

# Kathleen Welsh(Voges)

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## Education

### **The University of Texas at Arlington**

*Ph.D. in Business Administration*, December, 2003

Major Field: Strategic Management

Minor Field: International Business

Dissertation: “An Analysis of the Effect of Social Capital on Performance Outcomes in Privatized Operations”

### **Texas State University-San Marcos**

*Master in Business Administration*, December, 1995

*Bachelor of Business Administration* (concentration in Accounting), May 1981

## Teaching Experience

### **Texas A&M University- San Antonio**

*Assistant Professor, Management* (Fall, 2004 to 2010)

*Associate Professor, Management* (Fall, 2010 to 2016, tenure status)

*Professor, Management* (Fall 2016 to current, tenure status)

#### Courses taught:

Undergraduate Level: International Management  
Management Decision-Making and Business Policy  
Principles of Management  
Supply Chain and Operations Management  
Total Quality Management  
Total Quality and Lean Management  
Study Abroad: Ireland/Germany (lead)  
Entrepreneurship: Creativity and Innovation

Graduate Level: Seminar in Management  
Advanced Business Policy  
Study Abroad: Ireland and Ireland/Germany (lead)  
Study Abroad: Mexico, Romania and Spain (assistant)  
Special Topic: Creativity and Innovation

#### ○ Administrative:

Coordinator, College of Business, System Center -San Antonio (2005- 2007)

Acting Dean, College of Business (January, 2019 to June, 2020)

## Texas State University-San Marcos

Lecturer-adjunct (Spring 1998 - Fall 1999 and Spring 2004 - Summer 2004)

### Courses taught:

Undergraduate Level: Management of Organizations.

Strategic Management and Business Policy

### ➤ **Honors & Awards**

- TAMU-SA Presidential Initiative Award to fund development of a Business Consulting Lab and initiate a Business Pitch Competition. Funded \$17,500 in 2018 (submitted by Lewis, A., lead, Ford, W. and Welsh Voges, K.).
- TAMU-SA Teaching Excellence Award which included funding for research to study the value of MBA programs from an employer's perspective. Funded \$10,000 in 2013.
- Minnie Piper Award Nomination by Dean, College of Business, 2013.
- TAMU-SA Faculty Teaching Excellence Award, Faculty Excellence in Classroom Face-to-Face Instruction, Professional Development & Academic Activities, 2012.
- Faculty Teaching Excellence Award for Teaching Excellence awarded by the Texas A&M University System, 2011.
- Student Recognition Award for Teaching Excellence awarded by the Texas A&M University System, 2010.
- 2009 Council for the International Exchange of Scholars. Approved for candidacy on the Fulbright Specialist Roster.
- 2009 Academy of Business Studies, Distinguished Research Award for the paper, *The role of contextual capability in developing a market orientation: A case study of a newly formed community based organizations.*
- 2009 Texas A&M University- San Antonio, Business Faculty Excellence Award with Distinction in Teaching, Service and Scholarship.
- Student Choice Outstanding Teacher of the Year, College of Business TAMU Kingsville System Center, 2006.
- Partners in Education Award, San Marcos CISD, 1998.

## Scholarly Activities

### Refereed Journal Articles:

Dima, A., Bratianu, C., Glaser-Segura, D., & Voges, K. 2011, Bologna Process Trade-offs: The perception of the Romanian academic staff. Management & Marketing: Challenges for the Knowledge Society, 6(1): 123-138

Shook, C. L., Payne, G.T., & Voges, K. E. 2005. The "what" in top management group conflict: The effects of organizational issue interpretation among hospital decision makers. Journal of Managerial Issues, 17 (2): 162-177.

Tworoger, L., Voges, K., Barnes, B. 2010. The role of contextual capability in developing a market orientation: A case study of a newly formed community based operation. Business Studies Journal, 2 (1): 1-28.

- Voges, K. W. 2014. Improving performance in for-profit contracts: A study of buyer-seller communication and red tape. Management and Marketing: Challenges for the Knowledge Society, 9(4): 385-402.
- Voges, K., Glaser-Segura, D., Bratianu, C., & Dima, A. 2012. Implementation of the Bologna Process: A change model perspective. Southwest Teaching and Learning Journal, 2(1): 52-64.
- Voges, K., Priem, R., Shook, C. & Shaffer, M. 2004. A taxonomy of the uncertainty sources perceived by public sector managers in Hong Kong. International Journal of Organization Theory and Behavior 7(1): 1-21.
- Voges, K., & Shook, C. 2009. Customer satisfaction in contracted privatization relationships: The role of organizational context. Journal of Applied Management and Entrepreneurship. 14(1): 40-58.
- Voges, K., Tworoger, L., & Bendixen, M. 2009. The role of organizational template in radical change. Journal of Applied Management and Entrepreneurship. 14(3): 27-48.

#### **Refereed Books and Chapters:**

- Priem, R., Ndofor, H., & Voges, K. 2004. Mapping strategic thinking with conjoint analysis. In Ketchen- Bergh (eds.), Research Methodology in Strategy and Management, Volume 1. Elsevier, San Diego.
- Welsh Voges, K., Glaser-Segura, D. 2016. Integrating Institutional Theory with Market Orientation to Study SMEs in Transition Economies: a Conceptual Model. In Zbchea, A & Pinzaru, F. (eds.), Strategic Approaches in Economy, Governance and Business, Bucharest, Tritonic, pp.57-68. ISBN: 978-606-749-180-7
- Voges, K., Bratianu, C., Dima, A., & Glaser-Segura, D. 2014. Evaluating international competitiveness: A study of the application of external quality assurance performance indicators in Romania. In Alina Mihaela Dima (Ed.) Trends in Higher Education Convergence (p. 202-218), Hershey, PA: IGI Global.

#### **Refereed Conference Proceedings and Presentations:**

- Glaser-Segura, D, Welsh Voges, K., Calafiori, P, Krishnan, O., Salanta, I. & Angel, L. 2016. Emerging Economy Consumer Perception: A Social Capital Explanation presented at the Strategica International Academic Conference in Bucharest, Romania, October 20-21, 2016.
- Glaser-Segura, D, Welsh Voges, K. & Salanta, I. 2017. Emerging economy consumer perception: Empirical results of a social capital study of quality management presented at the 10<sup>th</sup> Annual International Management Conference, Babes Bolyai University, Cluj Napoca, May 26-27, 2017.

- Tworoger, L., Voges, K. & Barnes, B. 2006. Developing market orientation in community-based organizations: The case of Childnet. Published proceeding and presented at 2006 Southern Management Association Meeting, Clearwater, FL.
- Welsh-Voges, K. & Glaser-Segura, D. 2016. Integrating Institutional Theory with Market Orientation to Study SMEs in Transition Economies: A Conceptual Model presented at the Strategica International Academic Conference in Bucharest, Romania, October 20-21, 2016.
- Voges, K. 2005. Public-private partnerships: An empirical study of values and publicness differences with performance outcomes. Published proceeding and presented at Society for Advancement of Management, 2005 International Business Conference. Las Vegas, NV.
- Voges, K. 2008. Managing customer satisfaction in privatized relationships: A study of inter-organizational systems. Published proceeding and presented at the Southern Management Association Meeting, St. Petersburg, FL.
- Voges, K. 2009. Both sides now: A study of buyer-seller communication, red tape and customer satisfaction in privatization contracts. Published proceeding and presented at the Southern Management Association Meeting, Asheville, NC.
- Voges, K. 2014. Developing relevant MBA curriculum: A case study of business community perspective. Published proceeding and presented at the Strategica International Academic Conference, Bucharest, Romania.
- Voges, K., Glaser, D., Bratianu, C., & Dima, A. 2010. Implementation of Bologna process in Romania: An evaluation of paradigm shift and implications for U.S. business school programs. Published proceeding, Southwest Teaching & Learning Conference, San Antonio, TX.
- Voges, K., Glaser, D., Bratianu, C. & Dima, A. 2010. Challenges of Bologna process implementation in Romania. Published proceeding Business Excellence Conference. Brasov, Romania.
- Voges, K., Payne, G.T., & Shook, C. 2008. Buyer-seller publicness dissimilarity and red tape in privatized relationships. Published proceeding and presented at the Southwest Academy of Management Annual Meeting, Houston, TX.

**Refereed Conference Abstracts and Presentations:**

- Coleman, W., Voges, K., & Hewitt, B. 2011. Communicating through technology: Making it work in today's blended classes. Published abstract, Southwest Teaching and Learning Conference, San Antonio, TX.
- Glaser-Segura, D., Salanta, I. & Voges, K. 2017. Quality and productivity practices in an emerging economy: An institutional interpretation. Accepted abstract, 2018 ICBE Conference, Bucharest, Romania, March 22-23, 2018.

Shook, C., Voges, K., & Scarborough, S. 2002. Organizational issue interpretations and labels of antecedents of conflict among hospital managers. Published abstract, 2002 Academy of Management Annual Meeting. Denver, CO.

TwoRoger, L. & Voges, K. 2006. The adoption of market orientation: An empirical study of newly privatized organizations. Published abstract, 2006 Academy of Management Annual Meeting. Atlanta, GA.

TwoRoger, L., Voges, K. & Barnes, B. 2008. Contextual capability's role in developing market orientation: A study of a privatized organization. Published abstract, 2008 Academy of Management Annual Meeting, Anaheim, CA.

TwoRoger, L., Voges, K., Barnes, B. 2009. The role of contextual capability in developing a market orientation: A case study of a newly formed community based operation. Published abstract, 2009 Allied Academies International Conference. Las Vegas, NV.

Voges, K. 2003. The influence of institutional mobilizers on privatization plans: The case of Turk Telekom. Published abstract, Academy of Management Annual Meeting. Seattle, WA.

Voges, K., 2013. Developing short-term study abroad programs for non-traditional students. Published abstract, HACU 10<sup>th</sup> International Conference, San Antonio, TX.

Voges, K. 2014. Identifying Value in MBA Programs: An Employee's View. Published abstract, Academy of Business Research, Summer International Conference, Atlantic City, NJ.

Voges, K., Priem, R., Shook, C., & Shaffer, M. 2001. A taxonomy of the uncertainty sources perceived by public sector managers in Hong Kong. Published abstract, 2001 Academy of Management Annual Meeting. Washington D.C.

Voges, K., & Shook, C. 2004. Pas de deux: A study of the interplay of sources of social capital between key liaisons and dimensions of publicness similarity in privatized operations. Published abstract, Academy of Management Annual Meeting. New Orleans, LA.

Voges, K. and Glaser, D. 2013. Developing short-term study abroad programs for non-traditional students, HACU 10<sup>th</sup> International Conference, San Antonio, TX, February, 2013

#### **Referred Conference Presentations/Symposiums:**

Voges, K. 2009. Teaching the College of Business Capstone Course: A workshop presented at the Southwest Teaching and Learning Conference, San Antonio, TX.

2005 Academy of Management Annual Meeting Symposium chaired by Voges, K & TwoRoger, L. Presentation topic, "New public management in the 21<sup>st</sup> century: Evidence of effective implementation in privatization." Panel participants: Voges, K, TwoRoger, L., Bowman, D., Herranz, J., Reed, T. & Uhlenbruk, K.

### **Working Papers & Research in Progress:**

Welsh-Voges, K, Glaser-Segura, et al. Comprehensive research program to study market orientation in emerging economy nations; conceptual, qualitative and quantitative study of the wine industry in Romania. Data collected from 10 interviews of Romanian wine manager/owners. Phase 2 of four phase study of market orientation typology complete.

### **Research Interests:**

- Organizational development and change
- Public-private partnerships
- Strategic inter-organizational relationships

### **Non-Referred Proceedings and Presentations (see also Professional Presentations; Community Service):**

Voges, K. 2009. Keeping your eye on the ball: A discussion of market orientation and its value in the privatization/nationalization debate. Published proceeding and presented at the Business Excellence Conference, Brasov, Romania.

Voges, K, 2013. Planning a study abroad program presented at TAMU-SA Speaker's Forum, sponsored by Academic Affairs, April 3, 2013.

Welsh-Voges, K. 2017. Collaboration. Invited panelist, Behind the Deal: Marketing San Antonio to the World, presented by SHRM TAMU-SA, April 3, 2017.

Welsh-Voges, K. 2017. Management Approach in Today's Complex Business World: From Competition to Collaboration. Invited key note speaker at the 10<sup>th</sup> Annual International Management Conference, Babes Bolyai University, Cluj Napoca, Romania, May 26-27, 2017.

Welsh, K. 2019. Invited panel moderator for Town Hall Forum at the Inaugural Entrepreneurial Spirit: South Texas Women in Business Conference. Texas A&M University-San Antonio, November 1, 2019.

Welsh, K. 2020 Strengthening Education and Workforce Pathways. Invited panelist at the Mexico-U.S. Sister City Mayor's Summit, El Paso, TX February 26-28, 2020.

## **Service**

### **University Service**

#### ***University Level Committees:***

Undergraduate Admissions Committee (2017-2018): Role: Member; review and make recommendations related to admission policies at the undergraduate level.

QEP Committee: (2018): Role: Member; develop program recommendations for university-wide quantitative literacy initiative.

Enrollment Management Committee (2018-current): Role: Member; consider issues related to enrollment management at university level.

Search committee for Vice President of Finance and Administration (2015) Role: Member; Responsibilities: Review applications, interview and submit recommendations.

Institutional Review Board (2015 – 2018): Role: Member; Responsibilities: Review IRB proposal applications from the College of Business, attend monthly meetings to review proposals requiring full review; discuss and prepare IRB documents.

Promotion and Tenure Committee (2011-2015): Role 2015: Member, Responsibilities: 1) Develop university policy to address the promotion and tenure procedure (2011). 2). Review tenure and promotion and post-tenure review packets submitted.

BAAS Advisory Committee (2009-2013): Role: Chair; Responsibilities: Review and approve requests for new emphasis areas in the BAAS program.

Media Committee (2007-2008): Role: Member; Responsibilities: review campus need and provide recommendation for the development of media support.

Faculty Senate (2006/ 2013-17): Role: Member, Election Committee member (2014-15); Faculty Development and Research Committee and Compliance and Grievance Committee (2015-16), Academic Planning Committee (2016-17) Responsibilities: Represent College of Business interests, review and develop recommendations for university level academic issues.

Academic Administration Committee (2006): Role: Member; Responsibilities: Provide input regarding academic administration.

Institutional Review Board (2015 – 2018): Role: Member; Responsibilities: Review IRB proposal applications from the College of Business, attend monthly meetings to review proposals requiring full review; discuss and prepare IRB documents.

### ***College and Department Level Committees/Roles:***

Acting Dean, College of Business (2019-2020): Role: Dean; oversee administration of the College of Business; participate in university and external outreach to represent College of Business agenda and interests.

Strategic Plan Committee (2017- current): Role: Chair; develop 5 year strategic plan for College of Business in conjunction with AACSB application.

Faculty Qualification Committee (2018): Role: Member; review and prepare recommendations for faculty qualification criteria related to AACAB application.

MBA Admissions Policy Committee (2018): Role: Member; develop criteria for revised MBA admissions standards.

Promotion and Tenure Committee (2011-2018): Role: Member/Chair (for 2012 and 2016 review cycle), Responsibilities: Review and coordinate committee recommendations of tenure and promotion packets submitted. Developed guidelines for evaluation and merit.

Business Assessment Committee (2009 – 2013): Role: Member/ Informal role (2012-13); Responsibilities: Develop recommendations and methodology to assess department level attainment of objectives (AACSB focus).

Business Advisory Council Committee (2008-2015): Role: Chair/Liaison (2012-13); Responsibilities: Establish a community based advisory committee to provide guidance and support for College of Business programs.

Search committees for faculty and chair positions in College of Business (2013-2018): Role: Chair/Member; Responsibilities: Review applications, interview and submit recommendations.

Coordinator for Management Department, informal assignment (2010 – 2015): Responsibilities: Facilitate administrative duties of the Division Head at department level.

COB Curriculum Committee (2008): Role: Member; Responsibilities: Review and provide recommendations for the development of curriculum.

Coordinator for the College of Business at the System Center in San Antonio (2005-2007): Responsibilities: Served as academic and administrative representative of the COB for the San Antonio System Center campus. Developed recommendations for curriculum, degree plans, student information packets and class schedules. Hired adjunct faculty, attended recruiting and registration events, coordinated advising, recruiting and registration activity with faculty. Served a primary contact for all BAAS student advising, Coordinated delivery of TTVN courses, Coordinated textbook orders.

***Other Activities:***

2008 to 2010 (inclusive) Texas A&M University-San Antonio Department of Business Speaker Series. Initiated, organized annual event and facilitated panel presentations of various business topics (networking, entrepreneurship, free trade, international business practices).

**Academic Organization Service**

***Editorial Boards:***

Doing Business in Europe: 2017.

IGI Global: Trends in Higher Education Convergence. 2013.

Management and Marketing: Challenges for the Knowledge Society. 2013-present.



***Academic Journals/Text Ad Hoc Reviewer:***

Journal of Business Research. 2006.

Journal of Management. 2008-2009

Journal of Strategy and Management. 2009.

Southwest Teaching and Learning Conference. 2013.

The International Journal of Public Sector Management. 2008.

***Conference Submissions Reviewer:***

Academy of Management Conference. 2005-2006, 2011, 2017-current.

Southern Management Association Conference. 2008-2010, 2013-2015.

Southwest Academy of Management Conference. 2007, 2013-2014

Southwest Teaching and Learning Conference. 2009, 2013.

***Conference Division Track and Discussant/Chair:***

Southern Management Association Annual Meeting, discussant and session chair. 2013, 2015.

Southern Management Association: Track Chair (Health Administration and Public Administration Division) for the Annual Conference Meeting. 2012.

Southern Management Association Annual Meeting, discussant. 2009.

Southwest Academy of Management Meeting, session chair. 2008.

SAM International Business Conference, discussant for two sessions. 2005.

**Community Service**

***Professional Presentations (invited speaker):***

Financing Social Entrepreneurship Ventures. Presented to the Social Entrepreneurship Lift Fund Program, San Antonio, TX. October, 2018.

The Art of Quality Negotiation. Presented to the San Antonio University Women in Technology Conference, San Antonio, TX, March 27, 2015.

Privatization101: Everything you wanted to know but were afraid to ask. Presented to the Study Abroad: Romania class, Texas A&M University-San Antonio, Spring 2010. San Antonio, TX.

Reading financial statements: Understanding the language of business. Presented to the Women's Forum, Nova Southeastern University, October, 2007. Fort Lauderdale, FL.

The power of connection: Getting the most from contracted services. Presented at the National Association of College Auxiliary Services Meeting, November, 2003. Colorado Springs, CO.

Supervisor skills 101: A hands-on supervisory skills training seminar . A 16- hour seminar developed and presented to managers in the Finance & Support Services Division, Texas State University, six sessions held from 2003 thru 2004. San Marcos, TX.

Budgeting and finance in higher education: Lions, and tigers, and bears-Oh my! Presented to the Student Affairs Graduate Seminar, September 14, 2000. San Marcos, TX.

Effective service delivery in the next millennium. Presented at the National Association of College Auxiliary Services Annual Meeting, November 3, 1998. Anaheim, CA.

Strategic decision-making: Self-operation versus privatization. Presented at the National Association of College Auxiliary Services Workshop on Privatization, July 31, 1998. Denver, CO.

The art and science of RFPs. Presented at the Southwest Association of College & University Housing Officers, February 23, 1998. College Station, TX.

Managing meetings. Presented at the Ignite Leadership Conference, Southwest Texas State University, September 27, 1997. San Marcos, TX.

Teamwork: A quality principle. Presented to Business Service Council, Southwest Texas State University, September 29, 1996. San Marcos, TX.

Evaluating food service: Reading between the lines. Presented at the Professional Food Service Management Corporation Executive Meeting. October 18, 1992. Reno, NV.

### ***Outreach Programs:***

International Week, Invited lecturer (topic: creativity and innovation) at the Universitatea Babeş Bolyai in Cluj Napoca, Romania April, 2019.

Export/Import Business Plan Course to provide experiential learning opportunity for students enrolled in undergraduate business at the Universitatea Babeş Bolyai in Cluj Napoca, Romania.2015-2016.

MBA Business Plan Project to serve clients of Café Commerce, San Antonio, TX. 2014-2015.

MBA Business Plan Project to serve veteran-owned businesses listed with the Bexar County SMWB Enterprise Program. 2013-2014.

***Volunteer Service:***

Hispanic Chamber of Commerce Education Committee. CORE4 STEM Expo event, attended planning meetings and volunteered at the 2013 Expo.

Free Trade Alliance International Business Plan Competition. Served as facility host for final competition presentations at TAMU-SA. 2015 and 2016.

United Parcel Service XPort Challenge Program. Served as a judge of presentations from ten entrepreneurs who pitched their innovative products. Dallas, TX October, 2016.

## **Relevant Work Experience**

### **Special Assistant to the Vice President for Finance and Support Services**

Texas State University- San Marcos, 2000 – 2004.

*Real estate acquisition and development*

*Facilitate development of project studies and business plans*

#### **Project Highlights:**

- Coordinated feasibility study for a multi-operational privatized housing venture.
- Solicitation & analysis of real estate development proposals for satellite campus.
- Developed curriculum and presented an in-house supervisory training program.
- Facilitated development of proposal documents & review process for Master Plan.

### **Director of Auxiliary Services**

Southwest Texas State University, 1984-2000

*Administration of service departments (\$30 million annual revenue)*

#### **Project Highlights:**

- Analyzed financial standing to develop rates for housing, food service, student fee operations and university services.
- Participated as primary team member for residence hall, dining hall & student center construction projects.
- Served as lead project manager for feasibility study & implementation of a comprehensive identification card system.
- Served as lead project manager for development of strategic plan & implementation of a state-of-the-art campus food service program.
- Served as primary negotiator for exclusive pour beverage contract.
- Served as lead facilitator for development of feasibility study to consider a partnership between Texas Parks & Wildlife and University for operation of River Center.