



Culverhouse
College of Business

RESEARCH IMPACT REPORT

2025





A MESSAGE FROM THE DEAN

A continuation of excellence. That is just one way to describe the research and outreach enterprise here at Culverhouse. We have retained our position on the University of Texas at Dallas Naveen Jindal School of Management's Top 100 Business School Research Rankings list, which is a primary indicator of a business school's research productivity. Culverhouse comes in at 90th place in North America and 82nd among American institutions. Culverhouse is also the only B-school in Alabama to make the list.

This is all thanks to the team of brilliant, hard-working, and accomplished faculty here at Culverhouse. We are quite proud of their contributions to their respective fields, to society at large, and to the institution's reputation.

In other news, we have launched a real estate undergraduate major to complement our other academic offerings in that area. Our real estate minor is one of the largest in the country – over 900 students enrolled—so a complete major is a logical response to industry demand and student interest. And we are again blessed to retain our spot on the top step as the largest college on The University of Alabama campus with well over 10,000 students.

I must also congratulate one of our own: Dr. Daniel Bachrach, a professor of management and the Robert C. and Rosa P. Morrow Faculty Excellence Fellow, received UA's Burnum Distinguished Faculty Award this year, which recognizes and promotes excellence in research, scholarship, and teaching during a distinguished UA career.

As part of the award ceremony, Dr. Bachrach gave a presentation to our colleagues on the role of "transactive memory systems," or TMS, on the performance of teams. This research has deep relevance and impact on industry and our understanding of how people within teams work together effectively and efficiently.

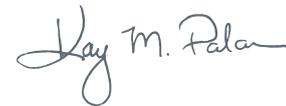
Speaking of teams: the great work that happens within our college is attributable in part to a culture that prioritizes collaboration and collegiality. I am grateful to all our faculty and staff for doing their part in helping make Culverhouse the very special place that it is.

You can keep up with our ongoing research at our website: research.culverhouse.ua.edu.

The great work that happens within our college is attributable in part to a culture that prioritizes collaboration and collegiality.

And as always, you can reach out to Associate Dean for Faculty and Research Dr. Shawn Mobbs at hsmobbs@ua.edu with questions or to get connected.

Thanks, and Roll Tide!



Dean Kay M. Palan
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 Culverhouse College of Business
 The University of Alabama





Don't Take the Bait

One of the worst and most helpless feelings in the world is to get scammed by a phishing email. Chances are that your inbox has been flooded with many of those sketchy emails, waiting for you to take the bait.

What is a phishing email? According to the Federal Trade Commission, “Phishing is a type of online scam that targets consumers by sending them an email that appears to be from a well-known source – an internet service provider, a bank, or a mortgage company, for example. It asks the consumer to provide personal identifying information. Then a scammer uses the information to open new accounts, or invade the consumer’s existing accounts.”

Phishing has become a major problem, with the FBI reporting it as the most common cybercrime. In 2022 alone, phishing caused losses of more than \$10.2 billion, up from \$6.9 billion in 2021. Phishing often serves as the first step in more advanced cyberattacks, such as business email compromise and ransomware.

Despite efforts to prevent phishing, people remain highly vulnerable. Even with training and advanced security systems, individuals still fall victim to these attacks. Researchers have found you can do something to lower the risk of falling prey to these cyberattacks: Check your emotions at the door.

Chuan (Annie) Tian, assistant professor of MIS, and Greg Bott, associate professor of MIS, are co-authors of a study published in *European Journal of Information Systems* that discovered when people feel strong emotions—such as fear or excitement—they are more likely to click on dangerous links or share personal information.

Most past research has focused on the cognitive side of phishing, studying how people process persuasive messages.

"Most of the stuff we're doing cognitively, right? Cognitively, you are really using your brain to think, although sometimes you think superficially. Sometimes you think deeply and analytically," Tian said. "That's the length of the current research. Really nobody has done the work to tease out how emotion plays a role, though emotion is so important."

The study explored the influence of three emotional dimensions: valence, arousal, and certainty on phishing susceptibility.

"One email gets manipulated so that it's either a high amount or low amount of a positive valence (pleasure) or a negative valence (displeasure) and high certainty (anger, happiness) and low certainty (hope, anxiety, curiosity)," Bott said.

For example, researchers created emails with messages promising financial rewards that made victims feel excited, which makes people rely on quick, heuristic thinking instead of careful analysis.

In another email, researchers sent messages that elicited discomfort and anxiousness, creating an increased desire for a resolution, which can lead to someone feeling impulsive and urged to click a link or open an attachment.

"You're more likely to fall for it because you're not thinking calmly and mindfully," Bott said. "You're angry and you're acting out of emotion...You're more likely to fall for it if you're emotional."

One key finding of the study is that training people to recognize phishing attempts can help reduce their chances of becoming victims. The authors suggest that organizations should educate employees on how emotions impact decision-making online. Simple strategies, such as pausing before clicking on links and double-checking sender details, can make a big difference.

In 2022 alone, phishing caused losses of more than \$10.2 billion, up from \$6.9 billion in 2021.

While cognitive factors like persuasion are important, emotions play a significant role in phishing attacks. Recognizing the emotional tactics used by cybercriminals can help improve defenses and reduce the risk of falling victim to phishing in the future. 

The Culverhouse College of Business has been continuously accredited by AACSB International since 1929. The Culverhouse School of Accountancy holds specialized AACSB accreditation in accounting, part of an elite group of less than 1% of business schools worldwide.

AACSB accreditation ensures that the Culverhouse College of Business provides a high-quality, mission-driven curriculum for our students that is assessed through a rigorous process, professional development for our faculty and staff, and accountability to our stakeholders.





The Right Gift at the Right Time

Why Business Gifting Is Like Dating—and How to Avoid a Breakup

Everyone has gotten a free gift from a business at some point. It could be a discount coupon or gift card, product samples or maybe even some high-end merchandise.

Free stuff is great for customers and a wonderful marketing tool for businesses. But there are limits, and there is a right and wrong way to go about it. **University of Alabama Assistant Professor of Marketing Carlos Bauer** is a co-author of a study titled “Effects of Gifting on Relationship Performance: Strategies for Avoiding Suspicion and Unfairness Perceptions,” which was published in the *Journal of the Academy of Marketing Science*.

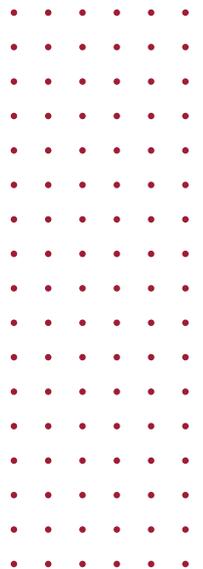
The authors explored how giving free gifts to customers affects business relationships, emphasizing the importance of matching the gift’s value to the stage of the customer relationship. That strengthens the bond between the customer and the company. Conversely, a mismatch can lead to negative feelings.

It can be broken down into three ways. Offering a high-value gift too early in the relationship may cause customers to feel suspicious about the company’s intentions. Giving a low-value gift in a well-established relationship might make customers feel undervalued. However, providing a gift that appropriately matches the depth and duration of the relationship fosters feelings of gratitude and enhances the relationship.

“Think about it in terms of personal relationships and someone going on a very first date,” Bauer said. “There is no way that a guy is going to pop the question and present a ring on a very first date to the girl, right? She will be traumatized. She will be thinking, ‘What is happening here?’ The relationship has not developed. The opposite could also be true, where you have a couple on their 30th wedding anniversary, and the husband comes with a T-shirt. You don’t give a T-shirt on your 30th wedding anniversary.”

To maximize the benefits of gifting and avoid potential pitfalls, it’s best to have transparent communication and clearly explain the reasons for the gift to alleviate any doubts about hidden agendas. Gift customization tailors gifts to align with the customer’s preferences and the current stage of the relationship, ensuring they feel valued and understood.

This research underscores the significance of thoughtful gift-giving in business relationships. By considering the relationship stage, being transparent, and demonstrating thoughtfulness and effort, companies can enhance customer trust and loyalty. 





A Smarter Way to Map Communities

Connections are important. In the marketing world, it's crucial to identify consumers with similar behaviors and preferences to ensure more personalized marketing strategies.

In the health-care industry, understanding how individuals are connected, and their health-related attributes, can help identify communities at higher risk for disease spread.

A study titled "Network-Adjusted Covariates for Community Detection" was published in *Biometrika* that introduces a method to enhance how we detect communities within networks, such as social or biological systems. **UA Assistant Professor of Applied Statistics Yaofang Hu** and Wanjie Wang, from the Department of Statistics and Data Science at the National University of Singapore, developed "spectral clustering on network-adjusted covariates," a statistical technique that considers both individual characteristics and their connections within a network. A network could

represent social interactions, transportation routes, citation patterns among research papers, and more.

"For example, if you're studying a social network the connection could be friendship and the node could be a person," Hu said. "Based on the connections, you will find that there could be group of users that are more strongly connected with each other. For users from different groups maybe their friendships are much less frequent."

Traditional community detection methods often focus solely on the network's structure, potentially overlooking valuable information about individual attributes. This new approach incorporates additional data about the nodes



themselves (like user demographics or paper abstracts) to improve accuracy in identifying meaningful clusters.

“Looking at the Facebook network example, in addition to the friendship, maybe the user’s demographic information can be useful as well—their location, their background, their education etc.,” Hu said. “In our work we would like to borrow these two pieces of information – the connections and the user level features – to find those densely connected clusters from a big network.”

By adjusting for the network’s influence on individual characteristics, the method aims to identify communities more accurately. This could be useful in fields like sociology, biology, and information science, where understanding group dynamics is crucial.

The researchers demonstrated the effectiveness of their approach through simulations and real-world data

applications. Over 3,000 papers were analyzed using citation links (connections) and abstracts (features). The goal was to group them by similar research topics, resulting in five distinct communities.

Another example is using a music app. This dataset included users’ friendship connections and their favorite artists. Though users were from 18 different countries, their exact country was hidden. By analyzing friendships and artist preferences, the team could infer which users likely belonged to the same country-based communities.

The study represents a significant step forward in network analysis, offering a more nuanced tool for researchers and practitioners seeking to understand the intricate web of relationships that define communities. 

A Tip of the Hand?

If you've ever played poker, chances are you used strategic reasoning, a method of thinking that involves making informed decisions by understanding and anticipating the actions of others.

In other words, you try and spot your opponent's tell.

Strategic reasoning can be used in business, too.

University of Alabama Assistant Professor of Accounting Chez Sealy is co-author of a research study published in *Contemporary Accounting Research* that revealed auditors may be able to prevent financial fraud simply by signaling how they plan to conduct a strategic audit—without the need for extra costly procedures.

The research explored how different audit strategies influence managers' decisions to commit or conceal fraud.

Financial reporting fraud costs businesses millions of dollars every year. While auditors typically focus on detecting fraud after it happens, this study suggests they can also play a key role in preventing it in the first place.

The researchers investigated whether managers are less likely to commit fraud if they believe auditors will use advanced strategic reasoning to detect fraud. Put simply, auditors can play a significant role in preventing fraud by making it clear they are thinking strategically about how fraud might occur and how managers might try to evade detection.

The study suggests auditors can use different levels of strategic reasoning to deter fraud:

Zero-order reasoning: Auditors follow standard procedures, focusing on their own incentives to complete an efficient audit.

First-order reasoning: Auditors consider how managers may try to manipulate financial statements and adjust their approach accordingly.

Second-order (or higher) reasoning: Auditors anticipate how managers might react to their auditing strategies and adjust their approach accordingly.

Financial reporting fraud
costs businesses millions of
dollars every year.

The research found that when managers were informed that auditors use first- or second-order reasoning, they were less likely to commit fraud. This is because they perceived a higher risk of being caught.

"If auditors signal this type of more strategic thinking, they can get the benefits of decreasing potential fraud without

spending a lot more time, money, and resources on it simply because the signal works,” Sealy said. “The signal shows managers that ‘OK, I don’t know exactly what they’re going to do but that’s scary.’ There’s so much uncertainty it’s going to reduce that propensity to commit fraud.”

While signaling a more strategic audit approach reduced fraud, it also made fraud more difficult to detect when it did occur.

Managers who still chose to commit fraud put more effort into concealing it in response to the increased perceived risk. From a business and regulatory perspective, the key takeaway is auditors can prevent fraud more effectively by leveraging strategic reasoning rather than increasing audit costs. This benefits businesses by reducing fraud and improving financial transparency while maintaining efficiency in the auditing process. 





In It for the Benefits

It's no secret compensation is a key element in job satisfaction. Part of that compensation is employee benefits, which makes up 38% of an employer's total cost, according to the Bureau of Labor Statistics. That's a major financial commitment for companies.

These benefits can influence employees across the entire company. Despite its importance, employee benefits research has been fragmented, making it unclear how they impact individual employee outcomes.

Culverhouse College of Business Professor of Management Michael T. Ford was part of a research team that addressed this using social exchange theory (which explains how relationships are built on mutual give-and-take) and conducted a meta-analysis of various studies. The research appeared in the *Journal of Applied Psychology*.

They examined how the availability, use, and employee perception of benefits influence attitudes, well-being, and commitment to the organization. The analysis included 134 studies with a total of 260,604 participants, offering valuable insights into how benefits impact employees.

Here are some of the key findings:

The availability and employee perception of benefits significantly influence job satisfaction, commitment, and well-being. Simply using benefits does not strongly impact these outcomes beyond their availability and how employees view them.

"You might think an employee would likely react more positively when they use a benefit because they are

actually getting something out of it," Ford said. "The availability and quality of the benefits experienced by the employee correlates to their intent to stay, their commitment and satisfaction about as much as pay itself."

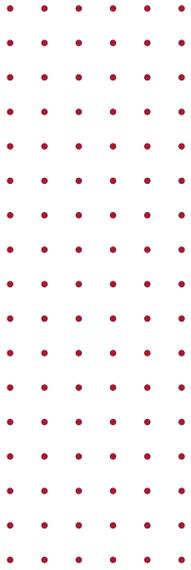
The way employees evaluate their benefits partially affects their feelings of support from the organization. This, in turn, influences their job satisfaction and commitment.

Different benefits have different impacts. Training benefits, for example, are more strongly linked to job satisfaction, commitment and engagement, whereas healthcare and retirement benefits are more closely associated with employees' decisions to stay or leave a company.

Since how employees feel about their benefits matters more than just having them, companies should ensure clear communication about the value of their benefits packages.

Organizations should also consider their objectives when designing benefits, ensuring they contribute to employee retention, satisfaction, and well-being. Benefits should be seen as part of a comprehensive approach to employee relations, alongside salary and working conditions.

Because employee benefits are a major component of compensation and significantly affect job satisfaction, commitment, and well-being, organizations should pay close attention to how employees perceive these benefits. By doing so, companies can enhance employee experiences and strengthen their workforce relationships. 



Divide and Decline

How Local Government Breakups Hurt Short-Term Growth

A recent academic study has found that dividing local governments, a process known as “fragmentation,” can negatively impact economic growth.

The research focused on Indonesia between 2000 and 2014, a period when the number of districts in the country increased by 50%.

University of Alabama Assistant Professor of Economics Traviss Cassidy and Tejaswi Velayudhan are co-authors of “Government Fragmentation and Economic Growth,” which was published in the *Review of Economics and Statistics*, and analyzed the effects of these district splits on local economies. They discovered that, in the short term, fragmentation led to a decrease in district Gross Domestic Product (GDP), even though these new districts received more funds from the central government. The decline was noticeable in newly created “child” districts that established new administrative centers and governments.

“With the extra money, it should have boosted GDP,” Cassidy said. “Instead, we see the opposite. Not only does GDP go down, but it goes down a lot relative to how much you would expect GDP to go up with just the fiscal multiplier effect. So, we try to figure out what’s going on.”

Researchers analyzed the impact of district splits and found that GDP fell in both newly created “child” districts and the original “parent” districts.

The study controlled for factors like ethnic diversity, urbanization, and education levels, confirming that the economic downturn was directly linked to the increase in local governments.

Key reasons for this decline include:

Weaker bureaucracy – New districts had less experienced civil servants/politicians, slowing down government efficiency. Higher administrative costs – Money was spent on government operations rather than economic development.

Loss of economies of scale – Smaller districts struggled to provide services as efficiently as larger ones.

The study raises questions about whether the negative effects will continue in the long run. While early data suggests that GDP continued to decline for at least five to six years after a district split, researchers believe this trend may eventually reverse. As government workers gain experience and recruitment improves, the impact on GDP could stabilize. However, a lot depends on whether spending on new district administrations stays high or tapers off.



Indonesia's experience reflects a broader global trend of government fragmentation. Many countries are experimenting with decentralization, hoping to improve governance and economic outcomes. This study suggests that while decentralization has potential benefits, poorly planned fragmentation can disrupt economic growth. 

Many countries are experimenting with decentralization, hoping to improve governance and economic outcomes.

Friends in High Places

Study Finds CEO Connections Give Managers an Edge—But at What Cost?

Have you noticed when an NFL coach is fired, another team quickly snatches him up? The reason is familiarity. Owners and general managers know what they are getting, and maybe they have a personal relationship—the league is a small club.

The corporate world is like that, too. CEOs often hire individuals they know well—through past work, shared education, or personal relationships—believing this familiarity helps them judge talent and performance accurately. These individuals are also more likely to be promoted and less likely to lose their jobs, even when performance is poor. While these connections can sometimes help with communication and decision-making, favoritism may lead to inefficient management practices that could hurt companies in the long run.

Is this a good thing? **University of Alabama Associate Professor of Finance Joshua Pierce** and his former PhD student Paul Olbermann are co-authors of a study published in the *Journal of Financial and Quantitative Analysis* that highlighted advantages and disadvantages of division managers with personal connections to CEOs.

There is minimal evidence that personal connections lead to significant value for

shareholders. Favoritism can lead to inefficiencies, where poorly performing but connected individuals are retained, promoted, and protected, even when their contributions don't justify it.

Despite concerns about favoritism, the study highlights one possible advantage of CEO connections. In large companies, communication between different divisions and headquarters can be difficult. These connections might allow CEOs to filter out short-term performance noise and retain talented individuals during tough times. In peripheral divisions (outside the CEO's core expertise), these relationships can provide minor benefits by facilitating better insights.

The findings raise important questions for companies about how they manage promotions and job security. While relationships between executives can lead to better teamwork and communication, they can also create unfair advantages that may harm a company's overall success. The analysis also highlights potential negative impacts on company performance and shareholder value.

Strong governance structures—like independent boards or large institutional shareholders—might mitigate the inefficiencies caused by personal connections.





There is minimal evidence that personal connections lead to significant value for shareholders.

“If a firm has strong corporate governance, if the board is appropriately monitoring executives on behalf of the shareholders, you don’t see a lot of it,” Pierce said. “CEOs at times may have agendas that come before maximizing shareholder value. We add to this discussion and investigate how these agency costs of equity manifest themselves in internal executive labor markets and how the external market for corporate control coupled with effective internal governance structures can mitigate these costs.”

The study suggests that businesses should be careful about favoritism in leadership decisions. While banning these connections outright may not be practical, companies should ensure that promotions and job security are based on performance rather than personal relationships. 



Stock Market Mood Swings

In finance, it's generally believed that taking on more risk should lead to higher returns. It doesn't. It's a puzzle that has long confused financial experts.

Research conducted by **University of Alabama Assistant Professor of Economics Soroush Ghazi** and **UA Associate Professor of Economics Mark Schneider** suggests the answer lies in how investors feel about uncertainty. When it comes to the stock market, it's not just about how much risk there is, but also how people feel about that risk.

The research, published in *Management Science* titled "Market Ambiguity Attitude Restores the Risk-Return Tradeoff," also includes Jack Strauss as an author. It looks at how investors' attitudes toward market ambiguity—or uncertainty—can affect the link between risk and return.

“Our solution is to propose that there’s a missing variable that moderates this risk-return relationship,” Schneider said. “A measure of market optimism that we derive from a model in behavioral economic theory should basically weaken this relationship... it should be eroded by higher market optimism.”

When investors are more pessimistic (ambiguity-averse), the traditional risk-return relationship holds; higher risk leads to higher expected returns. When investors are more optimistic (ambiguity-seeking), this relationship weakens or disappears.

“If the volatility is being caused by optimism, our finding is basically that you do not see a strong relationship between risk and return at that time,” Ghazi said.

Including market ambiguity attitude in models helps explain why the risk-return tradeoff is inconsistent in empirical data. Understanding and measuring market ambiguity attitude can improve predictions of stock returns and provide insights into market behaviors during different economic conditions.

“The Sharpe ratio” indicates how much return you earn for a given level of risk. Ideally, you want high returns with low risk. Our theory can help construct portfolios with substantially higher Sharpe ratios,” Ghazi said.

In essence, investors’ collective feelings about uncertainty significantly influence the risk-return dynamics in the stock market. By accounting for these attitudes, we can better understand and predict market behavior.



When it comes to the stock market, it’s not just about how much risk there is, but also how people feel about that risk.

Their optimism measure showed impressive predictive power beyond returns.

“We show that basically all of the 10% crashes that occurred between 1990 and 2022 were preceded by high levels of optimism,” Schneider said. “Similarly, about 70% of the NBER recession periods over that 30-year period were preceded by periods of high market optimism.” 

Sales Power

Research Uncovers Relationship Between Online Reviews and Marketing Promotions

As consumers increasingly shift purchases to digital channels, businesses need to manage an increasingly diverse set of purchase drivers. The top levers at a firm's disposal are classic promotional offers like price discounts and free shipping as well as cultivation of positive online reviews. While most online retailers focus on optimizing these investments independently, this approach overlooks nuances in consumer decision making that could be harming their bottom line.

A recent study, "Dynamic interplays between online reviews and marketing promotions," was published in the *Journal of the Academy of Marketing Science*, which explores how online customer reviews interact with marketing promotions to influence consumer purchasing decisions.

University of Alabama Professor of Marketing Clay M. Voorhees and Yufei Zhang, the lead author on the paper who will be joining the Culverhouse College of Business as an assistant professor of marketing in August, and G. Tomas M. Hult, examine the combined effects of customer reviews, price discounts, and free shipping on online sales.

Rather than looking at the effects of these drivers independently, the authors jointly model their effects and find important interplays that can dramatically impact retailer margins. Using a combination of experimental and real-world e-commerce data (spanning 25,000 product-day observations from fast-fashion retailers), the research finds that the effectiveness

of promotions like discounts depends heavily on the number of product reviews as well as their valence.

One key finding is that price promotions no longer affect sales when a product has accumulated enough reviews, thus, sustaining a promotional schedule once a product has a substantially large number of reviews may erode margins without boosting sales.

"As you start accruing reviews, promotions no longer affected demand. In our fast fashion sample, once products hit 85 reviews, price promotions were no longer effective. The product has been validated through social proof and people are going to buy it. If you continue to discount once you get that critical mass, you're just giving away margin. If the companies in our sample had cut off promotions once they hit that threshold, their total profit would have improved by 7%. Given that fast fashion firms often operate on a margin of 16%, these savings are significant."

The study emphasizes the importance for e-commerce managers to consider both the quantity and quality of product reviews when planning promotional activities.



They also find downsides to these interplays. When a product's reviews are consistently negative, they found that price discounts and free shipping offers weren't enough to spur demand, as the damage was done.

"With negative reviews, we find they create a strong floor that is hard to recover from," Voorhees said. "In our data, if firms launched and quickly received negative reviews, free shipping and standard promotions (25% in our data) were not enough to encourage sales. If you do have negative reviews, you essentially need to go to extreme discounting to try to overcome them and hopefully get your reputation turned around organically."

The study emphasizes the importance for e-commerce managers to consider both the quantity and quality of product reviews when planning promotional activities. Understanding the dynamic relationship between reviews and promotions can help in crafting strategies that enhance sales without unnecessary profit sacrifices.

While customer reviews and marketing promotions are both influential, their combined effect is complex. A nuanced approach, taking into account the volume and sentiment of reviews, is essential for maximizing the effectiveness of promotional efforts in online retail. [\[1\]](#)



Rethinking How We Save Endangered Species

Protecting endangered animals is always a race against time. Getting data about species that are threatened and are on a trajectory for extinction is all about speed.

A big reason why conservation efforts often struggle is because of a lack of clear information about endangered species. We don't always know how many animals are left, how quickly they are disappearing, or how well current protection plans are working. Gathering this information can take a lot of time and money—resources that are often in short supply.

Now the process just got a lot smarter. **University of Alabama Assistant Professor of Operations Management Xueze Song** is part of a research team that published a study titled, “Optimal Learning and Management of Threatened Species,” in *Management Science*. The team took an innovative approach to conservation that helps scientists and policymakers make better decisions, especially when they don't have all the facts. This is especially useful when waiting for more information could mean losing precious time—and lives.

The model is based on “partially observable Markov decision process,” a fancy name for a method that helps decision-makers choose the best course of action when they don't have all the information. It's like playing chess while blindfolded—you don't see the whole board, but you use the information you do have to make your next move wisely.

“That's the dilemma we're looking at — to make decisions, we need to know things we can only learn by acting,” Song said.

To test their model, the researchers focused on the Hainan gibbon, the rarest primate in the world. Found only on Hainan Island in China, there are fewer than 35 Hainan gibbons left. With such a tiny population, every decision counts.

Using their model, the researchers figured out when it was most useful to spend time and money on monitoring the gibbons, and when it was better to jump into action with protection efforts. The result? A smarter, more efficient way to help this critically endangered species survive.

“Using these models, you can make quite efficient computations and find what's the optimal policy — you can prioritize where management needs to be to protect species,” Song said. “Even though we can find the optimal policy, we still need to understand what it actually looks like.”

This new approach doesn't just help the Hainan gibbon—it could change how we protect endangered species around the world. By finding the right balance between acting and learning, conservationists can use their limited resources more effectively.

In a world where time and money are both limited, this research shows that making smarter decisions—even with imperfect data—can make all the difference. As more species face the threat of extinction, tools like this model could offer a lifeline for those on the brink. 

Bachrach Receives UA Burnum Award for 2025

This story was adapted from a UA News Center piece by Bryant Welbourne.

The Burnum Distinguished Faculty Award is presented each year to celebrate and encourage excellence in research, scholarship, and teaching at The University of Alabama.

Culverhouse's Dr. Daniel Bachrach, a professor of management and the Robert C. and Rosa P. Morrow Faculty Excellence Fellow, was the recipient of the 2024-2025 award, recognized in a ceremony on Wednesday, April 23, in Alston Hall.

Bachrach teaches courses at the undergraduate and graduate levels in the Department of Management. His research interests include entrepreneurial team performance, idiosyncratic deals, leadership, and organizational citizenship behavior, among others. Bachrach's work has received more than \$1 million in extramural funding from public agencies including the National Science Foundation, Research Facilitation Lab, and the Basic Research Division of the U.S. Army Research Institute.

He is the author, co-author, or co-editor of 17 books on technology, sales, behavioral operations, and management, including

the 14th edition of "Management" and the seventh edition of "Exploring Management." Both textbooks are viewed highly in the field and used throughout the U.S., with versions translated into Chinese, French, Greek, Indonesian, Portuguese, and Spanish.

Bachrach has published 70 research articles, and his work regularly appears in the field's elite scholarly journals, including *Organization Science*, *The Strategic Management Journal*, *the Journal of Applied Psychology*, and *Organizational Behavior and Human Decision Processes*, among others. According to Google Scholar, his work has been cited more than 23,000 times to date.

He is an elected fellow of the American Psychological Association, Society for Industrial and Organizational Psychology, and Association for Psychological Science. In 2017, Bachrach was the recipient of the UA National Alumni Association's Outstanding Commitment to Teaching Award, the University's highest honor for excellence in teaching. He received the Culverhouse College Board of Visitors Research Achievement Award in 2019.

In addition to his roles as an educator and researcher, Bachrach currently sits on UA's Grievance and Mediation Committee and



Dr. Daniel Bachrach and University of Alabama President Stuart R. Bell

is the faculty advisor to both the Crimson Creatives and Crimson Cribbage Club.

The Burnum Award was established by Dr. and Mrs. John F. Burnum of Tuscaloosa to recognize and promote excellence in research, scholarship, and teaching during a distinguished UA career. The Burnum Award Committee, comprised of former winners, screens nominees and forwards two nominees to the president, who selects the winner.

Burnum Award recipients present a special lecture on their research as part of the awards ceremony, with Dr. Bachrach's on the role of "transactive memory systems," or TMS, on the performance of teams.

What is TMS? It is a "system for encoding, storing, and retrieving information in a group, where each member of the group is responsible for different pieces of knowledge." Teams using TMS divide the labor for learning, remembering, and communicating task-relevant information, and in practice, TMS can help teams perform more effectively.

After Dr. Bachrach's presentation and reception, which was attended by his family and colleagues from across campus, he had dinner with UA President Stuart Bell and other university leadership, as well as members of the Burnum family. 



Culverhouse Holds Steady on UT Dallas List for 2025

The Culverhouse College of Business has held steady on a key indicator for business school quality: research productivity. According to the protocol developed by the University of Texas at Dallas' Naveen Jindal School of Management, Culverhouse comes in at 90th place in North America and 82nd among American institutions. Culverhouse is also the only B-school in Alabama to make the list.

The UTD Jindal protocol utilizes a rolling measure of publications, including authors and affiliations in 24 leading business journals across major business disciplines.

The result is a ranked list of the top business schools by their contributions to research, with separate top 100 lists for the worldwide and North American business school communities, as well as a list of rankings by journal. 



Ten Culverhouse Faculty Noted as Top 2% Researchers Cited

Ten Culverhouse faculty members have been recognized on the prestigious “World’s Top 2% Cited Researcher List” compiled by Stanford University. The list acknowledges the most influential researchers across various scientific disciplines and provides a standardized metric to highlight those who have made significant contributions to their fields. Culverhouse faculty who were noted in the most recent list are Drs. Anup Agrawal, Subha Chakraborti, Michael Ford, Vishal Gupta, Peter Harms, Junsoo Lee, Jeff Martin, Russell Matthews, Mikko Siponen, and Clay Voorhees. 

Coming Up in October: Culverhouse Business Analytics Summit

Culverhouse’s premier annual gathering of data-focused professionals and academics goes bigger. The Culverhouse Business Analytics Summit on Oct. 8-10, hosted by the College’s Institute of Data & Analytics, now includes an executive education program, poster session for cutting-edge research, and symposium, the highlight of the summit.

Previous speakers at the symposium include experts from Thomson-Reuters, NASA Ames

Research Center, Paramount Pictures, ESPN, Google, Delta Air Lines, IBM, the U.S. Securities and Exchange Commission, and SAS Institute.

Registration will open soon.

Get updates at ida.culverhouse.ua.edu/basymposium or scan the QR code. 



Preston McGee to Lead College's Outreach Efforts in Selma



Preston McGee is leading Culverhouse's outreach efforts in the city of Selma.

Over the past several years the Culverhouse College of Business has had a growing presence in the city of Selma, Alabama, leveraging faculty, staff, and student resources to conduct outreach activities in the landmark of the American Civil Rights movement.

This work, which has included consulting with small businesses and laying the groundwork for future projects, now falls under the responsibility of Preston McGee, a Culverhouse grad and Selma native, as the community outreach coordinator for the College's Selma Resilience Initiative.

Recent activities include:

- **Selma River Pitch** – 17 local entrepreneurs came and pitched their business ideas with four of them leaving with \$1,000 each.
- **Social Media Workshop** – students and faculty from Culverhouse's marketing program provided local nonprofits and small businesses with knowledge and tools to boost their digital presence.
- **Beautification Days** – hundreds of UA students, faculty, and staff have traveled to Selma to assist in planting trees and flowers along the main thoroughfare, picking up trash and cleaning vacant

areas, learning about the community, and supporting downtown businesses.

After graduating from Dallas County High School, McGee attended The University of Alabama and earned bachelor's degrees in business management and political science, followed by a master's in business administration from Culverhouse's Manderson Graduate School of Business.

At UA, McGee was involved in various organizations and civic-minded initiatives, from Capstone Men & Women to Crossroads Civic Engagement Center. As a student, he also interned on Capitol Hill in the office of Alabama Sen. Tommy Tuberville as part of The University of Alabama System's Capitol Scholars Program.

He maintains an office in Selma at the Dallas County System of Services at Arsenal Place.

"Growing up in and around Selma, I was deeply aware of the historical significance of our beloved town and its promising potential," said McGee. "There's much to be done, but so many people and organizations are working hard to make progress. Now, more than ever, it is clear that the only way forward, is together." *A*

Record Participants for Student-led Tech Weekend



UA students competed in the 24-hour UA Innovate Hackathon & Innovation Challenge, organized by the Woman in Tech student organization. Above, Cindy Qiu and Sandy Zheng, members of the winning team in the data analytics category, with event organizers.

Culverhouse students hosted the largest Association for Information Systems (AIS) Student Chapter Conference on March 27-29 with 29 different universities and executives in attendance, including HCA Healthcare CIO Chad Wasserman and Josh Jones, CEO of QuantHub, who both delivered keynote speeches. According to the organizers, the conference, “brings together top students from leading IS programs to share innovations, network with industry leaders, and experience Tuscaloosa—advancing AIS’s mission to promote excellence in the study and practice of information systems worldwide.”

Both the AIS Student Chapter Leadership Conference and its accompanying UA Innovate Hackathon & Innovation Challenge are the result of student leaders working tirelessly for the last 18 months on organizational logistics, an effort that included raising nearly \$100,000 to host the conference.

“Overall, these events did a great job showcasing our program to the faculty from other institutions and the AIS leadership in attendance,” said Director of MIS Capstone Projects Jeff Lucas. “I felt we were able to showcase how strong our students

are, how deeply we’re connected with the industry, and what’s possible when you hand the reins to talented, motivated students and give them a permission structure to make the events their own.”

Following the conclusion of the AIS Conference, UA students competed in the 24-hour UA Innovate Hackathon & Innovation Challenge, run by the Woman in Tech student organization. This year it broke the record for student participants at 174. Teams competed for a first-place prize of \$1,000 and a second-place prize of \$500 across six industry challenge areas: prototype innovation, cybersecurity, full stack development, social innovation, fintech, and data analytics. 

Culverhouse Faculty Lead Session at Joint Statistical Meetings

The Joint Statistical Meetings (JSM), organized by the American Statistical Association and the Statistical Society of Canada, is one of the world's largest and most diverse gatherings of statisticians, drawing over 5,000 attendees from 52 countries. Covering a wide range of topics—from statistical theory and methodology to applications in AI, cybersecurity, healthcare, and data science—JSM offers a rich platform for scholarly exchange.

The 2024 JSM took place in Portland, Oregon, from August 1–5. Among its many sessions was one organized by Culverhouse students and faculty, titled “Monitoring in the Modern Era,” under the Section on Contemporary Statistical Challenges. Dr. Chase Holcombe, a Culverhouse graduate, now an assistant professor at the University of South Alabama, chaired the session. Dr. Subha Chakraborti co-organized, and Dr. Jason Parton served as discussant. Speakers included researchers from The University of Alabama, Georgia Tech, and Miami University in Ohio. 

Culverhouse Distinguished Speaker Series Highlights

Each semester, Culverhouse hosts the Distinguished Speaker Series, featuring prominent scholars whose research spans multiple disciplines. In Fall 2024, Dr. David Matsa of Northwestern University opened the series on September 27 with a talk on “Dual Credit Markets: Income Risk, Household Debt and Consumption.” On November 15, Dr. Pinar Keskinocak of Georgia Tech shared insights from her work on infectious disease prevention, control, and eradication. Spring 2025 featured Dr. Maria Minniti from Syracuse University, who presented “Game of Drones: Entrepreneurial Firms and Strategic Coalitions in an Emerging Industry” on April 11. A special highlight was the visit of Nobel Laureate Dr. Vernon Smith (Chapman University) on February 7. He delivered two talks on Adam Smith's moral philosophy and its relevance to modern economics, based on his latest book. Dr. Smith also toured the Culverhouse TIDE Lab, led by his former student, Professor Cary Deck, further enriching the academic exchange at Culverhouse. 



Professor Cary Deck gave Nobel Laureate Dr. Vernon Smith a grand tour of Culverhouse's facilities earlier this year between his presentations on Adam Smith's "Theory of Moral Sentiments."

CULVERHOUSE SCHOOL OF ACCOUNTANCY

Jessica Filosa

Assistant Professor

PhD in accounting from Virginia Tech

Haley Daniel

Clinical Instructor

MAcc from Auburn University

ECONOMICS, FINANCE, AND LEGAL STUDIES

Mustafa Emin

Assistant Professor

PhD in finance from the University of Florida

INFORMATION SYSTEMS, STATISTICS, AND MANAGEMENT SCIENCE

Daniel Balena

Clinical Instructor of Applied Statistics

MS in mathematics with a focus in statistics from The University of South Alabama; JD from Georgia State University College of Law

Craig Fulda

Clinical Instructor

MS in management information systems from The University of Alabama

Yaofang Hu

Assistant Professor

PhD in statistics from Southern Methodist University

Caroline Jenkins

Clinical Instructor

MS in applied statistics from The University of Alabama

Gabriella Mallmann

Assistant Professor of Cybersecurity

PhD in management information systems from the Federal University of Rio Grande do Sul

Xueze Song

Assistant Professor

PhD in operations management from the University of Illinois Urbana-Champaign

Goutham Takasi

Assistant Professor

PhD in management science from the University of Texas at Dallas

MANAGEMENT

Douglas Watson

Clinical Instructor

MBA and MS in management information systems from The University of Alabama

MARKETING

Douglas Albertson

Clinical Instructor

MBA from the University of Portland

Virginia Rolling

Clinical Instructor

MBA from Georgia Southern University

Qin Wang

Assistant Professor

PhD in marketing from Arizona State University

Selected Faculty Publications

Amin, Keval, Felix, Robert, and **Hoang, Kristina**

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