

In this issue: The changing face of business leadership

The science of crime • Class notes and alumni profiles

ombrilla PREVIEW

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TELL US WHAT YOU THINK

Since we redesigned Sombrilla in fall 1999, we've received many positive comments and critiques from alumni, faculty, staff and other community members. If we haven't piqued your interest, told you something you didn't know about the university, or provoked a reaction, we haven't done our job.

But, we've also committed our fair share of editorial misdemeanors. How do we know what you think? Dear reader, you tell us.

We welcome your opinions about what we're doing right (thanks

We welcome your opinions about what we're doing right (thanks Mari), and we're properly chagrined when we mess up (sorry ROTC).

But beyond your occasional e-mails, calls and letters, we rely on the consistent feedback we get from our post-publication readers' surveys. We've mailed three surveys (covering last spring, fall and winter issues) to about 1 percent of our readers. These surveys help us track responses to specific feature articles, regular departments and general news briefs. They also ask what kinds of stories you'd like to see in Sombrilla.

For example, our longer features, no matter the subject, have a high readership. That's good news to us. Our news section is also popular (more so with alumni than faculty—chances are they've heard the news already); ditto, class notes. The department we call "Looking Back," with its plum position on the back cover, is a reader favorite.

In our surveys we always ask, "What else do you want to see in Sombrilla?" Profiles of faculty, alumni, students and interesting courses; better coverage of campus research, academics and higher education in general; more campus news—in short, more of everything.

This information will be especially useful to us in the coming months when Sombrilla will go on hiatus until the fall. We look forward to getting back to the business of covering a campus in midst of enormous change and growth.

— Lynn Gosnell

WRITE BACK

Admittedly I usually glance through every issue of *Sombrilla* and resign it forthwith to the trash bin. This issue [Winter 2001] is so extraordinary that I felt obligated to commend you on it. I read it cover to cover—the content and layout were outstanding! This is a smart, snappy issue with great flow and lots of content.

May there be many more like this one!

Mari Bailey-Villanueva B.B.A. '82

CORRECTION

In the winter 2001 issue of *Sombrilla* (p. 14), we incorrectly identified Henry Ruiz. He is a cadet-level staff sergeant in the Army ROTC program and served as sergeant in the Army Reserve. We apologize to Mr. Ruiz and the Army ROTC for these errors.

WE'RE SO PLEASED.

Sombrilla has received eight awards from the Council for the Advancement and Support of Education, Region IV.



FEATURES

10 CHANGING LEADERS

Want to get ahead in business? Work on your singing voice. Center for Professional Excellence director Robert Lengel teaches Executive M.B.A. students using unconventional methods. Let the learning journey begin. By Jenny Hannah Moore

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The creation of an Honors College inspires Great Conversation!; new books by faculty members; senior Devin Brown breaks a 17-year-old record to become UTSA's leading scorer in basketball; campus research briefs; a mystery photograph from the archives of the Institute of Texan Cultures.

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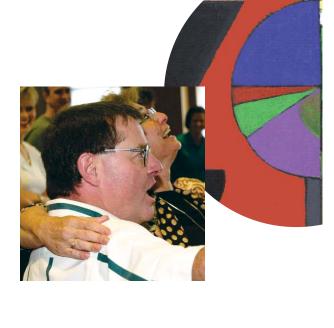
A scrap of paper. A drop of blood. A stray thread. In Introduction to Forensic Science, criminal justice students learn how physical evidence can be used to catch a killer. By Rebecca Luther

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How Lt. Col. Tracy Welch '84, Cherrie Welch '83 and their four daughters helped raise more than \$80,000 for victims of September 11. Jeanne Wyatt '86 knows the value of (investing) a dollar. Also, class notes.

16 Looking Back

Before there was Devin, there was Derrick.



SAN ANTONIO'S OLYMPIC MOMENT President Ricardo Romo and assistant track coach Rose Monday were among the dozens of South Texans who participated in the Olympic torch relay in San Antonio in December. It marked the first time the Olympic flame has been carried through the Alamo City prior to the Olympic Games.









School of Architecture earns graduate accreditation



Equipped with accreditation for its master of architecture program, the School of Architecture can now offer students a complete educational foundation for becoming a licensed architect. The National Architectural Accrediting Board (NAAB) granted an initial, three-year term of accreditation to the master's program at its October 2001 meeting.

The master of architecture is a professional degree consisting of a two-year sequence of courses preceded by a four-year undergraduate degree. The program gives students a background in the principles and techniques of architectural design and theory and offers specialization in international practice or historic preservation.

The master of architecture degree was inaugurated in January 1996. The twoyear program currently has 14 students. There are more than 400 students within the School of Architecture, which also offers bachelor's degrees in architecture and interior design.

— Tim Brownlee

MODEL STUDENTS Architecture students work on projects in the first- and second-year studio.

Investigations

Sponsored research and creative activity at UTSA

Dibyendu Sarkar (Earth and Environmental Sciences) has received \$98,0000 from the Texas Higher Education Coordinating Board to study arsenic bioavailability in agricultural soils. Both inorganic and organic arsenic compounds were once commonly used as pesticides, especially on apple orchards, cotton fields and also in cattle-dipping vats. Inorganic arsenicals are no longer used as pesticides.

Although highly effective, the compounds were also toxic—arsenic exposure can injure the nervous system, blood vessels, liver, kidneys and other tissues; long-term exposure to certain inorganic arsenicals can also cause cancer. Recently, the use of inorganic arsenic was banned in treated wood, and arsenic levels in water are not only an environmental concern but also the subject of sharp regulatory debate.

Residue from arsenic's agricultural use remains a potential hazard, Sarkar says. "We don't have a very clear idea on how different soil properties influence the availability of arsenic to the human digestive system."

With the widespread redevelopment of agricultural land for residential use, the potential for exposure to arsenic compounds continues. In the first phase of his project, Sarkar will evaluate in-vitro (beaker model) bioavailability of soil arsenic in lab incubation studies; in the second phase, he plans to take his research into the greenhouse and also start evaluating in-vivo (animal) models.

The National Endowment for the Humanities has funded Provost **Guy Bailey's** research proposal titled, "Honky Tonks, Hymns and the Blues." The amount of the proposal is \$100,000.

Richard Harris and Juanita Firestone

(Metropolitan Research and Policy Institute) received a \$25,892 grant from the University Health System to study consumer needs, preferences and perceptions in emergency care centers.

Ronald L. Bagley (Engineering) has received funding from the NASA Glenn Research Center to study how and why some metals burst under high-intensity loading or forces. The grant is for \$95,000. Bagley has also received a grant from the Southwest Research Institute, under contract with the U.S. Air Force, to study the effects of high loading and stress on engine materials. The three-year funding totals \$96,000.

Mark Lengnick-Hall (Management) has received \$88,499 in funding from the Cerebral Palsy Research Foundation to study why employers are reluctant to hire individuals with disabilities. In addition to finding out how much employers know about available tax incentives, the study will try to identify employers' attitudes on hiring individuals with disabilities.

Gail Taylor (Biology) has received a \$2,000 grant to start a professional development program for students in research-related fields. The program, called Survival Skills and Ethics, teaches students how to write research articles, make oral presentations, and search for jobs and funding—skills scientists will need in order to survive and thrive.

William J. Meilandt (Biology) has received a \$22,634 National Research Service Award for Individual Predoctoral Fellows from the National Institute of Drug Abuse, an NIH institute. His proposal examines the role of mu opioid receptors, located in the brain's hippocampus region, in learning and memory.

Patrick J. Kelly (History) has received funding from the National Endowment for the Humanities to support his research project, "Four Armies on the Rio Grande: War, Rebellion and Trade on the Trans-Mississippi–Mexican Frontier, 1861–1867."The amount is \$24,000.

Thomas Ricento (Bicultural-Bilingual Studies) received a \$24,000 grant from the National Endowment for the Humanities for his book proposal, "Americanization and Ideologies of Language." The research explores ideologies of language and how they have influenced American values, attitudes and policies toward nonmainstream cultural and linguistic groups, with a focus on the Americanization period (1915–1924).

The Rockefeller Foundation has provided a \$150,117 grant to research the history of San Antonio's "transnationals," or Mexican American residents and Mexican immigrants who maintain a strong ethnic and cultural bond with Mexico. Harriett Romo and José Macias (both of Bicultural-Bilingual Studies) are the principal investigators. The project will employ graduate students and other area researchers to conduct life history interviews and collect photographs from private family collections that express the transnational experience. All materials collected will go into the university's archives.

Eugene John (Electrical and Computer Engineering) has received a \$36,220 grant for his proposal, "High Performance Multimedia Processors." The development of these processors will aid in the use of videoconferencing, 3D graphics and speech recognition technologies.

— Compiled by Lynn Gosnell and Jeff Miller '04



Snapshot, Texas

From the photographic archives of the Institute of Texan Cultures

All photographs have a story to tell, so we identify the people and places in the Institute of Texan Cultures' photographs as completely as possible. However, sometimes we don't have any information. As a librarian, I wish that we had all of the facts regarding our photographs, but I must admit that I enjoy speculating about the mystery images.

A stamp on this photograph's cardboard mount tells us that "Unidentified Woman Dressed as a Cowgirl" was taken by E. Mollenhauer in Yorktown, Texas. Beyond that, we have only questions. Is she really a cowgirl? Do cowgirls wear pearls? Well, maybe a cowgirl would wear pearls if she came into town to have a picture made, but would a real cowgirl wear her gun on a belt strung through the trigger guard?

She probably isn't a real cowgirl, so why is she dressed as one? Is it a fashion statement? Is she the star of a local Wild West show? Did the photographer provide costumes for his customers? This is the only Mollenhauer photograph that we own, but maybe he took pictures of dozens of women in this same outfit. But if she were posing just for fun, wouldn't she be smiling at least a little?

These questions may seem silly, but they're typical of those we ask in our hunt for facts. Sometimes we find answers in old phone books or local libraries, sometimes a family member can help us, and sometimes serendipity comes to our rescue. Maybe someday Unidentified Woman's great-grandchildren will visit our library, recognize her, and reveal her story to us. Until then, I'm free to imagine the exciting life she might have led.

— Kendra Trachta



The University of Texas Institute of Texan Cultures at San Antonio, 89-184. Courtesy of Polly Klumpp.

Tables of content raise scholarships

What's dinner without good conversation? On Feb. 19, the second annual Great Conversation!, a scholarship fund-raiser, took place at the Institute of Texan Cultures. The brainchild of Harriett Romo, associate professor of sociology, and Ann Eisenberg, assistant dean of the newly formed Honors College, the event is a spin-off of UTSA's Lecture Series.









"I wanted people to have an opportunity to ask questions and converse about intellectual ideas rather than sit passively and listen to an expert lecture," Romo said. The result is a unique fund-raiser—each lecturer hosts a table of 9 for dinner and conversation on a prearranged topic.

In addition to giving participants a taste of the university's intellectual resources, Great Conversation! brought community leaders to the table. They included Mayor Ed Garza, *San Antonio Express-News* columnist Rick Casey, HEB Central Market chef Shelley Grieshaber, singer Vicki Carr, author Sandra Cisneros and sportswriter Dan Cook.

This year's event featured 52 topics that probed sociopolitical dilemmas (What It Means to Be American, Drugs and American Culture, Capital Punishment Moratorium, Privacy and Free Speech), cultural issues (Fiestas and Celebrations, Favorite Movies, Fairy Tales) current events (Searching for Peace in a Time of War, the Attack on America, Governing San Antonio in the 21st Century) and other subjects.

During the event, President Ricardo Romo formally announced the creation of the new Honors College, an expansion of the university's long-standing Honors Program. With approximately 400 in attendance, \$10,000 was raised to benefit scholarships for honors students.

— Jasmin Khair

THE TALK OF THE TABLE Great Conversation! patrons listen in on a discussion (top left). Conversation leaders included (clockwise from top right) faculty member Weldon Hammond, singer Vicki Carr and columnist Rick Casey.



Biotechnology Initiative receives additional funding

Groundbreaking on new building expected next year

With the receipt of additional funding last fall, the university was able to expand the scope of its planned Biotechnology, Sciences, and Engineering Building.

The boost came when the University of Texas System Board of Regents voted last November to allocate \$19 million from the Permanent University Fund (PUF). That amount is in addition to \$35 million in PUF funding already approved by the Board of Regents. The Texas Legislature also committed \$23 million to the project during its last legislative session.

With the federal and state funding in place, the university must now raise \$5 million in matching funds for the building. To date, \$3.374 million has been secured, including a \$1 million commitment from the City of San Antonio and a \$500,000 donation from the SBC Foundation.

The 228,000-square-foot facility will house 98 faculty offices and 30 research and instructional labs to accommodate 431 graduate students studying biotechnology, biology, biomedical engineering,

electrical engineering, civil engineering and chemistry.

The building is part of the Biotechnoloyg Initiative—a funding initiative that will give engineers, scientists and physicians an environment in which to pursue biomedical and biotechnology research and to provide world-class graduate-level instruction. Once complete, the Biotechnology, Sciences, and Engineering Building will be one of the largest science facilities within the UT System.

FIRSTEDITION

What is the role of neighborhood organizations in the lives of urban youth? How are these organizations created and sustained? How do young people themselves evaluate these organizations? These are the kinds of questions that underlie the field-based research of *Urban Sanctuaries: Neighborhood Organizations in the Lives and Futures of Inner-City Youth* (paperback edition, Jossey-Bass, 2001).

In order to collect information for the book, **Juliet Langman** (Bicultural-Bilingual Studies) and other researchers logged five years of fieldwork looking at various neighborhood organizations in three different cities. Langman lived for more than two years in "River City," a pseudonym for a rust-belt city in the Northeast

"We became participant-observers in these organizations," Langman said. Their research identified the characteristics of effective youth organizations, such as passionate leadership, so that others might recreate these characteristics. The book is aimed at policymakers, foundation representatives and others who work directly with youth.

Assistant professor **Francine Sanders Romero** (Public Administration) has contributed the fifth volume in a series that examines presidential positions on political, social and economic issues of their times, as well as the stands taken by their opponents. What's unique about this series is its extensive use of primary documents to illustrate these debates.

Romero's volume, Presidents from Theodore Roosevelt through Coolidge, 1901–1929: Debating the Issues in Pro and Con Primary Documents (Greenwood Press, 2002), takes a close look at the issues that arose during the presidencies of Roosevelt, William Howard Taft, Woodrow Wilson, Warren G. Harding and Calvin Coolidge. In examining the first quarter of the 20th century, she "sought out somewhat lesser-known controversies that provide insight into presidential character and philosophy, or the nature of the times." The material



she presents is varied. In addition to the classic texts on these presidents, there is ample use of contemporaneous data from such sources as the *Congressional Record* and *The New York Times*. Romero's aim is to offer "a glimpse into the age itself, highlighting the vibrancy and complexity of these years and these presidents."

When **Saranindranath Tagore**, a philosophy professor at UTSA and a descendant of the great Indian poet Rabindranath Tagore (1861–1941), asked his colleague **Wendy Barker** (English) to help translate his ancestor's last poems, she couldn't refuse. What an honor, and what a challenge.

Because she neither read nor wrote the poet's native language (Bengali), the collaboration proceeded very slowly—word by word and line by line. The translators struggled to keep faith with the poet's meaning and the poems' music. The resulting volume, *Rabindranath Tagore, Final Poems* (George Braziller, 2001), contains 39 poems, some translated for the first time.

All of the poems were written when Tagore was in pain and close to death. His language "is so compact," writes Barker, "it is almost as if the poet were going beyond words, as if language no longer sufficed, and yet, of course, the language radiates meaning." In Historia: The Literary Making of Chicana and Chicano History (Texas A&M University Press, 2001), Louis Gerard Mendoza (English) explores the fertile juncture of "historical and literary narratives" as a new way of understanding the history of people of Mexican descent in the United States. By looking at history as a kind of literature and studying the imaginative telling of history, a more complex view of culture, power and politics comes to light, he proposes.

Against the background of a growing body of historical scholarship and literary criticism by Chicano scholars, Mendoza seeks to uncover the political and cultural power of women and men whose lives were not the subject of official historical analysis. Drawing on his dissertation research, Mendoza calls for a continual revision of *la historia* of Mexicans in the United States, "one that enables a vision of a future that is not predicated on past injustices, and one that is forward-looking even as it struggles against forgetting."

— Lynn Gosnell



Let the record fall

Devin Brown and McEverett Powers set new Roadrunner records

Even though it's been 17 years since he wore the UTSA jersey, Derrick Gervin hasn't had the best of seasons. Gervin, the younger brother of Basketball Hall of Fame forward George "Iceman" Gervin, set several school records from 1982 to 1985. But, as they say, records are made to be broken, and Gervin has seen no fewer than seven of his records fall this season.

Key culprit in the rewrite of the Roadrunner record books has been

senior guard Devin Brown, who on Jan. 24 against Texas-Arlington became UTSA's all-time leading scorer, surpassing Gervin's record of 1,691 points. Brown finished the season with 1,922 points.

Brown's teammate, McEverett Powers, also bested Gervin's records for free throws made and attempted for a game, season and career.

"It's something I'm extremely proud of and when I get more time to look back on it, I'll appreciate it more," Brown said. Brown signed with UTSA out of San Antonio West Campus High School. The leading scorer in San Antonio high school history with 2,763 points, Brown had his choice of many schools, but decided to stay home to continue his education and basketball career.

In his freshman season (1998–99) Brown helped lead UTSA to the NCAA Tournament and was named Southland Conference (SLC) Freshman of the Year in the process. First team all-conference as both a sophomore and junior, Brown last season scored a career-high 556 points as UTSA claimed 14 victories. His 19.9 points-per-game average ranked him third in the SLC and also garnered him National Association of Basketball Coaches all-district status.

"I've enjoyed my time here at UTSA," said the 6-foot-5-inch Brown. "It's not the name across the front of the jersey that determines whether or not you can take it to the next level. . . . I consider myself an all-around player who has been fortunate to score a lot of points."

Head coach Tim Carter agrees.

"Devin is the kind of player who can change the game in so many ways," Carter said. Not only can he score and rebound with the best of them, it's a lot of the little things like assists, steals and good court decisions which have helped us to be successful."

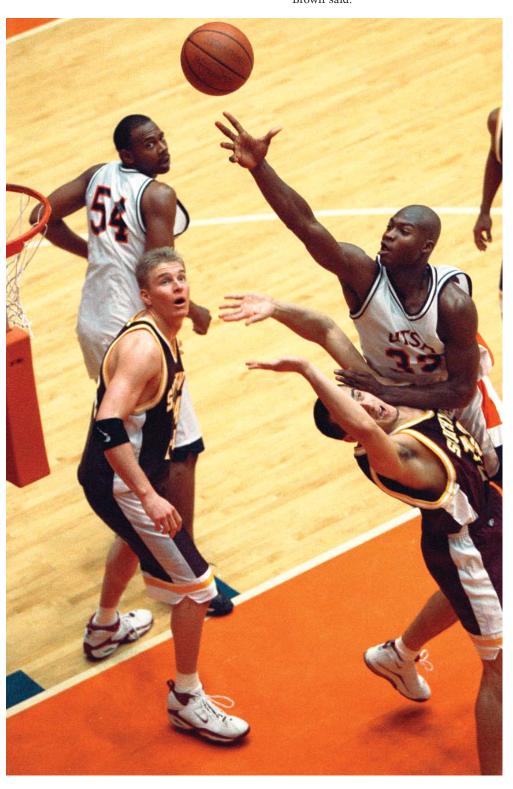
— Rick Nixon



Senior McEverett Powers has been named the Southland Conference's player of the year in men's basketball. Powers is the conference's leading scorer and fourth-leading rebounder. He becomes the second Roadrunner to win the award in the past five years, following Roderic Hall in 1998.

"It was totally unexpected but I am honored to receive this award," said Powers, who was a second-team All-Southland selection last season.

Five seniors make up the first-team All-Southland Conference squad. Powers, a native of Memphis, Tenn., is joined on the squad by teammate Devin Brown. Rounding out the first team are Steven Barber of the University of Texas at Arlington, Brian Lubeck and Wojciech Myrda of the University of Louisiana at Monroe and Fred Gentry of McNeese State University.





Campus Scene

"In general, in order to be able to solve crimes, the police have to stay at least one step ahead of the criminals. That means that they have to look for evidence in places and in ways that the criminals will not have thought of."

Marcia Clark, chief prosecutor
 From opening statements in the O.J. Simpson trial



Garon Foster's students are staring at their fingertips. They're noting the whorls, arches and loops of ridges, and they're looking for the minutiae—the ridge bifurcations, endings and short ridges—that make their own prints unique.

"Fingerprints will remain unchanged in a person's lifetime," Foster says. "When you are born, they are set." Fingerprints will change in size as a child grows to adulthood, he says, but the pattern does not change. Even a fetus has fingerprints.

Educating students about fingerprinting and other fundamentals of forensic science is the focus of the criminal justice course Introduction to Forensic Science. Foster, a forensic scientist in the Criminal Investigation Laboratory of the Bexar County Forensic Science Center, has been teaching the class since 1996; Ed Love, a firearms and toolmark examiner who also works at the center, began teaching an additional section of the course in 1999. This semester, Love agreed to teach two sections to meet student demand.

While forensic science can include any application of science to law, Foster's and Love's syllabuses focus on some of the most common areas: fingerprints, firearms, DNA (Foster's specialty), drug identification and toxicology, questioned documents (document analysis including handwriting and ink analysis), and trace evidence ("It's not always going to be as obvious as a huge bloody handprint on a wall," Foster says).

The field has developed steadily over the last century and continues to evolve with new technologies. It was in 1892 that Sir Francis Galton established that fingerprints are unique. Karl Landsteiner discovered human blood groups in 1901, which led to A, B and O blood typing. In the 1920s, Calvin Goddard showed that fired bullets had striation marks that could be matched to a particular gun; he was also the first to use the comparison microscope to compare bullets. The FBI opened its crime lab in 1932. And, it wasn't until 1986 that DNA evidence was first used to solve a crime, the murder of two girls in England (the case also saw the first use of DNA to exonerate a suspect, a man who had falsely confessed after hours of questioning).

Capabilities continue to evolve, even within the oldest forensic practices. With the advent in the last 25 years of AFIS (Automated Fingerprint Identification System), a national fingerprint database, law enforcement personnel now can search for and match fingerprints via computer. Some departments don't even use ink and paper to fingerprint arrestees anymore, Foster says; instead, they use digital scanners.

But wait, a student asks, isn't there a chance that the random pattern of a finger-print could be repeated in nature?

Sure, it's possible, Foster answers, but AFIS hasn't found any yet. In fact, he tells the class, the chances of two people having the same fingerprints are one in ... well, there's no name for a number that high, but it would be one in 10 to the 97th power. Not even identical twins, who do share the same DNA, have the same prints, Foster says.

The class is surprised by this revelation that fingerprints might be more distinctive than DNA. As he does often to illustrate his points in class, Foster tells his students about a case he worked on. It was a rape case, and the suspect's defense was the stuff soap operas are made of: It wasn't me, your honor—it was my twin brother.

Indeed, the suspect had an identical twin brother, and their DNA profiles were "indistinguishable," Foster says. That one of the brothers was the source of the semen collected from the victim, he was certain, but there was no way to tell which one just from the DNA. And without any conclusive evidence, the suspect (or his brother) got away with the crime.

Recognizing that fingerprints can be damning evidence, career criminals often attempt to cover their tracks by wiping away fingerprints, wearing gloves, or worse. Foster has seen "stupid, stupid criminals" try to obscure their own fingerprints by burning or otherwise scarring their fingertips. It rarely works, he says, because the pattern is embedded through several layers of skin; the characteristic ridges simply grow back.

The most famous example of attempted fingerprint removal was that of American gangster John Dillinger, who poured acid on his fingers to burn his prints off. "That must have caused tremendous pain, and the dude still had fingerprints," Foster says, to the amusement of his students.

Though they are scientists, Foster and Love gear their classes toward a lay audience because criminal justice students are more likely to go on to careers in law enforcement and the legal profession than they are to wind up in a laboratory. But, Love notes, "These are things that they're going to be seeing again and again in those professions." So their job is to teach students about the nature of physical evidence, the importance of properly collecting and preserving evidence from a crime scene, and what can and can't be done in a crime lab.

Though it's not a required class for the degree, Intro to Forensic Science is popular among criminal justice students. Senior James Holtzclaw tried for several semesters before he was able to get a seat in the class. "Evidently the demand is very strong," he says, adding that he'd like to see more forensic science courses added to the curriculum.

Holtzclaw, who hopes to enroll in law school this fall, says he's interested in forensic science largely for its DNA focus. He has a "big heart" for the Innocence Project, a program started by defense attorneys Barry Scheck and Peter Neufeld that uses DNA evidence to overturn wrongful convictions. Since its inception in 1992, the program has helped exonerate more than 100 people. "That's the reason I took this class—one of the big reasons," says Holtzclaw.

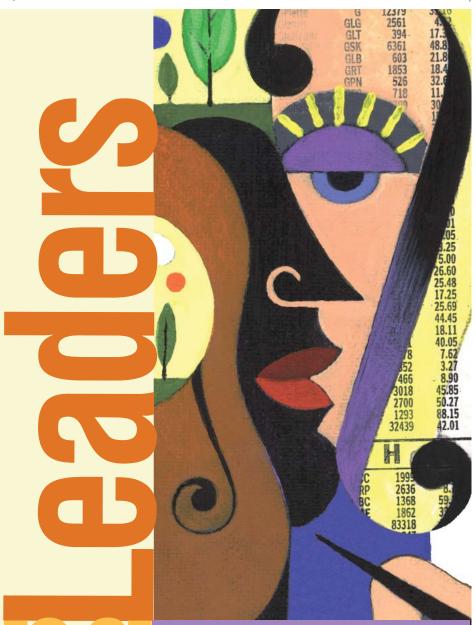
And clearing the innocent, the instructors emphasize, is every bit as important in forensic science as fingering the guilty. They both give lectures on ethics and expert testimony to illustrate that point.

One reason for the class's popularity is the enthusiasm that Foster and Love bring to it. Love, who has been in the field for 25 years, started out as a criminal investigator with the U.S. Army. He applied for a position in the Criminal Investigation Division's crime lab and began master's courses in forensic science at George Washington University at the same time. Foster, a UT Austin graduate, was planning on a career in marine science until he discovered that he was prone to seasickness.





9



Changing

Nontraditional M.B.A. promotes inquiry and dialogue

Travis Capps is on a journey. Not a self-centered escapade in which he travels the world in search of himself. His is a "learning journey" with avenues that lead him down paths of risk, personal challenge and professional advancement. The journey begins, ordinarily enough, in a classroom. Travis Capps, 31, is a first-year student in UTSA's Executive M.B.A. program.

Only in its fifth year, the Executive M.B.A. (E.M.B.A.) program is growing in popularity, especially among business people who are interested in understanding themselves and their careers in a new light. As part of the Center for Professional Excellence, the program is designed for executives with proven experience in their fields who want to obtain a master's degree in business administration.

The program was conceived by Robert Lengel, the founder and director of the Center for Professional Excellence and associate dean of the E.M.B.A. program. It is under his guidance that students embark on a learning experience unlike any other. Like many graduate programs, the EMBA allows students to momentarily pause and reflect on their situation while still advancing in their corporations. It's an opportunity to return to the world of ideas and re-emerge as better practitioners and business leaders. But that is where the similarities end.

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The fusion seminar

On a cold morning in January, E.M.B.A. students in their second semester arrive at the business school to take part in a two-day workshop called the Fusion Leadership Seminar. This is one of the core seminars that begin each semester of the 21-month program, and it is designed to prepare executives to be "fusion" leaders—those who empower others rather than reinforcing hierarchical control, Lengel says.

In essence, the E.M.B.A. program and its component parts are a dialogue among professors, executives, corporate trainers, artists and musicians designed to help each other restore the humanity that has been lost in many corporate settings. Together, members of this learning community ask tough questions about the business world and the loss of human interaction in common business practices. Of the many goals of the program, one is to help executives reintegrate valuable conversations into corporate America. Executives talk and discuss, laugh and argue . . . then retreat into themselves to evaluate the information.

One of the striking differences between the E.M.B.A. and other M.B.A. programs is the emphasis placed on community-building. The school is still divided between teachers and learners, but one has the sense that these categories are far more fluid in UTSA's program. Here, classes look less like students learning at the feet of their elders than a community of adults learning from each other.

After breakfast, the executives, wearing casual denim and pullover sweaters rather than more traditional corporate clothing, leave their tables and coffee for a circle of folding chairs. They look like ordinary students, until they reveal their

Capps is the director of technology at Valero Energy Corporation in San Antonio.

"I work with our 12 refineries to evaluate and implement the best engineering technology to improve our existing and future refining processes," he says. "I also assist our refineries in selecting appropriate technologies to maintain Valero's status as a premier 'clean fuels' provider."

Mary H. Green, 39, is an educator. She is the marketing teacher at Seguin High School and is also the director of Barbizon of South Texas, the only licensed modeling/acting school in San Antonio.

"I enrolled in the Executive M.B.A. program to fulfill two desires," she says. "The first was to complete my master's, something I started in 1988 and couldn't finish because of employment conflicts. The second was to develop methods of being a better business leader."

Others in the circle represent an astonishing range of professions—health care, construction, government, research, energy, banking, education and telecommunications, to name a few.

There is no single reason why students choose this E.M.B.A. program. These executives are of different ages, backgrounds and personalities. They have different talents and ambitions. By enrolling students with varying needs and sensibilities, Lengel aims to make the program a richer experience for all.

After the executives have taken their seats in the circle, Lengel calls for a "check-in." This is an opportunity for the participants to write their responses to a specific question in their personal learning journals, then volunteer to share their thoughts with the rest of the group through a microphone.

"Describe one thing that gives you spirit. And one thing that brings you down," Lengel says.

The notebooks open, and the students write. They are not required to participate, but no one refuses. It is, as Lengel puts it, "challenge by choice."

Lengel is very popular among students. He has a piercing gaze, a deep, resonant voice, and a gift for narrating stories—especially stories that ignite further conversation. In his lectures and workshops, he draws upon the ideas of a wide range of writers, philosophers, politicians and artists. He quotes from Kant, Proust, and Maya Angelou, and borrows metaphors from Ray Bradbury's Fahrenheit 451.

Lengel's life has followed a multidisciplinary journey of its own. His academic credentials include a B.S. in aerospace engineering from Pennsylvania State University, an M.S. in engineering science and M.B.A. from Rensselaer Polytechnic Institute, and a Ph.D. in business administration from Texas A&M University. His work experience spans the aerospace industry, financial services, and environmental impact research and analysis.

Although the learning journey Lengel has created at UTSA is an ongoing project, he has already published a book that describes his philosophy. The book, Fusion Leadership, co-written with friend and fellow professor Richard L. Draft, took 10 years to write.

During the Fusion Leadership Seminar there may be more questions posed than answers provided, but students—extraordinary problem-solvers in their fields—have already accepted inquiry as part of the educational process.

"I think that business has gotten very sterile in a number of aspects," Capps says. "Organizations should be here to create beauty in our workplace, in our communities and in our personal lives."

"I see too much emphasis on instant gratification," says Green. "There's not enough quality time spent on projects, or most importantly, with people."

Suggestions on improving business are often about how to improve the quality of people's lives. Lengel, for instance, looks for solutions for corporations whose hallways are filled with "dead eyes."

Traditional and nontraditional courses

The Executive M.B.A. program emphasizes inquiry and dialogue over memorization and number crunching, although there is plenty of that as well. The fivesemester curriculum covers every imaginable facet of accounting, economics and financial management. But instead of asking questions like, "How do we make more money?" the professors encourage students to ask questions of a more thoughtful and theoretical nature: "What is the purpose of business?" "How do we know if we are profitable?" and, "How do we motivate people?"

Difficult questions about business are more easily addressed if we study contemporary examples, suggests Gary Larsen, senior lecturer in the College of Business. One of the first students to graduate from the E.M.B.A. program, Larsen now teaches a course called Social Issues in Business. No modern example offers more material for this course than the collapse of the Enron Corporation. Executives this semester are tackling the ethics of business and corporate responsibility using this very real illustration.

In fitting with the program's theme, Larsen is helping students ask questions about the Enron case as a means to both understand and prevent future corporate disasters. Among the questions students have considered are, "What were the ethical and moral choices that led to the demise of Enron?"

"The purpose of the class, and the program in general, is not to drive students towards answers, but to open them up to bigger questions," explains Larsen.

To help initiate the often intense dialogues that emerge, Lengel has invited to the Fusion Leadership Seminar Beth Susanne, a "transformational speaker" and seminar leader from San Rafael, Calif., to "foster teamwork, leadership and innovation in the workplace."



ON THE LEARNING
JOURNEY
From left, Travis Capps
dons a blindfold as part
of an exercise in building trust during one of
the E.M.B.A. weekend
seminars. Middle, the
class participates
in a singing exercise.
Right, Mary Green
works on her mandala.

Under Susanne's guidance, students draw mandalas, an ancient meditative practice. She asks students to keep in mind the question: "What is the life you want to live?" Her exercises are based on the book *Mandala* by Judith Cornell.

Also in attendance is Claude Stein, an award-winning music producer who now works with non-singers who tell him, "I can't sing." Stein believes that singing leads to more articulate speech and more coherent thought by "freeing up" a person's intelligence. It teaches a balance of freedom and control.

Still, when the executives are asked to sing, the anxiety in the room is tangible. Nervous laughter, jiggling knees, sudden bathroom breaks— the participants feel the stakes are high. Some have never sung before, not even in the shower.

Stein sings the first two words. The students must fill in the rest, in song. The students overcome their trepidation and sing out their answers with little hesitation.

I want... "balance" "spirituality" "stability" "discovery" "connection with the natural world."

I will not stop... "dreaming" "giving" "looking for possibility"

"Unless you go through the EMBA program," says Larsen, "it's hard to understand it. You can learn a lot about leadership models and theories, but what kind of leader you are ultimately depends on who you are as a person."

"being a dad."

Capps echoes this opinion: "I can define myself in terms of my academic successes, my career successes, and other attributes. But, who am I? These are all pieces of a whole."

A way of thinking about business

Lengel has worked hard to create an environment that allows for trust and exploration. But his unorthodox methods give more traditional executives pause. The flowers and candles on top of checkered tablecloths, the music piped into the classroom—it's hard to say whether this approach works for everybody. From an observer's standpoint, what truly seems to bring about quality conversations is the willingness of the students themselves to participate in an open exchange about their personal lives, their business lives and the delicate balance between. Perhaps what this environment teaches executives is not to bring candles to the office, but that people can listen and be open while still retaining the emphasis on growth, money and good business.

But, the question remains, can Lengel's unusual approach be applied in the corporate world?

Jack Warner, 54, a 2001 graduate of the E.M.B.A. program, believes it can.

"The techniques I learned in the E.M.B.A. program helped me to better balance my life as an executive rather than becoming a workaholic," he says. After 30 years in the military, Warner applied to the E.M.B.A. program to fill some missing pieces in his business

knowledge. Now a manager of business development at Boeing, Warner feels he has benefited personally and professionally as a result of his graduate studies. To date, Warner hasn't replicated any of Lengel's practices, but now that his job involves business development, he is eager to try.

While Lengel would never refer to himself as a corporate counselor ("This is not counseling!"), it might be said that the influx of corporate therapy in American businesses in the last 20 years has paved the way for more experimental approaches like his. A sample of Lengel's recent clients includes Vanderbilt Medical School, Nortel, Emergency Medical Care for Children, Pratt and Whitney, San Antonio Housing Authority, USAA, World Savings, Gambro, the National Science Foundation, the United States Army and State Farm Insurance.

Lengel argues that different leadership styles each reflect "a way of thinking that is correct for its time." In other words, leaders equip themselves to respond to contemporary situations and problems. And the same may be said of the Executive M.B.A. program. The unique way it addresses issues is one response to how business is done today and how executives can shape the future.



The total tuition for the Executive M.B.A. program is \$28,000. That's up from \$22,500 in 1999, and it is projected to rise to \$31,000 for the class of 2004.

Approximately a third of the students receive 100 percent tuition reimbursement, a third receive partial reimbursement, and the rest seek Stafford Loans.

Every class includes between 25 percent and 30 percent women, a lopsided ratio shared by other business schools.

Over the years, the Executive M.B.A. program has seen some attrition among students. According to Matilda Gawf, associate director of the E.M.B.A. program, the class of 2001 started with 36 in 2000, and graduated 25 in May. This year's class is the first in which there has been a 100 percent retention rate in the first semester.

Alumni

Christopher J. Powers, M.A. in environment sciences, is the director of logistics at San Antonio Water System.

Julie Scott Mielke, B.B.A. in business, M.B.A. '89, is a certified public accountant and the new executive director of Youth Orchestras of San Antonio.

Rene Ornelas, B.A. in Spanish, is a recording artist for Catalina Records in San Antonio. He performs under the name Rene Rene and has released a new CD, *Camino De La Musica*, which consists of songs he composed and arranged. Rene began a U.S. tour in January.

Barbara Jean Henderson
Anderson, B.B.A. in accounting,
is an auditor for the State of Texas,
Comptroller of Public Accounts, where
she's worked for 23 years. Barbara and
her husband, Joseph, reside in Houston.
E-mail Barbara at Barbara.Anderson@
cpa.state.tx.us.

Dell Hardee Gibson, M.A. in environment sciences, is a property manager for Dell Real Estate in Smithville, Texas.

Keith A. Imon, M.A. in education, was promoted to assistant superintendent of communications and technology for Greece Central School District in Rochester, N.Y. Keith was recognized in 2001 with three awards from the National School Public Relations Association and 22 awards from the New York State Public Relations Association. Keith is married to alumna Janinne Wolpert Imon, M.A. in education '80. E-mail Keith at Keith.Imon@greece.K12.ny.us.

Barbara Harmon Saldana, B.A. in sociology, M.A. in educational psychology '81, received her doctor of jurisprudence from St. Mary's University in May 2001. She is a solo practitioner in San Antonio. E-mail Barbara at bsaldana@satx.rr.com.

Andrés S. Rodriguez, M.A. in education, has had two books of poetry published in Spanish and is seeking a publishing company for his third manuscript, 100 Poesias. Andrés is poet laureate of Laredo, Texas.

Anne Mosley Harris Adair, B.B.A. in management, married Ted S. Adair II on March 23, 2001.

Profile Jeanie Wyatt, M.B.A. '86

There's no denying that investment manager Jeanie Wyatt has a head for numbers. As a UT Austin undergraduate in the late 1970s, she majored in actuarial science—the mathematics of finance—a famously difficult course of study. One of the few women at that time to undertake the major, Wyatt graduated with honors—not a bad accomplishment, considering that she entered college on a theater arts scholarship.

"I wanted to direct children's theater," the soft-spoken Austin native explains. But during her freshman year, Wyatt received a letter recruiting her for the new actuarial science major. It seems the aspiring director had really high math scores on her college entrance exams. After some research, she made the leap from fine arts to finance. With her characteristic understated speaking style, Wyatt describes the move as "quite a switch."

After graduation, Wyatt took a job in trust banking, and by the early 1980s had become a portfolio manager at Frost Bank Services (Cullen/Frost Bankers, Inc.) in San Antonio. Married and with a young son, Wyatt somehow found time to enroll in the university's M.B.A. program. She describes the classes as very focused and even "nourishing."

"Everyone wanted to be there and knew exactly why they were there," she recalls.

At Frost, Wyatt's responsibilities grew. She was eventually named executive vice president and head of Frost Investment, with oversight of trust departments with assets totalling approximately \$13 billion (roughly the gross national product of Costa Rica). She credits the company with giving her freedom to develop her entrepreneurial skills.

"I was just always motivated to do what I thought would help us grow and be competitive," she says. One of her ideas was to start a hedging program (a program that helps major investors diversify their portfolios without tax penalties) at the bank trust department, a move she characterizes as "a little revolutionary at the time." She also created the position of mutual fund analyst, another innovation.

But a little more than a year ago, Wyatt surprised many in the banking industry by trading her staff position for the anxiety-laden, early-to-rise and late-to-bed schedule of a business owner. Her company, South Texas Money Management, with assets of \$1.2 million, is located in a native limestone building in Lincoln Heights.

With the help of a staff of five, she spends her days "balancing investment research, marketing and communicating with clients." Although all three activities are key in money management, it's clear that Wyatt relishes talking with clients about their investments.

"I really do like the investment side of things, but it would be so lopsided to not actually work with a client. My relationship wouldn't be nearly so rewarding."

During the past year, when technology stocks tumbled and confidence in money managers faltered, Wyatt found that her communication skills were in high demand. In



that environment, and especially after Sept. 11, Wyatt's clients needed to talk—and to be listened to.

One potential client, a person Wyatt had never before met, came to her office with "months and months of financial statements" to be examined. "She just brought stacks and said, 'Tell me what's happened.' That's the level of anxiety that I see in people this year."

Recently, Wyatt has assumed another kind of communication duty: She writes a weekly column called "More than Money" for the *San Antonio Express-News* business pages. Wyatt dispenses advice in a personable, straightforward and even humorous tone. She has covered a range of topics in the column, including the do's and don'ts of bear market stock portfolios, college savings plans, lessons from the Enron collapse and investment myths.

"I wanted to kind of speak to people who don't necessarily even read the business section," she says.

After a full year in business, one marked by economic downturn and national crisis, Wyatt has advice for other women going into business themselves: "Stay close to your clients." And, it's vital to "understand your competition" without overreacting to it. Most important, "Decide up front that nothing's going to discourage you. There has to be a rule that you're not going to be discouraged."

When she feels in danger of breaking that rule, Wyatt and her husband Bill head to Rockport to fish in the bay—a good investment in time, money and sanity.

— Lynn Gosnell

Class Notes

Jane Morrison Jensen, B.A. in early childhood and elementary education, is the principal of Hidden Forest Elementary in the North East Independent School District. Hidden Forest Elementary is a National Blue Ribbon Award Winner for 2001.

Paula Miller Jordan, B.B.A. in accounting, is director of business risk management at USAA.

Daniel M. Sanchez, B.B.A. in management, has retired from the Navy Reserve as a Chief Warrant Officer 4 with 31 years of combined active and reserve service. Daniel earned an M.B.A. in April 2001 from Florida International University's Executive M.B.A. program. His son, Christopher, is a sergeant in the U.S. Army stationed in Italy. His daughter, Kimberly Sanchez Gorelick, is a UTSA graduate, B.A. in sociology '94. Daniel has one grandson, Jacob Daniel Gorelick, 1 1/2 years old.

Larry A. Bruner, B.B.A. in accounting, is an attorney in private practice in the San Antonio medical center area. He primarily handles civil matters involving insurance disputes and family law. E-mail Larry at Brunerlaw@aol.com.

George T. Rivers, B.B.A. in management, and his wife, Mitzie, have been married 11 years and have three children: George, 9, Clark, 5, and Emma, 1. They reside in Tomball, Texas. George is a Sunday school teacher and member of various committees at John Wesley United Methodist Church in Houston, he also is secretary of the Houston Advisory Committee for the Methodist Mission Home.

Carole Ross, B.A. in English, B.A. in history '87, has a new position as administrative assistant/bookkeeper for Loopy Limited, a San Antonio real estate management company.

Cesar D. Gonzalez, B.B.A. in accounting, is a certified senior project manager assigned to the project management practice with IBM Global Services.

Chris A. Hancock, B.B.A. in economics, is manager of Kel-Lac Uniforms Inc. in San Antonio. Chris and his wife, Toni, announce the birth of daughter Hannah Olivia, born Jan. 20, 2001.

Laura A. Lozano, B.S. in mechanical engineering, is director of CGISS (Commercial, Government, Industrial Sector Solutions), Western Division, for Motorola Inc. Laura resides in San Diego, Calif.

Torgeir Stensaker, B.B.A. in finance, is head of fixed income investments for Nordea Investment Management in Bergen, Norway. E-mail Torgeir at torgeir.stensaker @nordea.com.

Reneé Allene Watson, B.B.A. in management, is manager of the Small, Minority and Women-owned Business Enterprise Program at the Bexar County Courthouse in San Antonio. E-mail Renee at powernae@hotmail.com.

Francisco Ruiz, M.B.A. in Inter-American management, is an executive vice president of International Armoring Corporation in Ogden, Utah, specializing in armoring passenger vehicles. Francisco recently was named to the board of directors of McKay-Dee Hospital, the largest healthcare provider in Northern Utah.

Piper Partridge Wick, B.B.A. in management, has two children: Sydney, 4, and Sloan, 1.

Lorrie M. Darr Ortega, B.B.A. in management, is an IT management information analyst for USAA.

Susan Japuntich Huether, B.A. in psychology, is a licensed nursing facility administrator, Eden Alternative associate, and administrator-in-training preceptor for nursing homes in the Fredericksburg, Texas, area. The Eden Alternative develops nursing home care with the addition of plants, animals and children and an emphasis on the handson caregiver and patient relationship.

Jose F. Puente, B.S. in chemistry, is a process development chemist with ILEX Oncology Inc. Jose is involved with pharmaceutical research and development using conventional and novel organic synthetic techniques, which are applied toward the discovery of oncological drugs. E-mail Jose at jpuente@ilexonc.com

Virginia Baeza Flores, B.B.A. in accounting and marketing, M.B.A. in business '00, passed the CPA exam in 2000 and received her license in 2001. She is an audit project manager for Valero Energy Corporation.

Melissa Futschik Pierce, B.A. in elementary and early childhood education, M.A. in education '93, is a third-grade teacher for Carson Elementary in the Northside Independent School District. Melissa and her husband, James, have two children: Emily, 3, and Caleb, 1.

Dulce Benavides, B.A. in psychology, received her M.A. in clinical psychology from St. Mary's University in December 2001. After seven years with the Psychological Corporation, she has moved to Washington, D.C., where her partner, Julianne, attends law school at Georgetown University.

Jon Gary Herrera, B.A. in political science, recently made the San Antonio Business Journal's 40 under 40 category for rising leaders in the community.

James Scott Roe, B.A. in political science, a captain in the U.S. Air Force stationed at Travis Air Force Base, Calif., recently completed his upgrade to Aircraft Commander in the KC-10. James and his wife, Karen, are expecting their first child in March. They live in Vacaville, Calif. E-mail James at snk2fly@conl.net.

Clay P. Gomez, M.A. in education, obtained his Ph.D. in education/leadership and innovation from the University of Colorado on Dec. 15, 2001. He is the principal of Lemuel Pitts Middle School in Pueblo, Colo. E-mail Clay at cinferoso@yahoo.com.

Raul Pina, B.A. in English, is assistant principal for Marc T. Atkinson Middle School in Phoenix, Ariz. He was assistant principal at Jordan Middle School in San Antonio for four years. E-mail Raul at rpina@atki. cartwright.kl2.az.us.

Adam Rodriguez, B.B.A. in finance, received his M.B.A. from UTSA in December 2001.

Reneé Cornett, M.B.A. in business, is a dental hygiene program coordinator for Austin Community College.

Gary F. Grieco, B.B.A. in accounting, is a claims specialist in National Catastrophe Services for State Farm Insurance in San Antonio.

Bradley A. Moore, B.B.A. in personnel/human resource management, is a sourcing and staffing supervisor for Sears in San Antonio.

Regina L. Vásquez-Espinosa, B.A. in criminal justice, is an associate at the firm of Shannon, Gracey, Ratliff & Miller, L.L.P. in Fort Worth, Texas. She clerked for the Honorable Dixon W. Holman, Court of Appeals, Second District of Texas, Fort Worth, was a legal assistant and law clerk for Wayne Wright, P.C. in San Antonio, and was a paraconsular assistant to the U.S. State Department, American Consulate General, Hermosillo, Sonora, Mexico. She received her doctor of jurisprudence

degree from St. Mary's University in San Antonio.

Christina Vaughn, B.B.A. in personnel/human resource management, is a senior human resources generalist at Clarke American Checks Inc. in San Antonio. Her son, Logan Tyler Gonzales, was born July 28, 2001.

Jennifer S. Gamez, B.A. in psychology, is a recognition coordinator for Pacific Life Insurance Company's Meetings and Events Department in Newport Beach, Calif. Jennifer married Scott Edward Whitten on Nov. 30, 2001.

Julie Ann Jung, B.S. in biology, is director of marketing for Industrial Complex Property Group in San Antonio.

Tim Morrow, B.A. in sociology, is director of park services for SeaWorld San Antonio. He is responsible for overseeing the daily operations of the land-scaping, logistic operations and facility services departments. Tim is a member of the World Waterpark Association Safety Committee, and he is the park's Americans with Disabilities Act representatives.

John C. Sewall, B.B.A. in marketing, is department manager for Carolina Holdings in San Antonio.

Erin A. Alexander, B.A. in psychology, M.A. in counseling '01, is a full-time probation officer at the Atascosa County Community Supervision and Corrections Department and part-time licensed professional counselor intern at South Texas Regional Medical Center. She plans to take her licensing exam and start a private practice in 2003. E-mail Erin at erinalexa@excite.com.

Judi Edelman, M.F.A. in art, is an academic adviser for UTSA's Honors Program.

Gerardo Escamilla Jr., B.S. in electrical engineering, is a systems protection engineer at City Public Service in San Antonio.

Sandra Farber Hood, M.A. in bicultural-bilingual studies, is an associate professor at Palo Alto College and serves as automation librarian in the Learning Resources Center. Sandra was elected Palo Alto College Faculty Senate president for 2001–2002.

Mark J. Samas, B.B.A. in finance, received his master of science degree in accounting from UTSA in May 2001.

Michael R. Suarez, B.B.A. in personnel/human resource management, is engaged to marry alumna Cynthia Rodriguez Andler, B.A. in Spanish '90, M.A. in education '96, in August. Michael is an operation supervisor at Philips Semiconductors

Class Notes

in San Antonio. Cynthia is an elementary school counselor for Northside Independent School District. E-mail Michael at Michael.suarez@philips.com.

Jesus Tarin Jr., B.B.A. in management, is a supply systems analyst, GS-09, for the 37th Supply Squadron Division at Lackland Air Force Base in San Antonio.

Greg Yurick, B.A. in criminal justice, is a sales representative for Hawthorn Pharmaceuticals. Greg's responsibilities include marketing pharmaceuticals to pediatricians, family practice/general practice physicians and pharmacists in the San Antonio area.

Jayson Meyer, B.A. in political science, has begun the master's in public administration program at Southern

Illinois University, where he has a full assistantship.

Christina Pelletier, B.A. in history, is a history teacher at Churchill High School in San Antonio.

Martha Tijerina, M.A. in
Spanish, was honored in August 2001
as an outstanding Hispanic Role Model
by Image De San Antonio at the Fourth
Annual Women's Equality Day
Celebration. The organization is concerned with issues pertaining to education, employment, and civil rights for
Hispanic Americans. Martha is a former
talk show host for KWEX-TV in San
Antonio.

Lisa Lassiter Vrana, B.A. in interdisciplinary studies, is a first-grade teacher at Schenck Elementary in the San Antonio Independent School District. She is also the certified gifted and talented teacher for kindergarten and first-grade students. Lisa has been married for nine years to her husband, Christopher. They have two daughters: Bailee, 5, and Rylee, born Dec. 6, 2001.

Michelle Miles Woodard, B.S. in math, announces the birth of son Conrad Woodard Jr., born Oct. 2, 2001.

Sommer Barnes Bell, B.A. in communication, married alumnus Matthew Michael Bell, B.A. in interior design '01. Sommer is a creative web developer for Verizon Telecommunications in Irving, Texas, and Matt is an interior designer for Corgan Associates Inc. in Dallas. E-mail Sommer at sombell@hotmail.com.

Francisco B. Flores, B.A. in geography, is married to alumna Maria N. Villagran, B.A. in Spanish '99.

Francisco is a GIS technician for Pedernales Electric Co-Op in Johnson City, Texas. E-mail him at flores73@hotmail.com.

Patrick Rightmyer, B.S. in biology, is a sales representative for Hillman Fasteners. Patrick lives in Fort Worth, Texas.

Christopher Lambert, B.A. in psychology, was appointed supervisor of telemarketing in group sales for SeaWorld San Antonio, where he is responsible for maintaining the group reservations system, supervising telemarketers and developing marketing programs for youth groups. Chris transferred from SeaWorld's education department, where he was supervisor of tour guides and instructors.

Profile,

Cherrie Welch '83, Tracy Welch '84

Years from now, when her children and grandchildren ask her what she was doing on Sept. 11, 2001, this is how Alana Welch's story will begin: "I was in school—in English—taking a test."

Like so many, she was just having an ordinary day when she learned about the terrorist attacks in New York City and Washington, D.C. But Alana, who turns 15 in April, and her family have an extraordinary story to tell about what happened after Sept. 11. Inspired to help others affected by the attacks, the Welches planned a simple fundraiser—a neighborhood car wash—that grew into a nationwide effort. All told, Wash America raised more than \$80,000 for the Red Cross.

Air Force Lt. Col. Tracy Welch (M.B.A. in public administration) and Cherrie Sandel Welch (B.A. in elementary education) say they're not so much surprised as shocked by how their daughters' resolve to help out snowballed. Alana and her sisters— Ashley, 17, Aubrey, 16, and Alyssa, 11— have appeared on every major television network, CNN, Nickelodeon, MTV and others. They have been featured in *Newsweek, The Wall Street Journal*, teen magazines and more. "It's quite surreal," says Cherrie, an assistant director for a church preschool and Mother's Day Out program.

Tracy's military career has taken the Welches from Brooks Air Force Base in San Antonio to Andrews Air Force Base to Warner-Robbins, Ga., to NATO military headquarters in Belgium, and back to Washington, this time to the Pentagon. Although his offices had been moved out for renovation prior to the attack, Tracy visits the Pentagon regularly.

So on Sept. 11, his family was worried. As it turned out, Tracy was not in the Pentagon when American Airlines Flight 77 crashed into the building, but he was preparing to go there for a meeting. "Fortunately, the people that I was going to be meeting with all got out all right," he says.

A CARING FAMILY Cherrie and Tracy Welch, at right. At far right, the Welch sisters—(from front) Ashley, Alyssa, Aubrey and Alana particpate in a Wash America event.



After learning that her father was OK, Alana kept her composure at all afternoon while watching the TV reports. But "when he came home, I ran up and gave him a great big hug, and that's when I started crying," she says. "I was just so happy that he was home."

"She wouldn't let go for five minutes,"Tracy adds."I could see in her the kind of anxiety that all the kids were having."

Although relieved that their father was not among the victims, the Welch daughters still felt overwhelmed by their emotions. If they were this upset, and their dad was OK, Aubrey says, "I can't imagine what other families felt like that lost people."

The girls tried to go with their mother to donate blood, but were frustrated because of the minimum age requirement of 17 (the oldest, Ashley, was still only 16).

"We could see the turmoil that was inside of them, the fear and the anger over what happened, the frustration of having all this pent-up anxiety that they wanted to work out, too," Cherrie says. "They wanted to help just like everybody else did."

A family friend suggested the car wash, and all of the girls latched onto the idea, recruiting their friends to help out. Suddenly, one car wash become four. Radio stations began to spread the word, and their first four car washes netted \$10,000.



The idea kept growing. Edelman Public Relations signed on to help promote Wash America, designing a logo and setting up a Web site, www.washamerica.org. Turtle Wax and Viking Car Products donated supplies. Virginia Congressman Tom Davis and Senator John Warner introduced resolutions to designate upcoming weekends as National Wash America Saturdays. Compaq gave computers to the schools raising the most money.

While much of the media attention has focused on the Welches, Cherrie and Tracy emphasize that Wash America was about giving all youth an opportunity to help. Ashley, Alyssa, Aubrey and Alana participated in about 17 car washes around Alexandria, Va., but the Wash America Web site registered events in 26 statesduring September and October. The girls were thrilled by the nationwide response but were especially grateful for the support they received from their own friends.

"I was amazed at how willing they were to help,"
Ashley said. "I have one friend who taped every single
TV show I was on, who has every single article I was ever
in, and who showed up to every single car wash I did."

— Rebecca Luther

Looking Back

Round ball around the world

From 1982 to 1985, forward Derrick Gervin set many university records that would remain unbroken for years. As a student athlete, Gervin scored 1,691 career points. In his sophomore year, he scored an average of 23.2 points per game and was ranked the second-highest sophomore scorer in the country.

Though several of Gervin's records fell this year (see story, page 7), many still stand, including most points per season (718); most points by half-time (31); most field goals per game (22), season (272), and career (651); and highest rebound average in a season (9.6), and career (8.5).

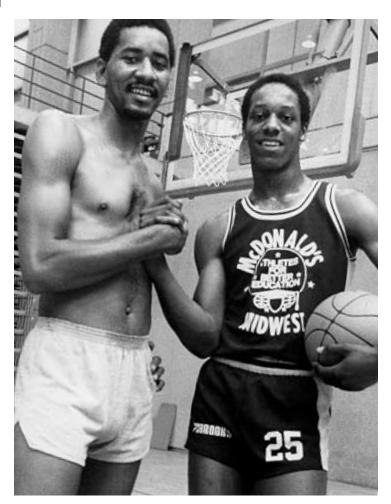
The athletic program at UTSA was just a year old in 1982. With Gervin playing, the program took off; by 1985, UTSA basketball had received statewide recognition and a lot of national exposure.

The Philadelphia 76ers picked Gervin at the end of his junior year in the fourth round of the 1985 NBA draft, but he was cut at the end of camp. Though he never played for Philadelphia, Gervin played for the New Jersey Nets from 1989 to 1991 and went on to establish a long-running career with a host of teams worldwide (Italy, Turkey, Spain, Israel, Argentina, Venezuela, Philippines, and Mexico). Closer to home, he played for the Continental Basketball League and the ABA2000.

Today, Gervin says he has retired and has plans to finish his undergraduate degree here at UTSA. He works at the George Gervin Youth Center in San Antonio teaching job preparation skills to young adults.

— Jeff Miller '04

DOMINATING THE BOARDS Derrick Gervin (right) poses with his brother George Gervin, who played for the San Antonio Spurs from 1974 to 1985.





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