to analyze it and here are some ideas that you can try that are a little bit of an out-of-box thinking. That is my consulting philosophy.”

Samuel said that he now has the opportunity to introduce many of his graduate students to the full business spectrum.

“I teach one of the first courses in the data analytics curriculum” – Principles of Business Data Mining for graduate students, he said. “I also teach the very last course for the Master of Science in Business Analytics – Capstone Project. So I get to see the students coming in their first or second semester to the program, from different educational and professional backgrounds. My teaching philosophy is to influence them in identifying business problems using the theoretical concepts they learn in our master’s program.”

When students begin working on their capstone projects, they are able to work on real projects with companies.

“They don’t have the business pressures from the company, which in turn enables them to dig deep on the project,” Samuel said. “As the projects they work on are almost like an internship, UTA gets to showcase our students to the industry, and the students in turn have a chance to strengthen their resumes as they embark on their careers.”

Real projects, real research from real companies.

“That’s great experience,” Samuel said.

“*I take a real-world problem which I have encountered, analyze it deeply and find a way to generalize the results.*”

RESEARCH SPOTLIGHT



TITLE: Managing the Security of Information Systems with Partially Observable Vulnerability, *Production and Operations Management*

SAMUEL'S SUMMARY:

Samuel and his co-author developed an optimal algorithm to help companies determine when to implement security patches on their systems. This research was motivated by security concerns in the telecommunications industry, which is vulnerable to breaches because of the large amount of personal data collected and stored. The authors analyzed the security patching policies for three companies and showed that their approach could significantly reduce the cost of keeping their systems safe.

The algorithm has wide ranging applications in IT security, inventory management and any system where information is only partially visible. Samuel’s corporate experiences helped inform the research.

“Several years ago, we sold a security services package to a large telecommunication customer. The contract was to inspect their system for security vulnerabilities every six months and apply the relevant software patches,” Samuel said. “I was intrigued by the inspection and patching duration of six months. Although this interval was convenient for us and the customer, I was prompted to ask why not three months or nine months or even two years? But we did not need to dig any deeper than the convenient six-month interval that made the customer and us happy. Now that I had the time and resources to probe this question more, a research project was born.”

In the journal article, Samuel said, “we used a stochastic optimization algorithm and came up with a solution where the interval of inspection for vulnerabilities and patch application depends on the interaction between the size of the company, the frequency of patch arrivals and the cost of breach to the firm.

“We found that years ago we should have reduced the inspection of the system for our customer to a period far shorter than the six months,” Samuel said.

PUBLISHED RESEARCH:

MIS Quarterly, Information Systems Research, Production and Operations Management

“All of us have the responsibility to understand the stories of people from marginalized groups and figure out how we can amplify their voices.”



ELLMAN PHOTOGRAPHY

Management professor Alison Vania Hall Birch is passionate about understanding how workplace expectations, evaluations and experiences can differ dramatically for various groups of people. She describes herself as a stigma-based bias researcher who examines the diversity-relevant dynamics of work environments and the implications of bias for both individuals and businesses.

“I do research at the individual level, and I’m primarily interested in understanding the experiences of folks from traditionally disadvantaged groups and how they navigate those work experiences,” Dr. Birch said. “I’m interested in amplifying the understanding of those experiences and helping other people to see how the organization and the experience of work actually does differ across various groups.”

Birch began her research focused on gender issues. She co-authored articles in the *Academy of Management Proceedings* in 2012 and 2014, exploring

how gender related to effective workplace influence and organizational citizenship behaviors. She said she studies intergroup relationships within organizations broadly and analyzes how organizational behavior with both employees and customers can differ dramatically based on demographics.

But she is quick to add that she is particularly keen on understanding how the workplace experiences of people who are marginalized based on race.

“My first publication was about gender and the expression of influence in organizations, so how women may have

to act differently from men,” she said. “What I tend to be most excited about is related to the experiences of people who are marginalized or stigmatized based on their race.”

Certainly, Birch makes a legal and social case for amplifying the impacts of racism in the workplace, but her research is also motivated by a sense of responsibility to give a voice to all marginalized individuals, such as formerly incarcerated people or caretakers for individuals with disabilities, in addition to members of stigmatized ethnic groups.

“There are some people who absolutely

Alison Vania Hall Birch, PhD

Assistant Professor - Management

2014 - PhD, Business Management, Tulane University

2004 - BS, Psychology, Florida A&M University



believe that race and racial justice are the most important issues, and then there are other people who think that those people are just crazy,” Birch said. “I feel like you hear a lot of folks say they’re trying to give voice to minority groups and oppressed groups. I think that that’s a nice way to think of things, but I feel like voice isn’t a gift, it’s a responsibility. I feel like all of us have the responsibility to understand the stories of people from marginalized groups and figure out how we can amplify their voices.”

Even as a researcher, Birch acknowledges how she, too, can fail to see systemic inequalities for people who are different from herself if she is not vigilant.

“If you ask me if UTA has an accessibility issue, of course, they don’t. I see ramps, and as far as I’m concerned, they’re placed right where they need to be,” she said. She acknowledged that if she is not intentionally attuned, “... it’s very difficult to understand how my walk from the parking lot in the morning is very different from wheelchair users’ experiences, how they have to navigate the world differently.”

Birch received grant funding from the College of Business to research diversity training composition and long-term leadership outcomes. She also has funding from the Society for Industrial and Organizational Psychology to examine how to advance the scholarship and guiding practices for effective organizational anti-racism initiatives.

“America stands to gain quite a bit if we would just reckon with the past and let that influence how we engage with one another now so that we can be better,” she said.

TITLE: Is Justice Colorblind? A Review of Workplace Racioethnic Differences Through the Lens of Organizational Justice, *Annual Review of Organizational Psychology and Organizational Behavior*

BIRCH’S SUMMARY:

In this 2023 journal article, Birch and her co-authors determined that their examination of racial/ethnic equity within the workplace should start with the concept of justice.

“Most people will tell you, yes, I want things to be fair,” she said. “We felt like organizational justice was the appropriate lens because justice is an American principle.”

Using this theoretical lens, Birch said, was a way to unpack an issue that the researchers thought, and data demonstrated, was still a problem. “We wanted to see to what extent racial justice was still a relevant issue to be discussing and highlighting within organizations,” she said.

The authors wrote that organizational justice is a multifaceted concept for delineating fairness with greater precision. They describe organizational justice as:

Distributive justice: outcomes in rewards, hiring and promotions;

Procedural justice: processes for outcome allocation, fairness in decision-making processes, organizational policies and support, and performance management;

Interactional justice: treatment and information received from decision-makers.

Birch and her fellow researchers reviewed 20 years of literature to see what the data said “since the turn of the millennium. What did it say about how are we doing?” she said.

The review showed differences still exist across races in the way organizational rewards are distributed, how people get hired and for which positions and how work performance is evaluated. The magnitude of differences depends on the type of justice, the authors concluded, and there is a great need for theory development and empirical work around race differences as they relate to virtually all areas of industrial and organizational psychology and organizational behavior/human resource management.

“Some people tend to think that organizations are doing a pretty good job of being fair, and other folks think they’re doing a pretty poor job of being fair,” Birch said. “It’s hard to imagine in this world that values egalitarianism that the way it works for you just maybe is not the way it works for everybody else. It’s much easier to assume that there are a few bad folks out there, that there are some people who are racially biased but not systems.”

Their systematic literature review demonstrated otherwise.

PUBLISHED RESEARCH:

American Psychologist, Academy of Management Annals, Academy of Management Review, Journal of Management, Annual Review of Organizational Psychology and Organizational Behavior, Human Resource Management Review and Journal of Social Issues.

Professor Andrew Hansz is intrigued by how people determine value, particularly real estate markets.

“The more difficult the thing is to value, the more interesting I find it,” said Dr. Hansz, who holds the Gould/Mayfield Professorship in the Department of Finance and Real Estate. “No one knows the true value of property. We can only make a human judgment about the value.”

As an example, Hansz points to his current ongoing research.

“I’m working on the value of land adjacent to deep water,” he said. “We know that waterfront property is more valuable, but there’s also a value associated with water depth.”

Hansz also is co-authoring a paper with a PhD student on how the COVID pandemic affected housing prices. “That’s an example of something that, maybe, someone hasn’t put a value on yet,” he said.

Hansz teaches a variety of finance and real estate topics, including quantitative methods for real estate analysis. He also conducts classes and seminars for the Appraisal Institute and other professional business organizations. Hansz is active professionally with the American Real Estate Society, the Chartered Financial Analyst Institute and the Urban Land Institute.

He co-authored a textbook, *Real Estate Analysis: Environments and Activities*, with Julian Diaz III. He serves as the North American editor of the *International Journal of Strategic Property Management*.

Both his teaching and research examine how expert cognitive decision-making behaviors influence valuation.

“I’m kind of obsessed with valuation and inefficient markets,” he said. “I look at how



ELLMAN PHOTOGRAPHY

J. Andrew Hansz, PhD

Professor - Finance and Real Estate

1999 - PhD Real Estate and Finance, Georgia State University

1993 - MBA, Lehigh University

1993 - MS Real Estate, Pennsylvania State University

1989 - BS Accounting, Pennsylvania State University



I try to price things that no one has valued.





experts make valuation decisions and some of the human shortcomings they are subject to.”

Hansz grounds his research in work by Herbert A. Simon, a political scientist who studied decision-making within organizations in fields such as cognitive psychology, economics and computer science. Hansz also employs frameworks developed by Amos Tversky and Daniel Kahneman, who identified heuristics such as availability, representativeness and anchoring and adjustment in their 1974 paper, “Judgment Under Uncertainty: Heuristics and Biases.”

“Simon said we’re basically not skilled problem solvers,” Hansz said. “If humans aren’t perfect problem solvers, what kind of errors do we tend to make? What kind of judgmental biases do we find in our decision making?”

Through experiments on real estate judgments, Hansz said he has found a common cognitive bias is anchoring, in which a person’s initial judgment on value is influenced by a reference point or anchor. This anchor in turn can impact a property’s perceived worth even if the market has changed.

“In real estate, you might anchor on what you bought the property for, although the market might have come down,” Hansz said. “You think your property is worth more because you place a heavy weight on what you paid for the property.”

Hansz also compared the anchoring and adjustment bias in both novices and experts. “I said, well, let’s look at real estate decision-makers. Do they make these cognitive errors? Do they have these biases in making valuation decisions? We all have these heuristic behaviors. The most powerful one seems to be this anchoring and adjustment, and we find that expert appraisers do tend to anchor.”

If even the expert opinion, such as the value of land adjacent to deep water, is based on a murky process, so much the better. That just motivates deeper research for Hansz.

TITLE: Conservation status and residential transaction prices: Initial evidence from Dallas, Texas. *Journal of Real Estate Research*.

HANSZ’S SUMMARY:

Hansz has had journal articles published over the past two years on a range of research examining factors that influence property value: cash financing on housing prices, economic policy uncertainty and real estate markets and the valuation impact of green retrofits on residential transaction prices. Still, Hansz notes his published study from 2008 is one that he believes has not only local significance but timeless public policy implications. It was one of the first academic analyses of residential neighborhood conservation districts.

Hansz and his co-authors analyzed what value a conservation district status brought to residential housing prices, both within the district and in adjacent neighborhoods. A conservation district is designed to maintain long-term neighborhood aesthetics. Hansz’s study focused on 11 districts, including the M Streets neighborhood, in Dallas, which was one of the first cities nationally to employ these land use regulations.

The group’s journal article reported that their findings showed a positive effect on residential sale prices for homes located within a conservation district as well as properties within 150 feet. The results were robust to the spatial autocorrelation common in residential transaction prices.

Of note, however, is the authors’ cautionary observation that, in the long run, aggressive conservation regulations could restrict changes in the highest and best use of the property and “stifle the natural progression of the neighborhood lifecycle.”

“I think the conservation district status can help preserve value in the neighborhood for a period of time, but eventually, the land is going to become so valuable in that area,” Hansz said, “developers are going to want to buy the land and build high-rise buildings, developing very densely. At that time, the conservation districts might restrain value because you’re locked into the residential, single-family use.”

Hansz said further study on such long-term possibilities could better inform public policy.

“Land use restrictions help to preserve the characteristics of the neighborhood, and they tend to support value, but in the long run, there might be a time to change the status,” Hansz said.

PUBLISHED RESEARCH:

Journal of Real Estate Finance and Economics, Real Estate Economics, Journal of Property Research, Journal of Property Investment and Finance, Journal of Real Estate Research, Journal of Financial Stability, International Journal of Strategic Property Management, Appraisal Journal, International Real Estate Review, Journal of Sustainable Real Estate, Urban Studies and Housing Policy Debate.

New Faculty

For the 2022-24 academic years, the College of Business has added 22 faculty members in six departments: Accounting, Economics, Finance and Real Estate, Information Systems and Operations Management; Management; and Marketing.

ACCOUNTING

Chandrani Chatterjee

Assistant Prof

DEGREES PhD, Accounting, Univ of Iowa, 2021

MBA, Xavier Institute, 2010
BA, Commerce, St. Xavier's College, 2007

RESEARCH Effects of accounting standard changes, debt contracting and financial reporting



Philipp Klaus

Assistant Prof

DEGREES PhD, Accounting, Univ of North Texas, 2020

MS, Accounting and Finance, Univ of Duisburg-Essen, 2014
MBA, Colorado State Univ-Pueblo, 2012

BS, Accounting and Finance, Univ of Duisburg-Essen, 2011

RESEARCH Corporate governance, IT/financial reporting and taxes



FINANCE

Sima Jannati

Assistant Prof

DEGREES PhD, Business Administration, Univ of Miami, 2018

MSc, Financial Engineering, Amirkabir Univ of Technology, 2013

BSc, Industrial Engineering, Amirkabir Univ of Technology, Iran, 2011

RESEARCH Behavioral finance and empirical asset pricing



Trang Thai

Clinical Assistant Prof

DEGREES PhD, Finance, UTA, 2017

MA, Accounting and Finance, Leeds Univ, 2005
BA, Banking and Finance, Banking Academy of Vietnam, 2002

RESEARCH Corporate governance, international finance and behavioral finance



ECONOMICS

Ashish Sedai

Assistant Prof

DEGREES PhD, Economics, Colorado State Univ, 2022

MA, Economics, Colorado State Univ, 2019
MA, Economics, Jawaharlal Nehru Univ, 2017

BA, Economics, Univ of Delhi, 2010
RESEARCH Development economics, labor economics and gender economics



ECONOMICS/FINANCE

Richard Berard

Clinical Associate Prof

DEGREES DBA, Georgia State Univ, 2016

MS, Economics, Bentley Univ, 1995

BBA, Economics, Univ of Miami, 1992

RESEARCH Corporate finance, behavioral finance and financial decision science



INFORMATION SYSTEMS AND OPERATIONS MANAGEMENT

Atieno Amadi

Clinical Associate Prof

DEGREES PhD, Information Systems, UTA, 2001

MS, Information Systems, UTA, 1995

BBA, Finance, UTA, 1983

RESEARCH IT strategic alignment, business process redesign, remote work and productivity Index



Saurabh Ambulkar

Assistant Prof

DEGREES PhD, Supply Chain Management, Iowa State Univ, 2015

MS, Operations Research, Univ of Wisconsin Madison, 2009

BE, Industrial Engineering, Nagpur Univ, 2007

RESEARCH Supply chain disruptions and supply chain sustainability



Neshat Beheshti

Clinical Assistant Prof

DEGREES PhD, Information Systems, Univ of Wisconsin, Milwaukee, 2019

MS, Industrial Engineering, KN Toosi Univ of Technology, 2010

BS, Pure Mathematics, Amirkabir Univ of Technology, 2008

RESEARCH Statistical analytics, social media analytics and machine learning



Jiaxiu He

Assistant Prof

DEGREES PhD, Biostatistics, Univ of Southern California, 2013

MS, Statistics, Univ of Florida, 2008

MS, Electrical Computer Engineering, Univ of Florida, 2007

BE, Communications Engineering, Fu Dan Univ, 2005

RESEARCH Machine learning, sharing economy and sustainability



Md Abu Helal

Clinical Assistant Prof

DEGREES PhD, Applied Mathematics, UT Dallas, 2021

MS, Applied Mathematics, UT Dallas, 2019

MS, Applied Mathematics, Univ of Chittagong, 2009

BS, Mathematics, Univ of Chittagong, 2008

RESEARCH Operations research, renewable energy and supply chain management



INFORMATION SYSTEMS AND OPERATIONS MANAGEMENT

Tzu-Wen Lin

Assistant Professor

DEGREES PhD, Information Systems, UTA, 2023
MBA, Univ of Connecticut, 2013
BBA, Accounting, National Chengchi Univ, 2000
RESEARCH Text analytics, network science and technological innovation



Yi Liu

Associate Professor of Practice

DEGREES PhD, Mathematics, UTA, 2017
MS, Mathematics with Statistics, UTA, 2017
MS, Physics, Beijing Normal Univ, 1987
BS, Physics, Beijing Normal Univ, 1984
RESEARCH Modeling, bayes and machine learning



Mohammad Murad

Visiting Assistant Prof

DEGREES PhD, Information Systems, UTA, 2022
MBA, Strategic and International Management, Univ of Khaka, 2010
BBA, Management, Univ of Dhaka, 2008,
RESEARCH Health behavior change, social media analytics and artificial intelligence



Subhra Patra

Clinical Assistant Prof

DEGREES PhD, Computer Science, Homi Bhabha National Institute, 2013
MS, Electronic Science, Berhampur Univ, 2006
BS, Physics, Khallikote Univ, 2004
RESEARCH Sentiment analysis, inflation forecasting and mathematical modeling of air pollutants



MANAGEMENT

Anna-Lisa Leefers

Clinical Associate Prof

DEGREES PhD, Leadership Studies, Dallas Baptist Univ, 2021
MA, Management, Dallas Baptist Univ, 2013
BA, Government, Harvard Univ, 1992
RESEARCH Leadership, leadership development and growth mindset



Hanbo Shim

Assistant Prof

DEGREES PhD, Industrial Relations and HR, Rutgers, 2022
MS, Industrial Relations and HR, Rutgers, 2019
MA, HR Management, Rutgers, 2016
BA, Math/Economics, Univ of Illinois, 2012
RESEARCH Individual job performance, compensation and intra-organizational social network



Lars Johnson

Assistant Professor

DEGREES PhD, Organizational Psychology, Univ of Houston, 2017
MA, Organizational Psychology, Univ of Houston, 2015
Med, Educational Administration, Lamar Univ, 2009
BA, Psychology, Tougaloo College, 2007
RESEARCH Leadership, diversity and EEO and EO



David Shurtleff

Clinical Associate Prof

DEGREES PhD, Strategic Leadership and Management, Regent Univ, 2020
MA World History, Dallas Baptist Univ, 2008
MBA, UTA, 1989
BA, Business Administration, Kansas State Univ, 1985
BS, Engineering Technology, Kansas State Univ, 1985



MARKETING

Daniel Usera

Clinical Associate Prof

DEGREES PhD, Communications Studies, Univ of Iowa, 2014
MA, Communications, Univ of Iowa, 2011
BA Communication and Political Science, Washburn Univ, 2008
RESEARCH Public speaking, persuasion and identity management



Greg Wicklman

Clinical Assistant Prof

DEGREES PhD in Business Administration, Oklahoma State Univ, 2022
MBA, Thunderbird School of Global Management, 2008
BS, Marketing and Finance, Florida State Univ, 1990
RESEARCH Professional sales, sales management and consumer experience



Alan Cannon, PhD Associate Professor

Alan Cannon, an associate professor of operations management and statistics, retired after 20 years in the Department of Information Systems and Operations Management at the end of the 2022-2023 academic year.

Dr. Cannon joined UTA in 2003 from Appalachian State University, where he was an assistant professor for three years. Before that, he worked in journalism and precision manufacturing. He obtained a PhD in Industrial Management in 1999, an MBA in 1995 and a bachelor's degree in political science in 1984, all from Clemson University.

Canon's research focus was on operations management, operations strategy, strategic management and research methods. He also served on the Faculty Senate, the Assurance of Learning Committee, Health Care Administration (HCAD) Graduate Studies Committee and the Rules and Elections Committee for the University.

"Alan was the ultimate utility player, serving the department by teaching a variety of operations management and business statistics courses over the years," said Dean Harry Dombroski. "His dedication and commitment to UTA and the College of Business is much appreciated, and he will be missed by all his colleagues."



Terry Skantz, PhD Associate Professor

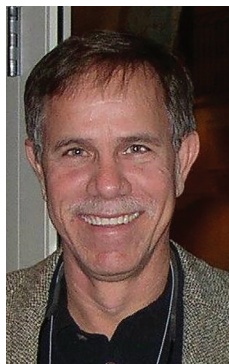
Terry Skantz, associate professor of accounting and director of PhD programs for the College of Business, retired in August after 13 years with UTA.

Dr. Skantz joined UTA in 2010 after a 30-year academic career at various institutions, including Florida Atlantic University (September 1992 to June 2010); University of Houston, Clear Lake, (September 1981 to June 1992); Texas A&M University (September 1989 to June 1990); and the University of Evansville (September 1977 to June 1981).

Skantz received his PhD from Oklahoma State University in 1979 after obtaining both his master of science and bachelor of science in accounting from University of Southern Mississippi.

The numerous awards and recognitions that Skantz has received include Fellow of the Daniel Himarios Endowed Chair (September 2020); College of Business Distinguished Research Publication Award (May 2017); College of Business Distinguished Research Publication Award (May 2013); and the College of Business Outstanding Graduate Teaching Award (April 2013).

"It should go without saying that Dr. Skantz's retirement will be deeply felt by all who have had the pleasure of working with him, either as a valued colleague, an exceptional scholar or a talented and dedicated instructor," Dean Dombroski said. "His love of capital markets research, executive compensation issues, accounting choice and economic consequences is apparent by his being such a widely cited scholar."



Mary M. Whiteside, PhD Professor

Mary Whiteside, a tenured statistics professor and former chair of the Department of Information Systems and Operations Management, retired at the end of the 2022-2023 academic year after 39 years in a variety of teaching and administrative roles.

Dr. Whiteside taught business statistics courses for undergraduate, MBA and management science students, as well as doctoral courses in regression, analysis of variance, multivariate statistical methods, experiment design and nonparametric methods. She served on more than 100 dissertation committees throughout the university and has chaired 11 completed dissertations in management science.

She twice received the College of Business outstanding teacher award and in 2016 received an outstanding faculty award for PhD committee service.

In addition to teaching, Whiteside served as both acting chair (1988-89) and chair (1989-1998) of what was then the Department of Information Systems and Management Sciences. She then served as interim chair (2014-2016) and chair (2016-2018) of what became the Department of Information Systems and Operations Management.

"Mary certainly had a career to be proud of," Dean Dombroski said, "and while Mary's career would be impressive in today's world, recall that many of Mary's accomplishments came during a time when women's accomplishments and contributions were not given the recognition they deserved. Because of the determination of women like Mary and her contemporaries, today's academic world is immensely better."

Before joining UTA in 1984 as an associate professor, Whiteside was an assistant professor of statistics, operations research and data processing and analysis at The University of Texas at Austin. She also was a visiting assistant professor in the College of Business Administration at Texas Tech University.

Whiteside earned her PhD in mathematical statistics and her master of science in mathematics at Texas Tech. She earned bachelor's degrees in both mathematics and English at UT Austin.

"Mary's dedication to UTA, the College of Business and our students is unsurpassed and will be greatly missed," Dean Dombroski said.



Meiners Ends Long Tenure as Economics Department Chair

Looking over his 14 years as chair of economics department, Professor Roger Meiners is satisfied that he held fast to one of his core educational principles and is leaving the house with a good foundation.

“Our focus was and is now on good quality undergraduate teaching,” said Dr. Meiners, who will retire as chair at the end of the fall semester but will continue teaching.

“That’s always been my concern, that we have the good instructors,” Meiners added. “We do a good job with our students. We do not have a single bad teacher in the department. They are all getting good marks. I know they’re doing a good job, and students are getting good value for their money.”

Meiners said it would have been alluring during his tenure to redirect attention and resources into growing a sophisticated doctorate program. But he said that would have drained resources away from serving far more students, particularly undergraduate economics majors, and classes for non-economics students.

“We have pushed resources into the areas where there is growing [employment] demand. We try to look ahead a little bit at what will help our students more,” Meiners said. “We have developed some programs that should help our students be more competitive in the market, which is the reason we redeveloped our masters in economics program. I think it’s better for the students, and that’s what we should be doing for taxpayers and students. Give them value for their money.”

Meiners noted that economics programs have adapted during his tenure and 40-plus years in education, just as other degrees have, because computer improvements led to better data analysis and empirical research.

“Economics is now completely dominated by empirical statistical work,” he said. “It’s been the development of cheap computer time that has encouraged people to do a heck of a lot more empirical work. Before it was largely theoretical discussions, and you would construct theoretical models. It was pretty much an abstract level then.”

Meiners graduated in 1970 with an economics degree from Washington State University and followed up with a master’s from the University of Arizona in 1972 and a PhD from Virginia Tech in 1977. Meiners coupled his economics education with a law degree from the University of Miami in 1978.

He had a fellowship and worked as research professor at Miami’s Law and Economics Center. This led to a position at the Federal Trade Commission from 1983 to 1985, where he was responsible for antitrust and consumer protection cases in eight southeastern states. He continued the law and economics path at Clemson and then came to UT Arlington in 1993. He became the Goolsby-Rosenthal Chair in Economics and Law in 2004.

In addition to teaching an additional course in the College of Business, Meiners plans to continue work as a senior fellow at the Property and Environment Research Center in Bozeman, Montana. “I enjoy being able to participate in thinking about the economic analysis of environmental policy,” he said.

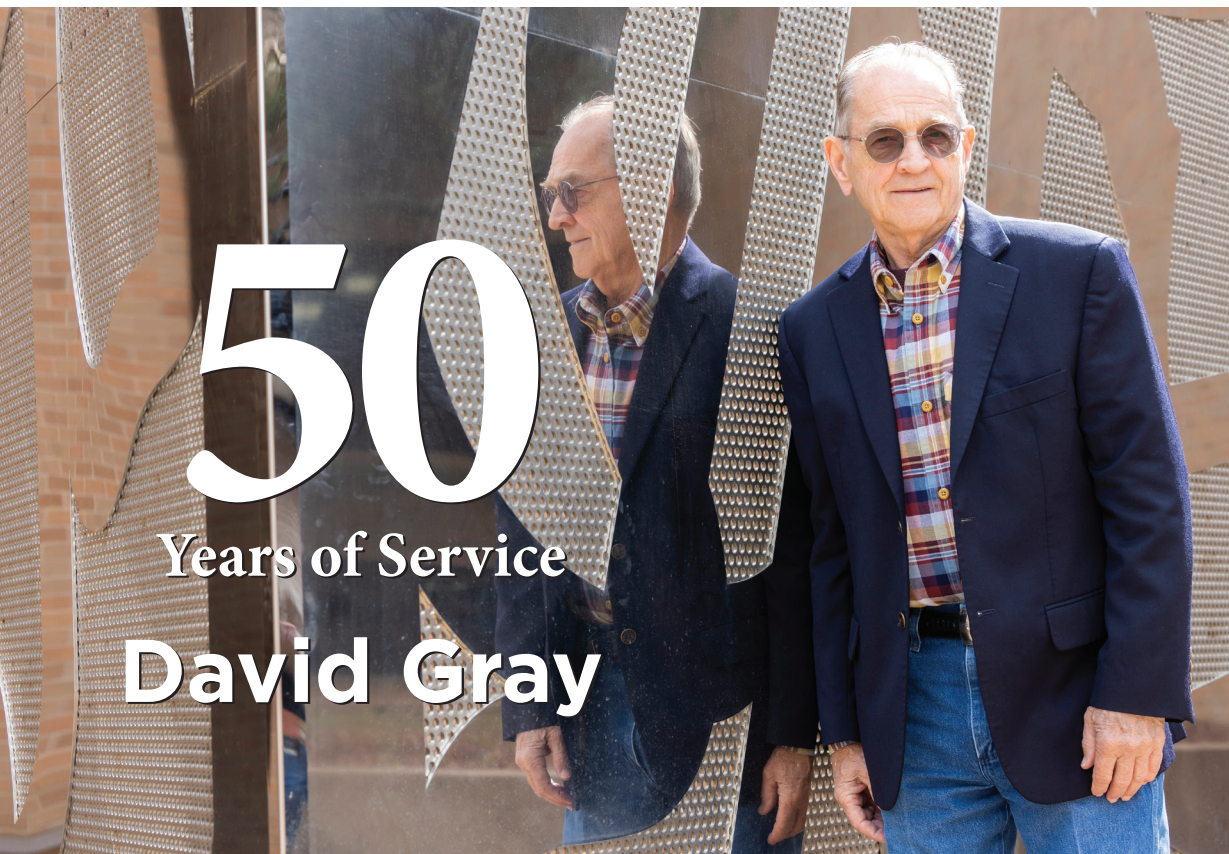
Meiners has co-authored and edited a number of publications on environmental law, including *Environmental Policy and Agriculture* (Rowman & Littlefield, 2003); *Government vs. Environment*, (Rowman & Littlefield, 2002); *Common Law Environmentalism: Rethinking the Basis of Modern Environmental Law* (Rowman & Littlefield, 2000); *Cutting Green Tape: Toxic Pollutants, Environmental Regulation and the Law* (Transaction Press, 2000); and *Who Owns the Environment?* (Rowman & Littlefield, 1998).

His association with the Bozeman center affords a bit of academic luxury with research that “doesn’t necessarily correlate to the teaching we do at the school,” Meiners said. “Academics have the freedom to do research on the things that are of interest to us.”

Still, Meiners said, that bit of research respite should not distract from what the College of Business should provide its students.

“Most students at UTA are from modest families, and they’re working to help provide some support for their kids in college,” Meiners said. “Most of these kids are working at least part time while they’re going to school, so I have a lot of admiration for that. They’ve got a good work ethic. For them, a college degree is a meal ticket. It’s show me how to get through this program and how this will help me get a better job. I understand that. I think it’s our job to strengthen their degrees.”





In about 30 to 45 minutes, Gray re-engaged Fouse, who since has served on the College of Business Advisory Council, established an endowed Goolsby scholarship and the Goolsby-J.A. Fouse Endowed Chair, funded the Jack and Doris Fouse Study Abroad Scholarship Program, provided annual support for six PhD stipends and financially supported the first-floor renovations in the College of Business.

“It was an incredibly important phone call, I think, for me personally, and it led to all kinds of things over the years,” Gray said.

His third cherished moment was an even shorter meeting – maybe three minutes at most.

He met a man whom he greatly admired but who left UT Arlington two years before Gray started his 50-year run.

That young student was now retired Army Gen. Tommy Franks, former commander in chief of the U.S. Central Command who oversaw a 25-country region, including the Middle East, and the 2003 invasion of Iraq to oust Saddam Hussein. Franks left the university to join the Army but then returned to graduate in 1971 with a bachelor of business administration degree.

At a dinner when Franks was honored as a distinguished alum, Gray said he could not pass up the opportunity to jump in line with ROTC students waiting to meet him.

“I said Gen. Franks I’m on the faculty in the College of Business. I missed you by two years,” Gray said. “I was so impressed with having three minutes that I could stand there and visit with him. I’ll never forget that experience.”

No doubt Gray’s career encompassed far more than those three moments.

It isn’t easy to sift through a 50-year career at the College of Business and retrieve the highlights, but when asked, David Gray, a management professor who has worn multiple hats at UT Arlington, offers three.

Topmost is the time he hurriedly prepared and then helped present a proposal to John and Judy Goolsby to establish what would become the college’s shining leadership program.

“Those three hours sitting in their house were a really exciting three hours to experience,” Dr. Gray said, recalling how the Goolsby Leadership Academy came to life. “I was involved in securing the \$2 million gift.”

The concept for an academy designed to engage students in both classroom and real-world experiences to develop leadership skills had been tumbling around in Gray’s mind long before the meeting. When the opportunity developed to ask for funding, Gray hurriedly drafted a proposal and accompanied the team

calling on the Goolsbys.

“It’s really been great to see that idea take shape, and hundreds of students now have benefited from that initial gift,” Gray said.

Close to that highlight moment was the time Gray managed to reconnect the college with a 2004 distinguished alumnus honoree, Jacquelyn Fouse, who last year stepped down as chief executive officer at Agios Pharmaceuticals to become the company’s board chair.

Fouse (1982 BA Economics, 1984 MA Economics, 2012 PhD Business Administration) launched a successful international career after graduation in a wide range of industries, including pharmaceuticals, biotechnology, vision care, agribusiness, food and beverage and airlines. Gray hoped to pull her back into the College of Business fold.

“I was sort of persistent,” Gray said. “I kept calling. Then one day – it was a Friday afternoon about 3 o’clock – my phone rings, and it was Jackie. She was sitting out at DFW airport waiting for a flight.”

In addition to teaching and researching human resource management and industrial and labor relations, he has a long list of administrative and service roles. He served as an associate dean for more than 20 years, five years as department chair and most of one year as interim dean in 2012-13. He has also chaired numerous college committees, including the MBA and health care administration graduate studies committees.

His service also extended beyond the College of Business, particularly the athletics department. He has chaired the Athletics Council, worked on the search committee for a new athletics director and now serves as the university faculty athletic representative.

He talks with pride about how hard student athletes must work and the importance of having a good faculty representative to advocate for academic support services.

“Our student athletes are very good in the classroom. In fact, by grade point average, by graduation rates, our student athletes outperform the rest of campus,” Gray said. “For the most part they are incredibly busy, very high energy persons, and they have to have excellent time management skills.”

Gray knows about high energy. He has been pouring it into the university for 50 years, and he has not lost any when it comes to teaching and interacting with students.

“If you ask my daughters, they’ll tell you that, well, dad has said he’s going to retire next year,” Gray said, “and he’s been telling us that for 10 years.”

So, when does he plan to retire?

“I think there’s a pretty high probability at the end of next year I probably will retire,” Gray said.

His family has heard that before.

Marketing professor Carl McDaniel with his wife, Corinne: “Carl really was a wine connoisseur.”



Carl McDaniel

The College of Business lost a longtime friend and its longest serving department chair when retired marketing Professor Carl McDaniel died on March 10 in Beaufort, SC.

Carl served as the marketing department chair for more than 30 years and was honored in 2010 with a Lifetime Achievement Award and Chairman Emeritus status. He was also one of the college’s longest serving faculty members and a successful author who had dozens of textbooks published.

“He is one of the founding fathers, if you will, of the whole field of marketing research. He really created our marketing research program,” said David Mack, Advisor to the Dean and a clinical professor of management.

Dr. Mack, a longtime colleague and friend of Carl’s, said he witnessed how much students enjoyed Carl as a teacher.

“I think he made a real connection with students,” Mack said. “He was very kind and mild-mannered. Students liked him because he knew what he was talking about, and he was very passionate about marketing. He had good knowledge of what’s going on in the world of marketing.”

Mack also credits Carl with helping to

launch the college’s MBA program in China. “He and I took the first executive MBA group to China,” Mack said. “We learned a lot in that first trip, and he was a great one to have along. He interacted very well with the students.”

Carl was born June 15, 1941, in Little Rock, Arkansas. He earned his undergraduate degree from the University of Arkansas at Little Rock and a master’s degree from Arizona State University before beginning a professional career at Southwestern Bell. He returned to Arizona State to complete his doctorate in marketing in 1970. He then joined the College of Business faculty, eventually becoming the marketing department chair in 1980. He also served as chair of the Southwestern Marketing Association from 1984-1985 and was a consultant to the International Trade Centre (ITC) in Geneva, Switzerland.

In addition to such accomplishments, Mack said he will always remember Carl’s knowledge of wine. “Carl really was a wine connoisseur,” Mack said. “It was always an experience to either go to his house or go out to dinner with him because he’d share his wine knowledge. He was just a very interesting guy.”



JHONNICE MEEKS

RISE Scholars
in Spain in
May 2023.

RISE Academy's First Cohort Explores New Opportunities

Donald Stevens, a senior marketing major, readily acknowledges that his academic journey has never been a straight line. He started out as a biology major. When he switched to business, though, and enrolled in clinical professor Faye Cocchiara's course on diversity in organizations, his eyes were opened wide.

"I really didn't know what to expect, to be honest," Stevens said. "I knew it was going to be about diversity, for sure, but I didn't know that it would affect me in such a way that I would be able to have a different lens on every single aspect of different cultures and ethnic groups. I'm so very thankful for her and that class."

Stevens is one of 21 students in the first cohort of the RISE Academy, which focuses on teaching leadership and business skills to students from underrepresented demographics.

The first cohort will complete the academy in 2027. Students must take one required course on diversity in organizations and two electives. Each year, they are required to participate in mentoring, professional development and community service programs and summer internships. The academy kicked off this year thanks to a \$345,000 donation from the Santander Consumer USA Foundation.

For Stevens, the academy's coursework has helped him understand all forms of diversity. "Everybody, everything around me is diverse," he said. "Because we all have biases, it's important to not let those biases control how we interact with people who are different from us."

Like Stevens, Denise Monterroso, who plans to graduate in December with a

bachelor's of business administration degree, found career inspiration in the academy's classes and internship opportunities. She worked this summer in a human resources (HR) program at Parkland Health and Hospital System in Dallas.

"What I love about Parkland, they have employee resource groups, that employees can join," Monterroso said. "There's one, for example, for African Americans, for Asian Pacific Americans, the Hispanic community, the LGBT community. Any employee can join and pretty much help with events to really spread the word of diversity."

In the RISE Academy's first semester, students began by exploring and matching their natural skills to their career aspirations. They also learned how to prepare for job interviews and explore other cultures through study abroad opportunities. Philisa Stanford, director of Diversity, Racial Equity and Inclusion (DREI), said study abroad is particularly important for many academy students.

"Most of them have stayed within their own communities, and they haven't even explored other places in the U.S.," Stanford said. "To go abroad just allows them to learn more about other cultures."

In addition to learning about other cultures, the academy has been preparing



Donald Stevens

students to better understand themselves, using two personality and skills assessment programs designed to match personality types and career options.

The academy followed the skills orientations with an introduction to behavioral interviewing, presented by talent recruiters from Santander. Students learned how to demonstrate critical thinking skills to potential employers when answering open-ended questions.

The academy also has been lining up organizations who can help students find summer internships.

"The goal is for them to work in multiple internships," Stanford said. "We have what we call diversity partners, people from about 20 organizations in the Metroplex who have agreed to be mentors to our students and provide a pipeline for internship opportunities."

Through her internship and the RISE Academy coursework, Monterroso said she not only found inspiration but affirmation as well.

"I have always been interested in working in organizations that have a structured HR," she said. "I feel like employees can sometimes be limited when there's not a structure for diversity and equity in an organization. I want employees to feel appreciated for who they are."

Student Ambassador Program Sows Interest in College of Business

Jasmin Mejia remembers with great pride a freshman she took under her wing as a student ambassador for the College of Business.

The student had earned straight A's before moving from Arkansas to Texas, but she struggled in her senior year in high school. She was bullied. Her grades plummeted.

"Her father told us when we came here, her grades dropped down, and she doesn't feel like she's worth anything," said Mejia, who completed her bachelor's in business administration (BBA) degree in May and now works as a freshman admissions counselor at the university.

When she first met the woman, Mejia was learning the ropes as an ambassador, one of seven students who have been hired in the program since the College of Business launched it in spring of 2022. As an ambassador, Mejia said, she learned so much about the university and the College of Business that she was certain she could convince this struggling student that UT Arlington would be a welcome fit.

"I told her I promise you UTA is totally different," Mejia said. "It's one of the most diverse schools. As soon as you walk on campus, you'll see the diversity. I promise you, just take a tour, and you'll see what I'm talking about. We have so many different programs. There are many associations that you can join to make it feel even more welcoming."

No one can relate better to a prospective student than a current one, said Hakim Sims, a senior academic recruiter in the College of Business who oversees the ambassador program.

"If you want to promote the student experience, there's no person better to provide that than someone who is actually taking courses currently," Sims said.

The college's ambassador program operates independently from similar programs in other UTA colleges, such as engineering, as well as from the university-wide volunteer program that has been in place since 1972. The business



ambassadorships are paid positions in which students work both on- and off-campus recruitment events as well as maintain the behind-the-scenes outreach efforts.

"Our ambassadors do a little bit of everything," Sims said, such as

maintaining a database of prospective student information and following up through emails, handwritten cards or social media.

Mejia did that with the struggling student she met. She kept checking up on her through letters and emails. Four weeks later, the student told Mejia she had enrolled.

"I was so excited that she actually decided to commit to UTA. That told me we do have an impact," Mejia said. "We just have to be able to show that UTA has those opportunities for them. I'm just happy that she actually trusted our words."

Mario Marroquin, who will graduate in 2024 with a BBA degree majoring in management and marketing, also recognized how his role as an ambassador had an impact with students who participated in the city of Arlington's What's Your Big Idea event.

"I had the great opportunity to talk to them about my journey as a student and some of the things that I wish I would have known when I was their age," Marroquin said. "When I was growing up, I didn't have those opportunities. So, for me it's a big deal because I feel like I'm be able to impact others."

Through the program, Marroquin said he has sharpened his skills and challenged himself.

"I was a person who was very nervous to go out and socialize, especially being new to the university as a transfer student. It was very hard for me to put myself out there," Marroquin said. "Being an ambassador was a step above because I wasn't just presenting myself to a group of friends. I was presenting myself to a larger group of prospective students, almost like I'm setting myself up as a role model for maybe those who have had a similar journey, showing them that you can you can achieve more."



Economics and Finance Graduate Receives Congressional Award

Melisa Ozer, who graduated in May with a bachelor of business administration degree in economics and finance, has earned The Congressional Award Gold Medal for individual achievement. It wasn't easy, Ozer discovered, but pursuing the award provided a lesson in perseverance.



KAREN SAYRE/EIKON PHOTOGRAPHY

Melisa Ozer, center, at awards ceremony with, from left, Skip Braziel, Venton Jones and R. Gerald Turner

Congress created the award in 1979 to motivate people ages 14 to 24 to set and achieve personal goals in four areas: 400 hours of voluntary public service, 200 hours of personal development, 200 hours of physical fitness and at least five days exploring a new environment or culture. Applicants have two years to complete them and must submit a record of their achievements, describing their purpose, lessons learned and how they contribute to society.

Ozer started in her sophomore year at UT Arlington and sailed along on her service, development and exploration goals. She worked as a mentor for Turkish immigrant high school students, helping

them prepare for college entrance exams and to integrate into U.S. culture. For personal development, she began learning Spanish and improving her Russian. Her exploration goal was to discover the East Coast and learn more about Florida.

But the physical development goal proved a bit more challenging.

"I was underweight, and my goal was to get stronger," Ozer said. The first four months, she set a goal of walking 5,000 steps and then increased it to 10,000 steps. After a year, she started running three miles each Friday.

Then surgery knocked her off track. "I was back to page one. I had to change my goals again," she said.

Ozer spent two months on a liquid diet. The six-month recovery time stretched to a year. Still, she met the physical development requirement to earn the Gold Medal – all while studying fulltime – and says she is still working to regain her strength.

In her log, Ozer wrote that each of her experiences taught her that "it is acceptable to go slow, but it is essential not to give up."

Gold Medal recipients were recognized in June in Washington D.C. Ozer said the effort was well worth the investment of her time.

"I'm really thankful for it because it gives you extra purpose while you're studying," she said.

PHD GRADUATES ON THE MOVE

The College of Business graduated five doctoral candidates who have taken teaching positions at universities.



Amir Naderpour
Operations Management/
Management Science
Eastern Kentucky University



Abigail Torres
Marketing
Clark University



Malak Malibari
Management
Umm Al-Qura University



Jiang Hu
Information Systems
Texas A&M at San Antonio

(photo unavailable)

Jawaher Alotabi
Management
Umm Al-Qura University

2023

- October 2-5** Finance and Real Estate Week
- October 26** Dean's Leadership Circle Celebration
- October 28** Chili Cook Off
- November 6-11** Homecoming



2024

- January 16-19** Student Week of Welcome
- February 16** Firm Night
- March 1** Ryan Reilly Real Estate Conference
- March 7** 8th Annual Analytics Symposium
- March 19** MS Marketing Research Conference
- March 25-29** Business Leadership Week
- April 1-5** Money Smart Week
- April 29** Goolsby Leadership Academy 20th Anniversary and Medallion Ceremony
- May 3** MAVS100
- August 16** Accounting Continuing Professional Education



SAVE THE DATE



Goolsby Leadership Academy 20th Anniversary and Medallion Ceremony APRIL 29, 2024

TRANSFORMING LIVES TOGETHER

You are essential to our mission in the College of Business.

Your desire to positively impact the lives of our students and our UTA Business Community is what helps propel us forward. Whether you *become a guest speaker* in a classroom, *give to a scholarship* fund, or *share your alumni story*, you are going to make a lasting impact.

To explore ways that you, or your company, can get involved, please scan the QR Code.

Thank you in advance for partnering with us.

Together the possibilities are endless.

