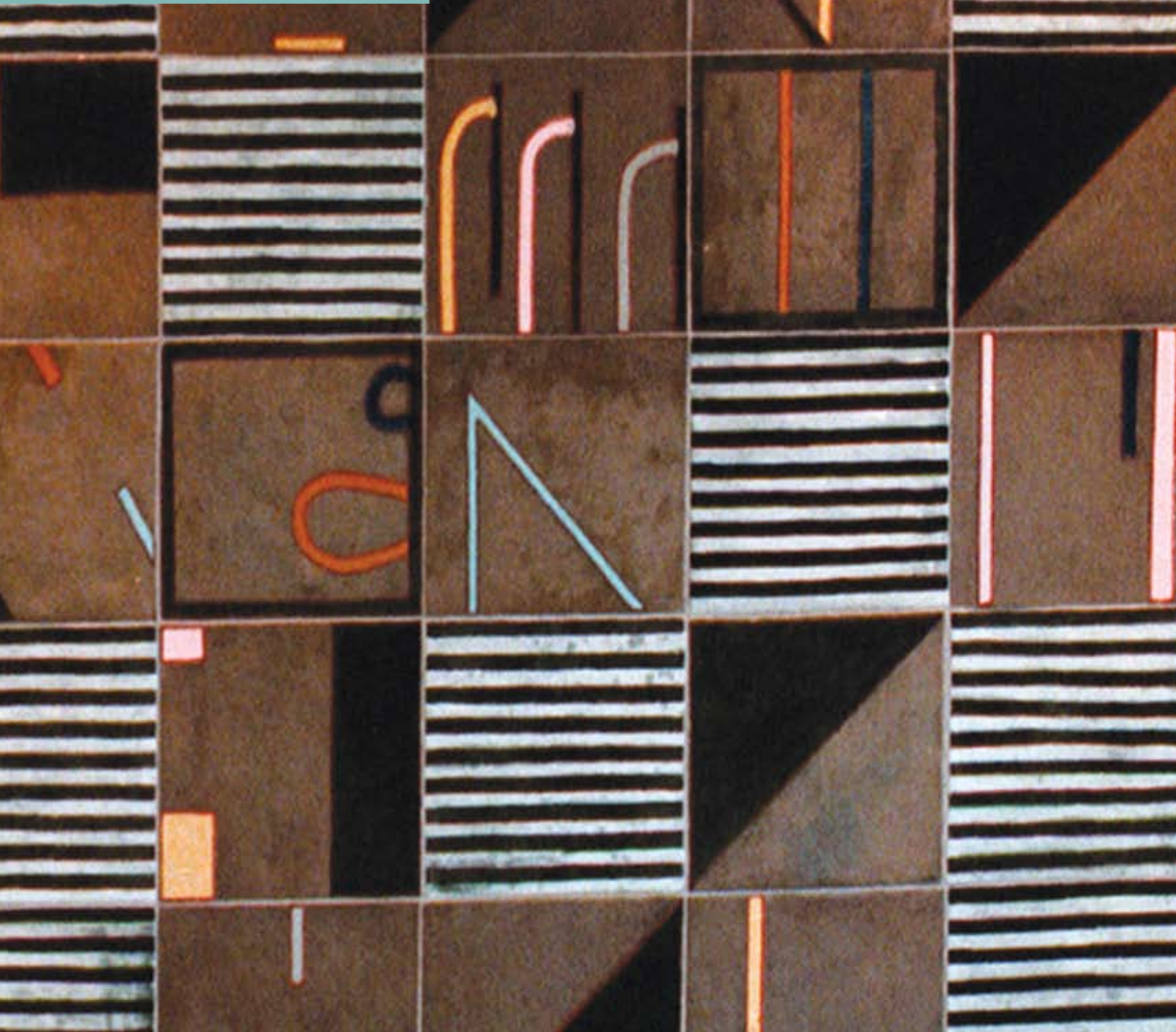


UTSA

BUSINESS

THE UNIVERSITY OF TEXAS AT SAN ANTONIO
COLLEGE OF BUSINESS
ANNUAL REVIEW 2004 – 2005



KNOWLEDGE FOR A NEW WORLD™

utsa business

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features




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join our quest knowledge for a new world

by lynda de la viña



This past academic year has been a time of significant introspection and accomplishment for the UTSA College of Business. Since returning to the college in September 2004 as interim dean and being named dean in July 2005, I have led the college on a path to achieve an ambitious goal: to raise the academic profile of UTSA's College of Business to become one of the nation's best business schools recognized for developing knowledge for a new world and for producing the new paradigm's transformational leaders.

The first step in achieving this goal was to develop a new visioning statement for the college. As Rev. Theodore Hesburgh said, "The very essence of leadership is that you have to have a vision. It's gotta be a vision that you articulate clearly and forcefully on every occasion. You can't blow an uncertain trumpet." Through deliberations with the faculty, we approved a new vision statement: The College of Business is dedicated to creating and sharing knowledge that enhances the translation of theory to practice. The college combines rigor with relevance and provides innovative solutions to global business challenges.

Jim Collins in *Good to Great* stated, "If you're doing something you care that much about, and you believe in its purpose deeply enough, then it is impossible to imagine not trying to make it great. . . . The question is not why but how." Given the confluence of vision and positioning, the question as Collins stated is how will the college achieve this goal and what

pivotal role the College of Business must play in the emergence of UTSA. Following UTSA President Ricardo Romo's lead, the College of Business has developed initiatives that are complementary to the university's mission to become Texas's next Tier One research university and one of the top 100 public research universities in the nation.

Once our vision statement was solidified, the college conducted its first strategic planning exercise in December 2004 with administrators, faculty, staff, students, university representatives and external stakeholders. The goal of this day-long meeting was to develop a strategic plan for the College of Business and to identify the colored threads that weave through the fabric of the college's core programs—one that would ultimately provide us with areas of distinction within the college. Participants divided into small groups to discuss the environmental challenges that would affect our educational mission and future in the year 2015. Following the environmental context sharing, the group was charged with defining the best possible future for the College of Business and defining the college's unique threads.

Based on the visioning exercise, we began to see a new world of business and society emerging in the future. Topics discussed included globalization, security issues, emerging economies, multiculturalism, capital markets, transformational leadership and technology. Our goal was to address the

challenges that we saw occurring in this new world and offer unique programs and opportunities for our students that will better prepare them for this environment.

Threads of Distinction

From these discussions, the college identified five threads of distinction that have emerged to provide a focus for the college's transformation. The threads were selected to be broad and interdisciplinary in nature. They are globalization/cultural pluralism, security, capital markets, transformational leadership/entrepreneurship and health/technology.

Following this initial meeting, department and program coordinators were charged with deciding how their units could support or develop strategies that would bolster these interdisciplinary threads. By leveraging our recognized strengths and capitalizing on unique comparative advantages, the college's challenge through the next five years is to build our national reputation by creating extraordinary niche programs, highlighting our faculty stars and marketing the college's achievements.

The college not only has a vision for success, it has the academic programs to solidify our positioning. The college is the largest undergraduate business program in the University of Texas System and one of the 40 largest business schools in the nation. With more than 6,000 students,

the college offers a broad portfolio of programs at the undergraduate, graduate and doctoral level. College of Business faculty are world class. Two finance professors were recently ranked first and 20th in the world for their research, and the college has one of the top five information security degree programs in the nation.

The College of Business is accredited by AACSB International, the Association to Advance Collegiate Schools of Business, which recognizes the quality of our academic programs and faculty members. The college is one of only 50 schools in the world accredited through the doctoral level with a separate accounting accreditation.

Achieving Our Vision

As we strive to address the challenges of this new world of business, we have developed a strategy to achieve this vision. The college will measure success by the depth and breadth of internal partnerships and synergies within the university, by the expansion and collaboration between the College of Business and the business sector, by meeting the internal milestones that move the College of Business to creating an academic legacy that redefines the landscape of graduate business education, by achieving a ranking and reputation in defined business and management disciplines and by creating additional revenue streams for the College of Business and the university.

First, the College of Business must develop strategic partnerships with the domestic and international business community that will generate support for the college. These partnerships will provide global research, study and field experiences for our students

and faculty. Examples of such programming include the relationships that the College of Business has developed with Chinese and Latin American universities, as well as our memberships in the European Foundation of Management Development, the Business Association of Latin American Studies and CLADEA, the Consejo Latinoamericano de Escuelas de Administración.

The college is also leveraging internal partnerships within UTSA and the University of Texas System to create dual and/or joint academic programs and collaborative research initiatives, conferences, seminars and forums. Current proposals under development include a bachelor's and master's degree program in construction science and management with the School of Architecture; an MBA concentration in nonprofit management with the College of Public Policy; a business certificate collaboration with the Biomedical Engineering Program and numerous collaborations with the University of Texas at San Antonio Health Science Center.

To differentiate the College of Business from our competitors, the college must create a brand identity. During the last six months, the college has worked with a communications consultant to explore branding strategies for the college. The College of Business has also developed a timeline and marketing strategy that parallel this strategic plan. The college is developing pathways for discipline-based and MBA recognition and rankings. During this past year, business school rankings have been studied, and a matrix was created to target potential areas that the colleges should explore to become ranked. The college will achieve a national recognition and ranking in the next five years.

Another area of focus for improving recognition of the college's programming is developing partnerships and recruiting students from outside of South Texas and San Antonio—particularly in Latin America and Mexico. To date, the college is piloting a recruitment program in Monterrey, Mexico.

Finally, the college will create centers of excellence that complement specific UTSA areas of expertise and provide the nexus of student and alumni activities, research and educational programs. Two centers which currently exist are the Center for Global Entrepreneurship and the Center for Professional Excellence. Additional centers will be developed based on faculty champions and endowed chairs.

The UTSA College of Business is uniquely positioned to integrate the new world business issues of emerging markets, security and cultural pluralism and, in turn, to develop transformational leaders. With an unparalleled set of strategic alliances, as well as centers and programs, the college prepares students to assume leadership roles in the new world of business.

Join me in this quest for Knowledge for a New World.



by leveraging our recognized strengths and capitalizing on unique comparative advantages, the college's challenge through the next five years is to build our national reputation by creating extraordinary niche programs, highlighting our faculty stars and marketing the college's achievements.

threads of distinction

- globalization/
cultural
pluralism
- security
- capital markets
- transformational
leadership/
entrepreneurship
- health/technology



Lynda de la Viña named first female hispanic dean of the utsa college of business



Lynda Y. de la Viña has been named dean and Peter Flawn Professor of Economics at The University of Texas at San Antonio College of Business. She is the first female Hispanic to serve as UTSA College of Business dean and the only female Hispanic business dean in the University of Texas System. She previously had served as interim dean since September 2004.

"We are delighted that Lynda de la Viña has agreed to serve as dean of the College of Business," said Ricardo Romo, president of The University of Texas at San Antonio. "In the past years she has left an indelible mark on the San Antonio business community. Her passion and vision will help lead UTSA and the College of Business to national recognition."

During the past year, de la Viña has developed a strategic plan for the College of Business that includes raising the academic profile of the college to become one of the nation's best business schools and creating national distinction through strategic threads of excellence. She has enhanced Latin American partnerships, raised funds for three endowed professorships and developed alliances with the nationally and internationally recognized institutions.

"My goals for the college are to receive AACSB reaffirmation, become a nationally ranked flexible format MBA program and become the school of choice for graduate students from Mexico and Latin America," said de la Viña, who also directs the Center for Global Entrepreneurship in the College of Business, a center she founded to improve the prospect for growth-oriented, globally competitive entrepreneurship in emerging and transitional markets.

De la Viña returned to San Antonio following a distinguished career in academia and government

service in Washington, D.C. The first Mexican-American woman at the secretarial level of the U.S. Department of Treasury, de la Viña was appointed Deputy Assistant Secretary for Economic Policy and served from 1998 to 2001. While her work portfolio was expansive, dealing with domestic and international economic policy issues, she led treasury team members on issues of personal commitments such as financial literacy, small business development and U.S.-Mexico border development.

Following her position at the Department of Treasury, de la Viña was associated dean of the Graduate Division of Business and Management and chair of the Department of Finance and International Business at Johns Hopkins University. She also worked as a senior policy adviser for the U.S.-Mexico Foundation and the U.S.-Mexico Chamber of Commerce.

"I am delighted to come full circle in my career and return to the UTSA College of Business," said de la Viña, a native of the Rio Grande Valley. "The faculty and students are first class and the college has taken quantum leaps in its academic programs. I am here to move the college forward to a level of national recognition and achievement."

De la Viña began her career at UTSA in 1979 as assistant director of the Human Resources Management and Development Program. Following that, she joined the Department of Economics faculty in 1982 and was named executive director of the Institute for Studies in Business in 1985. She served as associate dean of graduate studies and research in the college from 1993 to 1998.

An entrepreneur as well as an academic, she co-founded two companies—Nightwave

Records in Los Angeles and Operational Technologies Corporation (OpTech) in San Antonio, Texas. Under her tenure, OpTech rose from a small incubator operation to one of the largest minority-owned businesses in San Antonio. She continues to serve on their board of directors as well as the board for the Center for International Private Enterprise, an affiliate of the U.S. Chamber of Commerce.

De la Viña was appointed by Texas Gov. Rick Perry to a 17-person advisory committee for the newly created Emerging Technology Fund. The committee, which comprises leaders, entrepreneurs and research experts, makes recommendations to the governor, lieutenant governor and speaker of the house on collaborations, investments, research grants and recruitment associated with the Emerging Technology Fund. The \$200 million fund was created to foster innovation, research and job creation in emerging high-tech industries.

She was also recently named a fellow in the Hispanic Association of Colleges and Universities Kellogg Minority Serving Institute Leadership Fellows Program. The program is part of a collaborative effort aimed at increasing the number of senior-level leaders at minority serving institutions.

The first Mexican-American woman to receive a Ph.D. in economics in the United States, de la Viña holds master's and doctoral degrees in economics from Rice University and a bachelor's in government and economics from UT-Pan American.

new administrators improve student services and development

Several new administrators have been appointed to serve in the College of Business. In particular, most of these appointments were created to improve student services, professional development and recruitment for the College of Business.

don lien

Associate Dean for International Affairs



Don Lien has been named associate dean for international affairs in the College of Business. Lien joined the UTSA faculty in 2001 from the University of Kansas and is a professor of financial economics. He received his doctorate from the California Institute of Technology. Since arriving at UTSA, he has advanced from interim director to director of International Business Programs to now associate dean in the college.

Lien has been instrumental in the expansion of the college's Asian programs, which now include five universities in China as well as programming with the Bank of Beijing. Other international programs include direct exchanges with the University

consuelo ramirez

Assistant Dean for Undergraduate Studies



of Düsseldorf, Tongji University in Shanghai and IPAG in Nice, France. Most recently, he was named the top finance researcher in the world by the SIRCA financial ranking system.

Consuelo Ramirez, senior lecturer in the Department of Management, has led under-graduate programs in the college since 2005. She is responsible for undergraduate academic affairs.

Known for her mentoring and support

of undergraduate students, she began teaching at UTSA in 2001. In addition to her teaching duties, Ramirez serves as an adviser to the Students in Free Enterprise organization. Ramirez was named a Sam M. Walton Free Enterprise Fellow at the 2004 SIFE regional competition in recognition of her leadership and support of the program.

Prior to her employment at UTSA, she worked for 15 years at USAA as a consultant, adviser and instructor in leadership and organization development. She holds a bachelor's degree in education from Texas Woman's University, a master's in education from Texas Tech and a doctorate in leadership studies from Our Lady of the Lake University.



kimberly s. west

Director of Advancement

john jennings

Assistant Dean for Undergraduate Professional Development

Leading the college's student professional development efforts, John Jennings was named assistant dean in 2004. Jennings, who has over 24 years of corporate marketing and executive development experience, was formerly the vice president for business marketing with SBC Communications, Inc.

"This position was created to expand the level of professional development services that we offer to our undergraduate business students and to establish mutually beneficial relationships with the business community," said Daniel Hollas, senior associate dean of the College of Business. "We are excited to have someone with John's vast business experience become a part of the College of Business team."

Jennings is responsible for expanding internship and career placement opportunities in the College of Business. He also advises undergraduate business students on career management and prepares longitudinal data on business student career placement. Jennings holds a master's of business administration degree from Southern

leading the way from beijing to mexico city

by wendy frost



In record numbers, international students, executives and scholars have made the journey to San Antonio to learn about American business. Last fall, the UTSA College of Business Office of International Business Programs hosted international visitors including 12 Liu MBA Chinese Fellows, six Liu EMBA Chinese Fellows, 12 executives from the Bank of Beijing, six undergraduates from Hong Kong Polytechnic University, four graduate students from the Canary Islands and one Chinese visiting scholar.

While the students vary in professional experience and cultural background, they all agree that learning American business skills is the key to success in their home countries. "Before I came to UTSA I had participated in business trips abroad. However, the five months of study at UTSA provided me with more knowledge and confidence for furthering my career and with new ideas for leading my company internationally," said Jian Gong Zhang, a participant in the 2001 Liu's Fellows program.

The college's international programs were invigorated in 1998 by a \$1 million donation from Chinese businessman Richard Liu. Since then, successes from this partnership have led to the expansion of the college's international programming and enhanced academic experiences for UTSA students.

"First, we must remain a good steward to our Liu's Fellows program established by benefactor Richard Liu," said Don Lien, associate dean for international affairs in the College of Business. "Then, we plan

on expanding the executive training program that we offer. Finally, we need to develop good academic partnerships in Latin America."

Liu's Family Foundation U.S.-China Business Education Initiative

Through the generosity of Richard Liu, chairman of Superior Holdings Limited of Hong Kong, the Liu's Fellow program was established in 1998 and was expanded in 2003 with an additional contribution of \$2 million. His gifts have allowed the college to build culturally enriching partnerships with educational institutions, faculty, students and businesses in China. Key components of the program include graduate student and faculty exchanges, executive educational opportunities, research collaboration and joint programs between the College of Business and top universities in China.

Academic partnerships have been established with Fudan University, Shanghai Jiao Tong University and Tongji University, all in Shanghai, and Renmin University and the University of International Business and Economics in Beijing. The first class of MBA students began in August 2000. Liu Fellows study for one semester at UTSA, enrolling in nine hours of business coursework and participating in a weekly cultural enrichment course. The curriculum is enhanced by cultural activities, business site visits and instructional seminars.

An executive education component was added to the Liu's Family Foundation program in 2002.

The executives spend one semester studying in the college's Executive MBA program. In addition to the academic experiences, the executives learn about American business by joining professional organizations in San Antonio in their areas of expertise.

To date, the college has hosted more than 100 Chinese students. Each spring a delegation of faculty, administrators and students travel to China to interview prospective participants at each of the five exchange universities, meet with alumni and further our relationships with local companies. In addition, alumni chapters have been established for the fellows in Beijing and Shanghai.

Hong Kong Polytechnic University

One of the college's few direct exchange programs was established in 2003 with Hong Kong Polytechnic University. The program initially began several years ago as a summer exchange for accounting students but blossomed into an annual exchange program. Since then 25 students from Hong Kong have participated in the program and 12 UTSA students have traveled to Hong Kong.

"Study abroad has many benefits," said Holly Hill, assistant director of international programs for UTSA. "You improve your language skills, make friends in other countries and learn to become more independent. Our campus benefits from having exchange students here as well."

continued next page >>

Executive Training Programs

Beginning in 2001, a group of executives from the Bank of Beijing began receiving exclusive executive training jointly sponsored by the college's Center for Professional Excellence and the Office of International Business Programs. Executives take academic courses in international finance, money and banking, business communication and financial management. They also attend culture classes, field trips and visit local businesses and banks.

"This program is vital to the Chinese bankers," said Lien. "Since China joined the World Trade Organization in 2001, they continue to open up their banking to foreign investors. They are here to observe how U.S. banker stacks such issues as customer service, technology utilization and competition."

Canary Islands Partnership

Graduate students in the Management of Technology program have been internationalized by the presence of students from the Canary Islands. The students take 18 hours of coursework in the program and receive a certificate of completion. The students primarily have backgrounds in industrial engineering.

The Management of Technology program offers professionals in scientific engineering, mathematical or other technology-based disciplines the opportunity to develop and improve managerial and business skills. The program offers two master's degrees: an MBA concentration in management of technology and a master of science degree in the management of technology.

"This exchange was spearheaded by an alumnus in our program from the Canary Islands," said Bill Flannery, coordinator of the MSMOT program. "The island is looking to improve their economic development opportunities in the technology arena and feel our program is a perfect match. These students add a new dimension to our program and help internationalize the curriculum."

study abroad profile

- college of business student participants: 46
- student funding awarded: \$250,000
- favorite locations: hong kong, italy
- new exchange programs:
 - university of applied sciences in düsseldorf, germany
 - ipag in nice, france



cross-cultural learning fuels nafta entrepreneurship program

Eight graduate business students in the College of Business needed passports, airline tickets and suitcases to participate in an international entrepreneurship course, learning first-hand about the North American Free Trade Agreement.

"With San Antonio being increasingly impacted by the global economy, the need for creative university graduate business student exchange programs has become more prevalent and necessary," said Vid Heller, associate professor of marketing and course instructor. "The program was designed to address these horizons by offering a comprehensive, in-depth international exchange experience in a condensed timeframe."

Created as the college's first graduate exchange program with the University of Calgary in 1993, the program has since expanded to include the Instituto Tecnológico y de Estudios Superiores de Monterrey in Mexico City. Today, eight graduate students from the host institutions as well as faculty and staff members participate in this trilateral exchange program by spending one week of intensive study in each country. Students earn six hours of credit for their participation.

UTSA class members were Angeles Cordova, MBA; Jennifer Hastedt, master's in economics; Joseph McBride, MSMOT; Erin Schofield, MBA; Jerry Smith, MSMOT; Megan Turner, master's in finance; Wen-Shing Wang, MBA; and Clint Worth, MBA International.

The class is designed to train leaders for the future who can function in a global village and work as business professionals and entrepreneurs under the North American Free Trade Agreement. Before students pack their bags, they must first complete a research project that examines the cultural, economic, environmental, historical, political, social and technological issues that are impacting NAFTA and the development of free trade between Canada, Mexico and the United States.

During the trip, students attend academic lectures, visit local companies and hear from business leaders. Organized into international teams, the students conceptualize a business idea that incorporates all three countries, develop a business plan and present their plan to a panel of outside reviewers as part of their final project.

"This program was the highlight of my graduate experience at UTSA," said Joseph McBride. "The pressure and deadlines were tough, but a amazing you international teams bonded and pulled through. I made some close friends with students from other countries and have created lasting memories."



center for professional excellence graduates 7th emba class

The executive master's of business administration program in the Center for Professional Excellence is a unique educational opportunity for seasoned executives, professionals and entrepreneurs preparing for strategic leadership responsibility or career transitions. This highly integrated program blends shared experiences with contemporary theory applications and reflections on personal responsibility.

The EMBA program provides participants with fundamental business knowledge and skills, plus a dynamic leadership component and challenges them to apply these competencies in their professional and personal lives. The majority of courses are taught on alternating weekends over a 21-month period. The program also includes cross-cultural experiences through extended seminars in Mexico and Europe.

Twenty-three students graduated from Class 7 in 2004. Currently 31 students are participating in Class 8, and Class 9 began in August with 30 students. In addition to the EMBA program, the Center for Professional Excellence is conducting strategic conversations, developing tailored executive programs and exploring partnerships with the intelligence community.

statistics professor honored at academic conference

The Management Science and Statistics Department hosted an academic conference in October at the UTSA Downtown Campus to honor Professor Ram Tripathi's contributions to the field of statistics. Tripathi joined the UTSA faculty in 1975 after receiving his Ph.D. in statistics from the University of Wisconsin-Madison. He ascended through the academic ranks to become professor in 1987. Tripathi developed the backbone of the curriculum for the college's statistics program.

He has published widely throughout the statistical literature and in such prestigious journals as the Journal of the American Statistical Association, Royal Statistical Society, Statistics in Medicine and many others. His major research contributions have been in model development and inference in discrete distributions, survival analysis, especially related to the USAF Health Study involving the herbicide known as Agent Orange. His results related to the USAF study were presented on the floor of the U.S. Senate and directed government policy in the treatment of veterans and their families.

graduate degrees

ph.d. in business administration

- accounting
- finance
- information technology
- organization and management studies

mba

mba concentrations

- business economics
- finance
- health care management
- information systems
- management accounting
- management science
- marketing management
- project management
- taxation

mba international business

ma economics

ms accounting

ms finance

ms information technology

- infrastructure assurance

ms management of technology

ms statistics

executive mba

center for global entrepreneurship established

The Center for Global Entrepreneurship was established in 2004 to meet the educational and career needs of emerging market entrepreneurs and those who support them. The center is led by Executive Director and Dean Lynda de la Viña and Associate Director David Lingelbach.

"Entrepreneurs drive economic development," said Lingelbach, who is based in Washington, D.C. "This is especially true in developing and transitional economies, where 430 million active entrepreneurs are becoming a principal source of sustainable economic growth. Among the many barriers to successful entrepreneurship and innovation in emerging and transitional markets is the lack of a world-class management education. We are here to fill that void."

Lingelbach directs the center's day-to-day operations. He teaches international finance and entrepreneurship at Johns-Hopkins University, and he teaches global strategic planning in the college's EMBA program. Lingelbach, an MIT graduate, has been an active financier and entrepreneur in emerging markets since 1993.

The center is currently pursuing opportunities in the Canary Islands, China, Indonesia, Malawi and Mexico. The center has partnered with the Center for International Private Enterprise of the U.S. Chamber of Commerce, the World Bank and the Inter-American Development Bank to provide internship opportunities for UTSA students and entrepreneurs worldwide.

The center is designing graduate courses in entrepreneurship, organizing non-credit executive education courses in emerging markets entrepreneurship, advising development finance institutions, governments and others on how to better foster entrepreneurship in developing countries and conducting applied research in these areas.



utsa redesignated as center of academic excellence by the national security agency

The National Security Agency and the Department of Homeland Security redesignated The University of Texas at San Antonio as a Center of Academic Excellence in Information Assurance Education through 2008. Glenn Dietrich, chair of the Department of Information Systems and Technology Management, received the certificate during a ceremony in Georgia this June. The university first received this honor in 2002.

Centers must pass a rigorous review demonstrating commitment to academic excellence in infrastructure assurance education. Applicants are assessed on their partnerships, academic programs, faculty research, technological facilities and by the interdisciplinary nature of their programs.

The College of Business offers an infrastructure assurance concentration as part of the master of science degree in information technology and a bachelor's of business administration degree in infrastructure assurance. Students selecting this program develop special expertise in the computer and information security arena. Receiving hands-on training, they learn how to protect and defend information systems by ensuring their availability, integrity, authentication and confidentiality.

The NSA designation was based on the curriculum developed in the college. "The review committee noted that our information assurance curriculum was well rounded," said Dietrich. "Our program continues to train some of the brightest individuals in the industry."

Universities named as a Center of Academic Excellence are eligible to apply for scholarships and grants through both the federal and the Department of Defense scholarship programs. This year four College of Business students have received scholarships from the Department of Defense. UTSA is just one of 67 centers throughout the United States who have received this designation.

partnership agreement signed with u.s. census bureau

UTSA signed a memorandum that will award internships to UTSA students, support technical lectures by bureau employees at UTSA and provide curriculum review in order to better position graduates as potential bureau employees. In return, UTSA will sponsor an annual conference at which bureau researchers, university faculty and University of Texas System faculty are updated on the latest research and employment opportunities.

The internships at the bureau headquarters in Suitland, Md., will give students the opportunity to learn from experts in demography, geography and statistics. This summer five College of Business students participated in this program.

At the signing ceremony, Steve Murdock, the Lutch Brown Distinguished Chair in Management Science and Statistics in the College of Business, received the U.S. Census Bureau Director's Award for Innovation. The award recognizes employees and teams that make significant contributions to the work methods and products of the Census Bureau.

As part of this agreement, Hermann Habermann, deputy director and chief operating officer of the U.S. Bureau of the Census, presented a seminar in January on "Ethics, Confidentiality and Data Dissemination." He discussed the role of statistical agencies to protect the data the participants provide and their obligation to disseminate this data. He utilized examples from the recent dissemination of small area data on the Arab population and the relocation of Japanese Americans during World War II.

Habermann is a member of the International Statistical Institute, a fellow of the American Statistical Association and serves on the board of directors of the Center for Internet Security. He previously worked as director of the United Nations Statistics Division.

The seminar was sponsored by the Department of Management Science and Statistics and the Texas State Data Center.

undergraduate degrees

BBA Degrees

- Accounting
- Actuarial Science
- Construction Management
- Economics
- Finance
- General Business
- Human Resource Management
- Information Systems

- Infrastructure Assurance
- Management
- Management-International Business
- Management-Small Business/Entrepreneurship
- Management Science
- Marketing
- Marketing-Tourism Concentration

- BA Economics
- BS Statistics

a politician, an entrepreneur and a ceo highlighted the frost bank distinguished lecture series

Public higher education, entrepreneurship and career growth and opportunity were three diverse themes that highlighted the 2004–2005 Frost Bank Distinguished Lecture Series. The College of Business hosted Lt. Gov. William P. Hobby, Jeanie Wyatt, MBA '86, and James Adams in this popular lecture series, which has been sponsored by Frost Bank since 1988.



Lt. Gov. William P. Hobby

Lt. Gov. William P. Hobby presented "Privatization of Public Higher Education," during the Frost Bank Distinguished Lecture

Series in March. He spoke about the state of public higher education and discussed the current state legislative session.

"Public support for higher education is declining all over the country," said Hobby. "Tuition is going up and state funding is decreasing. The burden of funding higher education is shifting to students and their families."

An ardent supporter of higher education, Lt. Gov. Hobby has led a distinguished career in business, government and education. Following graduation from Rice University, he served in the U.S. Navy as an intelligence officer. Subsequent to his military service, he worked at the Houston Post and served as its president for nearly 21 years.

During his 18-year tenure as lieutenant governor, Hobby made tremendous strides in the areas of public education, mental health, water conservation, fiscal management and indigent healthcare. But none of his accomplishments is more important than his determination that Texas must sustain its commitment to excellence in higher education.

He served as chancellor of the University of Houston System from 1995 to 1997, and currently is a scholar-in-residence for the University of Houston System and a Distinguished Professor at Rice University.

"The perception that state universities are highly subsidized with tax dollars is no longer true," he said. "State universities used to be called state-supported, then state-assisted. Now, I like to use the term state-molested."



Jeanie Wyatt

"Always surround yourself with quality, whether it is quality institutions or people," said Wyatt, chief executive officer of South

Texas Money Management, during her November address. Wyatt founded her investment management firm in 2000. She previously served as executive vice president and head of Frost Investment Services. Wyatt was responsible for the investment areas of nine trust departments around the state with approximately \$13 billion in assets.

Wyatt began her first entrepreneurial venture at the age of 8 selling baby frogs with a friend. "I didn't realize until years later, that the salespeople were probably more darling than the frogs," said Wyatt, a chartered financial analyst. Wyatt received her MBA from UTSA and her undergraduate degree from the University of Texas at Austin.

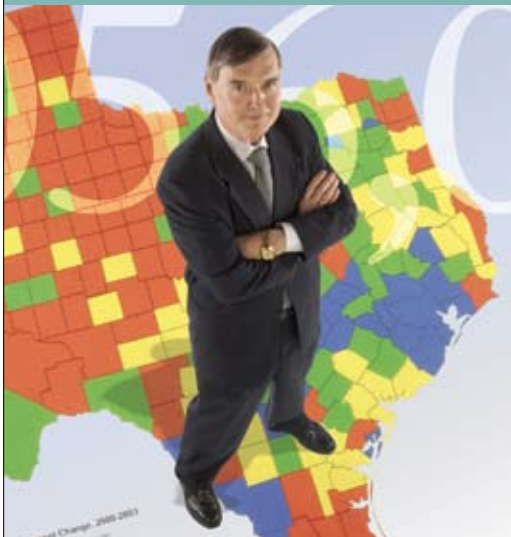
"I really enjoyed my time at UTSA learning from wonderful professors in small group settings," she said. "As a working student, it allowed me to apply classroom lessons immediately into the workplace. Public institutions like UTSA are a great asset to the community."

A business and community leader, she was named San Antonio's Entrepreneur of the Year in 2003 by the Women's Chamber of Commerce. Wyatt is also a Texas Business Hall of Fame honoree, a member of the National Association of Women Business Owners and a member of the UTSA College of Business Advisory Council. Wyatt is past chairman of the Association for Investment Management and Research Public Awareness Committee and served on the Board of Governors of AIMR,



an international organization of over 100,000 investment professionals.

"When I started my firm, I wrote down three points of inspiration and put them in my wallet. They were, do not be discouraged, focus on your clients and value your employees," said Wyatt, who still carries that mantra with her today.



demographer uses numbers to tell a larger story

by rebecca luther

Don't take it personally if Steve Murdock doesn't remember your name.

Murdock, who joined UTSA last year as the recipient of a \$1 million endowed chair in the College of Business Department of Management Science and Statistics, spends a lot of time apologizing to people he's met and even worked with that he can't recollect their names. "One of my ongoing problems is I'm just terrible with names, and it's embarrassingly bad sometimes," he said. "That's not true with numbers. Numbers, for some reason, stick."

Murdock, director of the Texas State Data Center and official state demographer, has been crunching numbers for the last quarter of a century. Some numbers stand out. The state's population grew by 3.8 million in the 1990s. Texas now is the second most populous state in the country, after California. When Murdock began his work in Texas 26 years ago, Anglos accounted for two-thirds of the state's population; last year, due mainly to the rapid growth of the Hispanic population, Anglo population dropped to less than 50 percent for the first time in modern history. "Our data does suggest that by 2040, two of every three Texans could be Hispanic," Murdock said.

But this research isn't limited to race and ethnicity. Information produced by the State Data Center, a network of three dozen state and local agencies, is used by a wide variety of groups in both the public and private sectors. A von Repshave used the data to establish sales territories; Little League groups have used it to map districts.

"Data, if used well and correctly, is an educational tool to help people understand where things are and where they're going," Murdock said.

Murdock, who had worked at Texas A&M University since moving to Texas from his home state of North Dakota in 1977, moved his work and office to UTSA last year to accept the Lutch Brown Distinguished

Chair and to head the university's new Institute for Demographic and Socioeconomic Research, which combines Murdock's roles as state demographer, State Data Center director and applied policy researcher.

Appointed the official state demographer by Gov. Rick Perry in 2001, Murdock also is responsible for providing information as requested by different government entities. During legislative sessions, he remains on call to provide data for legislators on any number of issues.

The Challenge

In the 1997 book *The Texas Challenge: Population Change and the Future of Texas*, updated in 2003, Murdock and his co-authors made the case for the state to manage its population growth by addressing the socioeconomic factors that most affect the populace: income and education.

For years, Murdock has been waving a warning flag about the state's growing population—that as the population rises, so does the poverty level, while the education level drops. Here's one clear indication of that downward trend: In 1990, Texas ranked 39th among states in percentage of adults with a high school diploma. By 2000, one decade later, Texas had dropped to 45th, and according to data released last summer, Texas now ranks 50th. Dead last.

Non-Anglos accounted for nearly 80 percent of Texas' growth in the 1990s; Hispanics accounted for 60 percent of that growth. By 2040, Murdock projects, three out of every four Texans will be non-Anglo. But Texas is not unique in its changing demographics. In the 1990s, non-Anglo population growth was faster than Anglo population growth in all 50 states. "Diversification is very much a national phenomenon; it's not just a few states," he said. "The Texas of today is the United States of tomorrow. . . We're at the frontline of what is happening nationally."

Better Business

The Institute for Demographic and Socioeconomic Research's location in the College of Business also allows the group to pursue their goal of expanding their work within the business communities. They had previously done applied demographics for businesses on an informal basis, working with larger retailers and health care systems. "The location within the business college provides us an opportunity to work with business in a way that we haven't before," Murdock said.

Grocery chain H-E-B has been using the State Data Center for 10 years, said H-E-B Director of Real Estate Eric Moede, who handles site selection for central and south Texas. "We subscribe to a number of different sources of demographic data, but we use the Data Center information to really help look at our store networking and site location analysis on a statewide basis," he said.

Moede says he's found the SDC's population information to be the most accurate, as well as particularly useful because it reveals trends that have been observed over a long period of time. "It basically provides context to the numbers. . . so [Murdock] can very easily point out significant changes that we ought to be paying attention to."

Understanding Numbers

Steve Murdock may be good at numbers, but he understands that a lot of people aren't. A former colleague once advised him to put big numbers into context that people could understand when speaking to a lay audience. So, when Murdock tells people how much the population of Texas grew from 1990 to 2000, he tells them that it's "roughly the equivalent of adding another city of Houston and another city of Dallas, plus another city of San Antonio, plus another Corpus Christi," he said. "Most people will remember that more than 3.8 million."

Murdock himself, however, does remember the state grew by 3.8 million in the '90s. And that Texas' population is increasing by 200,000 people every year by a natural increase alone, domestic and international migration double that number. And that the median age in Texas is 32.3. And that the state ranks 33rd in per capita income, at \$19,617. And soon. Even his own staff is impressed with Murdock's ability to recall the figures that they all work with.

"He gives so many talks, he has them all memorized," State Data Center researcher Beverly Pecottesaid. "I can't pull up all the population and income and poverty data for different areas of the state like he can. I can find them very quickly, but I don't have them all memorized like he does. No, none of us has his capacity for numbers," she concluded. "But it's not just numbers—it's people."



follow that cow!

Are investors rational and efficient when making financial decisions? Yiuman Tse, professor of finance, and James Hackard, a fourth-year doctoral finance student, tackled that question recently when they conducted a research study on the effects of the May 2003 announcement confirming mad cow disease in Canada on financial markets.

Tse and Hackard tracked minute-by-minute price disturbances in livestock futures, grain futures and the stocks of several fast food corporations immediately following the announcement. They studied the timing, persistency and rationality of those disturbances to determine whether markets are efficient.

"A basic precept of efficient market theory is that when new information enters the market it should be impounded in prices both quickly and accurately," said Tse, who teaches international finance and investment to undergraduate, graduate and doctoral students. "A corollary to this principle is that prices of securities for which the information is not relevant should show no reaction. This is based on the notion that investors are rational and able to process all available information."

Instead of the rational behavior expected in a financial situation, Tse and Hackard found that like cows, investors travel in herds as well. According to their findings, unanticipated adverse information in financial markets is often met with overreaction and misperception.

"In the aftermath of the announcement, we found that securities prices that should have been affected by the news didn't react at the same time, that prices of other securities reacted in ways that were counterintuitive to the facts and that some securities that reacted should not have been affected at all," said Tse.

Hackard presented their findings at the Financial Management Association international conference in Switzerland. A paper on the subject was recently accepted in *The Journal of Futures Markets*.

"Finance is not just quantitative; it involves sociology, history and human behavior," said Tse. "I present my



faculty member's research touted in money magazine

Ron Rutherford, the Elmo J. Burke Jr. Endowed Chair in Building/Development, recently completed preliminary research which found that homeowners fare better listing their homes with a limited-service broker as opposed to a full-commission broker. His findings were published in the July issue of *Money* magazine.

Analyzing 55,000 home sales in the Dallas-Forth Worth area in 2002, he discovered that houses listed by limited-service brokers sold for 1.7 percent less than similar properties listed by traditional brokers, and the homes stayed 14 days longer on the market. While the houses ultimately sold for less, the homeowners came out ahead due to real estate commissions.

Rutherford suggests the differences are due to either less effort by the limited-service broker or possible boycotting by traditional brokers of these types of properties. He plans to obtain additional data and reexamine this issue next spring.

utsa faculty member ranked best in the world

Two of the top 20 researchers in the field of finance can be found in the UTSA College of Business. Don Lien, professor of economics, was named the top finance researcher in the world. Yiuman Tse, professor of finance, was ranked 20th. The rankings, provided by the SIRCA financial rankings system, were based on research from 2000 to 2005 in the top 17 finance journals.

Lien's primary field of interest is in the futures market with supporting areas in economics and cultural economics. "Research tends to be fashionable," said Lien, who also leads the college's international business programs office. "I stay current by constantly reading the work of other scholars and generating my own research." Lien reads about 20 journal articles a week and writes about 15 papers a year.

Lien credits his research success to his doctoral training at the California Institute of Technology. His doctoral program included economics, political science and history majors. "I learned to see different approaches to problems and appreciate all different areas of study," said Lien, who currently is studying the commodities market in China. He received the 2005 President's Distinguished Achievement Award for Research Excellence.

Tse's research is in the field of price discovery in financial markets. A respected teacher and researcher, he has had his work cited over 100 times by various refereed finance and economic journals. His research interests include international finance and market microstructure.

He has been invited to discuss papers at conferences organized by the National Bureau of Economic Research and the New York Stock Exchange. He received his doctorate in finance from Louisiana State University and joined the College of Business faculty in 2002 from the State University of New York at Binghamton.

faculty profile

full-time faculty	97%
tenured faculty	59%
tenure-track faculty	20%
faculty with doctorates	86%

college of business receives grant funding

The College of Business received over \$150,000 in grant funding for a variety of projects in 2004–2005. These included a \$20,000 grant by Associate Professor of Technology Management Woodie Spivey to develop strategies and implementation program to help executives mentor high-technology start-ups in the Canary Islands and \$12,000 for Associate Professor of Management John McCray to research the impacts of U.S.-China trade on the Texas transportation system. Larger grants were awarded in the areas of project management and infrastructure assurance.

Kevin Grant, assistant professor of technology management, received a \$74,831 grant from the NASA Center for Program/Project Management Research. His grant funded a collaborative effort between researchers at UTSA and the Challenger Learning Center (CLC) at Brooks City-Base. "The research team developed an innovative hands-on learning program to impart project management skills, with a particular emphasis on techniques to recognize, elicit and apply team member expertise," said Grant, who was also selected to serve as a fellow of the NASA Center for Program/Project Management Research.

The initial target audience for the learning programs was young professionals employed by NASA who are candidates for future roles as project managers. The project ran from July 1, 2004, to January 2005. Grant was the principal investigator of the project. Michael Bauman, assistant professor of psychology at UTSA, was co-investigator. UTSA was one of eight institutions awarded grant to study this issue. Other institutions were Georgetown, MIT, Stevens Institute of Technology, University of California at Berkeley, University of Central Florida, the University of Colorado and the University of Southern California.

Jan Clark, professor of information systems, was awarded over \$50,000 in grants from the Department of Defense—bringing her total to over \$500,000 in information assurance awards. The grants were awarded to support scholarships at the undergraduate, graduate and doctoral levels as well as capacity building for department programs.

"UTSA is committed to becoming a premier site for producing quality information assurance and security talent and supporting IAS research and development," said Clark, a certified information systems security professional.

cob faculty honored with president's distinguished achievement awards

Six College of Business faculty members were honored at the university's Faculty Honors Convocation in May. Faculty members received honors for excellence in teaching, core curriculum teaching and research. In the teaching excellence category, Michael Anderson, lecturer III in the Department of Management Science and Statistics, received the President's Distinguished Achievement Award for Non-Tenure Track Teaching. Anderson regularly receives high teaching evaluations in an area known for its rigor—statistics. Jim Groff, professor of accounting, received the President's Distinguished Achievement Award for Teaching Excellence. He has taught at all levels in the accounting program, and he developed an online MBA course as part of the UT Telecampus.

Faculty receiving honors for core curriculum teaching were Robert Collinge, professor of economics, and Richard Welch, lecturer III in economics. Collinge teaches large sections of introductory economics to both majors and non-majors. His class serves as an incubator for future economics majors. Welch



has taught for more than 20 years as a non-tenure track faculty member. He is an energetic and highly devoted teacher who is constantly trying the latest classroom and Internet innovations to help connect with his students.

For the second time, Mark Leung, associate professor of management science, received the Chancellor's Council Outstanding Teaching Award. Since joining UTSA in 1999, Leung has helped develop and refine courses in the statistics core. Leung has received research grants for transportation and logistics studies as well as neural network studies.

Don Lien, professor of economics, received the President's Distinguished Achievement Award for Research Excellence. Lien is a world-renowned researcher. His work spans the fields of economics, finance and statistics. The Financial Research Ranking System ranks Lien as the number one finance researcher in the world based on his publications in the top 17 finance journals for 2000–2005.

six new faculty join business team

Six new faculty members joined the College of Business in 2004. The Department of Economics welcomed Yong Bao as assistant professor of economics. He received his doctorate in economics from the University of California at Riverside. His research interests are econometric theory, applied econometrics, finite sample theory and financial econometrics.

The Department of Marketing hired three new faculty members as assistant professors. Ashwani Monga received his doctorate in marketing from the University of Minnesota. His research interests include behavioral decision theory, evaluation of brand extensions and changes in consumer expectations. Sonia Monga received her doctorate in marketing from the University of Minnesota. Her research interests are in the fields of cross-cultural

differences in branding, consumer-brand relationships and co-branding strategies. Allen Zhang received his doctorate from the Katz Graduate School of Business at the University of Pittsburgh. His teaching interests are in the areas of marketing research, consumer behavior, marketing management and international marketing.

Assistant professors Bongjin Kim and Mark Suazo are new additions in the Department of Management. Kim served as assistant professor at California State University in Northridge. He received his doctorate in management from the University of Pittsburgh. Suazo received his doctorate in organizational behavior from the University of Kansas. He previously served as assistant professor at Bryant College in Rhode Island.

kudos

Tom Cannon, director of the Tourism Management Program, has been appointed by the San Antonio City Council to a two-year term as commissioner on the San Antonio Convention and Visitors Commission. Cannon chairs the commission's Budget and Finance Committee. He has also been elected vice chairman of the 350-member San Antonio Area Tourism Council and chair of the American Marketing Association Academic Division's tourism, hospitality and leisure marketing special interest group.

Martha Fasci was promoted to assistant vice president for extended services. Fasci is an associate professor of accounting. She also received the university's Richard S. Howe Excellence in Service to Undergraduate Students Award in December. The award recognizes UTSA faculty and staff who have advanced the undergraduate mission of the university.

Management Professors Cyndi and Mark Lengnick-Hall recently had their book *Human Resource Management in the Knowledge Economy: New Challenges, New Roles, New Capabilities* by Berrett-Koehler Publishers, Inc., translated into a Korean edition. The original book was published in December 2002. Their book examines how human resource management must change if it is to remain a vital part of an organization.

John Merrifield, professor of economics, has been invited to contribute an essay to a special volume that the Friedman Foundation is preparing to mark the 50th anniversary of Milton Friedman's 1955 book chapter launching the modern school choice movement.

Katherine Pope, director of graduate student services, was named to the 2005 Leadership Lab Class sponsored by the North San Antonio Chamber of Commerce.

Linda Shepherd, lecturer III in the Department of Information Systems, was nominated for the ninth edition of *Who's Who Among America's Teachers*. A multiple-year nominee, Shepherd joins the exclusive rank of teachers (less than 2 percent) who have been honored in more than one edition.

The MBA Association honored graduate faculty members during their annual awards ceremony. Rick Utecht, associate professor of marketing, was named Favorite 5003 Professor. Palani-Rajan Kadapakam, professor of finance, was named Favorite 5023 Professor. Mark Leung, associate professor of management science, received the Extra Effort Real World Award. And, Management Lecturer I Mark Phillips received the Overall Favorite Professor Award.

college of business awards summer research grants

Twenty-six College of Business faculty members received summer research grants totaling \$142,000. The college began offering research awards in 1987 to encourage faculty research.

Accounting

Marshall Pitman: *Deregistration: A Reasonable Response to Sarbanes-Oxley?*

Robin Radtke: *Measuring Accountants' Ethical Reasoning*

Austin Reitenga: *The Timing of Executive Stock Option Grants*

Pamela Smith: *Nonprofit Health Care*

Economics

Ali Firoozi: *The Role of Interactions in Multinationals' Foreign Direct Investment*

Saeid Mahdavi: *State Tax Effort in the United States*

John Merrifield: *A Competitive Education Industry Index*

Dale Truett: *The Impact of NAFTA on the Mexican Maquiladora Industry*

Lila Truett: *The Impact of NAFTA on the Mexican Maquiladora Industry*

Su Zhou: *Real Exchange Rates of European Countries Before and After the Introduction of the Euro*

Finance

Karan Bhanot: *The Relationship Between Interest Rates and the Demand and Supply of Funds in the United States*

Lalendu Misra: *Ownership Structure in International Joint Ventures*

Tom Thomson: *Using MLS Data to Predict Residential Foreclosure*

Yiuan Tse: *Doctoral Research Projects*

Information Systems and Technology Management

Kevin Grant: *Projects in Space*

Sang Lee: *Perceived Price Fairness of Dynamic Pricing in the Internet*

Management

Cynthia Lengnick-Hall: *Understanding Internal Knowledge Markets in Organizations*

Mark Lengnick-Hall: *Does Human Resources (HR) Certification Make a Difference in Hiring Decisions and Career Advancement?*

Patricia Martinez: *Identity at Work and Ethnic Citizenship Behaviors*

Katsuhiko Shimizu: *Role of Confidence in Effective Implementation*

Management Science and Statistics

Jerry Keating: *Estimating the Blending Coefficient in Blended Underground Storage Tanks*

Mark Leung: *Conventional Models and Neural Network Architectures in the Pricing and Trading of Index Options*

Anuradha Roy: *Multivariate Repeated Measures*

Minghe Sun: *A Training Procedure for a Multiple-Group Support Vector Machine*

Ram Tripathi: *A Review of Models for Count Data with Extra Zeros*

Kefeng Xu: *Supply Chain Management*

promotion and tenure

professor

nandini kannan, management science and statistics

yiuan tse, finance

su zhou, economics

associate professor with tenure

mark leung

college honors its own in awards ceremony



Five faculty members were honored for excellence in the areas of teaching, research and service at the College of Business Awards Banquet in May. Mark Leung, associate professor of management science, received the E. Lou Curry Teaching Excellence Award. The college's premier teaching award, the E. Lou Curry Award is presented in memory of Lou Curry, a respected faculty member who passed away in 1995.

In the past four years, Leung has taught eight different courses at both the undergraduate and graduate level. He is innovative in the classroom, while also maintaining rigorous standards. Students in his classes have praised him for his ability to explain complex issues with clarity and to present practical business examples in the classroom that help them understand the usefulness of the subject.

Michael Anderson, lecturer III in management science and statistics, received the Dean's Teaching Excellence Award for Non-Tenure Track Faculty. Anderson is known as a demanding instructor, but he works as hard as his students. His teaching philosophy includes a commitment to the traditional lecture format, emphasizing statistical computing

tools and a writing component that teaches students to present their analysis to a non-technical audience.

In the area of research excellence, Karan Bhanot, associate professor of finance, was named the Col. Jean Piccione and Lt. Col. Philip Piccione Endowed Research Award recipient. This past year, Bhanot had two articles accepted for publication in elite journals—the Journal of Business and the Journal of Financial Economics. The first article explores whether the government should intervene in the stock market, and the effects of this type of intervention. The second article, a theoretical article, incorporates finance, examines the impact of rating trigger clauses.

Tom Thomson, associate professor of finance, received the Patrick J. Clynes Service Award. Thomson serves as the chair of the Undergraduate Programs Committee for the college. In this role he has guided the committee through the issues of a new admissions policy, catalog changes and AACSB accreditation. He serves as the college's Honors College representative, is a member of the graduate council and the Faculty Senate nominating committee.

Finally, Yiuman Tse, professor of finance, received the college's Endowed 1969 Commemorative Faculty Award for Overall Faculty Excellence. This award honors a faculty member for their accomplishments in teaching, research and service. Tse is a highly respected teacher and researcher in the college. Since arriving in 2002, he has published 12 articles in various high-level economics and finance journals including the Review of Financial Studies,

Journal of Financial and Quantitative Analysis and Journal of Banking and Finance. His research interests include international finance and market microstructure. Tse was ranked 43rd among all authors in finance journals in a 2002 study by the University of Dayton that was published in Financial Management.

He has been an active participant in the Department of Finance's Ph.D. program. Tse is a member of Faculty Senate and serves on the budget committee. At the college level, he serves on the International Business advisory group and is an active participant in the Beijing City Commercial Banking Program.

Staff Awards

College of Business staff awards were instituted this year by Dean Lynda de la Viña. The awards recognize the accomplishments of professional and classified staff members who excel in their job duties in the college. Three recipients were chosen to receive the Dean's Excellence Award at the college's awards banquet in May.

The recipients were Diane Cordova, Karen Metz and John Soudah. Cordova is a senior administrative associate in the dean's office. She was nominated for her cooperative spirit, her leadership skills and her excellent customer service skills. She has been with the college since 2000.

Karen Metz is an administrative associate in the Department of Management Science and Statistics. Metz is known for her cheerful attitude and patient demeanor.

Helping others is a passion for John Soudah, assistant director of academic computing. Soudah is dedicated to his work and is enthusiastic about solving problems and finding the best possible solution. He excels in teamwork and is noted for his excellent customer service skills.



Accounting

Gary Bridges

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Russell Briner

Co-author. "Changes in Performance Reporting: An Analysis of FASB and IASB Proposals." *Proceedings of the Hawaii International Conference on Business*. (May 26–29, 2005).

Martha Fasci

Co-author. "A Comparative Profile of Male- and Female-Owned Small Accounting Practices." *Journal of Small Business Strategy*. Vol. 15, No. 1, (Spring/Summer 2004): 17–32.

Jim Groff

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Rick Hatfield

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Ted Skekel

Co-author. *Advanced Accounting*. First edition. John Wiley & Sons, Inc. (January 2004): 644 pages.

Pamela Smith

"The Need for UBI Expense Allocation Methods for Tax-Exempt Organizations." *Taxes—The Tax Magazine*. Vol. 83, (June 2005): 39–44.Co-author. "Ethical Dilemmas in the Non-profit Sector—The Need for Analysis of Employee Ethical Behavior." *Journal of Nonprofit Management*. Vol. 8, No. 1, (2004): 26–36."An Empirical Investigation of For-Profit and Tax-Exempt Nonprofit Hospitals Engaged in Joint Ventures." *Health Care Management Review*. Vol. 29, No. 4, (2004): 284–290."The Joint Venture Saga in the Nonprofit Hospital Sector." *Taxes—The Tax Magazine*. (September 2004): 41–47.

Sandra Welch

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Economics

Ron Ayers

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Yong Bao

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Bob Collinge

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students expand horizons in the nation's capitol

Broadening their horizons, 15 UTSA students participated in internships this summer in Washington. With opportunities available locally, regionally and nationally, the students found that the chance to work in D.C. was an opportunity that they could not pass up.

Emmanuel Alanis, a graduate student pursuing a master's degree in economics, interned with First Voice International as a multimedia researcher. He was responsible for researching technology options for the company's satellite operations. First Voice works with community groups, international organizations and government agencies to deliver information on pressing issues to impoverished rural and urban populations in Africa and Asia. Alanis reviewed the business applications of these technologies and decided which ones were most cost-effective.

"My experience at First Voice was extremely beneficial," said Alanis, who worked in their four-person office. "It was even better because it was a small organization. I was immediately plugged into the workflow. Smaller organizations allow interns to maximize their experiences."

Senior economics major Cindy Calhoun participated in the Department of Census Bureau internship program as a survey statistician. With her diverse background in statistics and econometrics, she verified data accuracy from local, state and government agencies.

"I was exposed to different people and different cultures," Calhoun said. "It allowed me to get to know the government's system and begin networking. It also cemented in my mind that I can get a job and be productive in a working environment when I graduate this winter. I gained valuable experience working in a government environment."

Corpus Christi native Brenda Figueroa, an MBA student with a concentration in marketing, interned in D.C. last fall through the Hispanic Association of

Colleges and Universities intern program. Working on the civil rights staff in the U.S. Department of Agriculture Forest Service, she developed training modules for people with disabilities.

Developing management skills was an important outcome for her. "I have learned good practices from some, and I've learned what not to do from others. If you go with an open mind and focus on your job, you can benefit from your experience."

Following her semester-long internship experience, Figueroa impressed her employers so much that she was offered a summer job with the USDA and a full-time position as a equal employment specialist this January when she completes her degree.

Margot Quijano, a Ph.D. student in finance, interned this summer with the Office of Economic Policy in the U.S. Department of the Treasury. "I participated in the summer internship program to add value and experience to my professional career," said Quijano, who completed her undergraduate studies in Monterrey. "I focused on a project that analyzed the marginal propensity to consume in the United States."

John Jennings, assistant dean of undergraduate professional development in the College of Business, said that internships are vital to career development. "Students with internship experience are almost twice as likely to obtain interviews and post-graduation job offers, compared to non-participants. Internships allow students to build job-related skills under professional supervision and provide students with a realistic career preview of their major," he said.

For Quijano the tangible benefits of her internship experience were nice, but more important were the changes to her mental outlook. "This internship has broadened my outlook of the profession. I have been given a whole new perspective on my career and my future. ■"

college's business scholars program receives innovation award

The Business Scholars Program in the College of Business under the direction of Lorenzo Villarreal was recognized with the 2005 Innovative Achievement Award from the Southwestern Business Deans Association. The program was established in 2002 as a mentoring program for economically disadvantaged and/or first-generation college students pursuing careers in business.

This young program is innovative in two aspects. First, instead of looking at only academic solutions to solving retention problems, the Business Scholars Program addresses the cultural, mental and financial restriction that prevents students from achieving academic success. By exposing students to a diverse array of activities, it creates a more well-rounded business student. Secondly, instead of viewing success as keeping these students in college, students are challenged to become leaders in their respective fields and to graduate in the top 25 percent of their business class with academic honors.

Students attend monthly meetings, receive academic mentoring, learn about financial resources and receive career counseling. Since the program's inception, it has grown to over 75 students, has awarded over \$120,000 in scholarships and boasts a 77 percent student retention rate.



human resource students know how to compete



Students in the undergraduate human resource program not only represent the College of Business in regional and national competitions, they play to win. This past year three teams of students excelled in regional and national competitions.

A team of undergraduate human resource students placed second nationally in a management case study competition sponsored by the U.S. Department of State. The students received \$2,000 and a certificate for their achievement. Team members were Joanna Barrerra, Danae Bennett, Suzanne Ricketts, Sylvia Rodarte and Lorena Segovia.

"I am extremely proud of the accomplishments of these students," said Lynda de la Viña, dean of the UTSA College of Business. "The students went head-to-head with prominent universities nationwide, and they were only bested by a team of graduate students. This is evidence of the quality of students at UTSA and the quality of our academic programs."

Twenty-two universities were invited to participate in a case competition in which student teams analyzed a real problem that the State Department was facing. They were tasked with developing a plan to improve staffing and morale at the State Department embassy and consulate in Nigeria. The students were members of a strategic human resource management course taught by Professor Mark Lengnick-Hall. Hall was named the HR Southwest Educator of the Year in 2003 and has advised the student chapter of the UTSA Society for Human Resource Management for five years.

Three teams were selected as finalists from the competing universities and received a free trip to Washington, D.C., to present their findings to a panel of judges from the Department of State. A team of graduate students from Ohio State University won first place and Georgetown University placed third. The competition was a collaboration between EdVenture Partners, a higher education consulting firm, and the State Department. The competition allowed students to apply their knowledge and skills to real problems experienced by the department and provided the department with assessments from some of the best human resource programs in the United States.

HR Games

For the first time in the history of the Texas HR Games competition, one university received both first and second place honors—those teams were from UTSA. Following their win, the teams advanced to the Southwest Central regional competition in Salt Lake City and finished second and third.

UTSA Team One placed second in the regional and state competitions. The team was comprised of Danae Bennett, Andrea Gonzalez, Lorena Segovia and Gloria Callaway as the alternate. UTSA Team Two placed first in the state competition and third in the regional competition. Team members were Brenda Briones, Sarah Gonzalez, Amanda Vela and Darcene Bower as the alternate.

The Society for Human Resource Management sponsors the HR Games every year to motivate

students and to help prepare them for the Professional Human Resource (PHR) certification exam. The competition, formatted like the game show Jeopardy, showcases human resource knowledge. The questions are divided into categories similar to the PHR exams such as management practices, selection and recruitment and compensation and benefits.

Historically, the college's human resource program has led the nation in the number of students who pass the PHR certification exam, and the SHRM student organization regularly receives national honors for its student chapter. Mark Lengnick-Hall, professor of management, advises the SHRM student chapter. The team was coached by Steve Werling, a local human resource professional who teaches the human resource class that prepares students for the games as well as professional certification.

graduate student profile

enrollment	
• 835 master's	
• 33 doctoral	
flexible format program	72%
female	47%
hispanic	32%
international	10%
average gpa	3.4

reaching out, business students assist in the community

In addition to attending class all day, working and interacting with their families, several business student groups are also actively engaged in community outreach and service. Undergraduates in the UTSA chapter of Students in Free Enterprise are committed to community service projects that stress financial literacy and entrepreneurship.

The chapter presented lessons on money and financial management to local schools. The elementary school presentation, "The Story of Money," combined music, interaction, props and dancing to inform students about the division of labor, the portability of money and the barter system. At the high school level, the "To Your Credit" presentations taught high school seniors about managing credit cards. The chapter also developed a personal financial literacy program for convenience store employees that was also translated into Spanish for the bilingual employees.

Based on these projects and others, the UTSA SIFE team placed third regionally in the SIFE Regional competition in Dallas. Assistant Dean Consuelo Ramirez advised the UTSA student chapter.

A class project in Management Professor Donde Plowman's graduate level Organizational Decision Making course culminated in a research study related to the issue of homelessness in downtown San Antonio. The project was designed to assist Travis Park United Methodist Church in reviewing their decision processes regarding a day center for the homeless that they operate.

The students, including five doctoral students and six graduate students, interviewed business and political leaders as well as church and day center staff. They also designed a survey and administered it to members of the church congregation and homeless visitors at the day center. Pulling together

what they learned, the students made presentations to staff and church leaders with recommendations for changes.

"The synergy from mixing those two groups of students was magical," said Plowman, who co-authored a paper with the doctoral students on this study and presented it at the 2005 National Academy of Management meeting. "Contrary to what some may say, academic research can be beneficial for the community."

"As a result of this project, I have become more aware of the magnitude of the homelessness problem in San Antonio and the multitude of needs that they have," said Tammy Beck, a management doctoral student. "Since beginning this project, I have become personally involved in providing aid to those who are homeless."

Finally, through Senior Lecturer Bennie Wilson's Business Communication and Professional Development course, students have formed a partnership with Junior Achievement. Business students visit area middle and high schools to teach young students about a variety of business and economics subjects such as personal economics, the international marketplace, the U.S. economic system and private enterprise. They educate the students about business, but in return they receive valuable real world leadership and communication skills.

Since the program began in 2002, 640 students have served as Junior Achievement volunteers, making business presentations to 15,300 students. As a result, UTSA is the largest single source of Junior Achievement volunteers in South Texas. The college received the Outstanding Community Partner Award from Junior Achievement in 2003 in recognition of this achievement.

kudos

Craig Armstrong, a doctoral student in organization and management studies, presented a paper at the annual conference of the Strategic Management Society in San Juan, Puerto Rico. He was one of 25 doctoral students competitively chosen to participate in the society's doctoral student workshop at the meeting in Puerto Rico.

James Hackard, a doctoral student in finance, was published in September 2004 in the *Review of Quantitative Finance and Accounting*. His paper, "Can Island Provide Liquidity and Price Discovery in the Dark," was co-authored with Finance Professor Yiuman Tse.

Remi Nel, an MBA student, finished third place out of 420 teams internationally in the Fall 2004 Challenge sponsored by Management Simulations. Nel previously used the company's computer simulation business model in his undergraduate capstone class as well in a marketing graduate course with Professor of Marketing Tina Lowrey. The simulation mimics a traditional business by having participants launch five products in five market segments and manipulating research and development, marketing, production and finances for their business.

Kate Trepalin received the outstanding student award from the Financial Executives Institute. Trepalin is a senior majoring in finance at UTSA.

Annetta Guillory Villarreal, a graduate student pursuing an MBA in health care management, received the Texas Business Hall of Fame Scholarship. The scholarship is awarded to graduate students who display leadership in academic and campus activities, demonstrate a propensity for entrepreneurial achievement and have high academic credentials and moral character. Villarreal is the owner of Mommy's Helper, Inc., a company that provides personal assistance to busy parents and the elderly.

The College of Business chapter of the Financial Management Association received the FMA Bronze Membership Development Award. The award is presented to chapters who demonstrate excellence in the recruitment of new student members. Lulu Misra, professor of finance, advises the student chapter at UTSA.

Five graduate students were awarded scholarships by the National Association of Hispanic MBAs. Recipients were John Alderete, Angeles Cordova, Theresa Dobbs, Peter Morales and Alfred Rocha.

Accounting doctoral students Brian Daugherty and Wayne Tervow won the Outstanding Ph.D. Student Manuscript Award at the Ethics Symposium, held prior to the American Accounting Association annual meeting.

undergraduate student profile

enrollment	4,940
female	44%
minority	57%
hispanic	46%

ranked second in the nation for the number of undergraduate business degrees awarded to hispanics.

partnering to achieve the college of business vision

by kimberly s. west



Contributions from corporations, philanthropic foundations, friends, alumni and college faculty and staff are central to the College of Business's goal to achieve national ranking and recognition. Since the university, and thereby, the college receives only 27 percent of our support from state funding such gifts are key to the success of our teaching, scholarship, research and outreach efforts.

Demand on business and business education are greater than ever. The continuing need to upgrade the skills of our students from the San Antonio community and beyond, combined with the rapid pace of change in the business landscape, make it imperative that the College of Business expand access to academic programs and offer an increasing number of innovative programs. Private support is essential to meeting these challenges.

Just as donor interests and giving capacities vary, gifts to the College of Business can take a variety of forms for a myriad of purposes. Outright gifts are direct transfers of assets to the college. They may be made with cash, securities, closely held stock, real estate and, occasionally, tangible personal property such as artwork. Most outright gifts qualify for a charitable income tax deduction equal to the fair market value of the gift. UTSA will provide a gift acknowledgement to its donors for tax purposes.

Gifts from a will, known as bequests, are among the most popular means of making charitable gifts from one's estate. Almost anyone can make a legacy gift through a simple will or revocable trust. Those interested in making such a financial decision are advised to consult their professional tax adviser or legal counsel to help them make the wisest move.

Life income gifts offer an opportunity to invest in programs now without sacrificing income from personal investments. These gifts can meet estate planning objectives, family considerations and major tax concerns while at the same time providing much-needed support to the college. The benefits of

such an arrangement include income to the donor and/or another beneficiary for life, a charitable tax deduction from income or estate taxes and avoidance of capital gains tax on appreciated property.

In appreciation and recognition of leadership gifts to the College of Business, UTSA can name appropriate areas in the university in honor of donors. Opportunities could involve specific program centers, classrooms, commons and other areas. In addition, the College of Business is offering naming opportunities for Faculty Fellows Awards that will help advance the college's objective to attract and retain the best and brightest faculty members from around the world.

Here are just some of the ways that donors can partner with the UTSA College of Business to enhance educational opportunities.

- The Knowledge for a New World Fund is the dean's discretionary fund driven largely by corporate support, filling a gap where no state funds are available. Contributions to this strategic fund promote ongoing curriculum; faculty and student development; initiate new programs; recruit and retain prominent faculty; and defray travel and publication expenses of students and faculty representing the college. Gifts range from the Partner Level of \$1,000 up to the Visionary Level of \$20,000 or more.
- Annual Scholarships have a minimum funding level of \$500 to establish a named scholarship. Donors often renew their support annually.
- Annual Fund contributions from alumni, their parents and other supporters that are designated to the College of Business help drive student programs, student professional development—ranging from student internships and study abroad to participation in competitions and conferences—and serve other college needs.

- Endowments are perhaps the most enduring gifts donors can make to The University of Texas at San Antonio since they are permanent funds that will exist in perpetuity. Their income is used to support a specific area such as scholarship or faculty awards, in keeping with the donor's wishes. The minimum amount required to establish an endowment is \$10,000.
- Endowed Faculty Awards are awarded to nationally recognized scholars who enhance the college's research output, institutional visibility and community outreach. A Distinguished Professorship can be established with a gift of \$250,000; a Professorship with \$100,000; and a Fellowship with \$50,000. Annual gifts can be made to the Faculty Fellows Awards program with naming and other recognition opportunities as well as collaboration between the donor and faculty member.
- University Chairs are awarded to internationally recognized experts who bring prestige to the university. The holder of the chair engages in scholarship, mentors junior faculty and provides input to the business community in the form of workshops and seminars. The Distinguished University Chair, the highest honor bestowed to a faculty member, can be established with a gift of \$2 million; a Distinguished Chair with a gift of \$1 million; and a Chair with \$500,000.

For more information, contact Kim West, director of advancement for the College of Business, at (210) 458-7307 or via e-mail at kimberly.west@utsa.edu.





university names business auditorium for benefactor richard s. liu

During a dedication ceremony in May, UTSA President Ricardo Romo honored philanthropist and international businessman Richard S. Liu by dedicating the UTSA College of Business Auditorium in his name. At the naming ceremony, Romo unveiled a replica of a bronze plaque affixed to the wall adjacent to the auditorium entrance that reads, in part, "The Richard S. Liu Auditorium—dedicated to the vision and generosity of Richard S. Liu in recognition of his commitment to international education and friendship and his philanthropic support."

Liu, a native of Taiwan, began his business career in 1972 as a self-described "peddler" with no money. Now, he is the owner and CEO of Hong Kong-based Superior Holdings Limited, one of the world's leading manufacturers of leather goods. Liu established the Liu's Family Foundation U.S.-China Business Education Initiative in 1998, and he has since contributed \$3 million to the program in the College of Business. The initiative provides student and faculty exchanges, executive education collaborations and joint programs between the UTSA College of Business and five of the top universities in Beijing and Shanghai.

"Richard Liu's support of education has opened doors to opportunity for many students in both China and the United States," said Romo. "He is a great friend to all members of the UTSA community while demonstrating the highest levels of commitment to excellence in education and international relations."

"I am honored to have President Romo and UTSA recognize my achievement by naming the facility after me," said Liu, the university's largest individual donor. "I have been thoroughly pleased with the Liu's Family Foundation U.S.-China Business Education Initiative in the UTSA College of Business. I want to help a new generation of business students in China and the United States succeed."

More than 150 invited guests, including representatives from the Consulate General of the People's Republic of China, representatives from the Cultural Division of the Taipei Economic and Cultural Office and members of the San Antonio Asian community participated in the festivities.

"We at the College of Business are honored to have our most prominent room named after our friend and benefactor Richard Liu," said UTSA College of Business Dean Lyndal de la Viña. "The Liu's Family Foundation U.S.-China Business Education Initiative is our most promising international education program. Our seven-year partnership with Mr. Liu has raised the college's international profile and has allowed us to become a leader in global business education."

In addition to his financial support, Liu has been an avid promoter of the college's business programs throughout Asia. He has introduced the college to top executives in international banks and to Chinese government officials. "With the reputation of the Liu's Fellows program, Richard's personal promotion and our efforts, we will be able to make UTSA a household name in major universities and business organizations throughout China," said Don Lien, associate dean for international affairs in the College of Business.

business students receive over \$100,000 in scholarship funding

Forty-eight College of Business students were recognized during the college's annual Scholarship Banquet last October. The event honors College of Business general scholarship recipients and recognizes the donors who provide the scholarship support. Student speakers Sandra Christensen and Victoria Renteria presented remarks on behalf of the students. Donors present included Jesse Baker, Russell F. Briner, Bartlett Coker Jr., Rosemary Kowalski, Carlos Montemayor, Philip Piccione, Carly Sanchez and Linda Woodard. A three-member faculty committee judges applications and selects recipients. For the 2004–2005 academic year, \$88,945 was awarded. The average grade point average of recipients was 3.6 on a 4.0 scale.

In addition to general college scholarships, departmental scholarships were also awarded in accounting and tourism management. The Department of Accounting awarded \$15,850 to 21 accounting students. The tourism management program awarded \$11,000 in scholarships to 18 of their majors. Three new tourism scholarships were also established including endowed scholarships from the Westin La Cantera Resort and the San Antonio Hotel and Lodging Association and an annual scholarship from Omni San Antonio.



corporate donors spearhead college programming

Since 1987 community leaders have contributed more than \$1.8 million to the college's Corporate Sponsor Program, providing support where no state funds were available—strengthening curriculum, aiding faculty and student development and enabling the recruitment of high-caliber educators and students. In this new era, the college is striving to build its reputation on recognized strengths and capitalize on unique comparative advantages in the areas of globalization, capital markets, security, transformational leadership and health/technology.

We salute past supporters of the Corporate Sponsor Program and those that are contributing now to this strategic fund that has been renamed the Knowledge for a New World Fund. As we collectively work toward advancing the excellence and prominence of the UTSA College of Business, we appreciate the participation and contributions of these community leaders who have contributed over the past year to this discretionary fund.

Visionary

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briscoe family establishes \$500,000 endowed chair

Gov. Dolph Briscoe Jr. and his family donated \$500,000 to the College of Business to establish an endowed chair in memory of his late wife, Janey Slaughter Briscoe. The gift was announced at the UTSA President's Scholarship and Award Dinner in October 2004.

Briscoe, the 41st governor of Texas, was honored at the dinner with the 2004 Tom C. Frost Award, a recognition given annually to a citizen who has provided exceptional leadership to important business and community endeavors.

"Janey Briscoe dedicated much of her life to promoting education for all Texans," said UTSA President Ricardo Romo. "We are grateful to Gov. Briscoe and his family for honoring her with this investment in higher education. The Janey S. Briscoe Endowed Chair in Business will benefit students and research related to business issues for future generations of Texans."

Janey, who died in 2000, served on the University of Texas System Board of Regents from 1981 to 1987. A Uvalde native, Dolph served as the governor of Texas from 1973 to 1979 and has enjoyed a distinguished career as a politician, rancher and community leader.

"This endowed chair is a monumental step for the college as we move forward to a new phase of national recognition for the College of Business," said Dean Lyndal de la Viña. "We are grateful to Gov. Briscoe and his family for their generosity and their support of business education."

A search has begun this fall for a distinguished faculty member in the area of the business of health to fill this position. "With health care as one of the strategic threads for the College of Business, it is crucial for us to find a faculty leader to champion and further develop programs in this academic area," said de la Viña.

funding underway for ias chair

As one of the leading institutions in the field of infrastructure assurance and security education, the college is committed to endowing a \$1 million faculty chair in this field to attract a nationally recognized and credentialed individual to lead the development of the academic program and conduct infrastructure assurance research.

To date, \$555,000 has been raised, with additional funds coming from multi-year pledges. Due to the generous support and leadership from SBC Communications, Inc., the college intends to name the chair in honor of SBC. To help meet this goal, please call Kimberly West at (210) 458-7307.



starting from scratch

by lori burling
alves

Four years ago, dNovusRDI was selected by the Small Business Administration as the National Small Business Prime Contractor of the Year—making it one of the most notable information technology companies in the nation. But just a decade before, the San Antonio company was a one-woman operation with little in the bank.

As newlyweds and recent UTSA business grads, Frank, '85, and Nancy Kudla, MBA '87, had a dream of owning their own company, and together they built a business that now has offices in Texas, Missouri and Washington, D.C., and generates more than \$16 million in revenues a year. Nancy acts as chairman and chief executive officer, while Frank is the chief financial officer.

"We really grew it from nothing. We had very little money to put toward the business," said Frank Kudla, who graduated with a degree in finance. "It really was just a true, gut-it-out partnership, doing it more on drive and desire than anything else."

The Kudlas met and married while serving at Bolling Air Force Base in Washington, D.C., in the early '80s.

Later, the two were stationed at Randolph Air Force Base in San Antonio. Although Nancy's undergraduate degree from the Air Force Academy in Colorado Springs, Colo., was in economics and international affairs, her military career was shifting toward information technology—specifically working on computer programs with defense contractors. With that practical knowledge and her MBA from UTSA, she decided to leave the Air Force and start her own company. Frank also left the military, taking a job in banking to support Nancy's new endeavor.

In 1989, Nancy launched dNovusRDI, and by 1994 she had landed several federal, state and local governmental contracts. With that stable foundation, Frank left the banking industry to join his wife in a business partnership that has lasted 15 years.

"It's fascinating to own your own company," he said. "I get to be involved in so many different aspects of the business—everything from the legal workings of joint ventures and partnerships to performing the normal CFO-related functions."

The Kudlas now employ about 150 individuals, including their oldest son, Frank, who is a student at UTSA. The company also owns a 50 percent interest in Core6 Solutions and Tech Partner Solutions, LLC—two recently formed joint ventures. Under the leadership of the Kudlas, dNovusRDI has received many awards, including the National Small Business Prime Contractor of the Year.

"It's quite an honor because it represents the complete organization, everything from business practices and ethics to infrastructure, [from] financial capacity to customer service," Frank Kudla said.

While it took a balancing act to raise four children and build a company, the Kudlas wouldn't discourage anyone from following their dreams. They would recommend "getting your feet wet" first instead of building from scratch, however.

"It takes experience, knowledge, determination, creativity and lots of good customer service," Frank Kudla said. "It's not easy. You can't just go home and leave your work at the door. It's with you 24 hours a day. But I wouldn't do anything differently."

alumni reception held in d.c.

Dean Lynda dela Viña hosted a reception for Washington, D.C.-area alumni, students and friends in August at the University Club in D.C. During the event alumni were given an opportunity to network and reminisce about their UTSA experiences. Dean dela Viña also presented her vision and goals for the college.

College of Business alumni in attendance were Tammy Barker, Richard Buck, George Knox, Mark Lyons, Angelica Mendoza, Robert Mendoza, Karyn Neuhauser, Richard Obregon, Michael Panfeld and Carl Toepel. UTSA alumni in attendance were Benjamin Senecal, Michael Tidwell and Michelle Vaca-Senecal.

The alumni were joined by College of Business students Emmanuel Alanis, Cindy Calhoun, Margot Quijano and Marvin Smith who were in town participating in internships.

Representatives from the University of Texas System Office of Federal Relations included William Christian and Amanda Hughes. Cheryl Linthicum, an associate professor of accounting who is on leave this year as a fellow for the Securities and Exchange Commission, and Kimberly West, director of advancement, represented the College of Business.

The college plans to schedule additional regional receptions throughout the United States in the coming year. If you are interested in hosting a reception in your area, please contact Kimberly West at (210) 458-7307 to discuss logistics.



alumni snapshot

Victor Hugo Vieyra Aviles, MBA International '02

Working for Mexico's Cinépolis—the eighth largest movie theater chain in the world—as a manager for over 200 of their operations, Victor Vieyra has learned to be a leader in an international organization. A native of Mexico, he enrolled at UTSA through the San Antonio–Mexico Foundation for Education program to improve his business acumen. Through one of his business courses with Professor Cyndi Lengnick–Hall, he learned the principles of the balanced scorecard, and he has since successfully implemented it at Cinépolis. He is manager of several divisions of the company nationwide and has increased revenues by 20 percent.

Since receiving his MBA, he has been promoted twice and just recently received the “Manager of the Year” award. “Before receiving my MBA, I was viewing the world through a peephole,” said Vieyra. “Now, I see the world with crystal clear vision.”

keep in touch!

utsa college of business alumni network

send us updates on work, family
education and accomplishments and
receive college updates and event information.

visit <http://business.utsa.edu/alumni> or
call (210) 458-4313 for more information.

University alumni are given the opportunity to contribute to their alma mater each year through the UTSA Annual Fund phonathon and direct mail campaigns. These unrestricted gift support activities around the university, including the College of Business. We are pleased to salute the College of Business alumni who have contributed more than \$33,000 this past year.

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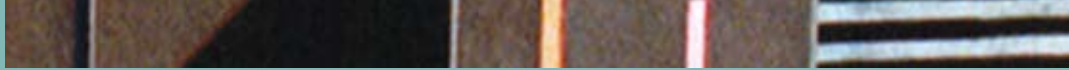
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"san antonio wall" by jun kaneko

created in 1996, "san antonio wall" is located outside the richard s. liu auditorium in the business building. the multicolored ceramic tiles were hand-produced and glazed by the artist and form a 7½-foot-tall by 42-foot-wide wall bathed in hues of pink, blue, purple and orange. kaneko was born in nagoya, japan, but currently lives in omaha, nebraska. his work is in collections throughout the world.

