

NATALYA (Natasha) V. DELCOURE

Leadership Role

Texas A&M University-Kingsville
Dean, College of Business Administration
Professor of Finance (tenured)

July 2013 to present

- Chief Executive Officer of the College, overseeing academic, co-curricular, development, and recruitment activities for over 800 students, and research and development for 42 faculty and staff.
- Developed and implemented the College's strategic plan, leveraging internal expertise and nurturing new initiatives.
- Fostered diversity and high-quality personnel performance by hiring, mentoring, supervising, and evaluating faculty and staff.
- Administered and strategically managed College academic degree programs in alignment with business community and accreditation requirements.
- Developed strong partnerships with the Coastal Bend and South Texas business community through stewardship of two advisory boards.
- Strong fiscal stewardship: manage a \$10 million annual budget.
- Led school through successful initial (2017) and re-accreditation (2023) by the Association to Advance Collegiate Schools of Business (AACSB).

Selected Leadership Highlights

- Recruited tenure-track and clinical faculty, and staff.
- Demonstrated success in curriculum development and progression: achieved improvements in student success (retention rate is the highest on campus 72.8% vs. 66.8% campus-wide).
- Executed effective enrollment management: increase in undergraduate and graduate enrollment by 6.5% with no decline in admissions standards.
- Doubled the research budget to support faculty and staff development, summer research support, and data acquisition; incentivized College faculty excellence in teaching and multidisciplinary research (e.g., competitive summer research grant; USDA \$20 million grant with the College of Agriculture and Natural Resources to prepare the next generation of agricultural leaders; IRS \$ 50,000 grant to support VITA service learning project; DOC \$75,000 grant with the College of Engineering to support a pathway to excellence for minority students on supply chain management and logistics; the Texas Commission on Environmental Quality \$175,000 grant in collaboration with the College of Engineering to examine the uranium mining outlook for the State of Texas).
- Accomplished fundraising success and developed strong collaborative relationships with the College donors and the University fundraising staff: doubled the size of the college endowment to \$9.7 million and founded three endowed chairs.
- Established and successfully launched market-demanded graduate programs (e.g., MST, dual MBA/MSE), transcribed graduate certificates in Health Informatics, HR Management (aligned with SHRM requirements), and Business Analytics); undergraduate academic offerings (e.g., Banking minor, HR minor (aligned with SHRM requirements), Supply Chain and Logistics minor, Financial Planning Certificate, Financial Analyst certificate, Forensic Accounting concentration, to name a few). The College Student Professional Development Program and

Immersion Experience graduation requirement currently serve as a foundation for the University QIP.

- Oversaw the creation of a summer leadership business camp for middle and high school students and the Banking and Business Career Fair, which catalyzes student success, internship, and career placement.
- Created the College of Business Administration Student Advisory Board to groom future leaders and build better connections between the students, faculty, staff, and alumni.
- Expanded the international footprint of the College of Business Administration.
- Secured funding and oversaw over \$5 million in improvements and classroom technology upgrades to the College of Business Administration building.

Boards/Professional Activities

Texas Business Professionals of America (BPA), Board of Directors	2024 - present
The Association to Advance Collegiate Schools of Business (AACSB International) Board of Directors member; served on Articles and By-Laws Committee, Nomination Committee; chaired Finance and Investment Committee; chaired Audit Committee; Chair AACSB Innovative Curriculum Conference; AACSB International, Chair of Associate Dean Conference	2017 - 2023
Southern Business Administration Association, Board member	2020 - 2023

Other Professional Services:

2015 – 2021 Institutional representative, Texas Women in Higher Education
 2018 - 2019 Texas Higher Education Coordinating Board, Field of Study Committee member
 2018 Summer Texas Higher Education Coordinating Board, Field of Study Workgroup member

Service to Academia:

2017 - present Editor, Investment Management & Financial Innovations Journal
 2013 – present Associate Editor, Journal of Eastern European and Central Asian Research
 2017 Editorial Board member, the International Journal of Business Accounting & Finance
 2008 - 2011 SWFA Director, Treasurer, VP – Program Chair, President
 2004 - present Member of Editorial Board & Reviewer International Review of Economics & Finance, Review of Financial Economics; Quarterly Review of Economics & Finance; International Review of Applied Financial Issues & Economics, Journal of Business Strategies

Awards & Recognition:

- 2016 Southwest Finance Association and Federation of Business Disciplines “Educator of the Year”
- Member of Beta, Gamma, Sigma; honorary member Phi Kappa Phi & Delta, Sigma, Pi

Education

Louisiana Tech University	DBA, Finance	2001
University of Louisiana, Monroe	MBA	1998
Moscow State University of Railway Transportation (MIIT)	BBA, Accounting & Economics	1985

Work Experience

San Jose State University, Lucas Graduate School of Business **July 2012 – July 2013**

Associate Dean and Endowed Professor of Strategic Leadership, Professor of Finance (tenured)

Provided leadership and oversight for Lucas Graduate School of Business - the distinct brand - which included three Master of Business Administration programs, a dual degree program with the School of Engineering, three specialty programs (Master of Science in Accountancy for non-business majors only, Master of Science in Taxation, Master of Science in Transportation Management (MSTM)), and partner programs with the College of Science (Master of Science in Medical Product Development Management and Master of Science in Biotechnology). Align graduate programs with 2013 *AACSB International* standards for re-affirmation visits. In addition to the existing academic portfolio, in less than one year the following new graduate programs and concentrations have been developed and approved by the SJSU and the CSU Chancellor's Office: Dual MBA/Master of Science in Medical Product Development, Master of Science in Engineering Management, Healthcare concentration, Regulatory Affairs concentration, and Business Analytics concentration. Developed and strengthened ties with the business community and alumni. Examples of my direct and active roles in fundraising: cultivated three major donors; and secured a new location (the most prestigious Silicon Valley triangle) for the off-site graduate business program with the assistance of LGSB alumnus. Oversaw project design, and provided an interface between contractor and the College; IT, furniture vendors, University, and the College). Secured purchase of Customer Relations Management (CRM) database with the assistance of LGSB alumnus; expanded LAM Foundation graduate scholarship support (from \$20,000 in fall 2012 to \$80,000 in spring 2013); enhanced graduate scholarship support. Established an active academic program site delivering specialized graduate degree programs, serving the "technology corridor" in Santa Clara, CA, which created much-needed additional cash flows for the School and the SJSU, and strengthened the brand in a highly competitive market.

University of St. Thomas – Houston, Cameron School of Business February 2008 – July 2012
Associate Dean and Director of Graduate Business Programs, Associate Professor of Finance
(tenured)

Hired by the Dean of Cameron School of Business, the University of St. Thomas with a mandate from its Board of Directors to get the University accredited by AACSB. Shortly after my arrival, an accreditation plan was developed and submitted to AACSB. The implementation phase of the plan was completed in spring 2009. The School received its initial accreditation in April 2011, two years ahead of schedule. Initiated major curriculum changes following a comprehensive program review process; improved Cameron School of Business KPIs

Sam Houston State University July 2006 - February 2008
College of Business Administration, Assistant Professor of Finance

University of South Alabama August 2001 – July 2006
Mitchell College of Business, Assistant Professor of Finance

Assistant International Comptroller, September 1993 – May 1998
Benton Vinccler/PDVSA/Benton Oil & Gas, Caracas/Maturin/Temblador/Tucupita,
Venezuela/Carpinteria, CA

Responsible for periodic financial reporting; handled day-to-day duties as needed including Accounts Payable, Cost Accounting, Inventory Management; training and professional development of accounting personnel.

Interpreter JV PurNeftegas, Tumen, Russia/Benton Oil and Gas, September 1992 – April 1993
Carpinteria, CA

Responsible for Benton Oil and Gas translation of annual report and Form 10-K; interface with external

auditors.

**Assistant Controller, Russian-German JV,
Moscow, Russia/Düsseldorf, Germany**

July 1985 – April 1993

Responsible for periodic reporting; day-to-day accounting activities; general ledger, monthly reconciliations; and maintenance of the accounting database with data entry and reports.

Research – Refereed Publications

1. [The Impact of Student Support Services and Student Life Characteristics on Students' Perceptions of Online Education](#). with Colvin, R. G., Delcours, N., Krueger, T. M., & Singh, H. (2024), *Journal of Higher Education Theory and Practice*, 24 (1), pp. 186-199.
2. [A comparison of business student perceptions in Kazakhstan and the United States regarding ways to Enhance the Online Learning Process](#). with Colvin, R. G., Delcours, N., Krueger, T. M., & Singh, H. (2024). *Journal of Eastern European and Central Asian Research*, 10 (2), pp. 251-263. <https://doi.org/10.15549/jeeccar.v10i2.1113>
3. [The Impact of Technology on Business Student Success during the COVID-19 Pandemic](#). with Colvin, R. G., Delcours, N., Krueger, T. M., & Singh, H. (2024). *Journal of Applied Business and Economics*, 24 (4), pp. 243-248. <https://doi.org/10.33423/jabe.v24i4>
4. “The rise of sustainable, responsible and impact investing: ETFs and ESG” with J. Carmona and F. Haces-Fernandez, *International Journal of Portfolio Analysis and Management*, 2(4), pp.285-315, 2024.
5. “Random Walks in the Real Exchange Rates of 20 OECD Countries: Recent Evidence from the Panel Integration and Cointegration Tests” with H. Shirvani, *International Journal of Business and Economics*, Vol.7(1), pp. 9-23, 2022, <https://doi.org/10.5281/zenodo.6338763>
6. “Social media sentiment, tariffs, and international equity pricing” with J. Carmona and F. Haces-Fernandez, *International Journal of Electronic Finance*, Vol.10(1/2) pp. 93-115, 2020, <https://www.inderscienceonline.com/doi/pdf/10.1504/IJEF.2020.110298>
7. “Inflation and Stock Returns in 18 OECD Countries: Some Robust Panel Integration and Cointegration Tests” with H. Shirvani and S. G. Bayram, *Journal of Applied Business and Economics*, Vol. 5, pp. 78-87, 2020.
8. “Professional career readiness in undergraduate business program” with J. Carmona, J. L. Daniel, and C. Longoria, *Journal of Higher Education Theory and Practice*, January 20 (12), pp.158-168, 2020, <https://doi.org/10.33423/jhetp.v20i12.3787>
9. “Enrollment management analytics: a practical framework”, with Carmona, J., *Journal of Applied Research in Higher Education*, Vol. 11 (4), pp. 910-925, 2019, <https://doi.org/10.1108/JARHE-10-2018-0209>
10. “The Global Financial Crisis and the Determinants of the Turkish Money Supply” with H. Shirvani and S. G. Bayram, *The Empirical Economic Letter*, Vol. 17(5), 629-636, 2018.
11. “So Many Options, So Few Choices: An Investigation into Business School Mission Orientations?” with J. Cicala, B. Oates, and J. Shorter, *Academy of Educational Leadership*, 2017.
12. “Business internship: a practical framework,” with R. Karst and C. Longoria, *Business Education and Accreditation*, Vol. 10(1), 2018.
13. “Does Benchmarking Hinder Mission Diversity of AACSB-accredited Schools: Evidence from US and Europe,” with J. Cicala and B. Oates, *Business Education and Accreditation*, Vol. 9(2), 1-14.
14. Oil prices and stock market: time for trial separation?” with H. Singh, *Journal of Economics and Finance*, Vol. 42(1), pp. 89-111, 2018.
15. “BRIC or CBRI: It just doesn't sound as sexy, does it?” with H. Singh, *Quarterly Review of Economics and Finance*, 41, pp. 230-239, 2016.
16. “The Random Walk in the Stock Prices of 16 OECD Countries: A Robust Panel Unit Root Test” with H. Shirvani, *Journal of Economic Studies*, Vol. 43(4), 2016.
17. “Case study of accreditation reaffirmation with emphasis on survival-focused prioritization for program assessment,” with M. Sale and G. Scalan, *Business Education and Accreditation*, Vol.8(1), pp.1-

- 14, 2016.
18. "Determinants of IFRS adoption by companies in emerging and frontier markets" with K. Huff, *The Review of Business Journal*, Vol. 45(1), summer 2015.
 19. "Reporting Comprehensive Income" *JEECAR*, with Kendra Huff, Vol. 1(2), 2014.
 20. "Robust Panel Unit Root Tests for the Velocity of Money in a Sample of the OECD Countries" with H. Shirvani, *Journal of Banks and Bank System*, Vol. 9(3), 2014.
 21. "Gains from international diversification revisited: closed-end country funds vs. iShares" *Journal of Emerging Markets*, Vol. 18 (2), Summer 2013.
 22. "Competitive strategy and industry contagion following traditional Chapter 11 bankruptcy announcement" with K. Hunsader and G. Pennywell, *Managerial Finance*, Vol. 39(11).
 23. "Nonlinear mean-reversion in the inflation rate: evidence from a panel of OECD countries" with H. Shirvani and B. Mirshab, *Southern Business Economics Journal*, Vol. 36(1), 2013.
 24. "Plagiarism detection service in the learning environment – a testing tool or a self-management tool?" with B. George, *Journal of Academic and Business Ethics*, Vol. 6, September 2012.
 25. "Trend reversion in the velocity of money: some international evidence based on the STAR approach" with H. Shirvani and J. Ueng, *Research in Business and Economics Journal*, Vol. 6, July 2012.
 26. "Government size and stock market performance in the G7 countries: some robust bilateral causality tests," with H. Shirvani, *International Business and Management*, Vol. 2(4), 2012.
 27. "Nonlinear mean-reversion in the real exchange rate evidence from a panel of OECD countries" with H. Shirvani, *Research in Business and Economics Journal*, Winter 2012
 28. "Stock prices, home prices, and private consumption in the US: some robust bilateral causality tests" with H. Shirvani and B. Mirshab, *Modern Economy*, Vol.3(2), March 2012.
 29. "Integration: an elusive concept" with B. George, *Journal of Instructional Pedagogies*, Vol. 7, 2012.
 30. "ETFs: Watching the weight," *Review of Business*, 2011.
 31. "Modern portfolio diversification using iShares: correlation and return gaps," *Investment Management and Financial Innovations*, Vol. 8(3), pp. 9-27, 2011.
 32. "Periodic Integration and Cointegration of the US Stock Prices, Dividends, and Interest Rates: A New Test of the Present Value Model" with H. Shirvani and B. Wilbratte, *Journal of Centrum Cathedra*, Vol. 4(1), pp. 65-76, 2011.
 33. "You! Me! Let's try to make some MO-NEY!!!" with J. Ueng, *Review of Business*, Vol. 31(2), pp.88-98, Summer 2011.
 34. "An Exploratory Study of the Factors that Influence MBA Students' Attitudes toward Their Areas of Specialization" with C. Morosan, B. Mirshab, S. Taj, *International Journal of Global Business and Economics*, Vol. 3(2), pp. 35-45, 2010.
 35. "Survey of MBA students with Concentration in Finance: Attitudes and Opinions," with B. Mirshab and B. Wilbratte, *International Journal of Global Business and Economics*, Vol. 3(2), pp. 102-108, 2010.
 36. "Testing for Nonlinear Trend-Reversion in the Stock Prices of the G7 Countries" with H. Shirvani and B. Mirshab, *International Review of Applied Financial Issues and Economics*, Vol. 2(4), 2010.
 37. "The effect of strategic competition on acquirer's rivals following international acquisition announcements" with K. Hunsader, *Journal of Financial Economic and Practice*, Vol. 10(2), pp. 29-44, 2010.
 38. "E-banks, A Real Threat to Traditional Banks? with K. Cyree and R. Dickens, *Journal of Economics and Finance*, Vol. 33(2), April 2009.
 39. "Corporate branding and shareholders' wealth" *JOBIE*, Vol. 12, Spring 2009.
 40. "Financial intermediation in transitional economies: Case study of Russian banks" *Journal of Emerging Markets*, Vol. 13(3), pp.32-46, 2009.
 41. "Testing for Periodic Integration and Cointegration of the Stock Prices of the G7 Countries" with H. Shirvani and B. Wilbratte, *Investment Management and Financial Innovations Journal*, Vol. 6(1), 2009.
 42. "Reversing acquisitions: The case of Citigroup" with R. Stretcher, *Journal of Finance Case Research*, Vol. 10(1), 2008/2009.
 43. "Gains to acquirer's rivals" with K. Hunsader and J. Ang, *Journal of Business and Economics*

Perspectives, Fall 2008.

44. "On the Premiums of iShares" with M. Zhong, *Journal of Empirical Finance*, Vol. 14(2), 2007.
45. "An Overview of Audit Standards Affecting Community Banks" with J. Bexley, *Journal of Bank Accounting and Finance*, October - November 2007.
46. "The Determinants of Capital Structure in Transitional Economies" *International Review of Economics and Finance*, Vol. 16, 2007.
47. "Mutual fund industry: a case study of Russian equity mutual funds" with D. French, *Journal of Emerging Markets*, Vol. 12(1), Spring 2007.
48. "Value creation in cash mergers. The empirical investigation" with K. Hunsader, *Investment Management and Financial Innovations Journal*, Vol. 2, 2006.
49. "The influence of firm operating characteristics on incentive compensation in the executive suite: Equity REITs vs. REOCs" *Investment Management and Financial Innovations Journal*, Vol. 2, 2005.
50. "Hold or Fold: An Analysis of HOLDRs" with R. Dickens, *Financial Decisions*, Fall 2004.
51. "REITs and REOCs Systematic Risk Sensitivity" with R. Dickens, *Journal of Real Estate Research*, Vol. 26(3), 2004.
52. "Krispy Kreme Doughnuts," with R. Dickens, *Journal of Finance Case Research*, 2003, Vol. 5, #1, 2.
53. "The Forward Rate Unbiasedness Hypothesis Reexamined" with J. Barkoulas, C. Baum, and A. Chakraborty, *Global Finance Journal*, Vol. 14, pp. 83-93, 2003.
54. "International Residential Real Estate Brokerage Fees and Implications for the US Brokerage Industry," with N. Miller, *International Real Estate Review*, Vol. 5(1), pp. 12-39, 2002.
55. "The Performance and Diversification of World Equity Benchmark Shares (WEBS) and Closed-End Country Funds" with A. Pennathur and D. Anderson, *Journal of Financial Research*, Vol. 25(4), Winter 2002.
56. "How do U.S. Residential Brokerage Trends and Fees Compare to the Rest of the World," with N. Miller *Real Estate Issues*, Fall, Vol. 26, pp. 64-69, 2001.
57. "America Online" with L. Jauch and J. Scott, *Marketing Management*, 6th ed., Irwin/McGraw-Hill Companies, Inc., 2001.
58. "America Online" with L. Jauch and J. Scott, *Cases in Strategic Management*, 5th ed., Houston, TX, Dame Publications, 1999.

Leadership Training

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| 2023 Fall | The 4 Disciplines of Execution |
| 2021 Winter | Texas A&M Chancellor's Summit on Diversity, Equity, and Inclusion |
| 2020 Fall | Texas A&M System Chancellor's Summit on Academic Technology |
| 2020 Spring | CASE Advanced Development for Deans and Academic Leaders |
| 2019 Spring | CASE Development for Deans and Academic Leaders |
| 2019 Spring | HIGHER Austin – elevating women in higher education summit |
| 2018 - 2019 | Graduated from Texas Academic Leadership Academy- a partnership between the Texas Council for Chief Academic Officers and Sam Houston State University - inaugural class Fellow - an intensive, yearlong leadership experience. |
| 2018 – 2017 | "Leading in the Academic Enterprise" A yearlong workshop series, AACSB International, Tampa, FL: "Leading People and Organizational Change," "Developing People and Impactful Communication," "Strategic Thinking and Creative Problem Solving" |
| 2012 | Seminar for New Deans, AACSB International, Seattle, WA |

University Service – Most Recent

Chaired "Distance Education Fee" Task Force @ Texas A&M University-Kingsville; Provost and VPAA Search Committee; University Calendar Committee; Dean Honors' College Search Committee; Dean College of Arts and Science Search Committee