utsa business

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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 havelieved the collegeonapathtoachieveanambitiousgoal: toraisetheacademicprofi leofUTSA'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 got to 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 it, you succeed deeply enough, then it's impossible to imagine not trying to make it great... The question is not why but how. Given the convergence 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' 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 daylong 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—ones that would ultimately provide us with areas of distinction within the college. Participants divided into small groups to discuss environmental challenges that would affect their 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 of 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 to 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. These 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 heads and program coordinators were charged with deciding how their units could support or develop strategies that would bolster the identified 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 its 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,
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.

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 formed with the University of Texas at San Antonio Health Science Center, as well as centers and programs the college prepares students to assume leadership roles in.

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 opportunities in the European Union for faculty members. The college has also developed unique comparative advantages, which includes a portfolio of programs at the undergraduate, graduate, and doctoral levels.

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.

Another area of focus for improving recognition and ranking of the college’s programs 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 a nexus of student and alumni activities, research and educational programs. These centers will be developed based on faculty champions and endowed chairs.

The UTSA College of Business is uniquely positioned to integrate the new world of business issues of emerging markets, security, and cultural pluralism into the curriculum, 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.
Lynda de la Viña has been named dean of the UTSA College of Business. She is the first female Hispanic to serve as dean of UTSA College of Business and the only female Hispanic business dean in Texas. She previously served as interim dean since September 2004.

“We are delighted that Lynda de la Viña has agreed to serve as dean,” said Ricardo Romo, president of the University of Texas at San Antonio. “In the past six 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 nationally and internationally recognized institutions.

“My goal is for the college to receive AACSB reaffirmation, become nationally ranked and flexible in 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 in Washington, she managed domestic and international economic policies, served on the treasury team as a member of the executive branch of the government, and developed small business development and U.S.-Mexico border development.

Following her position at the Department of Treasury, de la Viña was appointed to the U.S. Department of Education as assistant secretary for educational technology management and chair of the Department of Finance and International Business at Johns Hopkins University. She also served as director of the Program on International Business with the U.S. Department of the Treasury, and was appointed Deputy Assistant Secretary for Economic Policy and served as senior policy adviser for the U.S.-Mexico Foundation and 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 Fellowship Program. The program is part of a collaborative effort to increase 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 degree in government and economics from the University of Texas at Austin. She is the first female Hispanic to serve as dean of a school of business in Texas and the only female Hispanic business dean in the University of Texas System. She previously served as interim dean since September 2004.

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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 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 undergraduate 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.

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 at 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 preparation for graduation. Jennings holds a master’s of business administration degree from Southern New Hampshire University.

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.
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 two Liu MBA Chinese Fellows, six Liu EMBA Chinese Fellows, two executives from the Bank of Beijing, six undergraduate students from the Canary Islands and one Chinese visiting scholar.

While the students vary in professional experience and cultural background, they all agree on learning American business skills as 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 200 Liu’s Fellows program.

The college’s international programs were invigorated in 1998 by a $1 million donation from Chinese businesswoman 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.

The college’s international programs began in 1998 with graduate student and faculty exchanges, executive educational opportunities, research collaboration and joint programs between the College of Business and top universities 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, as well as with 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 executive spends 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 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.”

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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. bankers tackle 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 8 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 technical education-based disciplines the opportunity to develop and improve managerial and business skills. The program offers coursework in management, technology and development of science in the areas of industrial engineering.

“This exchange program is headed 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 high technology area and feel our program is a perfect match. These students add an international dimension to our program and help internationalize the curriculum.”

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 firsthand 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 Vic 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 international exchange program by spending one week of intensive study in each country. Students earn six hours of credit for their participation.

UTSAClass 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 projects 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 amazing. I learn so much from these experiences and the bonds I formed with my classmates will last a lifetime.”

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

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ACADEMIC PROGRAMS
The executive master 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 and applications and reflections on personal responsibility.

The EMBA program provides participants with fundamental business knowledge and skills, as well as 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.

The Management Science and Statistics Department hosted a national 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 has developed the backbone of the curriculum for the college’s statistics program.

He has contributed to the statistical literature and in prestigious journals such as the Journal of the American Statistical Association, Royal Statistical Society, Statistical Science, and many others. His research contributions have been in models of development and inference, and distributed networks. His analysis, especially related to the USAF Health Study involving the herbicide known as Agent Orange, has contributed to the treatment of veterans and their families.

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 barriers to successful entrepreneurship and innovation in emerging and transitional markets is the lack of 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 the Center for International Private Enterprise of the U.S. Chamber of Commerce, the World Bank and the Inter-American Development Bank. He provides internship opportunities for UTSA students and entrepreneurship worldwide.

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partnership agreement signed with u.s. census bureau

UTSAsignedamemorandumthatwillawardinternshiptoUTSAstudents,supporttechnicallecturesbybureauemployeesatUTSAandprovidecurriculumreviewinordertobetterpositiongraduatesaspotentialbureauemployees.Inreturn,UTSAwillsponsoranannualconferenceatwhichbureauresearchers,universityfacultyandUniversityofTexasSystemfacultyareupdatedontherelatestresearchandemploymentopportunities.

TheinternshipsathethebureauheadquartersinSuitland, Md.,willgivestudentsopportunitiestolearnfromexpertsindemography, geography and statistics. ThissummerfiveCollegeofBusinessstudentsparticipated in this program.

Atthesigningceremony,SteveMurdock, theLutcherBrownDistinguishedChairinManagementScience and StatisticsinthetheCollegeofBusiness, receivedtheU.S. Census BureauDirector’sAwardforInnovation. Thenaward recognize employees and teams that make significant contributions to the work methods and products of the Census Bureau.

Aspartofthisagreement,HermannHabermann,deputydirectorandchiefoperatingofficeroftotheU.S. BureauoftheCensus,presentedaseminarinJanuaryon“Ethics, Confidentiality and Data Dissemination.” Hediscussed the role of statistical agencies to protect the data that the participants provide and their obligation todisseminate 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.

HabermannismemberoftheInternational StatisticalInstitute, 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.

Theseminar wassponsoredbythe Department of ManagementScience 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
- Marketing
- Marketing–Tourism Concentration

BA Economics
BS Statistics

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 rigorous reviews demonstrating commitment to academic excellence in infrastructure assurance education. Applicants are assessed on their partnerships, academic programs, faculty research, technological facilities and 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 of business administration degree in infrastructure assurance. Students selecting this program develop special expertise in computer and information security. 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.
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, it’s 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.
Chair and head of 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.

By 2040, Murdock has been warning a flag about the state’s growing population—that 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, onedecadelater, Texas had dropped to 45th. And according to data released last summer, Texas now ranks 50th. Dead last.

For years, Murdock has been waving a warning flag about the state’s growing population—that 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 amongstates in percentage of adults with a high school diploma. By 2000, onedecadelater, Texas had dropped to 45th. And according todata released last summer, Texas now ranks 50th. Dead last.

Non-Anglosaccounted for nearly 80 percent of Texas’ growth in the 1990s. Hispanics accounted for 60 percent of that growth. By 2040, Murdock predicts, three out of four Texans will be non-Anglo. But Texas isn’t unique in its changing demographics. In the 1990s, non-Anglo population growth was faster than Anglo population growth in all 50 states. "Diversification is a much-needed phenomenon," he said. "The Texas of today is the United States of tomorrow... We’re at the frontier of what’s 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 in the business community. They had previously done applied demographic research for businesses on an informal basis, working with larger retailers and healthcare systems. "The location within the business college provides us an opportunity to work with businesses 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 its selection for central and southern Texas. "We subscribe to a number of different sources of demographic data, but we use the Data Center information to really help us look at our store network 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 numbers... so [Murdock] can very easily point out significant changes that are taking place."

Understanding Numbers

Steve Murphy, who may be good at numbers, but understands that a lot of people aren’t. Former college dean and Assistant Dean of Undergraduate Studies at the University of Texas at Austin, he’s worked with hundreds of students to help them understand statistics and learn how to use them effectively.

Murdock himself, however, does remember the state’s population demographics:

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Hegivesomanytalks, he has them all memorized, State Data Center researcher Beverly Pecotte said. "I can’t pull up 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, either.”

"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, persistence 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. "The study should show whether security prices reflected 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 research 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 ranking 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 economic and cultural economics. "Research tends to be fashionable," said Lien, who has served as the college's international business program office's stay-currently reading the work of others, 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 is currently investigating 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 had his work cited over 1,000 times by various refereed finance and economics journals. His research interest includes 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. Hereceved 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 Binghampton.

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–Fort 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 homes 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 the types of properties. He plans to obtain additional data and reexamine this issue next spring.
The College of Business received over $150,000 in grant funding for a variety of projects in 2004–2005. These include a $20,000 grant by Associate Professor of Technology Management Woodie Spivey to develop strategies and implementation programs to help executive mentors high-technology start-ups in the Canary Islands and $12,000 for Assistant 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 teamwork 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 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 a 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 a $50,000 grant from the Department of Defense—bring her total to over $500,000 in information assurance awards. The grant was 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 premiere site for producing quality in information assurance and cybersecurity talent and supporting AS Research and Development,” said Clark, a certified information systems security professional.

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 Research and Teaching Excellence. Anderson regularly teaches eight courses and has been recognized for his rigorous teaching and research grants. His class receives an incubator for future economic majors.

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Six new faculty join business team

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

The Department of Marketing hired three new faculty members: assistant professors Ashwani Monga and Mark Leung, and assistant professor of management Alwin Kim. Bongjin Kim, assistant professor of management, received the President’s Distinguished Achievement Award for Research Excellence. Lien received the Chancellor’s Council Outstanding Teaching Award. Since joining UTSA in 1999, Lien has helped develop and refine courses in the statistics core. Lien’s research grants for transportation and logistics studies as well as neural network studies.

Assistant professors Bongjin Kim and Mark Leung received new additions in the Department of Management. Kim served as assistant professor at Bryant College in Rhode Island. He received his doctoral degree in management information systems and his dissertation research focused on the University of Pittsburgh. Suazo received his doctorate in international economics and his dissertation research focused on the University of Pittsburgh. Suazo received his doctorate in international marketing.
FACULTY FORUM

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’s Academic Division’s Tourism, Hospitality and Leisure Marketing Special Interest Group.

Martha Fasci was promoted to assistant vice president for extended services. Fasci, 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.


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. Its founding school, the Friedman Foundation, was named to the 2005 Leadership Lab Class sponsored by the North San Antonio Chamber of Commerce.

Linda Shepherd, lecturer 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 joined the exclusive ranks of teachers (less than 2 percent) who have been honored in more than one edition.

The MBA Association honored graduate faculty members during its annual awards ceremony. Rick Uecht, an associate professor of marketing, was named Favorite 5003 Professor. Palani-Rajan Kadamkam, 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 II 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 Banot: The Relationship Between Interest Rates and the Demand and Supply of Funds in the United States
Lalatendu Misra: Ownership Structure in International Joint Ventures
Tom Thomson: Using MLS Data to Predict Residential Foreclosure
Yiuman 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
yiuman tse, finance
su zhou, economics
associate professor with tenure
mark leung
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 I 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 closely with students. His teaching philosophy includes a commitment to the traditional lecture format, emphasizing statistical computing tools and writing components that teach 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 incorporating finance, examines the impact of crisis 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, 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 faculty members for their accomplishments in teaching, research, and service. Tse is highly respected in the college. Since arriving in 2002, he has published 12 articles in various high-level economic and finance journals, including the Review of Financial Studies, Journal of Financial and Quantitative Analysis, and the 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 2002 in a study by the University of Dayton, which 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 the 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 whose contributions are essential to 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 an administrative assistant in the dean’s office. She was nominated for her cooperative spirit, her leadership, and her dedication to the college. Metz is known for her cheerfulness and patient demeanor.

Karen Metz is an administrative assistant 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.
**FACULTY PUBLICATIONS**

**Accounting**
- (Reprinted in KYCPA.ORG The Magazine. (October/November 2004): 10–13.)

**Economics**

Chino Rao

Diane Walz

John Warren


Management

Dennis Duchon

Victor Heller

Bongjin Kim


Anita Leffel

Cynthia Lengnick-Hall


Mark Lengnick-Hall


Patricia Martinez

Donde Ashmos Plowman

Rudy Sandovale

Katsu Shimizu


Mark Suazo

Jude Valdez

Management Science and Statistics

Juan Gonzalez


Nandini Kannan


Jerome Keating

Mark Leung

Robert Mason  


Steve Murdock  


Rolando Quintana  


Anuradha Roy  


Minghe Sun  


Ram Tripathi  

Raydell Tullous  


Kefeng Xu  

Marketing  
Tina Lowrey  


Ashwani Monga  


Sonia Monga  

Joel Saegert  

LJ Shrum  
Broadening their horizons, 15 UTSA students participated in internships this summer in Washington, D.C. With opportunities available both locally and 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 the firm's 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 the U.S. Census Bureau. She developed training modules for people with disabilities.

“Developing management skills was the most important outcome for me. I’ve 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 employer so much that she was offered a summer job with the USDA and a full-time position as an 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, Mexico. “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 internships 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 and 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.”

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 first-generation college students pursuing careers in business.

This young program is innovative in two aspects. First, instead of focusing only on academic solutions to solving retention problems, the Business Scholars Program addresses the cultural, mental, and financial restrictions that prevent 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 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.
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 asked to develop 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 trip to Washington, D.C., to present their findings to a panel of judges from the Department of State. Team members 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 help prepare them for the Professional Human Resource (PHR) certification exam. The competition is formatted like the game show Jeopardy, showcasing human resource knowledge. The questions are divided into categories similar to the PHR exam, 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

- 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. Undergraduate students in the UTSA chapter of Students in Free Enterprise are committed to community service projects that stress financial literacy and entrepreneurship.

The chapter presented lesson 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 recommendations 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 Communications 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 organizational and management studies, presented a paper at the annual conference of the Strategic Management Society in San Juan, Puerto Rico. Hewas 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, Hispanic Can Island Provides Liquidity and Pricing Discovery in the Dark, Wasco-authored with Finance Professor Yiuman Tse.

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

Kate Trepalina received the outstanding student award from the Financial Executives Institute. Trepalina was 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 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.
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’ 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 its 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 imperative that the College of Business expand its contact with the world.

Utmost in the minds of students is the need to get a quality education for very little cost. This is where the college can make a difference. Gifts of all sizes are crucial to help achieve the university’s strategic goals.

Just as donor interests and giving capacities vary, so too do the ways that donors can partner with the UTSA College of Business to enhance educational opportunities. Here are just some of the ways that donors can partner with the UTSA College of Business.

• The Knowledge for a New World Fund is the dean’s discretionary fund, driven largely by corporate support, filling a gap where no state funding is available. Contributions to this fund promote ongoing curriculum, faculty and student development initiatives, and provide scholarships.

• Annual Scholarships have a minimum funding level of $500 to establish a named scholarship. Donors are renewed on an annual basis.

• University Chairs are awarded to internationally recognized experts who bring prestige to the university. The holder of the chair engages in scholarship, mentorship, 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.

DEVELOPMENT UPDATE
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 UTSA 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 and member 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, and 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 Lyndadela Vigha. “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 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 Chinese government officials.

“With the reputation of the Liu’s Fellowship 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.
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 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
Frost National Bank
Grande Communications Networks, Inc.
H-E-B
SBC Communications, Inc.
The USAA Foundation, A Charitable Trust

Champion
Bromley Communications
Security Service Federal Credit Union
Wells Fargo & Company, San Antonio
Director
Billing Concepts, Inc.
dNovus RDI
JPMorgan Chase
San Antonio Federal Credit Union

Partner
Broadway National Bank
Dublin & Associates, Inc.
GCR Management Consulting
Harcourt Assessment, Inc.
MassMutual-The South Texas Agency

briscoe family establishes $500,000 endowed chair

Gov. Dolph Briscoe 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, recognizing an annual award to a citizen who has provided exceptional leadership to important business and community endeavors.

"Janey Briscoe dedicated much of her lifetime 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 Lynda de la Viña. "We are grateful to Gov. Briscoe and his family for their generosity and support of business education."

A search has begun this fall for a distinguished faculty member in the area of health to fill this position. "With healthcare 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 nationally recognized and credentialed individuals 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.
Four years ago, dNovus RDI 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 $6 million in revenue 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 dNovus RDI, 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. “It’s about being involved in 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 two sons, Frank, who is a student at UTSA. The company also owns a 50 percent interest in Core6 Solutions and TechPartner Solutions, LLC—two recently formed joint ventures. Under the leadership of the Kudlas, dNovus RDI 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 a lot 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 snapshot
Victor Hugo Vieyra Aviles, MBA International ’02

Working for Mexico’s Cinepolis—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 Cinepolis. 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.”

alumni reception held in d.c.

Dean Lynda de la Viña hosted a reception for Washington, DC-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 de la 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 NOTES
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) 458-433 for more information.

ALUMNI NOTES
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 gifts 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.

Class of ‘74
J.G. Kent

Class of ‘75
Frank B. Bridges
James W. Hinton

Class of ‘76
Barbara L. Cordier
Robert O. Dunk
Robert M. Horn
Demetrio R. Ruiz
David D. Starks
Orlynn M. Storlie

Class of ‘77
Herbert Alloway
Joseph E. Braswell
Maria A. Garcia
John F. Gerhart
Maria A. Garcia

Class of ‘78
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Jose P. Filio
Ron G. Hare
Gary L. Hickey
John H. Holshouser
Kathryn D. Schwencke
Beverly Aultman Smith
Kathryn McFarling Trudeau

Class of ‘79
Francisco Alfaro
Simon R. Ancira
Jack Charles
Gino Chincharini
Robert E. Green
Phyllis Hahn Rusk
Frank B. Terrazas
Robert J. Torres
Kenneth C. Ward
Mary E. Wright

Class of ‘80
Gregory A. Bishop
Adonis G. Castillo
Sandra Binkneyer-Chandler
Mary L. Chapman
Anita Bumpass Formby
Manuela L. Gutierrez
Donald E. Halverson
Paul M. Jacob
Catherine M. Lasota
Elaine Meister Lockwood
John H. Lucas

Class of ‘81
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Evelyn Marlow Mortola
James D. Olson
Randy C. Quiroz
Lesley M. Radius
Scott Renwick
Rebecca Calvillo Salinas
Ronald J. Schultz
Albert Solis
Delma J. Soriano
Marcela S. Stegemueller
Dennis D. Stout
Ruben R. Villafranca
Richard K. Weldon
Scott G. Wiederkehr
Antonio D. Wilkinson
Jeremiah Williams
Kevin R. Youngblood

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Jesse Flores
Cynthia R. Garcia
Michael W. Helms
James D. Hunter
James P. Larker
Sharon Alexander Layman
Caroline L. Lindow
Ana M. Longoria
Louis J. Marin
Leigh A. Perry
Susan Sonney Ramirez
Judith E. Reiffert
Victor A. Rodriguez
David E. Schmitz
Kathryn Lincoln Slaughter
Annette B. Smith
Lynn L. Straub

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Ruben T. Arias
Gloria C. Arriaga
Belinda Gonzales Barrera-McDaniel
Randall L. Booth
Elizabeth Pearce Campbell
Drew H. Clarke
Iris V. Foster
Oscar L. Garza
Charles E. Groom
Sally H. Hurd
Michael R. Jensen
Douglass C. Keen
Terence J. Lee
Marion T. Lee-Guderian
Veronica Hernandez Maguire
Robert C. Rosales
Lucy Juarez Saez
Laura Mata Shirley-Brown
Carol J. Tidd
David E. Velttri

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Gilbert A. Casarez
Evangelina Riojas Cuellar
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Jose Escoto
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Mary F. Kimmel
Loretta Solis Marshall
Davis B. Parker
Karen Ward Rathbun
Rosann Lystad Rodriguez
Wanda Vasquez Rohne
Maria E. Salvatierra
Kimberly Davis Scheffler
Sandra Loamar Schonerstedt
Albert Y. Solis
Donald R. Wagoner
Helene B. Williams

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Shannon Byrne Burns
Kay Van Meter Cohen
Melinda Day-Harper
Michael M. Dupont
Landis B. Ford
Justo P. Gonzalez
Lewis B. Goodwin
Staci Wehman Jones
Carolyn J. Knandel
Renee Price Knights
Lisa Heep Matthews
Paul M. Neal
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John R. Terry
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Donna P. Richerson
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John A. Walter
Diane Wallis Whittington
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John R. Hungerford
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Gregory M. Williams

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Kathy A. Robertson
Elwin A. Rozyskie
Ernest M. Smith
Marjo G. Stach
Sandra T. Welch

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Diana Farias DeWall
Robert J. Dieckow
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Cheryl Kilbassa Michalec
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Marianne Ryan
Steven L. Schipull
Jesse K. Sumpter
Michael H. Tyler

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Sandra Dick Burkholler
Lynne Fraze Castillo
Cynthia Adams Cohen
Jane Kustelski Daniel
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Marla L. Greene
Jacqueline L. Hues
Lester A. Keith
Valerie Pons Kelley
Christopher S. Kunz
Claudia S. Kurek
Kyle B. Landers
Jorge Medrano
Leigh S. Olejek
Gloria Juanita Onesty
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Marisa Shick Scott
Lisa M. Shead
Donald W. Steitle
Hortencia C. Tocci
Carol Haley Van Curen
ALUMNI NOTES

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Janelle Barr Gardiner
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Susan P. Hough
Cecilia DeHart Jenkins
Sue A. Jordan
Patrick M. Klar
Birseng Ergun McIntire
Louis Moussali
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Hector Silva
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Daniel O. Farias
Jessica Marquez Gamez
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Brandi M. Hoover
William H. Joiner
Kim C. Le
Hobson E. Le Blanc
Guy S. McElhaney
Christopher J. Mendoza
Frances C. Miller
Amy L. O
Kenneth W. Payton
Thomas M. Peralta
Mandy J. Ramirez
Luis A. Ramos
Joel Rincones
Mike R. Rivera
Teresa A. Souther
Stefanie E. Tope
Jaime L. Wagner
Linda S. Whitesell
Adam J. Zuniga

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Mark R. Caraveo
Elizabeth A. Espinoza
Luis E. Garcia
Benca M. Hronas
Elizabeth Boles Hurst
Diana Llanio
David D. Markelz
Melissa A. Munguia
Robin K. Russell
Gloria C. Sanchez
Yordana L. Sierra
John J. Tristan
John M. Walker
Ariane Zamot
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Chairman, Southwest Business Corporation

Ernest Bromley, MBA ’80
Chairman and CEO, Bromley Communications

Patrick B. Frost
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James S. Kahan, Chair
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Director of Internal Audit, Zachry, Inc.

Jerry Boyd
Vice President, JPMorgan Chase

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Consultant, Briseño & Associates

Patrick Clynnes, BBA ’89
Transportation Manager, BP Energy

Luis de la Garza
Vice President of Administration, Toyota Motor Manufacturing Texas

Walter D. Downing, MBA ’86
Executive Vice President of Operations, Southwest Research Institute

James R. Dublin
Chairman and CEO, Dublin & Associates

R. Rene Escobedo, BBA ’84
Attorney, Law Offices of Rene Escobedo

Susan K. Evers, MBA ’80
Senior Vice President and Senior Financial Officer, USAA

Jeffrey H. Farver
President and CEO, San Antonio Federal Credit Union

Jeannie Frieden, EMBA ’00
Vice President for External Affairs, Cancer Therapy & Research Center

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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.