

**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 Professor**  
**College of Business, Texas A&M University, San Antonio, TX**

BUAD 4101	Business Ethics	MGMT 4347	Organization Theory & Behavior
BUAD 3181	Externship	MGMT 4348	Talent Management
MGMT 3360	Teamwork	MGMT 5322	Seminar in Management
MGMT 3311	Principles of Management	MGMT 5340	Learning & Development
MGMT 3325	Human Resource Management	MGMT 5343	Performance Management
MGMT 4326	Labor Relations	MGMT 5344	Organizational Leadership
MGMT 4341	Compensation & Benefits Mgmt.	MGMT 5346	Seminar in HR Management
MGMT 4342	Training & Development	MGMT 5347	Strategic HRM
MGMT 4343	Performance Management	MBA 5122	Leading Organizations
MGMT 4344	Organizational Leadership	MBA 5358	Travel Abroad
MGMT 4345	International HR Management		

**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**

**10/2023—Present College of Business Texas A&M University, San Antonio**  
**Executive Director of Masters Programs**  
Served as an inaugural senior officer with responsibilities for development, planning, and execution of domestic & international student recruitment, employer relations and international business & cultural experiences.

**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., *Inscape: 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 Inscape”, 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, present)
- 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 2023 – 24	Superior Merit Award, 2017- 18
Superior Merit Award 2022 - 23	Superior Merit Award, 2016 - 17
Superior Merit Award 2021 - 22	Superior Merit Award, 2015 - 16
Superior Merit Award 2020 - 21	Superior Merit Award, 2014 - 15
Superior Merit Award 2019 - 20	Merit Award, 2013-14
Superior Merit Award, 2018 – 19	Honorable Mention, 2012 – 13

- **The Learning Event:**

*Backstreet to the American Dream*, a film screening in celebration of Hispanic Heritage Month, September 24, 2023

*Are You Fluent in LatinX Gen Z? Strategies to Go from Great Resignation to Great Recruitment*, October 27, 2023

*Child Care: Godsend to Working Parents. A Catalyst for a Post-COVID Economy*, April 20, 2022

*The American Working Class: The Impact of Recession & Recovery for Foreign and U.S. Born Latinos*, October 21, 2021

*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** of 50 students for a 2-day experience with major San Antonio employers.

- VIA Transit and CPS Energy, March 10 & 11, 2020
- H-E-B and SAWS, March 12 & 13, 2019
- Randolph Airforce Base, November 31, 2018
- City of San Antonio, March 13 & 14, 2018

**Funded & awarded chapter scholarships (\$38,500 awarded to date):**

• **\$1,500 HRx Experiential Scholarship (\$12,000 awarded)**

Deidra Basombrio, Spring 2023  
Evelyn Garcia, Fall 2020  
Melody Cavazos, Spring 2019  
Nikolei Castaneda, Spring 2018  
Amanda Harrison, Spring 2017

Mary Ann Sanchez, Spring 2017  
Mishawna Calhoun, Spring 2017  
Zuleima Acevedo, Spring 2017  
Delia Arellano, Fall 2016

• **\$2,500 MATCH Scholarship/SHRM (\$12,500 awarded)**

Anacynthia Escobedo, Spring 2023  
Elisa Gallegos, Fall 2022  
Rose Hernandez Spring 202

Leila Muzquiz Spring 2021  
Paula Smith Fall 2018

• **\$1,000.00 MATCH Scholarship/SAHRMA (\$14,000 awarded)**

Elissa Gallegos Spring 2022  
Elissa Gallegos, Fall 2021  
Evelyn Garcia, Spring 2021

Blanca Banda, Fall 2020  
Rose Hernandez, Spring 2020  
Blanca Banda Spring 2019

Rose Hernandez, Fall;2019  
 Blanca Banda Fall 2018  
 Sheril Vineyard Spring 2018  
 Alina Kaapuwai Spring 2017

Maleny Rodriguez Spring 2016  
 Katrina Reyna Fall 2015  
 Katrina Reyna Spring 2015  
 Krystal Eaker Fall 2013

- **Chapter CHALLENGE HR Certification reimbursement/\$580 (\$5,800 reimbursed)**

Summer 2022 Alexis Prieto SHRM-CP  
 Fall 2021 Belinda Moreno SHRM-CP  
 Fall 2021 Delia Arellano SHRM-CP  
 Spring 2020 Elva Castaneda SHRM-CP  
 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

- HR Certification Study Course, 13 - week prep course for HRCI and SHRM national certification exams, September 2013 to present (Fall-Spring-Summer) **Total Gross Revenue of \$455,068**  
 20% net to College of Business; 10% net to Management & Marketing; 70% net to SHRM@A&M-SA

\$45,300 Gross Revenue 2024  
 \$40,000 Gross Revenue 2023  
 \$53,650 Gross Revenue 2022  
 \$46,850 Gross Revenue 2021  
 \$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

- Funded student/faculty registration, airfare, hotel, group meals & registrations to SHRM conferences:  
 \$1,300 average cost per person underwritten by Chapter, estimated at \$62k.  
 SHRM 2024 Chicago, IL (9 students, 4 faculty)  
 SHRM Texas 2024 Leadership Summit, UNT (5 students; 1 faculty)  
 SHRM 2023 Las Vegas, NV (10 students, 3 faculty)  
 SHRM Texas 2023 Leadership Summit, University of Texas, Dallas (3 students; 1 faculty)  
 SHRM 2022 New Orleans, LA (10 students; 3 faculty)  
 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, UIW, St. Mary's University & A&M-SA), July 26, 2019, July 17, 2021, August 13, 2022
- 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 President 1985; College Relations Director 2019 - 2023  
 Society for Human Resource Management, (SHRM) member  
 San Antonio Master Leadership Program, Class XIX, 2022-23  
 City of San Antonio Municipal Civil Service Commissioner, 2022 - 25

SEBAC (System Employee Benefits Advisory Committee) 2020 – 23  
Proyecto Exito (Graduate Retention) Steering Committee 2022-23  
CoB Hooding & Student Awards Committee, Chair 2023, 2022, 2021  
CoB Review & Promotion Committee member, 2021 - 2023  
Heritage Month Executive Committee member 2022 – 2023