



We congratulate and thank our many business clients, grant sponsors, economic development allies, university supporters, elected officials and our Institute team members for altogether fulfilling our Mission to build the economy, strengthening businesses and communities through excellence in service. As one of the top performing university-based economic development organizations in the nation, the 2015 results presented in this report continue contributing toward building a top tier UTSA along with a top tier San Antonio and Texas.

“Building the economy, one business at a time” is our motto, multiplied by thousands of American Dreams of business success realized. Start-ups, family businesses, scale-up and gazelle high-growth entrepreneurs are all part of our portfolio, gaining ground through advanced management, technical assistance, access to capital, market access, and advanced research services.

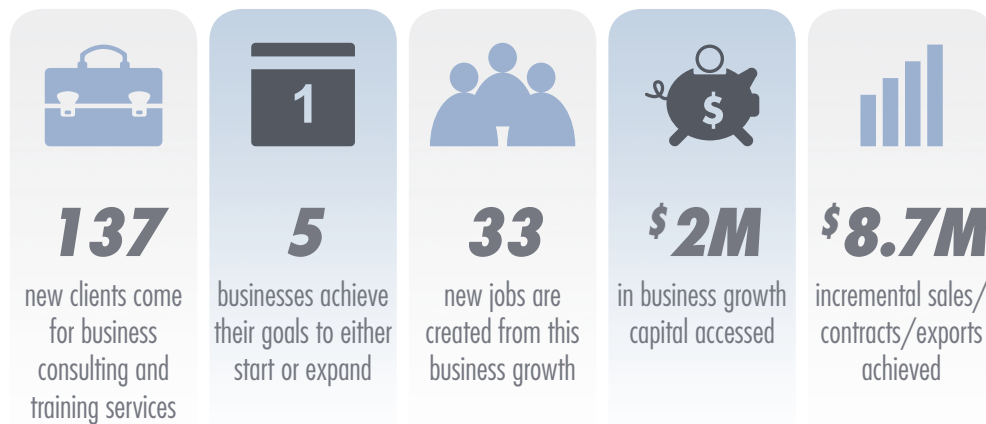
The Institute alliance of business, government and academia, collaboratively focused on home-growing businesses and all the positive economic benefits they generate, is highly productive and inclusive. The partnership handshake graphic on the facing page summarizes how Institute services on a broad scale translate into an accumulation of major economic impacts. Another record year of direct economic impact exceeding \$2.6 billion was achieved in 2015, a 33% increase in impacts over 2014.

Our programs and clients continue to grow and evolve together, with new horizons ahead in industry clusters and supply-chains, advanced manufacturing, technology commercialization, and global markets reach. Count on the Institute to be innovative to serve new market opportunities, yet still laser-focused on business growth for our clients and our communities.

Robert McKinley

Senior Associate Vice President for Economic Development
The University of Texas at San Antonio

*An average working day for Institute programs yields
BIG results for our small business clients:*



www.iedtexas.org

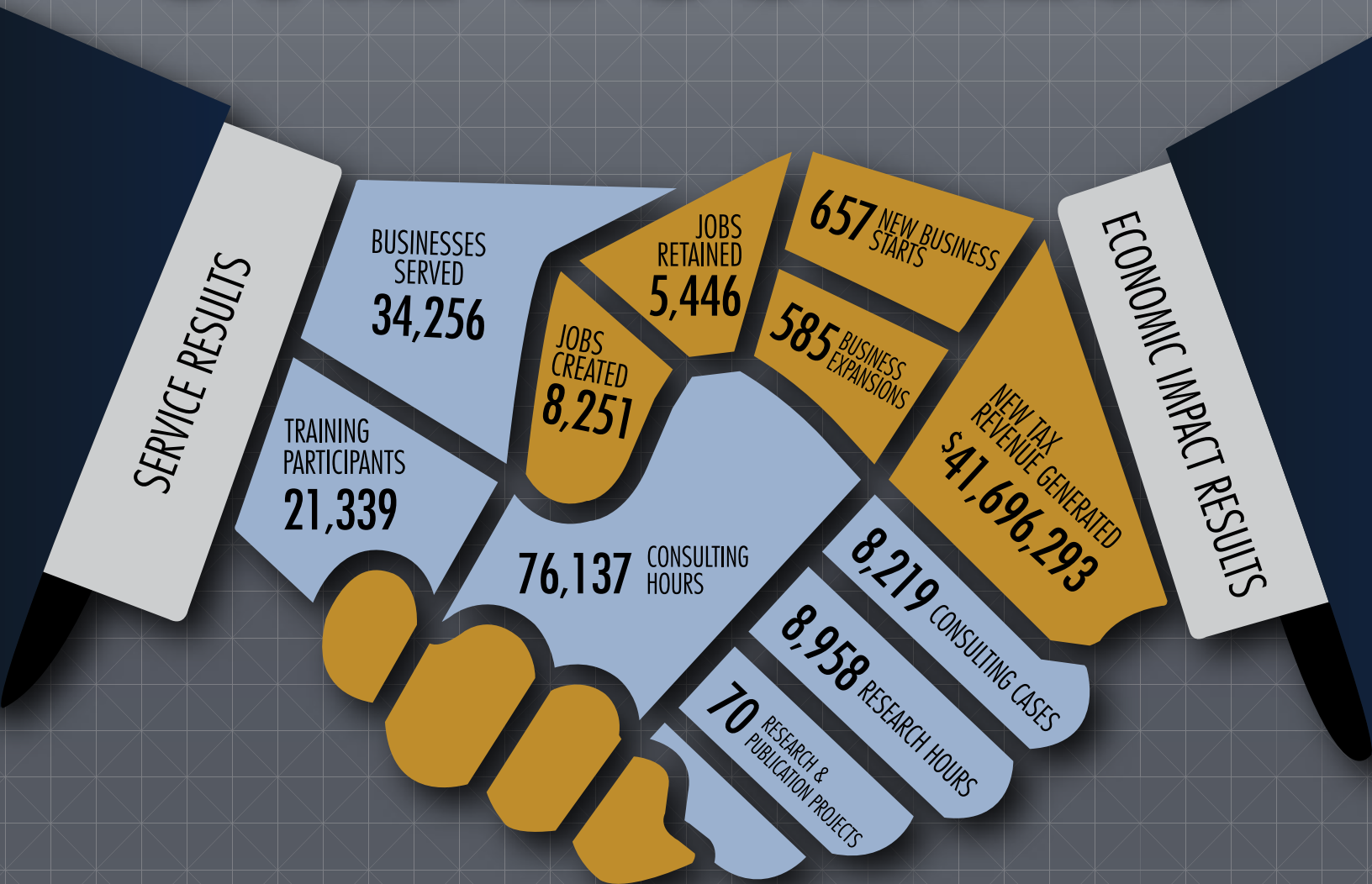
OUR PARTNERS



City of Seguin

City of New Braunfels

BUILDING THE ECONOMY **ONE BUSINESS** AT A TIME



NEW FINANCING|INVESTMENTS

\$497,090,847

+

NEW SALES|CONTRACTS|EXPORTS

\$2,172,398,387

=

\$2.6 BILLION

IN ECONOMIC IMPACT FOR 2015

DIASPORA ENTREPRENEUR Concord Supply, Inc.



Concord Supply, Inc., located in San Antonio, Texas, is a manufacturer of packaging material, special laminations, and extrusions. Soon after starting the company in 1991, founders quickly realized the need to bring new products and processes to both domestic and international markets and contacted the Institute. Concord has worked with multiple programs within the Institute including the SBDC International Trade Center, SBDC Procurement Technical Assistance Center, and the MBDA Business Center - San Antonio. The centers provided assistance with international market research, trade advising, proper coding, proposals, and international business development training. Today, the company has six authorized patents recognized in 80 countries and four pending patents.

Owner Victor Quiñonez has also opened a subsidiary of Concord Supply called Concord Oil Recovery Company. Through a patented seagoing vessel the company invented a solution for oil spill recovery, which was recently showcased to United States Trade Representative Michael Froman. It safely attracts and separates oil from ocean and freshwaters, immensely lessening environmental damage and securing the oil for future commercial application.

The World of SBDC GLOBAL

At the 2012 Summit of the Americas U.S. President Barack Obama announced his vision for the Small Business Network of the Americas (SBNA) to develop the small and medium-sized enterprises (SME) sector and encourage greater trade throughout the Americas. SMEs are key drivers of job creation and broad-based economic growth in the U.S. as well as in the Western Hemisphere.

The SBNA Initiative aims to build a common development infrastructure through sustainable Public-Private-Academic (PPA) Partnerships in each country and linked across the Americas. The SBDC program is the largest and most successful small and medium-sized enterprise assistance program in the United States.

The SBDC model has evolved over 35 years at 1,100 universities and colleges across the U.S. and become an international best practice, with documented business growth results. The university's SBDC has created a five-phase model to help establish national SBDC networks. The SBDC program is a collaborative

effort between the public, academic, and private sectors, which jointly invest efforts and funds to guarantee the sustainability of the program and maximize its effectiveness. The mission of the SBDCs is to promote growth, innovation, productivity, and competitiveness for small businesses through improvements to their business administration, access to capital, technology, and markets.

UTSA leads the SBDC consulting effort to build a network of small business centers across the hemisphere for economic development and trade, on behalf of the U.S. State Department and Organization of American States.

SNBA
by the numbers
AS OF DECEMBER 2015

Total Countries Assisted
20

Total SBDCs Launched
102

Our Global Partners



Chile to open 50 SBDCs through SBNA expansion



5 Phase SBDC MODEL

- **Start-Up** – introducing the model to SME authorities and stakeholders
- **Transfer** – a 4 month in-country training course and strategic plan
- **Implementation** – establishing Pilot Centers and network administration
- **Consolidation** – accreditation of services and economic impact results
- **Internationalization** – linking to SBDCGlobal.com for trade facilitation

Under a mandate from President Michelle Bachelet, Chile began implementing the proven SBDC model taught by UTSA. The Centros de Desarrollo de Negocios (CDN) will provide quality one-on-one advising services as well as group training and customized market research to small businesses and entrepreneurs to promote growth, productivity, diversification and innovation among Chilean small businesses.

"One of our very best centers is operated by The University of Texas in San Antonio; it is going to be working directly with our Chilean friends in helping to ensure that your centers do exactly the same."

— JOHN KERRY, U.S. SECRETARY OF STATE

SBDCs Expected To Launch in 2015-2016
190+

Total US & Foreign Professionals Trained
5,262

Participating Countries Funding Committed
\$35.5 Million+
(estimated)



In October, Chile opened their first Small Business Development Center (SBDC) in Valparaíso, Chile. To date, over 600 Chilean professionals have participated in the SBDC Advisor and Director Certificate Training Program taught by UTSA. Over the next two years, Chile is set to open 50 centers located in all 15 regions of the country. Through 2017 the Chilean partnership will invest approximately \$45 million (U.S.) in the program by a combination of public, private, and academic sectors.

OUR CENTERS & PROGRAMS

The University of Texas at San Antonio's Institute for Economic Development has the expertise that helps build the economy, one business at a time. Today, we are composed of 10 centers and programs, which excel in results-oriented advising, training and research for entrepreneurs, experienced business owners and communities seeking strategic economic growth. These programs serve local, regional, national, and international initiatives.

SOUTH-WEST TEXAS BORDER SBDC NETWORK

210.458.2450 | txsbdc.org

The South-West Texas Border Small Business Development Center Network comprises 10 SBDC-affiliated offices hosted by universities and community colleges in a 79-county region stretching from the Gulf Coast to South Texas, Central Texas, and parts of West Texas. In partnership with the U.S. Small Business Administration, UTSA administers the Network, its affiliate offices, and specialty centers.

UNIVERSITY OF TEXAS AT SAN ANTONIO SBDC

210.458.2460 | sasbdc.org

The San Antonio Small Business Development Center offers integrated services to meet the needs of experienced small business owners as well as entrepreneurs just starting a business. Active in San Antonio and the 10 counties surrounding Bexar County, the San Antonio SBDC's experienced staff provides confidential, one-on-one business advising at no charge. Low-cost training workshops covering a wide array of topics designed to help small businesses succeed.

SBDC INTERNATIONAL TRADE CENTER

210.458.2470 | texastrade.org

The International Trade Center is one of the largest and most successful trade assistance organizations in Texas. Staff provide technical trade consulting, customized market research, and innovative training programs for companies seeking to access global markets. To develop foreign market distribution channels, the Center has led a major initiative expanding the SBDC model into Mexico, the Caribbean, and Latin America.

SBDC NATIONAL INFORMATION CLEARINGHOUSE

210.458.2747 | sbdcnnet.org

The SBDC National Information Clearinghouse (SBDCNet) provides timely, relevant research, web-based information, and training services to SBDC advisors and their clients. The center's team of researchers is dedicated to meeting the small business research needs of 1,100 Small Business Development Center programs across the United States and its territories.

MBDA BUSINESS CENTER SAN ANTONIO

210.458.2480 | sanantoniombc.org

The MBDA Business Center assists minority business enterprises increase profits and employment in today's marketplace by providing targeted management and technical assistance services. The center primarily works with established minority-owned businesses that have at least \$1 million in annual revenues and are seeking rapid growth. The Business Center also includes a global component that connects domestic minority-owned business clients with commercial opportunities across the globe.

CENTER FOR COMMUNITY AND BUSINESS RESEARCH

210.458.2750 | ccbr.iedtexas.org

The Center for Community and Business Research (CCBR) offers applied economic and business research to serve the needs of economic development agencies, workforce boards, businesses, trade associations, city, state and federal governments and other community stakeholders in search of information to make well-founded business and policy decisions. CCBR, conducts research projects that shed light on how organizations, communities, or the economy are impacted by major new developments, projects and policies.

**Foundation funding from Chase and Shell Oil allows us to expand our efforts to reach veterans and rural communities.*



SBDC PROCUREMENT TECHNICAL ASSISTANCE CENTER

210.458.2458 | ptac.txsbdc.org

The Procurement Technical Assistance Center assists small business owners, including veterans and women, expand business contracting with federal, state, and local government entities. This center has developed expertise in key technical areas, including business certifications, human resource management, federal regulation compliance, veteran's assistance and services including SAM registration, and bid match services. The Center also offers a variety of trainings and workshops to help small businesses successfully compete as contractors and suppliers.

SOUTHWEST TRADE ADJUSTMENT ASSISTANCE CENTER

210.458.2490 | swtaac.org

The Southwest Trade Adjustment Assistance Center (SWTAAC) assists U.S. manufacturing and service firms that are negatively impacted by foreign competition to regain profitable growth. SWTAAC staff provides management consulting and strategic business planning services to help firms in Texas, Louisiana, and Oklahoma compete in a global marketplace.



SBDC RURAL BUSINESS PROGRAM

210.458.2046 | rbp.txsbdc.org

The Rural Business Program supports economic, business, and community development in rural communities in the 79-county South-West Texas Border SBDC Network, including many Texas-Mexico border communities. RBP provides applied economic research, community and business strategy, resource development, and plan implementation. Our rural business advisors provide technical assistance to businesses, communities, local governments, and agencies engaged in economic or community development activities.

EAGLE FORD SHALE COMMUNITY DEVELOPMENT PROGRAM

210.458.2490 | efscdp.org

The Eagle Ford Shale Community Development Program provides South Texas rural communities, that are directly and indirectly impacted by the EFS, with planning services, research, and workshops to explore and develop strategies for creating a vibrant and sustainable economy for the future. The EFSCDP helps communities make sound decisions about how to react to predictable changes in EFS business activity.



SBDC AFFILIATED FIELD SERVICE CENTERS

- El Paso Community College SBDC
915.831.7743
elpasosbdc.net
- Sul Ross State University
Minority & SBDC
432.837.8694
sbdc.sulross.edu
- Angelo State University SBDC
325.942.2098
sbdc.angelo.edu
- SRSU - Rio Grande College SBDC
830.758.5022
sulross.edu/sbdc
- Texas State SBDC
512.610.0996
austinsmallbusinessanswers.com
- University of Houston-Victoria SBDC
361.485.4485
sbdc.uhv.edu
- Del Mar College SBDC
361.698.1021
delmar.edu/sbdc
- Texas A&M International University SBDC
956.326.2827
sbdc.tamui.edu
- University of Texas Rio Grande Valley SBDC
956.665.7535
utpa.edu/sbdc

WE *are* UTSA®

This year, the Carnegie Foundation for the Advancement of Teaching selected UTSA to receive its prestigious Community Engagement Classification, recognizing the university's commitment to serving the local community. The designation is based on a university-wide evaluation that documented UTSA's extensive community engagement efforts. The Institute for Economic Development contributed to the designation through client assistance that generated a \$2.6 billion direct impact on the local economy and supported the creation and retention of over 13,000 jobs.



As UTSA moves towards Tier One status, the Institute for Economic Development will play an important role in strengthening the economies of San Antonio, Texas and beyond. The Institute provides one-on-one advising, cutting edge training, research and information services annually to more than 34,000 businesses. Last year, the Institute conducted 70 research projects.

In addition to working with small businesses, the Institute provides service- learning opportunities for 50-75 students per year. Students working in the Institute gain valuable hands-on skills that go beyond the classroom to real world applications. They are actively engaged in research, presentations, and business interaction. By providing top-tier education and experiential

learning, UTSA and the Institute are preparing students to enter the workforce ready to make a positive impact on the community. Students who worked for the Institute have gone on to pursue jobs with Goodwill Industries, XPEL Technologies, U.S. Department of Commerce Bureau of Economic Analysis, and the City of San Antonio.



Providing TOP-TIER RESEARCH



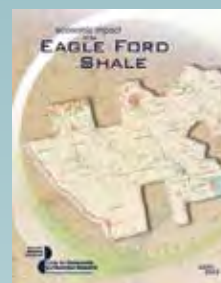
ECONOMIC IMPACT OF THE EAGLE FORD SHALE

According to the UTSA study released in September, production of oil and natural gas in the Eagle Ford Shale generated more than \$87 billion in total economic output for the state last year. UTSA researchers also concluded that shale activity supported almost 155,000 full-time equivalent jobs and provided more than \$4.4 billion to local and state governments in 2013.

To date, oil and condensate production in the Eagle Ford Shale has grown from 581 barrels

per day in 2008 to more than 1 million barrels per day through 2014 and 2015. That economic growth is making community sustainability a more achievable goal.

Since the decline in oil prices throughout 2015, activity in the Eagle Ford and other shale fields has slowed significantly. Many communities in South Texas have taken the opportunity to diversify their local economies and revitalize their downtowns in light of the slowdown.



View the full report at:
bit.ly/EFS_Impact_2014

ENERGY TRIANGLE OF TEXAS

The UTSA Institute for Economic Development released a study in February showing that three state grants to support natural gas programs generated \$128 million in economic impact, \$79.1 million in gross state product and supported 927 full-time jobs in 2014. The Texas Commission on Environmental Quality administered the three grants: the Clean Transportation Triangle, the Alternative Fueling Facilities Program, and the Texas Natural Gas Vehicle Program. The three grants, totaling \$52.9 million, generated that impact by supporting the

construction of new natural gas fueling stations and the adoption of natural gas vehicles.

UTSA's research also found that, in 2013, the three TCEQ grants generated \$30.2 million in economic output, \$14.7 million in gross state product and 132 full-time jobs. UTSA economists predict that the impact of the three grants will skyrocket in 2018, generating \$484 million in total economic output, \$302 million in gross state product, and 3,076 full-time jobs.



View the full report at:
bit.ly/UTSA_CleanEnergyTri_Study

PRELIMINARY FINDING OF MEXICO ENERGY REFORM

The UTSA Institute for Economic Development, the Universidad Autónoma de Nuevo León, the Asociación de Empresarios Mexicanos, and the Woodrow Wilson Center released a preliminary report in May 2014 to gauge the growth and the effects that the oil and natural gas industry will have for residents and decision makers in Mexico.

Mexico sits atop an estimated 545 trillion cubic feet of shale natural gas reserves, and additional trillions of cubic feet of conventional reserves. The bulk of Mexico's shale prospects appear to

lie in the north and northeastern sections of the country, where infrastructure is often largely undeveloped.

The report contains a general overview on the Energy Reform, an economic background on oil and natural gas (especially trade between U.S. and Mexico) a state level profile, infrastructure and educational certificates specific to oil and natural gas education. The core study area concentrates on the economic impact on the following Mexican states: Coahuila, Nuevo León, Tamaulipas and Veracruz.



View the full report at:
bit.ly/Mexico-OilGas-Prelim

Amping Up

INNOVATION THROUGH PARTNERSHIP

San Antonio's eight-county manufacturing community, the Alamo Manufacturing Partnership (AMP), was among 12 communities to receive the Investing in Manufacturing Communities Partnership designation under the Obama Administration. The AMP, spearheaded by UTSA, is a collaborative effort of several organizations from industry, academia, and government organized to assist communities further cultivate an environment to create well-paid manufacturing jobs and targeted industry growth. With the new designation, San Antonio will receive

coordinated support for its strategies and dedicated federal liaisons from eleven federal agencies that will help them navigate available federal resources.

Over the next year, AMP leaders will pursue funding in three key areas: technology-based workforce development and training, expansion of technology development and its use by industry to increase productivity, and research and development support to encourage innovation.



A Small Business Cybersecurity Defense

UTSA is establishing a pilot program, with assistance from the Small Business Administration, to develop and demonstrate effective cyber security protection measures for small businesses working with the Department of Defense. In this new, more interconnected environment, the biggest risks to the security of advanced technologies and intellectual properties are in the form of cybersecurity. UTSA's top-ranked Center for Infrastructure Assurance and Security and the Institute for Economic Development's SBDC Procurement Technical Assistance Center will partner to cultivate a methodology and tools for broader protection of small businesses in the United States.

The program will be promoted through U.S. small business programs and associations in order to institutionalize and scale the concepts of low cost consolidated protection and wide community information sharing of malware threats.



A look forward at the Institute

President Ricardo Romo has engaged all of UTSA in a strategic look forward defining our path for top-tier accomplishments across the university, including the Institute. The Blue Print 2020 plan highlights advances in teaching, research and community engagement, where the Institute is a primary supporter of economic development for the San Antonio region.

Institute programs will build upon core strengths in business development, and in the coming years add emphases focused on:

- *industry growth clusters and supply-chains*
- *scale-up growth of existing clients*
- *youth entrepreneurship and student service learning*
- *technology commercialization*
- *international expansion, shale energy and community development*
- *applied Institute economics research and strategy support*

Infrastructure OPPORTUNITIES

The Institute's SBDC Procurement Technical Assistance Center has partnered with the Texas Department of Transportation to host a Texas Business Opportunity and Development (TBOD) Program at UTSA. The TBOD program works to increase disadvantaged-owned business participation in the highway construction industry.

The program provides businesses with company specific training and guidance to help them become competitive within the heavy highway or construction marketplace. TBOD prepares disadvantaged business enterprises to move into non-traditional areas of work and to compete in the marketplace outside the DBE program.

"Our new partnership with the Texas Department of Transportation will provide opportunities to small businesses for contracting success at the State level."

- TERRI WILLIAMS, PROGRAM DIRECTOR

The program also provides networking opportunities, project matching assistance between subcontractors and primes, and access to training in the areas of business development, business management, and construction management. Services include classroom and workshop components, industry technical assistance, vendor events, industry partnering at the local, state, and federal levels.



The University of Texas at San Antonio Institute for Economic Development is dedicated to creating jobs, growing businesses, and fostering economic and community development. Services include professional business consultation, technical training, research, and strategic planning for more than 34,000 small-to-medium sized businesses and organizations annually.

Our programs primarily serve the Texas-Mexico border area as well as regional, national and international initiatives. Working in collaboration with federal, state and local government agencies, and business-sector partners and clients, the Institute for Economic Development is a principal driver of UTSA's community engagement mission.

VISION:

The Institute for Economic Development and our programs strive continuously to reach and lead the top-tier of our field, as a university-based economic development organization, on the national and international levels.

MISSION:

We are leaders in building the economy, strengthening businesses and communities through excellence in service.

VALUES:

Integrity: Building our reputation by being accountable, credible, ethical, and respectful.

Excellence: Exceeding stakeholder expectations by achieving results, demonstrating leadership and leveraging our resources and expertise.

Service: Delivering results and fostering diversity by being responsive, adding value, providing solutions, and collaborating.

Innovation: Fostering a culture of creativity by embracing change, lifelong learning and risk-taking.