Greetings:

San Diego State University and our College of Business Administration are proud to present you with an overview of our most recent international business accomplishments. We have become a recognized leader in training students with a competitive advantage in an ever changing economy. For three years in a row, San Diego State University is ranked “Top 10” for International Business by U.S. News & World Report. This year, we unveiled our new slogan – Leadership for the Global Marketplace – and take great pride in the recent initiatives we have completed to better prepare our students to work in the global economy.

Some of our highlights you’ll find in this issue are:

As a part of our commitment to academic excellence and the global marketplace, our College has recently added two new graduate programs:

- The Global Entrepreneurship MBA will provide students with the opportunity to study in San Diego, China, India and the Middle East. They will learn from executives from our corporate partners: QUALCOMM, Invitrogen, Microsoft, Intel and KPMG.
- SDSU and Gallup University have combined their expertise to develop a new MBA for Executives in Life Sciences. The Life Sciences MBA is predominantly on-line to allow executives to participate, and was designed to prepare individuals to effectively lead healthcare product development and regulatory approval, while accelerating the time to market, decreasing costs, and bringing tangible benefits to patients worldwide.

To compliment our innovative curriculum, we have recruited twelve new faculty who focus on international business research.

Our recognized Centers are unique, and each support our global focus:

- SDSU’s Center for International Business Education and Research (CIBER) was once again named a national center of excellence by the U.S. Department of Education;
- SDSU’s Entrepreneurial Management Center (EMC) works with the Beyster Institute’s Middle East Entrepreneur Training program;
- SDSU’s Corporate Governance Institute is dedicated to the study and application of responsible corporate governance principles worldwide;
- SDSU’s Family Business Forum has expanded its reach to include workshops internationally.

Strategically situated on the border with Mexico and serving as a gateway to the Pacific Rim, our College continues to play a pivotal role in preparing students to work internationally. Thank you for taking the time to peruse this publication and learn more about the great things happening at San Diego State University.

Sincerely,

Gail K. Naughton, Ph.D.
Dean

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New MBA in Global Entrepreneurship Announced

QUALCOMM, Invitrogen, Microsoft, Intel and KPMG partner with the College of Business Administration

On November 15, 2006 SDSU’s College of Business Administration (SDSU CBA) announced a first-of-its-kind MBA program in Global Entrepreneurship at a press conference at the Marriott Marquis in Times Square. At the event, corporate partners, representatives from international universities and industry experts participated in a panel discussion on global business, cultural learning and the need to educate managers who are conducting business internationally. Those at the event included: CBA Dean Gail Naughton, QUALCOMM Chairman of the Board Irwin Jacobs, American University of Beirut Olayan School of Business Dean George Najjar, Invitrogen Vice President of Global Learning and Development Belinda Hyde, and United Arab Emirates Higher Colleges of Technology Director of Special Programs Norman Gray.

This innovative program takes students around the world to four different countries as they study in a one-year, comprehensive program that shows them, in a hands-on environment how international business is conducted. Corporate partners QUALCOMM, Invitrogen, Microsoft, Intel and KPMG have joined with SDSU CBA to give students real-world experiences of how companies operate in different countries, as well as expose them to current issues and trends within each corporate sector.

“This program is the wave of the MBA future,” said SDSU CBA Dean Gail Naughton, an entrepreneur and pioneer in the field of tissue engineering. “By bringing together key growth industries and universities located in emerging countries, along with industry leaders who will share ‘best practices’ in globalization, we will give our students the knowledge and skills to effectively conduct business in the global arena.”

Students begin their study with six weeks in San Diego and then travel for 12-week blocks to each partner university in China, India and the Middle East, finishing their last six weeks in San Diego. For each MBA cohort, the partner university will be determined based on academic strengths, student interest and academic calendar.

“The Indian Institute of Management Lucknow (IIML) realizes that the 21st century belongs to entrepreneurs, not only in India, but across the globe,” said Dr. Devi Singh, Director of Indian Institute of Management, Lucknow, and Professor of International Finance and Management. “Never in history has the entrepreneurial spirit been more alive as most nation states have come to accept the importance of entrepreneurship in creating jobs and fueling economic growth. I think there could not have been a better time to start a Global Entrepreneurship MBA Program.”

At each campus, the students form relationships with their peers who are studying in the partner universities’ MBA programs to develop a global...

... continued on page 4
network of business contacts. Corporate partner executives lecture on keys to success in cross-cultural business experiences, and students travel to their local manufacturing plants and research centers to see how the strategies they are learning in the classroom are implemented in the workplace.

“We believe that it is important for leaders to have a global perspective and an understanding about how to operate in the global marketplace,” said Dr. Irwin Mark Jacobs, chairman and founder of QUALCOMM. “SDSU CBA has created a program that will enable students to have a greater understanding of cultural and business differences around the world.”

QUALCOMM, Invitrogen, Microsoft, Intel and KPMG represent the wireless, biotech, high tech and financial advisory business sectors that are experiencing tremendous growth in the global market.

“One of the most significant challenges companies face today is building a team experienced in working with people from diverse cultures and with a sound understanding of global business practices,” said Corporate Vice President of the Original Equipment Manufacturer (OEM) Division of Microsoft Scott Di Valerio. “SDSU’s GEMBA program, with its focus on student involvement in different cultures and international business practices, will help ensure companies have the quality of employees needed to be competitive in the global economy.”

Each partnering company has operations in the countries where SDSU students will travel to study. As the capstone project to the program, teams of students will work with executives from the industry of their choice to provide solutions to a current business problem.

Leonard Lavin, founder and chairman of Alberto-Culver Corporation, noted business author of Winners Make it Happen and SDSU’s Entrepreneur-in-Residence said, “When my company began expanding into international markets, it became clear that what worked for our brands in the U.S. was not necessarily going to work everywhere. It quickly became important for our executives to understand how specific brands within our consumer products line crossed cultural boundaries. An entrepreneurial focus is one of the keys to success in our company and this is particularly true in international situations. The Global Entrepreneurship MBA program at SDSU is the type of program that can help corporations give their employees a global edge.”

The first class is scheduled to begin in early 2008. Further information and prospective student inquiries should be directed to http://gemba.sdsu.edu.
New International Business Chair Spotlight

Chair of the San Diego State University International Business (IB) Program Dean Popp has big plans for the future. Popp, who assumed his current position in January 2006, has been busy working on new initiatives and maintaining the already very successful IB program.

Popp began his SDSU career in 1969 as an assistant professor of Economics. Starting in 1985, Popp was the associate vice president for Faculty Affairs. He held that position until 2003 when he retired. In 2006, Popp was presented with the opportunity to act as chair of the IB program. He gladly accepted and has been working hard to maintain and develop the program’s strong reputation ever since.

As chair of the undergraduate IB program, Popp strives to improve the overall quality of the IB program in order to enhance the experience for all students involved. One initiative that he feels will benefit current students, as well as students who have graduated, is the IB Alumni Organization. Popp wants to establish an organization comprised of alumni who can offer support in the implementation of new curriculum at the university.

One initiative that he feels will benefit current students, as well as students who have graduated, is the IB Alumni Organization. Popp wants to establish an organization comprised of alumni who can offer support in the implementation of new curriculum at the university.

Once the alumni organization is established, Popp would like to see a relationship develop between it and the IB Society, a club made up of IB students and headed by Marketing Professor Massoud Saghafi. Popp hopes that alumni can act as mentors and facilitate students in the search for an internship, which is a requirement to complete the IB program.

“I have identified alumni who show interest in supporting the IB program and who want to stay connected,” said Popp. “I have high hopes that this will be well received by alumni.”

In addition to the establishment of the alumni organization, Popp would like to start a scholarship fund for students who are studying abroad. Although the study abroad program is an excellent experience, it is also a requirement for all IB students that can present some financial difficulties. It is often less expensive to live abroad than it is to live in San Diego, however, there are often limits on what kind of work non-residents can do. Popp hopes that members of the new alumni organization will take the lead in starting this scholarship fund.

Popp admits that the past year has been a learning experience for him.

“I have to learn what is important to our partnering foreign universities,” said Popp. “I’m looking to the College of Business Administration and the College of Arts and Letters faculty for advice because without their support, the IB program would not work.”

Popp maintains excellent relationships with the program’s partner universities and is currently working on establishing two new partnerships with universities in Lebanon and Morocco.

SDSU’s International Business Program again Ranked “Top 10”

San Diego State University’s International Business Program was again ranked 10th in the nation by U.S. News & World Report, the leading organization ranking business programs. With more than 800 undergraduate majors, it is the largest international business program in the nation.
The SDSU Center for International Business Education and Research (CIBER) received a continuation grant of $1.4 million to be disbursed over the next four years. CIBER has been at SDSU since 1989.

“With this funding, SDSU CIBER will build upon its previous success and continue to set a standard for educational excellence in international business among our nation’s universities and graduates,” said Congresswoman Susan Davis. “Their emphasis on language and cultural education, as well as business and economics, is one of the main reasons why CIBER has been so beneficial to our nation’s future leaders in global economics.”

“Our goal at SDSU CIBER is to provide graduates who truly are ‘Minds that Move the World.’ International business opportunities are not confined to the business school. Our initiatives include projects around the entire university community. CIBER’s mandate is to help these initiatives evolve into ‘Leadership for the Global Marketplace.’”

– SDSU CIBER Director Gangaram Singh

The CIBER program has supported SDSU’s undergraduate International Business major, the largest such program in the U.S. The major has been ranked in the top 10 nationally for the past two years by U.S. News & World Report and is a joint program between the College of Business Administration and the College of Arts and Letters. Paul Wong, the Dean of the College of Arts and Letters, said, “The International Business major provides a lot of synergy to other international programs and benefits from the fine language departments that are housed in our college.”

With more than 800 students, the program is widely recognized for offering the first transnational, triple-degree programs in the country (one with universities in Mexico and Canada, the other with universities in Mexico and Chile). The Institute for International Education also has honored the program as the best study abroad program in the country – in any area of study.

“Our commitment is to continue to provide the workforce, leaders and research necessary to sustain San Diego’s industries, as well as prepare our graduates to interact with their peers around the world,” said Mark Ballam, SDSU CIBER Managing Director. “San Diego is on the edge of the Pacific Rim and shares a border with Tijuana and Mexicali – ideally positioned to conduct business internationally. The nation’s seventh largest city is a thriving basin for innovators in diverse fields like software design, environmental research, biomedical research, electronics manufacturing, transportation, and international trade,” said College of Business Administration Dean Gail Naughton.

CIBERs were created under the Omnibus Trade and Competitiveness Act of 1988 to increase and promote the nation’s capacity for international understanding and economic enterprise. The program links the manpower and information needs of U.S. business with the international education, language training and research capacities of universities across the U.S.

Funded in part by a grant from the U.S. Department of Education, SDSU’s CIBER is one of 31 centers nationwide and was one of the first six funded in 1989. Its activities include providing grants to fund faculty research and student study/internships abroad; outreach and development programs for the business community; training programs for language and business faculty from institutions across the country; and a variety of innovative activities which impact interdisciplinary education in the U.S. and further the CIBER mandate to enhance U.S. competitiveness abroad.
Regional International Business Education Conference

SDSU CIBER hosted this year’s CIBER Western Regional Conference on September 6-8 in San Diego.

This academic conference focused on all aspects of international inter-disciplinary educational programs, and included input from government and industry professionals. The conference served to enhance international business faculty training and curriculum, as well as program development opportunities for community college and university faculty in the Western United States.

The conference featured keynote speakers: Dr. Michael Cunningham, founder of Cunningham Graphics International and Mr. Sanjit Menezes, Vice President, Anklesaria Group, Inc. The conference was hosted by Dr. Gail Naughton, dean of SDSU’s College of Business Administration, Dr. Gangaram Singh, SDSU’s CIBER director and Mark Ballam, managing director of SDSU CIBER.

Educational World Trade Summit with Students from U.S. and Mexico

In a first-of-its-kind effort, teams of students from San Diego and Baja California, Mexico, participated in a regional International Economic Summit (IES), an all-day conference that simulates world trade among nations. SDSU CIBER co-sponsored the event, along with the International Economic Summit, the California Council for International Trade, the California Trade Education Center and the Federal Reserve Bank of San Francisco. Sempra Energy provided financial support for the summit.

Like a mini-United Nations, dozens of student teams represented different countries. They spent weeks getting ready for the event, researching their assigned country’s economy, political structure, imports and exports, natural resources, infrastructure needs, and other strengths and weaknesses. These “economic advisers” came with specific strategies in mind, prepared to negotiate and trade their way toward improving the standard of living within “their country.”

“The International Economic Summit was an exciting opportunity for students to explore basic economic concepts and globalization issues in a way that combines learning and fun,” says Mark Ballam, Managing Director of SDSU CIBER. “This kind of program has been conducted successfully elsewhere in the United States, but this was the first time it has been done with students from more than one country.”

This year’s IES event is scheduled for May 22, 2007 on the SDSU campus.
Panel Session on International Corporate Governance

Professors Gene Whittenburg, Donna Street, and Sharon Lightner at the Corporate Governance Roundtable

As part of the Director’s Forum, the College of Business Administration and SDSU CIBER hosted a pre-conference bonus session featuring a roundtable discussion between leading academics in corporate governance research and directors. Topics discussed included shareholder democracy, disclosure transparency, director professionalism and ethics, board responsibility, and the effect of the convergence between Institute for Advanced Study and Generally Accepted Accounting Principles on financial reporting.

Panelists included: Robert Bushman, Forensic Accounting Distinguished Professor at UNC Kenan-Flagler; Mark Lang, Thomas W. Hudson, Jr./Deloitte and Touche L.L.P. Distinguished Professor of Accounting; Per Olsson, Associate Professor of Accounting, Fuqua School of Business, Duke University; and Donna Street, Professor of Accounting, Mahrt Chair in Accounting, University of Dayton.

International Family Business Conference

At the annual international conference of the Family Firm Institute (FFI) in San Francisco last October, SDSU CIBER Managing Director Mark Ballam educated attendees on the role of CIBER centers in the U.S. Other guest speakers from SDSU’s College of Business Administration included Family Business Forum Director Carmen Bianchi and Dean Gail Naughton. The FFI is the premier organization worldwide for professionals specializing in family business.

SDSU CIBER Hosts JIBS Conference on Emerging Research Frontiers in International Business

This year, SDSU CIBER hosted the Fourth Annual Academy of International Business (AIB)/Journal of International Business Studies (JIBS) Conference on Emerging Research Frontiers in International Business.

The conference was titled “Asia and Global Business in the 21st Century: Institutions, Cultures, and Strategic Transformations.” Participants discussed methodologies for management research in Asia, international business, business groups, internationalization, corporate governance and institutional transformation, cultural issues in global business and joint ventures.

Ko Nishimura, former CEO and President of Solectron Corp., served as keynote speaker from the global business perspective and Mike Peng, Provost’s Distinguished Professor of Global Strategy, Organizations, Strategy and International Management at the University of Texas at Dallas, was keynote speaker from the academic side. In addition, many distinguished global business leaders and successful academics from leading universities spoke at the event.

“Doing Business in Turkey”

SDSU CIBER and the San Diego World Trade Center hosted a seminar titled, “Doing Business in Turkey.”

The seminar featured presentations from leading economic experts, seasoned corporate strategists, legal specialists and top government officials. Featured speakers included: Mr. Tevfik Unel, the Turkish Under Secretariat for Foreign Trade, and Mr. David Bohigian, Assistant Secretary for Market Access and Compliance, US Department of Commerce, Washington, D.C.

Discussions focused on Turkey’s complex mix of modern industry and commerce, which continue to attract a diverse set of American companies ranging from mining to high technology to energy; negotiations for becoming a member to the Union; and the Customs Union Agreement.
The Entrepreneurial Management Center (EMC) will host Venture Challenge 2007 on March 15-17. This annual event offers graduate students from around the world the opportunity to seek investment capital for their business ventures.

More than half of the business ideas presented at Venture Challenge have resulted in the start of actual businesses such as Roving Planet, Dimensions Furniture, EAdvices, and uShip. This year the competition received the most open business plan submissions in its 18-year history.

For more information, visit the EMC website at www.emc.sdsu.edu or call 619-594-2781.

Winners of Venture Challenge 2006, Envirobinz team members Prabakar Mahalingam (left) and Cari Enayati (right) pose with their grand prize check.

The NFTP is an annual conference that brings together business leaders, federal and state policy makers, higher education practitioners and leading experts. The forum was designed to help decision-makers and researchers understand the shifting economy and evaluate policy responses. The goal of the conference was to provide international business education, research and outreach programs to advance economic competitiveness.

This year the program focused on pressing trade issues, examined regional case studies including San Diego, Seattle, Austin and North Carolina, and examined the vital role that trade plays in a region's economy.

The CIBER National Forum on Trade Policy facilitates discussion among interested and informed parties of significant trade policy issues, provides an avenue of private/public sector exchange of ideas, stimulates meaningful research, and motivates constructive policy action. These issues are particularly important in an emerging global economy, where company headquarters and production can take place anywhere in the world.

College of Business Dean Gail Naughton was among the industry leaders who participated in a panel discussion on regional prosperity. Naughton spoke specifically about regional prosperity in the bioscience field along with alum Scott Di Valerio who is Vice President, Original Equipment Manufacturer (OEM) Division at Microsoft.

The CIBER NFTP will be held in San Diego in 2008.
International Business Society Holds Inaugural Meeting

Students in SDSU’s International Business Program created the International Business (IB) Society and held their first meeting on April 25, with more than 120 students in attendance.

The IB Society’s purpose is to act as a central resource for SDSU students to assist them with integrating into the international business community with the goal of enhancing their educational, social and financial well-being. They aim to do this through enhancing cross-cultural competence by developing a forum for members to interact and share international educational experiences; facilitate interface between members and IB practitioners; and serve as a catalyst to other academic, professional and government organizations with a similar mission.

“We are establishing a database where students can log-in and have access to the names and contact info of students, alumni and employers, to help make the process of finding a job or internship abroad easier. We want students to be able to find internships that allow them to use their skills and abilities they’ve been learning in the classroom.”  
— Zephan Fischl, Co-Founder of the Society

SDSU MBA Students Win International Marketing Competition

MBA students were awarded first prize in the Brand Morocco Research Competition. The award included a $1,000 cash prize. Students Linda Ronn, Weixuan Liao, Caroline Alexander and Janel Schermerhorn presented their research results to the Moroccan American Trade and Investment Council (MATIC) in Washington, D.C. on June 5, along with the second place team from George Washington University. MATIC is an American-based, non-profit trade association that assists the Kingdom of Morocco in its quest to promote economic growth and stability through its private sector.

Sponsored by EdVenture Partners, this is its first-ever international marketing-focused case study competition. The students’ challenge was to assist MATIC with a strategy that would encourage U.S. firms to take advantage of the benefits that Morocco provides as a platform from which to launch new business initiatives. Competing universities were to conduct strategic marketing research focused on commercial decision-makers in one of the following areas: information technology, processed foods, parts manufacturing, textiles/apparel industry or design materials. Marketing Professors Don Scigliaraglia and Lois Olson were the team advisors.

Students Place Third in International Business Strategy Competition

The SDSU team placed third in this year’s 42nd Annual International Collegiate Business Strategy Competition in San Diego. Based upon The Business Policy Game: An International Strategy Simulation, a total of 30 teams from three continents competed in the event, which features teams running mock manufacturing companies required to respond to real-world business dilemmas. Senior executives from Cisco Systems, Ernst & Young and other firms judged the competition. Teams represented were: Dubai Men’s College, Sharjah Men’s College (also from the Emirates), Oklahoma Christian University, San Jose State, and University of San Diego. The team consisted of students Lance Schaefer, Amber Horton, Chris Farnsway, Rebecca Tall and Jay Montenegro. Management Professor Michael Hergert served as team advisor.

Additional information about the International Business Society can be found at www.ibsociety.com.
Students Help Beirut and Lebanon Investigate Potential of Commercializing New Technologies

Students in Management Professor Alex DeNoble’s graduate capstone class worked diligently on projects that involve investigating the commercialization potential of new technologies. This year, six students from DeNoble’s class were given the opportunity to investigate technologies being developed by scientists in Beirut and Israel.

One group comprised of three graduate students worked with a scientist at the American University in Beirut (AUB), while another group of three students collaborated with a scientist from Ben Gurion University of the Negev. The students communicated with the scientists overseas through e-mail, telephone and teleconferencing.

“Communication was not a problem,” said Tania Serhan, one of the students who worked on the AUB project. “It was cheap, easy, and the time difference was not a problem.”

Each team was assigned a different technology in which they were expected to obtain background information on, in addition to finding out what stage the technology is currently in and what military or commercial problems it was originally designed to solve.

For Marty Frank, one of the grad students working on the AUB project, understanding the technology was a challenge. “I had to stay focused on the market, and not get bogged down by the technology,” said Frank.

Working in conjunction with their mentors and the scientists at AUB and Ben Gurion University, each team was expected to reach an agreement on the value that their subject technology brings to various parts of the market.

According to Beverly Dunlap, a grad student working with scientists at Ben Gurion University, the ultimate goal for each team was to obtain a licensing partner and to find out whether the technology can be commercialized in the U.S. and, if not, what steps are needed to take it to market.

Centre for IMC Hosts Moroccan Competition

The Centre for IMC hosted a national competition in Integrated Marketing Communications in December. Fifty-two colleges and universities competed in the development of an IMC plan for the Country of Morocco, with the five finalists presenting at SDSU. Teams placed as follows: first place team was Bellevue University ($3000 and trip to Morocco); second was Johnson & Wales ($2000); and third was Virginia Tech ($1000). The judging panel consisted of representatives from the Country of Morocco and SDSU IMC faculty.

The Study Abroad Experience

“It was an incredible experience. I earned three degrees, speak three languages (English, Spanish and French) and have a true understanding of the cultures and the way people do business.” – Erica Gonzales, the first student to complete our triple-degree program with universities in Canada and Mexico.
Entrepreneurship Program Ranks 22nd

The entrepreneurship program ranked 22nd in the *U.S. News & World Report*’s “America’s Best Graduate Schools” 2006 edition.

“We’re thrilled that our entrepreneurship program continues to be recognized by our peers as one of the best in the nation,” said Gail Naughton, dean of SDSU’s College of Business Administration. “Our faculty and staff work very hard to ensure our students have the best educational programs and experiential opportunities. Also, the private support we receive for our Entrepreneurial Management Center gives us an extra margin of excellence in our research, curriculum and outreach.”

SDSU’s ranking rose from 26th in 2005 and this year tied with Wake Forest University.

SDSU named in Princeton Review’s Best Business Schools

San Diego State University is one of the newest additions to the Princeton Review’s 2007 edition of its book, “Best 282 Business Schools.” The book was released in October 2006 by Random House and featured 45 schools receiving The Princeton Review’s “Best” designation for the first time.

According to Princeton Review VP / Publisher Robert Franek, “We select schools for this book based on several criteria covering three areas: our regard for their academic programs and other offerings, institutional data we collect about them, and opinions of students attending the schools. We are very pleased to feature SDSU in our book. We highly commend it to readers of the book and users of our website as one of the best institutions they could attend to earn an MBA.”

The book has a two-page profile on SDSU with a write-up on academics, student life and admissions, plus ratings for academics, selectivity and career placement services.

Alumni Spotlight

Arturo Lopez, 2004 International Business alum, is a Project Manager at QUALCOMM’s Internet Services Division. He was recently promoted to serve as the Project Manager for QUALCOMM’s largest revenue account, Verizon International.

While a student at SDSU, Lopez was part of the MEXUS program in conjunction with Universidad Autónoma de Baja California. Lopez began working as a full-time Project Manager at QUALCOMM while still a senior at SDSU. He worked as a Project Manager for the Latin America region for three years, implementing internet services into Latin American telecommunications companies.

“I wouldn’t be able to do my job without the experience of my study abroad in Mexico while at SDSU. In Mexico, I learned the Latin culture, the language, and how the people work in the professional world. My education and experiences at SDSU have helped me excel when working with my global clients,” said Lopez.

Lopez has future plans of entering a master’s program and living abroad in either Asia or Europe to expand his global knowledge and experience. He plans to eventually own his own business.

SDSU Study Abroad Ranks Second Nationwide

SDSU had 1,415 students study abroad during 2005-06, more than any other public university in California, reports the Institute for International Education in its “Open Doors” report. SDSU also ranked second nationwide among universities of its category in the latest report, released by the Institute for International Education. “There is an established global culture at San Diego State, and it’s growing fast,” says Alan Sweedler, assistant vice president for International Programs and Physics professor. “There is a lot of work going on across campus to enhance international study options for our students, and student interest in studying abroad has shown no sign of slacking.”

55
SDSU students studied in 55 different countries during 2004-2005.

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<th>Ten most popular destinations:</th>
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<tr>
<td>Mexico (309 students)</td>
<td>Australia (49)</td>
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<tr>
<td>Spain (176)</td>
<td>Brazil (45)</td>
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<tr>
<td>The United Kingdom (157)</td>
<td>Japan (40)</td>
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<tr>
<td>France (68)</td>
<td>Costa Rica (37)</td>
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<td>Italy (58)</td>
<td>Chile (30)</td>
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SDSU’s IB Program Ranked “Top 10” Nationally

San Diego State University’s undergraduate international business program ranks No. 10 in the nation, according to U.S. News & World Report’s “America’s Best-Colleges 2006 Guide.”

The major, offered jointly by SDSU’s College of Arts & Letters and College of Business Administration, is the largest international business program in the country, with more than 800 students.

The program is widely noted for offering the first transnational, triple-degree programs in the country (one with universities in Mexico and Canada, the other with universities in Mexico and Chile). The Institute for International Education also has recognized the international business program as the best study abroad program in the country – in any area of study.
Cultural Influences on Service Failure and Recovery: Implications for HRM

Karen Ehrhart
San Diego State University

Despite the rising share of the economy that services represent and the rapid globalization of the marketplace, research on the cultural boundedness of theories having to do with services management is rather limited. As a result, relatively little is known about cultural differences in customer needs and the corresponding variations in management responses that those customer differences necessitate. Karen Ehrhart and Lisa Nishii (Cornell University) have been conducting research aimed at addressing this knowledge gap by focusing on one aspect of services management—that of service failure and recovery. They presented their most recent study at the Academy of Management conference and are currently writing a corresponding manuscript to submit for publication.

The focus of their study is on differences in the naming, blaming, claiming, and outcomes that occur in customer experiences of service failures in the two cultures of the US and Japan. Data collected from customers in the US and Japan suggested that individuals’ experiences of and reactions to service failure situations do indeed differ across cultures, and that these differences can be explained primarily in terms of cultural differences in individualism-collectivism. Given that frontline services are products of strategic issues, particularly of human resource management (HRM) issues, the HRM implications of the results are of particular interest.

With regard to naming issues, when employees displayed negative emotions and a lack of empathic behavior, customers associated this with service failure, more so in Japan than in the US. As some argue, “we can train people to do anything technical, but we can’t make them nice” (Heskett, Sasser, & Schlesinger, 1998, p.116). Thus, one implication is hiring people who are adept at self-monitoring. In addition, customers—particularly in the US—identified unfair treatment and unfair outcomes as contributing to service failures. Thus, organizations would benefit from paying more attention to treating employees fairly, for it is then that employees will be more likely to treat customers fairly.

Regarding blaming issues, US respondents were more likely than Japanese respondents to blame the service provider (employee) for the failure and to note that they would recommend the service because the service is usually acceptable. Service failures may therefore be viewed as exceptions rather than as the rule in the US. Japanese participants blamed the organization as a whole more often than US participants, and Japanese customers were less likely than US customers to recommend the service to others. Investments in training, even for temporary employees, may be of paramount importance in Japan, particularly given the repercussions of insufficient training in terms of lower customer intentions to recommend the business.

With regard to claiming issues, some customers, particularly in Japan, did not confront the service provider even when they were dissatisfied. Thus, identifying ways to increase the probability that customers will confront failure situations is critical. There are at least two means of eliciting this behavior from customers: holding employees accountable for collecting information about service failures and training customers to provide such information.

Finally, regarding outcome issues, Japanese individuals were less likely to report recovery, be satisfied with the way the service failure was handled, and recommend the service to others. This suggests that the premise that recovery can be good for business may be culture-bound, and it may be more important to focus on avoiding failure in the first place in cultures such as Japan. As failure is seemingly inevitable, when it does occur, the organization might consider providing customers with coupons for free future service with the intention of re-establishing trust through future interactions. Once trust is regained, customers might be willing to spread positive word of mouth about the organization.
Martina Musteen’s main research interest involves small, entrepreneurial firms and their international activities. Musteen is interested in understanding factors that affect the competitiveness of such firms in international markets, an arena that has been traditionally dominated by large multinational corporations. In one of her latest research projects, Musteen studied small and medium-sized businesses in the Czech Republic. Her study revealed that small Czech firms are able to internationalize soon after their inception and establish presence not only in the neighboring countries but around the globe. One of the most important factors in their ability to successfully approach international markets was their ability to develop personal contacts in foreign countries and leverage them in overcoming barriers associated with entering foreign countries. The Czech entrepreneurs relied on their international contacts (both personal and professional) more so than on government programs or the Internet and/or trade associations to learn about foreign markets and the opportunities therein. The knowledge that they gleaned from their social connections enabled them to enter foreign markets on a larger scale and achieve better performance relative to competitors. The study also provided evidence that certain qualities of networks that Czech entrepreneurs develop are more helpful than others in facilitating internationalization of small firms in a transitional economy such as the Czech Republic. Specifically, firms whose founders/managing directors developed larger, more geographically dispersed networks and interacted with their contacts on a more frequent basis reported greater satisfaction with their international activities in terms of sales and profitability.

In another study involving U.S. firms, Musteen and her collaborators investigated some of the capabilities that may contribute to the competitiveness of small exporting firms in the global arena. Three factors that were found to be especially helpful included technological sophistication, entrepreneurial orientation and use of offshoring. Firms that reported having more patents were able to internationalize on a larger scale and in a broader geographical scope. The same was true of firms whose organizational cultures rewarded entrepreneurial spirit and calculated risk taking and outsourced some of their business processes to foreign contractors. Interestingly, ISO certification and foreign language fluency of the managers had little impact on the international activities by these firms.
Lynn Shore, along with J.G. Wu, P.W. Hom, L.E. Tetrick, L. Jia, C. Li and J. Song, co-wrote a piece “The Norm of Reciprocity: Scale development and validation in the Chinese context,” which was published in *Management and Organization Review*.

Massoud Saghafi, Matt Aistrich and Don Sciglimpaglia co-authored “Strategic Business Marketing Developments in the New Europe: Retrospect and Prospect” which appeared in *Industrial Marketing Management*.

Kuntara Pukthuanthong-Le, along with Fayez Elayan and Lawrence Rose, wrote a piece on “Global Equity and Debt Market Responses to Sovereign Credit Rating Announcements,” which was featured in *Global Finance Journal*.

Murray Jennex was the keynote speaker at the Australian Conference on Knowledge Management and Intelligent Decision Support in Melbourne, Australia in December 2006. His speech was titled “Defining Knowledge Management Success: Integrating the Doing and the Knowing.”

Don Sciglimpaglia and Massoud Saghafi co-authored a proceedings paper for the 35th EMAC Conference in Athens, Greece in May 2006. The paper was titled “Social Responsibility at the Level of the Small to Mid-Size Business: Corruption in Global Markets and its Impact on Company Strategy and Practice.”

Lori Ryan presented a speech on “Corporate Governance and Business Ethics in Brazil and the United States” at the annual meeting of the International Association for Business and Society held in Merida, Mexico in March 2006.

Carmen Bianchi and Sanford Ehrlich co-authored “Winners Make it Happen, Losers Let it Happen,” which was written about an interview with Leonard Lavin, founder of Alberto-Culver Corporation. The piece was published in the *Family Business Review* in December 2006.


Carmal Haddad, Chee Chow and William Sterk co-authored an article titled “Capital Budgeting Practices of Chinese Firms,” which was featured in the proceedings of the Western Decision Sciences Institute Conference in March 2005.


Sean Sehyun Yoo, along with J. Choi and S. Park, co-wrote a piece on “The Value of Outside Directors: Evidence from Corporate Governance Reform in Korea” that will be featured in the forthcoming Journal of Financial and Quantitative Analysis.

SDSU Accounting Professor Chee Chow Named Outstanding International Accounting Educator for 2006

Accounting Professor Chee Chow received the Outstanding International Accounting Educator Award for 2006 by the American Accounting Association (AAA). Chow was presented with a plaque and recognized for his accomplishments at the International Accounting Section luncheon in Washington, D.C. on August 7.

Chow’s primary teaching interests are in the management accounting area, recently at the MBA level. His research interests include many areas of accounting, including auditing, financial accounting, accounting education, taxation, and management accounting and controls. Chow served as president of the AAA Management Accounting Section in 2000-2001, and has served on numerous committees and sections throughout his membership in the organization.

Chow has won numerous awards for his writing, has published well over 100 articles in leading academic and practitioner journals, and has made a like number of presentations at universities and conferences worldwide. He was the second most prolific accounting researcher/author for the 34 years between 1967 and 2001, according to Advances in Accounting. Chow has held the Vern Odmark Professorship of Accountancy at SDSU since 1984; a prestigious position that acknowledges the university’s objective of continuing the high standards of teaching excellence and professionalism.
Janie Chang
ACCOUNTING
Janie Chang previously served as a professor of accounting information systems (AIS) at San Jose State University. Chang completed her bachelor’s degree in accounting at Tamkang University in Taiwan. She went on to complete her master’s at the University of Illinois, Chicago and her Ph.D. at the University of California, Irvine. Chang’s teaching interests include AIS related topics (such as IS Audit, Data Modeling/Database Management, Issues in E-business, and Business Networks and Controls), managerial accounting and financial accounting.

David DeBoskey
ACCOUNTING
David DeBoskey received his Ph.D. in accounting from Rutgers University, where he also completed his master’s in business administration (concentration in finance) with highest honors. He has taught accounting and finance courses in Beijing and Shanghai, China as well as for the Rutgers Executive MBA program. His research interests include corporate transparency, financial accounting and SEC reporting, managerial accounting and auditing.

Karen Ehrhart
MANAGEMENT
Karen Ehrhart comes to the College of Business from SDSU’s Department of Psychology. She has served as an assistant professor of psychology for the past five years and has taught at the undergraduate and graduate level. Ehrhart received her Ph.D and her master’s degree in industrial and organizational psychology from the University of Maryland. Ehrhart’s areas of expertise include international human resources management, recruitment, employment testing, personality, climate for service, emotional labor and technology.

John Francis
MANAGEMENT
John Francis received his master’s in business administration from Samford University in Alabama and his Ph.D. from the University of Memphis in Tennessee. Dr. Francis also spent three years doing research and program development for the CIBER at The University of Memphis. His areas of expertise are international strategic management, specifically concerning strategies for firms as they enter foreign markets.

Stefano Gubellini
FINANCE
Stefano Gubellini received his doctorate and master’s degrees in economics from Purdue University. Previously, he completed his Laurea degree in Statistics and Economics at the University of Bologna, Italy where he graduated summa cum laude. His current research includes asset pricing, stock market predictability, trading strategies, and data-snooping issues. Gubellini was most recently a teaching assistant for the Ph.D. econometrics courses and a microeconomics instructor at Purdue University. Professionally, Gubellini worked for two Italian research centers (Prometeia and Nomisma) as a consultant, and for Telecom Italia Mobile S.p.A. as a market analyst.

Victoria Krivogorsky
ACCOUNTING
Fluent in three different languages, Victoria Krivogorsky was an assistant/associate professor at Morgan State University in Maryland prior to SDSU. She graduated with her Ph.D. from the Institute of Economics of Academy of Sciences of USSR in Kiev, Ukraine in 1991. Then, she received her doctorate’s degree in accountancy from the University of Wisconsin-Madison in 1999. Krivogorsky’s areas of expertise include corporate governance and control, the effects of governance mechanisms and information environments on accounting and managerial behavior in uncertain economic environments.
Marie-Eve Lachance  
**FINANCE**

Marie-Eve Lachance has been a finance professor at Cass Business School with City University in London. She received her Ph.D. at University of Pennsylvania's Wharton School in two majors: Risk Management and Finance. Her bachelor's is in Actuarial Science at Laval University in Quebec. Lachance has won numerous awards, published in several journals and has been a frequent presenter on issues such as investments, pensions, management of insurance products and financial risks, financial and actuarial mathematics, derivatives and economics of uncertainty.

Martina Musteen  
**MANAGEMENT**

Martina Musteen received her Ph.D. in business administration from the University of Kansas (KU), Lawrence and her master's from KU, Italy. She completed her undergraduate work at the European Division of the University of Maryland in Heidelberg, Germany where she graduated *summa cum laude*. She has won multiple awards for her graduate and doctoral teaching performance at KU. Her area of expertise lies in international entrepreneurship, knowledge transfer, social network theory, managerial cognition, corporate reputation, and corporate governance.

Amy E. Randel  
**MANAGEMENT**

Amy Randel, formerly assistant professor at Wake Forest University, graduated from University of California, Irvine's Ph.D. management program with an emphasis in organizational behavior. She has a B.A. in psychology from Brown University and has received both research and teaching awards from Wake Forest University. Randel's areas of expertise include identities in organizations, diverse group dynamics, group efficacy, cross-cultural management and social capital.

Joseph Tanimura  
**FINANCE**

Joseph Tanimura was a managing economist for LECG, LLC and a finance instructor at the University of Washington Business School where he received his Ph.D. Tanimura completed his bachelor's degree in finance and his law degree at the University of Southern California. Tanimura's areas of expertise are capital structure, law and financial economics, and international finance. Tanimura was the recipient of the University of Washington CIBER fellowship award in 2000.

Fei Xie  
**FINANCE**

Fei Xie received his Ph.D. in finance from Vanderbilt University. His areas of expertise include corporate governance and venture capital. One of his papers won the Best Doctoral Student Research Award at the Southern Finance Association 2003 Annual Meeting. He received his bachelor's degree in finance from Tsinghua University in China in 1998.

Congcong Zheng  
**MANAGEMENT**

Congcong Zheng received her Ph.D. from the London Business School (LBS) in the United Kingdom. She is the recipient of the Huntsworth Scholarship from the LBS and also the People's Scholarship from the University of International Business and Economics in Beijing (UIBE), where she obtained her undergraduate degree. Her areas of expertise include: the behavioral theory of the firm, decision-making, risk-taking, capability development and high technology entrepreneurship.

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Lessons Learned from Conducting Family Business Workshops in Lebanon and China

By Carmen Bianchi, Director of SDSU Family Business Forum and President-Elect of Family Firm Institute

In May and October 2006, Dean Gail Naughton and I traveled to American University of Beirut and Chinese University of Hong Kong, respectively, to conduct two-day seminars on family business using the case study methodology.

“The objective in going to these universities was to create awareness and, perhaps, duplicate what we are doing at San Diego State University at the Entrepreneurial Management Center Business Forum.”
– Carmen Bianchi

As a professor of MBA students, as well as a family business consultant, I knew it was important not to instill American values when visiting foreign countries, but to learn from the attendees about their own particular culture. By practicing this perspective from the beginning, the participants were more appreciative and open. Further, we chose a European case study that dealt with all the pertinent issues facing family businesses (succession planning, transition, sibling rivalry, birth order, enmeshment, fusion, triangulation, so forth) to reinforce the perspective above, and give the workshop participants an opportunity to demonstrate how things are done in their country.

In Beirut, it was interesting to note that most of the family businesses are passed on to the oldest son (primogeniture) and that it is a male dominated succession plan. Most of the companies are family-owned, very large and not public companies; whereas in Hong Kong, 80% of the companies are family-owned and public. It is also bad “Chi” to speak of death in China so, instead of talking about death, we talked about some kind of permanent disability that would trigger the need to write and create a succession plan.

The Chinese audience was very receptive to role playing and took it most seriously. Some of them were so good they could have ended up in Hollywood! The Lebanese were more cautious, but relaxed, and the workshop was a great success in getting the participants to role play.

These workshops are for both practitioners and service providers to family businesses, as well as the members of a family business. They are educational and growth-oriented with emphasis on structure and governance. Because communication is a very important component, we encourage all members of the family business to attend so that they can learn to deal with conflict in a more structured and unemotional way.

Our objective in going to these universities was to create awareness and, perhaps, duplicate what we are doing at San Diego State University at the Entrepreneurial Management Center Business Forum. Our outreach program is for closely held and family businesses with revenues of $3- to $500-million. We have monthly roundtables and an annual retreat with the goal of addressing their pertinent issues through education and leadership.

About Carmen Bianchi
Carmen Bianchi, founder of the EMC Business Forum, has been elected as president of the Family Firm Institute (FFI). Bianchi was announced as president at the FFI’s annual conference on Oct. 25-28 in San Francisco. Her term as president at FFI will consist of one year as president-elect, two years as president, and one year as ex-officio. Bianchi has been a family business consultant since 1991. Her expertise lies in family systems and the relationship between family, business ownership and the professional roles within a family firm. She teaches the MBA program at SDSU on Family Business Management and she is also the principal of Carmal & Associates; a family business consulting firm.
How San Diego State Aims to Be Unique

New Programs Include Global Entrepreneurship, Life Sciences

By Ron Alsop
Tuesday, February 20, 2007

Like the toothpaste aisle at the grocery store, the selection of M.B.A. programs has never been greater or more diverse. And like Colgate-Palmolive Co. and Procter & Gamble Co., business schools must work harder than ever to create new and improved products and promote their distinctive benefits to prospective customers.

Nowhere is that more apparent than in San Diego. Business schools there are becoming much more active players in the M.B.A. marketplace as San Diego State University, the University of San Diego and the University of California, San Diego, all roll out new degree programs.

M.B.A. Track columnist Ron Alsop recently talked with Gail Naughton, dean of the College of Business Administration at San Diego State University, about the school’s two newest M.B.A. programs, in global entrepreneurship and the life sciences, and about online education and the escalating M.B.A. competition in San Diego.

WSJ: How has San Diego State been affected by the development of new full-time M.B.A. programs at both the University of San Diego and the University of California, San Diego?

Dr. Naughton: Our applications are increasing, so if anything, the new programs are heightening awareness of the importance of an M.B.A. in the San Diego community. Each school is also taking a different approach to management education. We are playing to our established strengths in international business, entrepreneurship, and accounting and governance, while the University of San Diego is focusing on business ethics and social responsibility and UC San Diego has reacted to the growth of technology and the life sciences to train scientists and engineers in management.

WSJ: Many schools today claim to be international. What do you believe will set your global-entrepreneurship degree apart from other international business programs?

Dr. Naughton: Our program will focus very heavily on the importance of local culture and language in doing business abroad, as well as the interaction of government and politics with business. Students will experience a total immersion in other cultures, spending about 12 weeks each in San Diego and at partner universities in China, India and the Middle East.

... continued on page 22
**WSJ:** San Diego State is working closely with companies in developing some of its degrees, including your sports management M.B.A. with the San Diego Padres baseball team and the global-entrepreneurship M.B.A. with Qualcomm, Invitrogen, Microsoft, Intel and KPMG. Why have you chosen to work hand in hand with companies?

**Dr. Naughton:** I believe that business schools need to partner more with industry to become as competitive as possible. It only makes sense that the executives and HR directors, who are sending us their managers and recruiting our graduates, should help develop courses and share best practices as mentors and lecturers.

For the new entrepreneurship M.B.A., we decided to focus on global industries that are key to the economic growth of San Diego – technology, biotech and telecommunications – and we wanted corporate partners who would play a continuing role in this degree program. Executives from the companies will lecture about their experiences in cross-cultural business ventures, and students will visit their operations here and abroad to see how the strategies they are learning about in class are being implemented in the workplace.

**WSJ:** Your next degree will be an executive M.B.A. on the life-sciences industry. Did your background as a scientist and biotechnology entrepreneur influence your decision to develop this specialized program?

**Dr. Naughton:** It definitely did have an impact. With my biotech company, I learned what it’s like not to be able to find the talent you need to deal with regulatory agencies and to understand such things as clinical design and statistics, quality-assurance management, patent protection, and the constraints on sales and marketing with government-approved products. Our new M.B.A. will train managers in those areas and, in doing so, will draw on the most relevant parts of San Diego State’s existing online master’s programs in regulatory affairs and biomedical quality control.

**WSJ:** With this degree, you are joining forces with Gallup University. Why did you decide to make that connection?

**Dr. Naughton:** The executive M.B.A. will be a two-year part-time program with six weeks taught in person in San Diego and the remainder online. So we wanted someone with more online experience than we have had and someone we could learn best online practices from to apply to our other programs, including our general M.B.A. This will be our first program that is primarily online, but we are certainly moving toward more because we feel it is a far more convenient modality for students. In addition, Gallup is committed to providing life-science executives to mentor the students one on one.

**WSJ:** In the annual Wall Street Journal/Harris Interactive business school survey, corporate recruiters tend to be critical of online M.B.A. education. Are you concerned about delivering the same quality of instruction as you add online content?

**Dr. Naughton:** Originally, yes, I did have some reservations. But we looked at some assessment tests that show students can do as well or better online as in a classroom. We also felt comfortable because we believe Gallup is well established with a quality online educational approach.

**WSJ:** You are one of a small minority of female business-school deans. Do you believe that your presence at the helm has helped attract more women to enroll in your graduate programs?

**Dr. Naughton:** Having a woman as dean can certainly help in attracting both women students and faculty members. They like having a role model who looks like them. We are pleased that about 40% of the students in our graduate business programs are women and hope to see the number rise even higher.

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SDSU Provides Leadership for the Global Marketplace.

Renowned University Centers

Entrepreneurial Management Center (EMC)
The EMC works with the Beyster Institute’s Middle East Entrepreneur Training program to teach business executives not only how to be entrepreneurs, but how to globalize their companies.

Center for International Business Education and Research (CIBER)
SDSU’s CIBER is among the first in the country and is one of only 31 nationwide. SDSU CIBER has been named a national center of excellence every year since 1989 by the U.S. Department of Education.

Corporate Governance Institute
The Corporate Governance Institute is a research and education center dedicated to the study and application of responsible corporate governance principles worldwide. Most recently, the Institute sponsored a bonus session to the national Corporate Directors Forum conference featuring internationally recognized experts.

EMC Family Business Forum
The Family Business Forum has expanded its reach to conduct workshops internationally. The forum’s director, Carmen Bianchi, was named president-elect of the Family Firm Institute, the international organization for family businesses.

Commitment to Academic Excellence

New! Global Entrepreneurship MBA
Students study over a 12-month period in San Diego, China, India and the Middle East and learn from executives from our corporate partners: QUALCOMM, Invitrogen, Microsoft, Intel and KPMG. Visit gemba.sdsu.edu

Top Rankings
SDSU ranks in the top 10 of U.S. News & World Report for International Business (IB) and in the top 25 for entrepreneurship. The IB program is the largest undergraduate program of its kind in the country.

World Class Faculty
Our faculty are known around the globe for teaching and research. For example, Accounting Professor Chee Chow was named the International Accounting Educator for 2006 by the American Accounting Association. Twelve new faculty, renowned for their international research, have recently been hired.

First Dual- and Triple-Degree Programs
The MEXUS program is the first U.S.-Mexico dual undergraduate business degree program. CaMexUs is the first undergraduate triple degree program between Canada, Mexico and the U.S. The college also offers graduate programs in Taiwan and Singapore.

Best Study Abroad
The IB program was named the best study abroad program in the country – in any area of study – by the Institute on International Education in New York. Students in the IB program are required to study abroad, as well as become fluent in a second language.

New Undergraduate Courses
The college is implementing three new courses: International Human Resource Management, International Entrepreneurship and Advanced Global Marketing. A minor in Global Entrepreneurship will soon be open to any SDSU undergraduate student.

SDSU Provides Leadership for the Global Marketplace.

www.sdsu.edu/business
MBA for Executives Program Travels to Asia

For the first time in its 16-year history, the MBA for Executives Program (EMBA) invited current students and alumni on a trip to Beijing, China and Bangkok, Thailand from May 19-28, 2006. The trip was designed to provide an introduction to the region: political, historic, and economic overview; coupled with corporate visits: Invitrogen, Coca Cola, SMIC, and Fu Sheng in Beijing and The Manager Group, Siam Cement, and CRP Jewelry in Bangkok; as well as incorporate social/cultural activities. EMBA alumni Angelika Gaylord (EMBA XIV), Edwin Kofler (EMBA IV), Henryk Olstowski (EMBA XIII), and SDSU CIBER Managing Director Mark Ballam also joined current students on this soon-to-be annual trip.