

**Adrian B. Guardia PhD, SHRM-SCP, SPHR**  
**Texas A&M University, San Antonio**  
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**aguardia@tamusa.edu**

#### **A. EDUCATION & ACCREDITATIONS**

PhD Leadership Studies, Our Lady of the Lake University, San Antonio, TX  
MBA Management, Our Lady of the Lake University, San Antonio, TX  
BBA Human Resource Management, St. Mary's University, San Antonio, TX  
PHR Professional in Human Resources, Society for Human Resource Management  
SPHR Senior Professional in Human Resource, Human Resource Certification Institute (Lifetime Accreditation)  
SHRM-SCP Senior Professional in Human Resources, Society for Human Resource Management

#### **B. TEACHING EXPERIENCE**

Spring 2009 - Present Instructional Associate Professor, Texas A&M University, San Antonio, TX  
BUAD 4101 Business Ethics  
BUAD 3181 Externship: Service Learning in Business  
MGMT 3160 Teamwork  
MGMT 3325 Human Resource Management  
MGMT 4326 Labor Relations  
MGMT 4342 Organization Training & Development  
MGMT 4343 Performance Management  
MGMT 4344 Organizational Leadership  
MGMT 4345 International Human Resource Management  
MGMT 4347 Organization Theory & Behavior  
MGMT 4348 Talent Management  
MGMT 5340 Organization Learning & Development  
MGMT 5343 Performance Management  
MGMT 5344 Organizational Leadership  
MGMT 5346 Seminar in Human Resource Management  
MGMT 5347 Strategic HRM

Fall 2007 Adjunct, University of Incarnate Word, San Antonio, TX  
Human Resource Management

Summer 1990 Adjunct, Our Lady of the Lake University, San Antonio, TX  
Compensation; Labor Relations

#### **C. RELEVANT PROFESSIONAL EXPERIENCE**

**09/2008—Present Texas A&M University, San Antonio**  
**Instructional Associate Professor**

**10/2007 – 09/2008 Accenture – San Antonio, TX**  
**Contract Senior Recruiter**  
Senior Recruiter assigned to client (Unilever) for sourcing & recruiting candidates for Supply Chain & Manufacturing positions for U.S. manufacturing plants in northeast & Midwest.

**4/2001 – 7/2007 JPMORGAN CHASE – San Antonio, TX**  
**HR Business Partner**  
Human Resource management professional supporting a new 2,200 seat Call Center for Credit Card Customer Service, Collections and Support Operations. Key areas of focus:

- Change management – operational culture change from service to sales.
- Talent management – development of leadership talent pipeline.
- Performance management – culture change from “rules based” to “principle based” management.
- Employee retention -- reducing 0 - 12 months new employee attrition

**8/2000 – 12/2000**

**JPMORGAN CHASE – San Antonio, TX  
Contract Recruiter**

Project Recruiter for Call Center start-up. Managed recruiting and staffing for Recovery (Collections, Litigation & Bankruptcy), and Customer Service management and Support teams. Directly supported business unit with over 1,000 employees.

**1988 – 2000**

**HARRIS CORPORATION – San Antonio, TX  
Microwave Communications Division  
Manager, Human Resources**

Directed HRM operations for 500 high-tech telecommunications equipment manufacturing employees. Provided leadership in directing culture change to total quality management through self-managed teams. Provided plant leadership resulting in site recognition:

- North American Manufacturer’s Association’s *Shingo Prize* for Manufacturing Excellence.
- Clemson University’s Award for Operational Excellence
- Industry Week Magazine’s Top 25 Plants in North America (2 successive years)
- Texas Business of the Year Award

**1984 – 1988**

**BIG RED BOTTLING COMPANY -- San Antonio, TX  
Business Manager**

Directed Human Resources operations for 300 employees for regional soft drink bottling and distribution operations in south Texas. Provided leadership in start-up operations, and multi-plant acquisitions. Areas of focus:

- Loss control of company property and casualty coverage
- Management of workers' compensation and employee healthcare programs
- Procurement management of company consumables

**1980 – 1984**

**DR PEPPER BOTTLING COMPANY -- San Antonio, TX  
HR Manager**

Managed HR functions for 150 employees for soft drink bottling and distribution center. Assisted in plant closing.

**Employment Representative -- Irving, Texas**

Managed employment function for 1,500 employees for regional soft drink bottling and distribution system operating in north Texas.

**1973 – 1980**

**SANGER-HARRIS -- Dallas, TX Division of Federated Department Stores**

- **Employment Manager, Central Warehouse Operations**
- **HR Branch Manager**
- **Merchant manager for Housewares, appliances, electronics**

**D. PUBLICATIONS & PRESENTATIONS**

Guardia, A., Vinaja, R., & Waggoner, F. I., Student e-Textbook Engagement and Performance Outcomes, Ed. Inclusive Access and Open Educational Resources E-text Programs in Higher Education, July 2020, *Springer*.

Guardia, A., Liu, C.Y & Blanton, E., *Inscope: A Case Study of Experiential Learning and Community Engagement. Journal of Human Resource Education*, Volume 13, No2/3. Spring/Summer 2019

Cox, C. B., Buettner, F., Guardia, A. & Bohmann, A. K., The Baby Boomer Bias: The negative impact of generational labels on older workers, *Journal of Applied Social Psychology*, 6 Dec 2017, DOI: 10.1111/jasp. 12491

Cox, C. B., Buettner, F., Lopez, A., Guevara, C., & Guardia, A. Don't call me a millennial! Exploring the impact of generational labelling on job candidates, *Academy of Management Proceedings*, 2019

### **Presentations**

“Culture Clash: The Challenge for Employers of Veterans Transitioning into the Civilian Workplace”, K. C. Kalmbach, Adrian B. Guardia, San Antonio Human resource Management Symposium, February 7, 2020

“Experiential Learning and Community Engagement: A Case Study on Inscope”, Adrian B. Guardia; Chin-Yen (Alice) Liu; Edwin Blanton, Academy of Business Research Conference, October 25, 2018

“The Performance Revolution: Moving beyond the Annual Performance Appraisal”, Adrian B. Guardia, F. Irene Waggoner, San Antonio Human Resource Management Association Symposium, February 9, 2017

“Strategic Leadership: Building Your HR Scorecard”, Adrian B. Guardia, F. Irene Waggoner, San Antonio Human Resource Management Association Symposium, February 4, 2016

“Free to Choose: Factors Driving Student Choice of Online Learning”, Adrian B. Guardia, Bethuel (Robert) Vinaja, Leonard Love, Academy of Business Research, San Antonio, Texas, October 29, 2015

“Closing the Discretionary Effort Gap – The Business Case for Employee Engagement Through Performance Management”, Adrian B. Guardia, F. Irene Waggoner, San Antonio Human Resource Management Association Symposium, January 16, 2015

“Re-Imagining Mentorship: A Professional Association’s Vision for Increasing Membership, Building a Talent Pipeline, and Measuring the Effectiveness of Its Mentoring Program”, Adrian B. Guardia, F. Irene Waggoner, Chin-Ye Liu, Academy of Business Research Conference, San Antonio, Texas, November 7, 2014.

“Will They Use the Resources They Have? Examining Predictors of Self-Directed Utilization of Online Materials in Training”, Adrian B. Guardia, F. Irene Waggoner, Robert Vinaja, Academy of Business Research Conference, San Antonio, TX, November 6, 2014.

“Student Ebook Engagement and Performance Outcomes: An Analysis of a Beta Project”, Adrian. B. Guardia, F. Irene Waggoner, R. Vinaja, Southwest Teaching & Learning Conference, Texas A&M University-San Antonio, April 4, 2014.

“Student Teamwork: The Challenge of Building a Collaborative Climate”, A. Guardia, F. I. Waggoner, R. Vinaja, Academy of Business Research Conference, San Antonio, TX, September 20, 2013.

“Student Teamwork: The Challenge of Building a Collaborative Climate”, A. Guardia, F. I. Waggoner, R. Vinaja, Southwest Teaching & Learning Conference, Texas A&M University San Antonio, April 5, 2013.

“Performance Management: Building a Culture of Continuous Improvement”, San Antonio Human Resource Management Symposium, May 10, 2013.

“Evaluating the Impact of Educational Analytics”, panelist, Educause 2013, Anaheim, CA, October 17, 2013

“Student Teamwork: The Challenge of Building a Collaborative Climate”, Academy of Business Research Conference, San Antonio, September 20, 2013. “Best Paper Award” (A. Guardia, F. Waggoner, B. Vinaja)

“Educational Analytics: An Engaged Approach to Engaging Learners”, panelist, WCET Webinar, August 14, 2013

“Student Teamwork: The Challenge of Building a Collaborative Climate”, Southwest Teaching & Learning Conference, Texas A&M University San Antonio, April 5, 2013.

“Performance Management: Building a Culture of Continuous Improvement”, San Antonio Human Resource Management Symposium, May 10, 2012

“Workplace Bullying: The New Management and Ethical Problem in the Workplace”, San Antonio Human Resource Management Symposium, April 2011.

“Improving Student Team Engagement and Performance: Applying the Tuckman Group Development Model to Project Assignments”, Southwest Teaching & Learning Conference, Texas A&M University San Antonio, April 1, 2011.

“Leadership and Workgroup Engagement: An Assessment of a Systems Model and Performance Outcomes”, presentation paper, Southwestern Business Administration Teaching Conference, Texas Southern University, October 21 – 22, 2010

“Leadership, Group Effectiveness and Group Performance: An Assessment of a Theoretical Model and an Observed Structural Equation”, dissertation, 2007.

### **Awards & Honors**

2017 *Advisor of the Year Award*, Student Organizations, A&M-SA

2015 *Member to Remember Award*, San Antonio Human Resource Management Association (SAHRMA),

2014 Excellence in Teaching Award – The National Society of Leadership & Success, A&M-SA

2011 Excellence in Teaching Award – A&M-SA

Best Paper -- *Re-Imagining Mentorship: A Professional Association's Vision for Increasing Membership, Building a Talent Pipeline, and Measuring the Effectiveness of Its Mentoring Program*, Adrian B. Guardia, F. Irene Waggoner, Chin-Ye Liu, Academy of Business Research Conference, San Antonio, Texas, November 7, 2014

Best Paper -- *Will They Use the Resources They Have? Examining Predictors of Self-Directed Utilization of Online Materials in Training*, Adrian B. Guardia, F. Irene Waggoner, Robert Vinaja, Academy of Business Research Conference, San Antonio, TX, November 6, 2014.

Best Paper -- *Student Teamwork: The Challenge of Building a Collaborative Climate*, Adrian B. Guardia, F. Irene Waggoner, Robert Vinaja, Academy of Business Research Conference, San Antonio, TX, September 20, 2013.

### **Other significant work:**

- Lead Faculty, HRM A&M-SA: Expanded original 2 course HR program (2009) to 17 additional HR courses (undergraduate & MBA, 2020)
- Principal Instructor & Director, HR Certification Study Course at A&M-SA 2013 to present
- Founder & Faculty Advisor, Society for Human Resource Management at Texas A&M University (SHRM@TAMU-SA), 2011 to present
  - Chapter national awards:
    - Superior Merit Award 2019 - 20 Academic Year
    - Superior Merit Award, 2018 – 19 Academic Year
    - Superior Merit Award, 2017-18 Academic Year
    - Superior Merit Award, 2016-17 Academic Year
    - Superior Merit Award, 2015-16 Academic Year

- Superior Merit Award, 2014-15 Academic Year
- Merit Award, 2013-14 Academic Year
- Honorable Mention, 2012 – 13 Academic Year
- Learning Event:
  - *Mental Illness & the Workplace: Navigating the Mental Health Epidemic*, October 20, 2020
  - *Embracing New Technologies: Benefits & Risks to the Workplace*, October 1, 2019
  - *Immigration: Economic Realities and Workplace Opportunities*, April 9, 2019
  - *The DNA of the San Antonio Business Journal's "Best Places to Work"*, October 9, 2018
  - *#MeToo/#TimesUp: Imperatives for the Workplace*, April 3, 2018
  - *The Opioid Epidemic: A Dangerous Prescription for the Workplace*, October 17, 2017
  - *Behind the Deal: Marketing San Antonio to the World*, April 4, 2017
  - *Income Inequality: Breaking the Cycle for San Antonio*, October 4, 2016
  - *Saving the Lighthouse: A Story of Strategic Leadership and Employee Engagement*, April 5, 2016
  - *Islam in the Workplace: A Postscript to the Supreme Court Ruling EEOC v Abercrombie & Fitch Stores, Inc.*, October 7, 2015
  - *Social Media: New Age Strategy for Sourcing & Recruiting Talent*, October 2, 2013 webcast
- Inscape Spring Break externship
  - VIA Transit and CPS Energy, March 10 & 11, 2020
  - H-E-B and SAWS, March 12 & 13, 2019
  - City of San Antonio, March 13 & 14, 2018
- Funded & awarded chapter scholarships (\$22,500 awarded to date):
  - \$1,500 HRx Experiential Scholarship, Evelyn Garcia, Fall 2020
  - \$1,500 HRx Experiential Scholarship, Melody Cavazos, Spring 2019
  - \$1,000 HRx Experiential Scholarship, Nikolei Castaneda, Spring 2018
  - \$1,000 HRx Experiential Scholarship, Amanda Harrison, Spring 2017
  - \$1,000 HRx Experiential Scholarship, Mary Ann Sanchez, Spring 2017
  - \$1,000 HRx Experiential Scholarship, Mishawna Calhoun, Spring 2017
  - \$1,000 HRx Experiential Scholarship, Zuleima Acevedo, Spring 2017
  - \$1,000 HRx Experiential Scholarship, Delia Arellano, Fall 2016
  - \$1,000 MATCH Scholarship (SAHRMA) Blanca Banda, Fall 2020
  - \$1,000 MATCH Scholarship (SAHRMA) Rose Hernandez, Spring 2020
  - \$1,000 MATCH Scholarship (SAHRMA) Blanca Banda Spring 2019
  - \$1,000 MATCH Scholarship (SAHRMA) Rose Hernandez, Fall;2019
  - \$2,500 MATCH Scholarship (SHRM Foundation) Paula Smith Fall 2018
  - \$1,000 MATCH Scholarship (SAHRMA) Blanca Banda Fall 2018
  - \$1,000 MATCH Scholarship (SAHRMA) Sheril Vineyard Spring 2018
  - \$1,000 MATCH Scholarship (SAHRMA) Alina Kaapuwai Spring 2017
  - \$1,000 MATCH Scholarship (SAHRMA) Maleny Rodriguez Spring 2016
  - \$1,000 MATCH Scholarship (SAHRMA) Katrina Reyna Fall 2015
  - \$1,000 MATCH Scholarship (SAHRMA) Katrina Reyna Spring 2015
  - \$1,000 MATCH Scholarship (SAHRMA) Krystal Eaker Fall 2013
- HR Certification Study Course, 13- week program in preparation for HRCI and SHRM national certification exams, September 2013 to present (offered Fall-Spring-Summer) \$354,568 Gross Revenue 2013-2020
  - \$45,500 Gross Revenue 2020
  - \$58,810 Gross Revenue 2019
  - \$85,275 Gross Revenue 2018
  - \$57,404 Gross Revenue 2017
  - \$45,957 Gross Revenue 2016
  - \$34,844 Gross Revenue 2015
  - \$15,790 Gross Revenue 2014

- \$10,988 Gross Revenue 2013
- Chapter CHALLENGE HR Certification reimbursement (\$580):
  - Summer 2020 Leticia Foster aPHR
  - Fall 2020 Karen Guzik SHRM-CP
  - Spring 2019 Sheril Vineyard SHRM-CP
  - Spring 2018 Veronica Gutierrez aPHR
  - Fall 2017 Zuleima Acevedo aPHR
  - Fall 2017 Drusilla Garza SHRM-CP
- Funded student/faculty expenses to regional/national SHRM conferences:
  - SHRM Texas 2019 Leadership Summit, Baylor University (5 students; 1 faculty)
  - SHRM 2019 Las Vegas, NV (10 students; 3 faculty)
  - SHRM 2018 Chicago, IL (10 students; 3 faculty)
  - SHRM 2017 New Orleans, LA (3 students/1 faculty)
  - SHRM 2016 Washington, DC (3 students/1 faculty)
- Summer Chapter Planning Workshop (UTSA & A&M-SA), July 26, 2019
- Chapter Annual Food Drive (Fill the Cart)
  - 2018 Campaign equivalent 13,219 lbs contributions collected
  - 2017 Campaign equivalent 26,706 lbs contributions collected
  - 2016 Campaign equivalent 25,867 lbs contributions collected
  - 2015 Campaign equivalent 22,497 lbs contributions collected
  - 2014 Campaign equivalent 4,491 lbs contributions collected
  - 2013 Campaign equivalent 6,021 lbs contribution collected
  - 2012 Campaign equivalent 3,000 lbs contribution collected

### **Memberships**

- President's Commission on Equity, A&M-SA, 2017-19
- San Antonio Human Resource Management Association (SAHRMA) member and past president; College Relations Director
- Society for Human Resource Management, (SHRM) member