

THE SCHOOL OF
MANAGEMENT
THE UNIVERSITY OF TEXAS AT DALLAS

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Corporate Connections



MESSAGE FROM THE DEAN



Hasan Pirkul, Ph.D.
Dean, School of Management

One of the most important ways in which The University of Texas at Dallas (UT Dallas) School of Management (SOM) achieves its mission — to meet the challenges of a rapidly changing, technology-driven global society — is to stay abreast of the needs of business. This issue of *MANAGEMENT* focuses on the many ways we keep management education relevant to those needs and the relationships the school is building with area companies to achieve that.

The lead articles present a 360-degree perspective on our Cohort MBA Program, which this fall celebrates its 10th anniversary. As the articles point out, area companies welcome the skills of Cohort Program graduates, while Cohort MBA graduates attest to the excellent preparation that has enabled them to make ongoing, significant contributions to the companies they have joined.

The articles that follow bear similar reports — from business leaders, alumni and current students — about the contributions being made to area companies by our Accounting and Information Management (AIM) programs and our Center for Intelligent Supply Networks (C4iSN). The reports on AIM and C4iSN provide but two examples of the ways in which SOM programs and research centers have created synergistic relationships that help both the school and the business community.

Another way that we work to keep the education we offer both leading edge and relevant is through the outstanding research efforts of our faculty. Attesting to that is the story announcing four SOM faculty members as Charles and Nancy Davidson Distinguished Professors in their respective areas: Ashiq Ali, Ph.D., Accounting and Information Management; Vijay Mookerjee, Ph.D., Information Systems; Brian T. Ratchford, Ph.D., Marketing; and Suresh Sethi, Ph.D., Operations Management.

Their professorships, made possible by a generous endowment by SOM alums Charles and Nancy Davidson, provide well-deserved distinctions and support of these faculty members' research. The story also recognizes six faculty members who have been recognized this fall with Ashbel Smith Professorships to honor their teaching excellence and academic attainments: William M. Cready, Ph.D., Accounting and Information Management; Varghese Jacob, Ph.D., Information Systems; Stanley Liebowitz, Ph.D., Managerial Economics; Sumit Sarkar, Ph.D., Information Systems; Chelliah Sriskandarajah, Ph.D., Operations Management; and Kathryn E. Stecke, Ph.D., Information Systems. With such outstanding faculty, it is not surprising that, based on publications during the last three years in 24 leading business journals, the *Top 100 Business Schools Research Rankings*™ ranks SOM 23rd in the world in research productivity. In the same listings SOM is ninth in the world over the last three years in its fields of strength — information systems, marketing, operations management, management science, and operations research.

The timeliness and relevance of the quality education we offer are evidenced by the successes of our alumni such as the Davidsons, by accomplishments such as those of our Cohort MBA student teams — this fall the only ones in the nation to reach the finals in two national business-case competitions — and by the passing rates of our AIM graduates on the Certified Public Accountant (CPA) exam. As reported by the National Association of State Boards of Accountancy, the passing rate of UT Dallas AIM graduates ranks first in Texas and sixth in the nation among first-time candidates with advanced degrees on three or more sections of the most recent CPA exam. More details about the Cohort MBA teams can be found in stories that begin on page 2. The stories that begin on page 8 provide more information about AIM programs.

Our school is now gaining national and international recognition for its successes. In rankings this fall, *Financial Times* lists the UT Dallas Executive MBA (EMBA) Program 48th in the world and 22nd in the United States. *U.S. News and World Report* ranks the UT Dallas Management Information Systems Program 24th in the nation, tied with Harvard University, and 16th among such programs at public colleges and universities. Also, *U.S. News and World Report* ranks our Cohort MBA Program among the top 54 fulltime MBA programs in the nation and among the top 25 at public colleges and universities. Three of SOM's online MBA programs — Global MBA Online, GLEMBA, and Project Management — have been listed by *Financial Times* among the top 25 distance learning MBA providers in the world.

Our growing connection with and impact on the North Texas business environment and successes such as these are proof that we are achieving our goal of being one of the best public business schools in the nation. We welcome your input, and we thank you for your continuing support.

Best wishes,

A handwritten signature in black ink that reads "Hasan Pirkul."

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On the cover:

Downtown Dallas from the W Hotel
 Photo by Jeremy Woodhouse

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A Decade of Fast and Rigorous: Cohort Turns 10

Jeanne Spreier

A trio of stories recounts the development of the fast-paced, full-time Cohort MBA Program and how it continues to satisfy both the students who enroll and the executives who recruit them when they graduate.

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Jeanne Spreier

Four newly endowed research professorships funded by a major gift from alums Charles and Nancy Davidson and six other named posts have been conferred on SOM professors.



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COHORT TURNS

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Highly visible, the full-time, fast-paced Cohort MBA Program exemplifies The School of Management's (SOM) high educational ideals, and its graduates epitomize the determined achievers SOM likes to enroll in every course. Now 10 years old, the program is reviewed in the following stories.

By Jeanne Spreier

EXECUTIVE ENDORSEMENTS

Although Art Holbrook is a Harvard MBA graduate, he doesn't have to go that far to look for talent. He has hired three University of Texas at Dallas Cohort MBA Program graduates over the past several years for his Carrollton, Texas-based company, Humanetics. "If I truly believe they're just as talented [as Harvard MBAs], as I do, we're getting great value," says

Mr. Holbrook, chairman and CEO of the metals fabrication company.

Under Mr. Holbrook's direction, Humanetics has strived to develop an international footprint. Besides its home base in North Texas, the company now has plants in the Rio Grande Valley, China and India. Mr. Holbrook says the Cohort Program's strength in attracting and graduating international students suits his company's

needs for managers who understand not only the global marketplace but also other cultures and languages.

Jack Thompson, managing director of BearingPoint, Inc., an international consulting company with offices in Irving, Texas, looks for people to join his consulting team who have a strong set of core skills. He says those skills tend to be analytical in nature — financial, statistical, engineering — that then can be "layered" with skills specific to BearingPoint's needs. He has discovered, several times over, that

Cohort MBA graduates from The School of Management are perfect candidates.

"Here in Dallas, it's been convenient to build from this base," says Mr. Thompson, who earned his MBA from Northwestern University's Kellogg



Cohort MBA Class of 2005 members Ran Gui (front left) and Purendu Mishra (front right) with Humanetics Senior Vice President Barrett Jenkins (back left) and Chairman and CEO Art Holbrook



1998 Cohort alum Pranav Tyagi (left) with Jack Thompson, managing director of BearingPoint, Inc.

School of Management. For him, UT Dallas' geographic location and the quality of its graduates answer his immediate needs.

For Harold Hickey, the quality that most matters is an MBA graduate's ability to "hit the ground running." Mr. Hickey, vice president of operations at Richardson, Texas-based AMX, has incorporated several Cohort MBA interns into his company's work life, in addition to hiring graduate Shaun Robinson, MBA 2001 (see *Alums State the Case for Cohort* on page 5).

"Prior work experience is an absolute must," Mr. Hickey says. In smaller companies, he says, no one has the luxury of time to explain the rigors, deadlines or customer care — what he calls the business acumen — that help such companies thrive. He also needs MBAs who know to be "subtle in their sass," he says, who acknowledge and respect the work experience and life lessons that make more mature AMX staffers invaluable.

"The Cohort curriculum is one of the few MBA programs with an emphasis on information management." — Pranav Tyagi, MBA 1998, MS 2000

Mr. Thompson of BearingPoint says Cohort MBAs who have moved on continue to be successful. "Not everybody stays in consulting," he says. "Some of the folks from the program have moved on to other [venues]," where, he says, they do equally well.

Likewise, Mr. Hickey doesn't hire all the Cohort MBA students who intern with AMX. But he has watched them depart for great jobs.

"I made a statement the other day that I would take my three UT Dallas MBAs and myself and stack us up against any four Harvard MBAs they wanted to throw at us," Mr. Holbrook says, with great satisfaction. ■



Class of 2006 alum Kyle Golden (left) and Class of 2001 alum Shaun Robinson (right) with Harold Hickey, vice president of operations, AMX

REFLECTING ON COHORT

By Jeanne Spreier

The School of Management (SOM) underwent rapid growth during the mid-1990s. As it matured, SOM added programs with breadth, depth and relevance. Among the new offerings was the Cohort MBA Program, which welcomed its first class 10 years ago this fall.

A full-time MBA program "is one of the critical components" of the school, says Hasan Pirkul, Ph.D., who joined The University of Texas at Dallas (UT Dallas) as dean of The School of Management the year before the Cohort Program was formed. "Full-time programs typically

“The Cohort Program... put an emphasis on high quality, concentrated, team-oriented education.” — Matthew Rabinowitz, MBA 2002



The late business leader and consultant Al Casey (fourth from left), the featured speaker at the Cohort Program's first Distinguished Speaker Series luncheon in 2003, with (from left) faculty members Lawrence Redlinger, Ph.D., and Charles Hazzard; Dean Hasan Pirkul, Ph.D.; Associate Dean for External Affairs and Corporate Development Diane S. McNulty, Ph.D.; and program director Jyoti Mallick

drive visibility,” he says, “especially for small schools like we were.”

Sydney Smith Hicks, Ph.D., chaired the SOM Advisory Council as the Cohort MBA Program got under way. Dr. Hicks, an economist who still serves on the council, recalls the mid-'90s as “an exciting time” when the advisory council was “all about rounding out the offerings.”

Ten years later, says Dr. Hicks, “we’re extraordinarily pleased. We’re getting people from all over the world.”

Cohort students typically are younger — in their late 20s — than

“I have headed up [advanced technology] projects, and I would not have been able to do so had I not learned those skills in the Cohort MBA Program.” — Michele Cavenee, M.D., MBA 2002

Professional MBA Program students but have some work experience that gives a real-world perspective and certain urgency to their studies. “Not everybody can quit their job and come to school full time,” says Jyoti Mallick, who has been the program’s director for four years. About 50 students form each cohort, which begins in August and ends 16

months — and 53 credit hours — later. UT Dallas does better than most MBA programs, Ms. Mallick says, in that about one-third of the students are women. She says significant financial aid through The School of Management and reasonable tuition — currently about \$4,000 per semester for Texas residents — also helps ease the earnings gap.

“The Cohort Program serves those students who are interested in a deep immersion into a rigorous, fast-paced, full-time MBA program,” says Steve Perkins, Ph.D., Cohort MBA Program director from 1999 to 2002 and now SOM’s associate dean for master’s programs. “It was designed for students who want the camaraderie of a full-time program and want to complete the degree quickly.” He says the program attracts different students than those drawn to a part-time or executive MBA program, and nationwide, only about 20 percent of MBA students attend a full-time program. Even so, he says, there is higher prestige, more cachet, to earning an MBA through full-time class work.

While course work is identical to the school’s part-time Professional MBA Program, Ms. Mallick says added features mean “personal growth occurs at an ex-

ponential rate.” Mentors work with students throughout their studies. All students go through a “boot camp,”

an intensive pre-training that covers leadership, team building and working in cooperative cultures. And students are required to do public service, a learning



Before beginning their first class, Cohort MBA students attend a two-week leadership orientation, which includes learning how to listen and give directions.

experience that teaches that good corporate leaders give back to their communities.

Not to be taken lightly, Dean Pirkul says, are the demands of the program itself. "UT Dallas is a highly quantitative, analytical school. ... I would not de-emphasize the faculty prowess in research," he says. The strength in research carries through to the classroom. "We push our students. They work very hard. The faculty demands it."

"We couldn't be more proud," Dr. Hicks says. 



Habitat for Humanity provides one of the community service opportunities for Cohort MBA students.

"The Cohort Program fit my needs because it was a good value and because it was a fast-track program." — Ellen Magnis, MBA 1998

By Jeanne Spreier

ALUMS STATE THE CASE FOR COHORT

Chort MBA alumni work in Dallas-Fort Worth and across the globe in positions both dynamic and demanding. Anecdotal sampling reveals they fit right in and compete well.

"Because of my new career, I am a significantly happier person who can't wait to get to work in the mornings," says Shaun Robinson, who graduated in December 2001 and is now supply chain solutions manager at AMX in Richardson, Texas. "The Cohort Program was the launching point for this life change."

I enrolled because...

The reasons Mr. Robinson and others chose The University of Texas at Dallas Cohort MBA Program are as different as positions they occupy today.

Ozan Sevimli, who graduated in 2004, is now a resource management analyst with the World Bank in Washington, D.C. A native of Germany whose education included a bachelor's and a master's degree from a university there, he decided he should also obtain a U.S. degree.

The School of Management's accreditation by AACSB International

— The Association to Advance Collegiate Schools of Business was the primary reason he selected the program, Mr. Sevimli says, because accreditation gives the MBA credibility in Germany. He also was pleased the program was nationally ranked. (*U.S. News & World Report* recently ranked UT Dallas' Cohort MBA Program 25th in the nation among programs at public colleges and universities.)

"I visited the schools that I was admitted to," Mr. Sevimli recalls. "The Cohort MBA Program, I felt, was one of the better organized and structured."

When Ellen Magnis, MBA 1998, now vice president for Strategic Alliances and Health IT at the American Heart Association National Office in Dallas, decided to return to school full time, she wanted an MBA to "formalize a lot of hands-on learning I had done while in the workforce for many years previously. The Cohort Program fit my needs because it was a good value and because it was a fast-track program."

The School of Management Cohort MBA Program uses the same curriculum and faculty as the school's other MBA programs. It is, however, full time. The approximately 50 students enrolled each August move together through the 16-month syllabus.

Now based in Germany as Extensor Capital's managing partner for Europe, Matthew Rabinowitz, MBA 2002, realized that an undergraduate degree in electrical engineering and a few years of work experience had not led him where he wanted to be. "Pursuing an engineering career just didn't capture my interest. Business and investments did," he says. "The Cohort Program... put an emphasis on high quality, concentrated, team-oriented education."

The concentrated focus likewise appealed to Mr. Robinson, another engineer in search of a career change. He needed a program, he says, "where I could work very hard for a year and a half, and re-enter the workforce. Also, because I was willing to quit work to make this happen, total out-of-pocket cost was an issue. The Cohort Program met both of these goals.

"In addition, the program's focus on the information age appealed to my technical side."

"My goal was to get into management consulting," says Pranav Tyagi, a 1998 Cohort MBA and 2000 MS alum who reached that goal and is now a senior manager in the Irving, Texas, offices of international consulting company BearingPoint, Inc. Mr. Tyagi, who earned an engineering undergraduate degree felt he had the analytical skills he needed. But he wanted to acquire or hone "some of the softer skills, as well as get trained in areas such as marketing, strategy, finance and organizational behavior."

"I visited the schools that I was admitted to. The Cohort MBA Program, I felt, was one of the better organized and structured."

— Ozan Sevimli, MBA 2004

Besides, at that time, he says, the Cohort MBA curriculum was "one of the few MBA programs with an emphasis on information management."

The technical advantage

SOM Dean Hasan Pirkul says this information technology focus is one of the three defining characteristics — the others are globalization

and managing for change — of every MBA program at the school. This more quantitative approach makes SOM's programs particularly attractive to those with technical backgrounds, he says.

Michele Cavenee, M.D., found the technology aspects helped her immensely once she completed the program in 2002. Dr. Cavenee wanted to use her medical degree in a business setting and found the program would help her make that transition quickly. While she appreciated the knowledge she garnered, it wasn't until she started work at the Plano, Texas-based law firm of Needham Johnson as a physician litigation analyst that she fully appreciated her new skills.

They proved useful when she oversaw technology upgrades and a website overhaul, she recalls. "I have headed up these projects, and I would not have been able to do so had I not learned those skills in the Cohort MBA Program."



Joining the team

Their return to the classroom full time was often challenging, these former students say.

"I have to admit I was unprepared for the workload," Mr. Robinson says. "I figured, 'Hey, it's business school, how hard can it be?' ...Although my schedule did become more flexible..., the workload was substantial."

But upon graduation, even with bumps in the road, these students are well pleased. "Now I have a great... job where I work with peers with MBAs and Ph.D.s from Ivy League schools," Mr. Sevimli says.

Mr. Rabinowitz finished the MBA program during the aftershocks of the tech bust and September 11, 2001, attacks. Finding his footing after graduation in that environment was definitely a challenge, he recalls. But the program instilled confidence that has helped him succeed. "I learned that I could push myself much farther than I thought possible and still perform. Moreover, having a business education that required teams that emulate the real working environment...I feel sets the program apart from others."

Cohort MBA Program Director Jyoti Mallick establishes teams at the start of each cohort. The result, she says, is like a real-world environment, where people don't necessarily get to select who they

COHORT TEAMS MAKE IT TO THE FINALS IN BUSINESS-CASE COMPETITIONS

Even though the top prizes eluded them, Cohort MBA Program students at The University of Texas at Dallas (UT Dallas) School of Management (SOM) scored a victory of another kind in business-case competitions held in conjunction with the annual gathering of the National Society of Hispanic MBAs in October. UT Dallas was the only institution this year to land in the finals of both the marketing and finance contests.

The contests took place the day before the three-day conference and career expo began in Cincinnati, Ohio, on October 26. The 17th annual meeting brought together thousands of MBA students and professionals, matching them with recruiting, networking and other career-development opportunities.

For the competitions, students applied business-school expertise to a real-world challenge, then pre-

sented their solutions to a judging panel composed of executives from sponsoring corporations.

In the Dell-Microsoft Marketing Case Competition, SOM Cohort MBA students made it to the finals for the fourth time in the five-year-old competition. The team of second-year students consisted of Tony Castano, Max Freeman, Carmen McGee and Selvamani Natarajan. They competed against teams from Babson College, Howard University, Indiana University, Northwestern University and The University of Texas at Austin.

This is the first year an SOM team reached the finals of the three-year-old Citigroup Finance Case Competition. That team included first-year students Tom Coleman, Deepal Patadia, Scott Sparks and Cihan Uzmanoglu. Other finalist teams were from Case Western Reserve University, Georgia Institute of Tech-

nology, University of North Carolina at Chapel Hill and the University of Pittsburgh.

SOM Dean Hasan Pirkul, Ph.D., says the teams' accomplishments reflect not only the excellence but also the rigor of the Cohort MBA Program. "We expect a high level of performance from our students, and they work hard to achieve it. We're proud of them," he says.

Jyoti Mallick, director of the Cohort MBA Program, says the university's standings may have helped other UT Dallas students attending the career fair.

"Success breeds further success through the creation of a positive reputation," she says. "Competitions like this show that UT Dallas has talented students with the capacity to be successful leaders."

— Paula Felps

work with. "They learn to listen," she says.

"I think both the opportunity to work with a multicultural cohort and the opportunity to work on teams were tremendously valuable experiences," says Ms. Magnis. "The international aspect of the program challenged our assumptions, and the work teams drove us to find common ground, split up work according to our talents and skills, and help each other where we were weak."

Mr. Rabinowitz agrees. "Due to the team-intensive nature of the program, we were forced to engage with conflict on a daily — or even hourly — basis. Identifying how to communicate effectively with *constructive* conflict has been invaluable in my career," he says.

Cohort is good; pass it on

These six graduates have told others about their good experiences.

"I have recommended several others ... join this program," Mr. Tyagi

"I needed a program where I could work very hard for a year and a half, and re-enter the workforce. The cohort program met both of these goals." — Shaun Robinson, MBA 2001

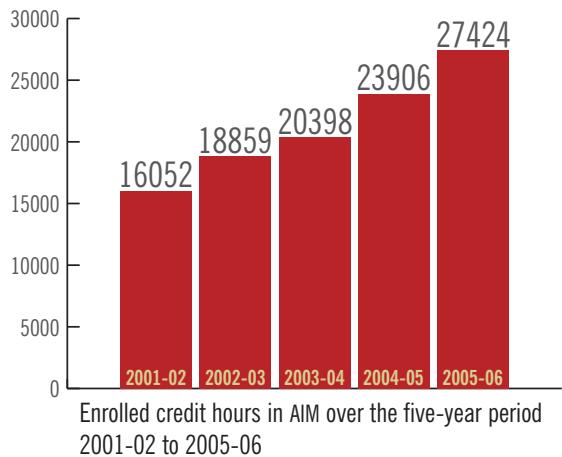
says, "In fact, my wife, [Charul Sharma], graduated from the program in 2003."

An active alum, Mr. Tyagi has been very involved with the program. He has hired or recommended more than 10 of its students, he says, "including two in the last year."

"This program is *perfect* for the career changer," Mr. Robinson says, "as it allows you a break from the workforce for a year and a half — which, by the way, will fly by — and this time can be used to re-evaluate career options." Additionally, he says, students gain business knowledge and tools useful for achievement when they re-enter the business world. ■



It is no accident that the Accounting and Information Management area shows hardy growth in spite of declines elsewhere.



By Paula Felps

TAKING AIM IN THE RIGHT DIRECTION

As the Accounting and Information Management (AIM) area at The University of Texas at Dallas School of Management continues expanding, faculty, friends, alums and students say its flexibility and diversity drive its success. AIM has enjoyed growth at a time when accounting programs at many schools are experiencing declining enrollments, a reality that confirms The School of Management's (SOM) wisdom in taking its program in a different direction.

The school took a bold, innovative step by incorporating in-

formation management into its accounting programs about a decade ago, says Hasan Pirkul, Ph.D., dean of The School of Management.

"There was a reluctance among other schools to give up accounting classes and replace them with information management-based programs," he says. "That was an opening for us that we took advantage of. We have offered [a mix of accounting and information management classes] for more than a decade." The variety of course offerings also has increased, and an internship program has been refined. With the accounting industry's shift toward information technology, those strategies, the dean says, "have made a big difference for us."

The School of Management's Accounting and Information Management area currently offers the following master's-level specializations:

- Auditing
- Financial Analysis
- Managerial Accounting
- Tax Accounting
- Information Management
- International Services
- Internal Audit

DOABLE OPTIONS, RELEVANT COURSES

Offering a basic degree at the undergraduate level, and seven fields of specialization within the master's degree plan, AIM develops professional skills for delivering the core services the Institute of Certified Public Accountants has identified as vital to the profession's future. AIM courses are available in the classroom both during the day and evening, as well as online. The program's flexible scheduling has been a crucial factor for many students.

One such student was G. Todd Estes, now a certified public accountant (CPA) who graduated summa cum laude in 1995 with a B.S. in accounting. "UT Dallas

had a great reputation and afforded me the ability to take quality business classes in the evenings," says Mr. Estes, a senior tax principal with the regional firm, Turner, Stone & Company,

LLP. "This enabled me to [continue my education and still] work full time during the day — a requirement, since I had a family."

Current AIM master's degree student Cody Carr agrees. "That is one of the best reasons I can tell people to go to UT Dallas," says Mr. Carr, who works as an accountant for Armstrong Cabinets in Addison and who also completed his undergraduate degree at UT Dallas. "It's great for people who are working and can't [go to school] during the day. There are night classes, online classes — they make it really easy to get an education."

But convenience isn't the only advantage. "The program is very rich in offerings, and the quality of the faculty, combined with the course work, has helped the

G. Todd Estes of Turner, Stone & Company, LLP



program continue to grow," Dean Pirkul says.

While accounting enrollments have dropped elsewhere, he says, at SOM, "decline" has meant going from an average growth of 8 percent each year to an average growth of 6 percent annually. "We can say that part of our growth is because North Texas is growing in general, but our growth is still ahead of all the schools around us."

"There is such a demand for accountants, but [AIM's] growth is higher than average," says William M. Cready, Ph.D., Ashbel Smith Professor of Accounting and Information Management and AIM area coordinator.

THE FACULTY FACTOR

Now an active SOM mentor with both the Cohort MBA and AIM programs, Todd Estes remembers being impressed with the business experience his instructors had in both public and private accounting as well as with the Internal Revenue Service. "Once I entered public accounting, I encouraged my employer to recruit from UT Dallas," Mr. Estes says. "Now there are alumni of that company working at UT Dallas."

Dean Hasan Pirkul, Ph.D., (left) and AIM area coordinator William M. Cready, Ph.D.





Nancy Schulze of
Chapman, Hext & Co., P.C.

Experienced professors “help because they’ve worked in the industry so long, and many of them still have businesses beyond the school,” Cody Carr says. “It helps them relate more to the things we’ll need to be able to relate to.”

Nancy Schulze, a CPA and tax shareholder with the Richardson, Texas-based CPA firm of Chapman, Hext & Co., P.C., has served on AIM’s Executive Advisory Council about two years. The council provides input on what employers need from and seek in accounting graduates. Ms. Schulze notes that the faculty’s strong involvement with the business community is reflected in the AIM curriculum. “I think that’s a big part of the success,” she says. “The faculty seems to structure the offerings based on not just academia but also on situations that their students will face in their professional careers.”

Because the faculty, collectively, has a broad range of experience and backgrounds, they are able to bring more perspectives and solutions to the courses, Ms. Schulze says. The presence of an advisory council, she adds, further contributes to a rock-solid foundation on which to build.

While building, AIM periodically remodels to stay professionally relevant. As part of that effort, Dr. Cready says, the area has recently modified curriculum to emphasize anew the master’s degree specializations “so students really can define what they’ll be experts at when they finish here. That ability to specialize gives them a lot of power in the workforce.”

A BIG BOOST FROM INFORMATION MANAGEMENT

So, too, do their information technology (IT) skills.

“A lot of accounting firms these days want more than just an accounting degree,” says Semina Visram, a 2005 AIM graduate, now an associate with Deloitte Tax LLP in Dallas. “The fact that I had an IT background helped tremendously when it was time to look for a job. When [employers] see that on your résumé, they know you’ll probably be able to [understand] whatever software they’re using.”

In fact, the one element that makes AIM stand out so completely from other accounting programs is the focus on information management, says Gwen Gilbert, a CPA and vice president and controller at IMC (International Marble Collection) Inc., a Dallas-based supplier of natural stone to builders. Ms. Gilbert has hired two graduates directly from SOM’s AIM program. She calls them “outstanding” employees who have more diverse skills than a graduate with basic accounting experience.

“For example, because of their information management experience, we have an employee who can write the programs we need on our computer,” she explains. “That carries a lot of weight compared to someone with an accounting degree who might just know debits and credits.

“These days, if you want to go into public accounting, you have to be well versed in the business world. The focus on the information technology side of things really gives an advantage both to the students and to the employers who hire them.”

Semina Visram of Deloitte Tax LLP



THE ADVISORY COUNCIL HELPS, TOO

Ms. Gilbert, who also sits on the AIM Executive Advisory Council, says she has been impressed with the expansion she has seen in the program.

She points to the school's willingness to accept input

Gwen Gilbert of IMC Inc.



from the advisory council, business community and students themselves as part of the program's success. AIM administrators "ask for feedback on their degree structure, and they bring students to the meetings to find out what works for them. There's just a lot of feedback to make sure that they are meeting the changing requirements of business today."

Additionally, "the advisory council creates a forum for the communication between faculty and a wide variety of the professional community," Ms. Schulze says. The faculty has greater access to what business leaders are looking for, while the business community develops a more realistic expectation of what to anticipate from students entering the workforce. "With both professions meeting and working together so diligently, the process is a constantly improving one — and one from which the student benefits greatly," Ms. Schulze says.

Ms. Schulze has reaped the rewards of that benefit within her own company; Chapman, Hext & Co. has hired AIM graduates. She says they are "several steps above" co-workers at the same education level, and that head start can carry a career a long way.

"That first impression right out of the box tends to

get these graduates the better and more challenging tasks that will let them move up faster and continue to be leaders of their group," she says. "AIM graduates know what is expected of them when they enter the workforce; they are already goal-driven, and ready and eager to perform."

Both Ms. Schulze and Ms. Gilbert credit AIM's internship program with giving students a more realistic view of the working world, while at the same time making them more confident.

"The internship program gives them both credit and real-world experience," Ms. Gilbert says. "That's very important. It's one thing to study something theoretically, in a classroom. But once you've gone out and done it for yourself, you not only have a better understanding of how to do it but also can see why they want you to learn that."

That hands-on knowledge is just one more leg up over other graduates.

Graduates of more traditional programs "are still trying to transition from textbooks and have no idea what is going to be asked of them," Ms. Schulze says. "[AIM graduates] are centered and ready to contribute to the career they have chosen."

From the perspective of an AIM program graduate, Mr. Estes agrees.

He says the benefits of his education extended far outside the classroom and lasted long after the semesters ended.

"Many of the people I met in school worked in various accounting positions at both public and private businesses," he recalls. "The relationships assisted me in determining what area of accounting I wanted to pursue when I graduated."

They also helped generate leads for potential jobs once he had narrowed his focus. Today, in addition to his senior position with Turner, Stone & Company, Mr. Estes is an active SOM mentor with both the Cohort MBA and AIM programs.

"I would encourage anyone in the Metroplex to attend UT Dallas," he says. "The School of Management has endeavored to refine the AIM program and provides a quality business and accounting education to those students wanting to enter the profession." ♦



TRAINING LEADERS

by Design

By Jo Johnston and Paula Felps

United Supermarkets turned to The School of Management for help in training employees for leadership roles.

When a company plans a growth spurt after 90 years in business, it needs to ensure it has the right leaders in place, and not just in the executive suite.

That was the situation United Supermarkets faced two years ago. As it looked to continue its expansion beyond its 48 stores under three brands, the Lubbock, Texas-based company faced an extreme need for managers.

With a philosophy of "hire the attitude, train the skill," training wasn't new to United Supermarkets. But what required a new approach was the immediate need for fully trained "team members" (the company term for employees) who were ready to assume management positions in new stores.

"I'm a big believer in higher education," says Dan Sanders, CEO of United Supermarkets, Ltd., in explaining that the company wanted to grow its own people into management roles. So United began searching for

a higher education institution with which to partner.

The University of Texas at Dallas (UT Dallas) "impressed us," Mr. Sanders says, "because it had a tradition of meeting the needs of non-traditional students. A lot of our managers know a great deal about the grocery industry but didn't earn a degree. We wanted a school that could work with us."

After meeting with School of Management (SOM) Associate Dean for Executive Education David Springate, Ph.D., and other key faculty, United enrolled three of its executives in the Executive MBA Program in August 2005.

"After three or four months, the feedback they gave us was so positive that we went back to UT Dallas," Mr. Sanders says. "We sat down with them and created a retail certificate program that is a scaled-down version of their management program."

"It's derivative of the standing program, but it is completely modified to meet their needs," Dr. Springate says.



"What really helped was that we had three of their vice presidents enrolled in our program, so they were aware of what we have to offer. They were also aware of what [else] they wanted their folks to have."

The School of Management launched the United Retail Management Certificate program early this year. Classes take place over an eight-month period, with day-long sessions rotating among United facilities in Lubbock and Amarillo and other classes held at the UT Dallas campus.

"We give them the time to go to the classes and also pay for their expenses. In our mind, it's just like going to work," Mr. Sanders says. "Only instead of working in the deli or produce department that day, they're working on the course. It becomes just as big a part of their job as showing up for work."

Initial results have surpassed United's expectations. Participating employees have made impressive strides in improving skills that are integral to the company's function, and Mr. Sanders says that, in a very short time, they have seen far-reaching results.

"We now have more people who are much more qualified to step up on the next rung," he says. "That allows us, as a company, to continue growing."

And that is just what United needs as it expands, with a forecast of requiring a thousand new people annually as it opens two new stores a year in the Dallas-Fort Worth area over the next five years. As 2006 draws to a close, United is opening a high-end store under its Market Street brand in Lubbock, and it plans two similar stores in Frisco and Allen. Each of these operations requires double the employees of a regular grocery.

The certificate program is designed around the company's needs, Mr. Sanders says. "For ex-

ample, most of our people worked their way up in this business, so although they know the industry, they don't know how to read a P and L [profit and loss] sheet or deal with HR [human resource] issues."

Mr. Sanders says the program has been extremely well received, and managers are learning how to apply their expertise in other areas of business.

"A big part of what they're learning is how to solve problems," he says. "They're learning how to become more effective thinkers. So now, when our executive teams come together, they are not only experts on a certain subject matter within the industry but also are skilled at solving problems. It raises the standard of the entire team."

Beyond that, they also are being equipped with a deeper sense of ownership within the company.

"There's a greater level of trust between us, because we know that we're all on the same page," Mr. Sanders says. "We've invested in them and given them the tools they need to become even better at their jobs. That changes their perspective about their job and their position in this company. Those who might not have thought of a career with United Supermarkets now can look and see that they want to stay, because they'll get to leave their thumbprint on this company."

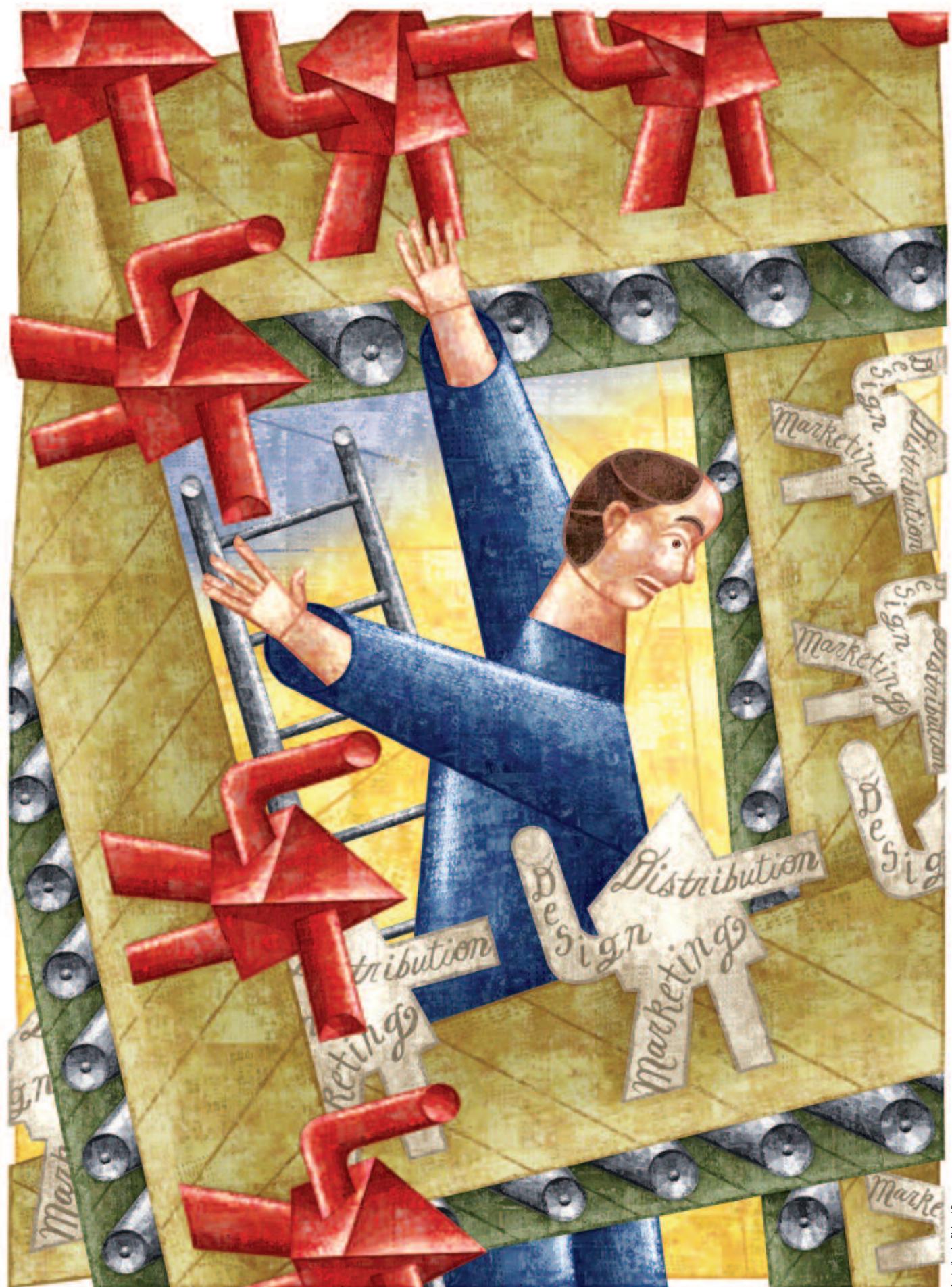
He says that officials with United Supermarkets remain impressed not only with the caliber of education being

provided by UT Dallas but also with The School of Management's willingness to work with them.

The school "bent over backward to meet our specific needs," he says. "They have a history of working with companies; that's why we wanted to partner with them. More than anyone else, they were willing to work hard to give us what we needed." ■



Dan Sanders, CEO of United Supermarkets, Ltd.



Taking Inventory of Accomplishments

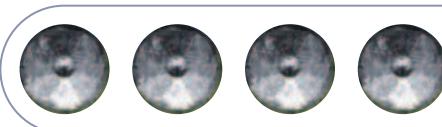


By John H. Ostdick

THE CENTER FOR INTELLIGENT SUPPLY NETWORKS AT THE
UT DALLAS SCHOOL OF MANAGEMENT IS THRIVING IN A NICHE
IT CREATED TO HELP COMPANIES BETTER MANAGE THEIR
PRODUCTS AND GET THEM TO MARKET MORE EFFICIENTLY.

The Center for Intelligent Supply Networks (C4iSN) helps local companies sharpen their product lifecycle and supply chain management practices. The center puts analytical reasoning, world-class resources and high energy to work for corporate clients in cooperative efforts that aim to improve the durability of goods as well as boost inventory distribution and delivery efficiencies.

Noting that the supply chain is not well understood — even though everybody in business knows the term — C4iSN Managing Director Divakar Rajamani, Ph.D., hits on the reason the center exists. “Companies do not always see that product lifecycle and supply chain management are interrelated,” he says, “and that they must be approached with an integrated view....You have to change product and process and people simultaneously.”





(Left to right) Keenan Oubre of Alcatel North America; Ron Fuhrs of Valspar; C4iSN Director Suresh Sethi, Ph.D.; David Counts of Raytheon; and C4iSN Managing Director Divakar Rajamani, Ph.D.

Simultaneous change was what UT Dallas' Charles and Nancy Davidson Distinguished Professor of Operations Management Suresh Sethi, Ph.D., had in mind when he founded C4iSN in 2003 and became its director. He envisioned bringing together supply chain experts from acad-

remedying weaknesses can save companies millions of dollars.

To that end, C4iSN "has been building a name for our capabilities at UT Dallas," Dr. Sethi says. For companies that previously sought help elsewhere, "we are offering...a viable alternative in their own back yard."

BEGINNING WITH A 'BIG ASSET'

Dr. Sethi, author or co-author of four books in operations management, recognized from the outset the importance of finding the right managing director to shape C4iSN. "We needed a person who could hook up with industry, bring in the projects, and formulate and coordinate teaching programs," he says. "Divakar (Rajamani) had the experience we were looking for."

Dr. Rajamani joined SOM after a 10-year career at such companies as i2 Technologies and General Motors. He co-authored *Cellular*

"We want to lead in both mind share and market share."

— C4iSN Managing Director Divakar Rajamani, Ph.D.

mia and industry to collaborate on lessons learned and best practices. The local need existed, Dr. Sethi reasoned, and The School of Management (SOM) could offer solutions.

SOM quickly tapped talented faculty and other assets as the school's Information Systems and Operations Management area added relevant courses and a master's degree program with a supply chain management concentration.

But in places like the annual State of Logistics Report — which the Council of Supply Chain

Management Professionals compiles using U.S. Department of Commerce data — SOM administrators also saw a need for a center for professionals. The 2006 report shows that last year, U.S. companies spent the equivalent of 9.5 percent of the country's gross domestic product — \$1.183 trillion — on supply-related activities. These activities — the movement, storage and control of products across supply networks — may be rife with inefficiencies, Dr. Sethi says, and

Manufacturing Systems: Design, Planning and Control (Chapman & Hall, 1996) and served on the faculty of the University of Manitoba from 1990 to 1996.

"Divakar is a big asset," Scott Frost, Blockbuster Inc.'s vice president of supply chain solutions, says. "He brings a tremendous amount of passion for both the supply chain process and for the student-business-college collaboration....He has really encouraged a continuing cross-pollination between different companies."

THE CENTER OF ACTION

Bridging academia and industry, Dr. Rajamani develops programs and brings center skills to bear on emerging trends. Overall, he says, he aims to make C4iSN "the go-to place" for product lifecycle and supply chain management.

For instance, center teams of highly accomplished faculty and students conduct applied research for industry, he explains. "This provides [academicians] exposure to real-world problems and corporations with the opportunity to recruit students."

Moreover, faculty contribute to academic publications and white papers, and the center has helped organize 30-plus events and recruit 100-plus registrants in certificate programs.



Scott Frost of Blockbuster



The School of Management



Industry representatives such as Mr. Frost serve on the center's advisory board, influencing programs and research. Board members also promote C4iSN within their companies and communities.

Local support has been crucial. C4iSN's strategic partners spend at least \$20,000 a year to fund research or train employees. Local software companies, such as Sigma Flow, donate software. Other companies have helped sponsor events. The first session of a seminar series last year was sponsored by Hitachi, Oracle and Dallas Oracle User Group.

SATISFIED CUSTOMER: SABRE

Theoretical research at C4iSN examines parts of a supply chain problem, tries to model them mathematically and determines managerial insights to apply to the models. Results are tested by simulation and compared against current practice. Successful insights can then be applied in practical instances.

The work of Assistant Professor Metin Çakanyıldırım, Ph.D., and Professor Chelliah Sriskandarajah, Ph.D., are prime examples of how C4iSN has been trying to bring new types of problems into the research community, Dr. Rajamani says.

One beneficiary of such research has been Southlake, Texas-based Sabre, a global company operating in 45 countries that merchandises and retails products and technological solutions for the travel industry.

A major challenge for that industry involves the booking of passengers while factoring in the booking of cargo. Air-cargo operations generate \$40 billion worldwide annually and are projected to grow 6 percent per year during the next 20 years. In passenger booking, airlines try to balance expected need, seating capacity and the actual number of passengers who show up for a flight. Booking cargo is more complicated because it must adhere to weight guidelines while also considering volume. Too many heavy boxes create issues, as do too

many big boxes that might not fit in the cargo hold.

After a UT Dallas event that dealt with air cargo, Raja Kasilingam, Ph.D., vice president of cargo products for Sabre, tapped into C4iSN's research capabilities.

"Most of what had been done in this area focused on these weight and volume variables separately, and were too simplistic," Dr. Kasilingam says. "My goals going in were to advance the state of the art and adapt our findings into a commercialized product. [Dr. Çakanyıldırım] did an extremely good job."

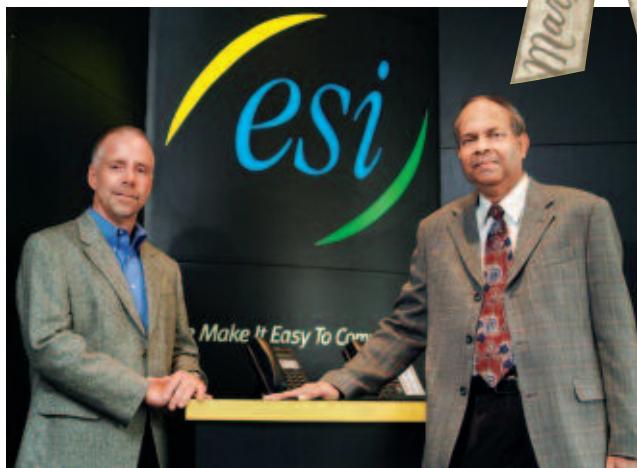
After studying data, Dr. Çakanyıldırım developed estimates about cargo volumes and weight, deduced density from those estimates and started developing an optimization procedure to find a way to make good decisions in the process.

"It is an important problem, and no one had examined it as we did," he says. "In very simple terms, we have told the industry some things about their cargo problem that they didn't know before."

Dr. Çakanyıldırım, who joined the SOM faculty in 2000, finds researching real-world issues invigorating. "The Sabre project stands out, makes the research come alive," he says.

SATISFIED CUSTOMER: ESI

Estech Systems, Inc. (ESI), a Plano, Texas-based business-telephone designer and manufacturer, is known for using the latest tech-



Tim Pickens of ESI (left) and Professor Chelliah Sriskandarajah, Ph.D.

nologies in developing unique features and products for small- and medium-size offices. Maintaining adequate product is critical to company success.

In the past, industry veteran Tim Pickens, ESI's vice president of product lifecycle management, had enlisted the help of other universi-

ties. Shortly after joining ESI two and a half years ago, he began seeking a local option.

"We were very comfortable with the experience, expertise and leadership of the faculty [C4iSN] had in place, and the caliber and enthusiasm of the students they brought to our projects," Mr. Pickens says. "The quality work they had done for us on smaller supply chain management projects prompted us to bring a very important risk-mitigation issue to them."

ESI's major supplier is in Malaysia; the base telephones are shipped through California; the company installs value-added features at its facility in Plano before distributing the products. ESI wanted to plan for a major disruption in the supply chain, whether the cause might be a labor strike or a terrorism event.

"We worked through the various ways to mitigate that risk," says Professor Sriskandarajah, who joined the SOM faculty in 1998.

Dr. Sriskandarajah worked up five approaches, analyzed the scenarios and presented the company with numbers on which it could base decisions.

"It's easy to intuitively know that you have risks," Mr. Pickens notes, but bringing "a scientific approach to quantifying that knowledge provides a specific focus that you can start assigning dollar figures."

SHORT COURSE LONG ON VALUE: SUPPLY CHAIN CERTIFICATE

As part of its mission, C4iSN produces seminars, on-site company training and certificate programs. To accommodate professionals, the programs are delivered in two-day modules for fast-track completion.

The center encourages on-site training for employee teams and can customize curriculums for individual companies.

The Supply Chain Management Certificate program focuses on the "end to end" supply chain and is designed to develop professionals who are faster on the job, make fewer mistakes and can improve supply chain performance. The program also helps participants become more effective diagnosticians and collaborators, capable not only of working well across company functions and departments but also of raising supply chain visibility.

Even though Keenan Oubre, fulfillment manager at Alcatel North America, a 130-country communications solutions company, has worked in the supply chain arena for 17 years, he found the SOM program quite useful.



"I really got a sense of the different players at the various levels within the chain, what their goals and pressures are, and what drives their decisions," Mr. Oubre says.

Although he appreciated instructors' competence and experience, Mr. Oubre, now working on an MBA at the school, liked the student participation aspects of the course and that it pulled in area industry experts from such companies as Frito Lay and Chili's.

"Comparing different industries was fascinating, how different people are addressing different problems, and how some problems cross over all of our industries," he says.

SHORT COURSE LONG ON VALUE: LEAN SIX SIGMA

C4iSN's Lean Six Sigma program focuses on significant business-process improvement. Upon successful completion, students earn "green belt" status in the Six Sigma program, which combines lean manufacturing concepts with methodology to improve performance and results.

The program attracted Ron Fuhrs, site manager of the Garland, Texas, plant of Valspar, a Minneapolis, Minnesota-based coatings manufacturer with 80 locations worldwide, when Valspar started adopting the Six Sigma approach.

Mr. Fuhrs lauds his instructors' capabilities but singles out the "very demanding" project that participants are assigned. It is challenging "but really important," he says, "to put the knowledge immediately into action so that you don't ... forget all you just learned."

SHORT COURSE LONG ON VALUE: PRODUCT LIFECYCLE MANAGEMENT

The Product Lifecycle Management (PLM) program takes a "cradle to grave" perspective in developing professionals who can lengthen life-



cycles, improve durability and collaborate effectively within their organizations. The program also helps participants become more efficient in using technology and the latest techniques.

For David Counts, who has spent 35 years in the defense industry, the SOM program provided an academic definition of PLM, an external validation for his own concepts of the term.

Mr. Counts works from the McKinney, Texas, offices of Massachusetts-based Raytheon, where he is Information Technology (IT) Fellow and has responsibility for customer relationships with supply chain and contracts.

"The program provided me with a body of knowledge that I did not previously have," says the SOM alumnus, who earned a master's degree in finance in 1982. One thing Raytheon is looking at, he says, "is how we put into place a collaborative architecture over the top of our PLM process....Having a deeper understanding of the PLM process better equips me with what kind of collaborative capabilities I need to put in place."

BOTH SIDES PROSPER IN PARTNERSHIPS

For C4iSN to prosper, fostering strong, active corporate partnerships is essential.

By addressing the needs and attracting the input of such partners as Dallas-based Blockbuster Inc., a worldwide DVD, video and video-game retailer; New York-based L-3 Communications, an intelligence, sur-



Danny Wade of Alcatel North America

veillance and reconnaissance systems company; Plano-based Alcatel North America, and Atlanta-based Viewlocity, Inc., a supply chain software provider, C4iSN nurtures another major asset.

The benefits are reciprocal.

Scott Frost, the Blockbuster VP, wanted to get his core team, comprised of IT and computer science personnel, a foundation in supply chain.

"Prior to my folks going through the program, I could very clearly see a line between those people who were in IT and those who ran the supply chain operation," Mr. Frost says. "Today...you can't tell the difference, because they all speak the same language, use the same methodology for working through problems and are a highly integrated business-practice team....We gained a tremendous amount of value in problem resolution and new business-process improvement. We are more creative."

The SOM professors also provide an after-program mentoring shop, Mr. Frost notes, for former class members to talk about supply chain problems or how to marry technology with the supply chain.

For Danny Wade, senior vice president, quality, services and operations for Alcatel North America, "the proximity of the UT Dallas campus works for us, obviously, but we also see the value of the incremental skill set the center affords us."

"The center brings us the latest subject-matter expertise and view of what are the best practices, which we can tap into and try to apply to our real-life solutions," Mr. Wade says. "We've been able to use it as a training resource...and are in the process of



Real-World Input

C4iSN brings world-class people from The School of Management and industry together to solve challenging supply chain problems businesses face every day and to share industry best practices.

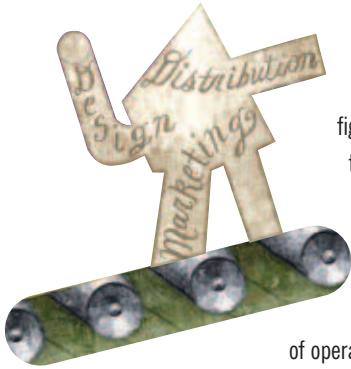
Industry representatives from the following companies participate on the center's advisory board:

ADVA Optical Networking
Agile Software Corporation
Alcatel North America
Blockbuster Inc.
Cistera Networks

Dell Inc.
Ericsson Inc.
ESI (Estech Systems, Inc.)
Gillani, Inc.
Global Business Solutions, Inc.

GlobeRanger Corporation
Hewlett-Packard Company
Hitachi Consulting
J.C. Penney Company, Inc.
Lennox International Inc.

L-3 Communications Corporation
MarketViz, Inc.
SAP America, Inc.
Viewlocity, Inc.



figuring out how to apply it to an end-to-end supply chain view for one of our major customers."

The center can be a fundamental partner in strategy as well.

Robert Wright, vice president of operations for L-3 Communications' local

Commercial Infrared Products division, has extensive operational experience, having worked as an operational excellence consultant in the United States and Europe.

Contacted recently, as C4iSN was concluding a supply chain process study for his division, Mr. Wright described Dr. Rajamani's experience and his instructors' skills as "incredible assets," significant because they shorten "the time it takes to analyze problems and come up with a way forward."

"We are just a small piece of the L-3 pie,...but I'm reporting the successes we are having through our relationship with C4iSN, and my bosses are noticing," he added.

C4iSN has helped Viewlocity, whose software helps customers manage supply chain processes, with training new employees, says Michael Sherman, vice president, chief technology officer, chief marketing officer and C4iSN Advisory Board member.

Viewlocity does a lot of "theoretical, in-lab development," he says, "and through the resources of the center we can start to test those ideas out earlier than we would otherwise, which reduces our risk of releasing something to the market that doesn't work as effectively or produce the value expected."



Michael Sherman of Viewlocity

With the leadership and expertise here locally, Mr. Sherman says, "companies on a national basis are going to want to harness the information the center provides."

Robert Wright of L-3 Communications



ADVISORY BOARD MEMBERS BENEFIT, TOO

Mr. Sherman describes the professors at C4iSN as "huge assets." But so, too, he says, "is the [advisory] board of leaders...who bring valuable information of what is going on at their firms."

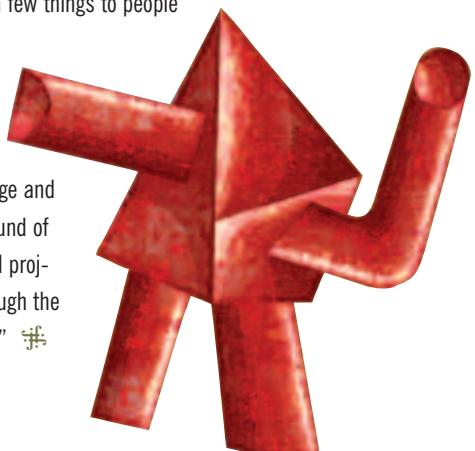
Personally, Mr. Sherman notes, he has established many industry contacts and broadened the network of people on which he can rely for key information.

Other advisory board members acknowledge that they reap as much from their association as their employees do.

University advisory boards generally offer corporations the opportunity to shape curriculum and ensure that graduates have a skill set to meet their demands, Mr. Wade says, but such boards also "afford us interaction with other industries, so that we understand some of the biggest challenges they face."

"It's a neutral ground for corporations to come and work together, to make the program successful and to have some corporate mind share," he says.

"The center brings quite a few things to people like us," Dr. Kasilingam of Sabre says. "We can send people there for education and training, take advantage of the empirical knowledge and strong mathematical background of the faculty, work in sponsored projects, and, finally, benefit through the great exchange of knowledge."



Four Professors Promoted to New Professorships; Six Named New Ashbel Smith Scholars

By Jeanne Spreier

NEW STATUS REFLECTS SUPPORT FOR RESEARCH, ACADEMIC TRIBUTES

The recent elevation of four School of Management (SOM) faculty members to Charles and Nancy Davidson Distinguished Professorships adds to the evidence Dean Hasan Pirkul, Ph.D., can cite when he says — as he often does — that the faculty of The University of Texas at Dallas (UT Dallas) School of Management “is among the leading business school research faculties in the nation.” “It is fitting that these distinguished scholars are honored in this way,” Dean Pirkul noted in announcing the newly endowed professorships. The recipients are: Ashiq Ali, Ph.D., Accounting and Information Management; Vijay Mookerjee, Ph.D., Information Systems; Brian T. Ratchford, Ph.D., Marketing; and Suresh Sethi, Ph.D., Operations Management.

SOM alums Charles and Nancy Davidson of Houston, who both graduated from The UT Dallas School of Management in 1980, funded the professorships through a major gift to the school. Mr. Davidson earned a Master of Science degree in Management and Administrative Sciences, and Mrs. Davidson earned a Bachelor of Science degree in Business and Public Administration.

“Each Davidson Professor is very deserving of this distinction as well as the support this endowment will bring to his research,” Dean Pirkul said.

In addition, Dean Pirkul has announced that six SOM faculty members have been named to Ashbel Smith professorships by school and university administrators in recognition of teaching excellence and academic attainments.

SOM’s newest Ashbel Smith Pro-

fessors are: William M. Cready, Ph.D., Accounting and Information Management; Varghese Jacob, Ph.D., Information Systems; Stanley Liebowitz, Ph.D., Managerial Economics; Sumit Sarkar, Ph.D., Information Systems; Chelliah Srisankarajah, Ph.D., Operations Management; and Kathryn E. Stecke, Ph.D., Operations Management.

Five other SOM faculty members hold named professorships. Frank M. Bass, Ph.D., is Eugene McDermott University of Texas System Professor of Management; Gregory G. Dess, Ph.D., holds the Andrew Cecil Endowed Chair in Applied Ethics; Mike W. Peng, Ph.D., is Provost’s Distinguished Professor of Global Strategy; Ram C. Rao, Ph.D., is Founders Professor, Marketing; and, in addition to his position as dean, Hasan Pirkul is UT Dallas Caruth Professor of Management Information Systems. ■

Charles and Nancy Davidson Distinguished Professorships Announced

Charles and Nancy Davidson Distinguished Professorships are each endowed to support the research of the recipient. School and university administrators selected the recipients for their scholarly endeavors.

Ashiq Ali researches stock market issues, including efficiency, corporate financial disclosures, analysts' forecasts and the relation between accounting data and market price. He received his Ph.D. in financial accounting from Columbia University in 1987. Awards include the Executive MBA Distinguished Faculty Award, 2002, and the Eller Fellow in Accounting, 2001-2004, both at the University of Arizona.



Vijay Mookerjee, professor in information systems and operations management, earned his Ph.D. in information systems at Purdue University in 1991. He researches optimal software development methodologies and storage and cache management. He served as co-chair of the Workshop on Information Technologies and Systems in Australia in 2000. He is currently area editor for *Decision Support Systems* and serves as associate editor for a number of journals including *Management Science*, *Information Sys-*



tems Research, *INFORMS Journal on Computing*, *Operations Research*, *Information Technology and Management*, and *Journal of Data Management*.



Brian T. Ratchford, marketing professor, researches the Internet's impact on consumer research and retail markets and the role of human capital in choice of brands and activities. Before coming to UT Dallas, he held the Pepsico Chair in Consumer Research at the University of Maryland. Dr. Ratchford received his Ph.D. in business administration in

1972 from the University of Rochester.

Suresh Sethi, also director of SOM's Center for Intelligent Supply Networks, received his doctorate in operations research from Carnegie Mellon University in 1972. He researches supply chain management, stochastic inventory models and hierarchical decisions in dynamic stochastic manufacturing systems. Dr. Sethi is a fellow of the Production and Operations Management Society, the Institute for Operations Research and the Management Sciences, the American Association for the Advancement of Science, the Institute of Electrical and Electronics Engineers, the New York Academy of Sciences, and the Canadian Academies of Science. #



Six SOM Faculty Members Named Ashbel Smith Professors

Ashbel Smith Professorships, named for the first chairman of The University of Texas System Board of Regents, are non-endowed posts. Those who hold them are chosen by their peers and school administrators. Selection criteria include attainment of the rank of full professor; de-

monstration, as determined by faculty peers, of excellence in teaching and scholarship; distinction and recognition afforded the institution as a result of accomplishments; and possession of personal characteristics that serve as an example to students and faculty.



William M. Cready, Ashbel Smith Professor of Accounting and Information Management and director of SOM's Accounting and Information Management Programs, previously

held the Thomas H. Daigne Endowed Chair of Business Administration at Louisiana State University and was the KPMG Professor of Accounting at Texas A&M University. Now Ashbel Smith Professor of Accounting and Information Systems, he serves on the editorial boards of *The Accounting Review* and the *International Journal of Accounting* and has had numerous articles published in leading journals. He received his doctorate in accounting from Ohio State University in 1985 and is a CPA and CMA. Dr. Cready primarily researches relations between accounting information and investor trading decisions.

Varghese Jacob, Ashbel Smith Professor of Information Management, is SOM's senior associate dean and a professor of information systems and operations management. Dr. Jacob serves as co-editor in chief of the journal *Information Technology and Management* and as an associate editor for *Decision Support Systems*. He is on the editorial board of *Information Systems Frontiers: A Journal of Research and Innovation*. In 1986, he received his doctorate in MIS/management from Purdue University. He researches electronic commerce, artificial intelligence and decision support systems.



SOM's finance and managerial economics faculty and is

Stan Liebowitz, Ashbel Smith Professor of Managerial Economics, researches file-sharing and copyright issues. A writer, his noted books are: *Winners, Losers & Microsoft* (1999) and *Internet Sense and Nonsense* (2002). Dr. Liebowitz received his Ph.D. in 1978 from UCLA. He is a member of

director of the school's Center for the Analysis of Property Rights and Innovation.

Sumit Sarkar, Ashbel Smith Professor of Information Systems, has focused research on personalization, knowledge management, data quality and data privacy. He received his Ph.D. in 1991 in computers and information systems from the University of Rochester. Honors include selection as SOM's Outstanding Graduate Teacher, 2000, and program co-chair, International Conference on Information Systems, 2001.

Chelliah Sriskandarajah, Ashbel Smith Professor of Operations Management, researches production planning and scheduling problems, with the goal of making the processes more economical and efficient. He earned a Ph.D. in production and operations research from the Higher National School of Electrical Engineering of the National Polytechnic Institute of Grenoble, France, in 1986. He is a senior editor of the journal *Production and Operations Management*, and honors include the Dean's Special Merit Award for Research, Teaching and Service to the University, University of Toronto, Canada, 1992-1993.



Kathryn E. Stecke, Ashbel Smith Professor of Operations Management, researches flexible manufacturing and supply chain issues. Dr. Stecke served as keynote speaker at the 2006 International Symposium on Scheduling in Tokyo and at the 2006 Institute of Electrical and Electronics Engineers



International Conference on Service Operations and Logistics, and Informatics in Shanghai. She received her doctorate in industrial engineering in 1981 from Purdue University. ■

STUDENT SUCCESS AS WELL AS RESEARCH BREAKTHROUGHS MOTIVATE NEW FACULTY

by Jeanne Spreier

YUNZENG WANG, PH.D.

Professor Wang, who joins The University of Texas at Dallas (UT Dallas) School of Management (SOM) as an as-



sociate professor in operations management, is teaching operations management and spreadsheet modeling. He also is conducting research in fields of growing importance for the Dallas area. Supply chain management and logistics are becoming ever more critical in the North Texas region, especially with the City of Dallas' interest in developing a major intermodal transportation hub. "My research involves developing and analyzing optimization models to aid managerial decision making," Dr. Wang says. He studies three topics: after-sales service operations, supply chain network design and performance-improvement strategies, and design and control of production and logistics systems.

After receiving his doctorate in operations management from the Wharton School at the University of Pennsylvania, Dr. Wang moved to Weatherhead School of Management at Case Western Reserve University in Cleveland, Ohio. At UT Dallas, he is teaching undergraduates and MBA students. "I view the classroom as a valuable opportunity to interact with representatives of a broad variety of industries and diverse personal experience," he says. "It keeps me focused on issues that are significant to current and future managers and, hence, helps me to be more effective as a researcher."

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VALERY POLKOVNICHENKO, PH.D.

Joining The School of Management as an assistant professor of finance and managerial economics, Dr. Polkovnichenko's research explores portfolio selection, life-cycle asset allocation and savings. He also studies nonstandard ap-

proaches to modeling investor choices, using novel decision theories. He is applying his research in the investments and portfolio management class he is teaching to undergraduates and MBA students at SOM.

After receiving his doctorate in finance from Northwestern University's Kellogg School of Management, Dr.



Polkovnichenko went to the Carlson School of Management at the University of Minnesota as an assistant professor and at the same time served in the research department of the Federal Reserve Bank of Minneapolis.

Dr. Polkovnichenko says he likes to see students rise to the challenge of the advanced courses he teaches. "One of the important components of teaching which I enjoy very much is graduate advising," he says. "I find it very exciting to see a student become an independent researcher through this process."

MINHUA WAN, PH.D.

An assistant professor of finance and managerial economics at SOM, Dr. Wan's research focus is on industrial organiza-

WAN



tion and empirical microeconomics, including price dispersion, market structure and competition.

It isn't often that someone uses an endearing term to describe the topic of economics, but Dr. Wan finds it appropriate. "I would very much like to share with students the fun and the beauty of economics," says Dr. Wan, who received both her Ph.D. in business economics and her MBA from the University of Chicago. She attributes the "fun" and "beauty" to the learning that went on during her graduate schooling. At UT Dallas, Dr. Wan is teaching intermediate managerial economics and empirical industrial organizations.

KELSEY D. WEI, PH.D.

Dr. Wei focuses her research on investments and corporate finance, areas that receive close scrutiny in boardrooms across the nation. "My current research focuses on issues related to mutual funds, institutional investors, and mergers and acquisitions," says Dr. Wei, who received a Ph.D. in finance from The University of Texas at Austin. Her interest in these areas came about as she noticed the huge growth in institutional investors. "In-

WEI

stitutional investors now hold more than 50 percent of the U.S. equity market," she notes.

An assistant professor of finance at The University of Texas at Dallas, Dr. Wei formerly taught at the State University of New York at Binghamton. She is teaching an undergraduate investments class and an MBA investments class this fall. "I enjoy interacting with students," Dr. Wei says. "I feel a strong sense of accomplishment when my students tell me that what they learn in my class helps them in their business careers."

JUN ZHANG, PH.D.

An internship with Lucent Technologies encouraged Jun Zhang to research supply chain management. Dr. Zhang, who earned his Ph.D. in industrial administration from Carnegie Mellon University, focuses particularly on the collaboration between firms at the same level of a supply chain,

ZHANG



such as risk pooling. He joins The University of Texas at Dallas as an assistant professor in operations management.

Beginning in the spring semester, Dr. Zhang will teach classes in service operations and quantitative methods in business. "I would like to have an impact on other people's lives in a positive way," he says, "and teaching is the best way to do it. What has made me happy is the e-mails I received from my past students telling me how they applied what they learned in the

classroom." He comes to UT Dallas from Tulane University, where last year he received the Provost's Award for Excellence in Research.

ERIC ZHENG, PH.D.

Data mining is what Dr. Zheng studies, and he has developed a method to selectively acquire business information using data-mining techniques. Dr. Zheng, who comes to The University of Texas at Dallas from the A. Gary Anderson Graduate School of Man-

ZHENG



agement at the University of California at Riverside, wrote his doctoral dissertation on data mining at the Wharton School at the University of Pennsylvania. Most recently, he has been working on the innovation of information-technology, including the network effect of innovation and the standardization of innovation.

Dr. Zheng served on several publications in his field last year, notably as issue editor of *International Journal of Electronic Commerce* and reviewer for *Management Science*, *MIS Quarterly*, *INFORMS Journal on Computing* and *IEEE Transactions on Knowledge and Data Engineering*.

As an assistant professor in information systems, Dr. Zheng is teaching an introductory course in management information systems. "I teach classes such as data mining that explore business intelligence from mundane yet abundant business data," he says.

YIBIN ZHOU, PH.D.

Yibin Zhou joins The School of Management's Accounting and Information Management area as an assistant professor and is teaching intermediate accounting. She also is expanding upon her research at the Joseph L. Rotman School of Management at the University of Toronto, where she earned her doctorate in accounting. She holds bachelor's and master's degrees in economics.

"My research interests include financial re-



ZHOU

porting, CEO compensation, corporate governance and financial analysis," she says. She currently studies earnings distortion and CEO compensation, testing the "multitask agency theory."

She enjoys the interaction between teacher and student. "I love to motivate an interest in the subject matter and guide my students as they make sense of things," she says.

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FRANK W. ANDERSON

As a senior lecturer, Mr. Anderson teaches courses in finance, investment management and management of financial institutions. He sees teaching as integral to society at large. "I firmly believe that if this country has a decent chance of overcoming adversity and establishing true equality, it must come from education," he says. "I am strongly committed to this belief."

Mr. Anderson's research has touched on security analysis and valuation, portfolio man-



ANDERSON

agement and behavioral finance. "In the area of behavioral finance, we, as individuals, are our own worst enemies when it comes to decision making," he says. "I have personally seen this belief in action on many occasions."

He holds a master's degree in finance, is a member of the Southwest Conflict Resolution Network and the Financial Executives' Networking Group, has served as a senior investment analyst and investment consultant and has a longtime interest in Special Olympics.

JOHN BARDEN, CPA, CFA

John Barden joins The School of Management as a senior lecturer for financial accounting, managerial accounting and



BARDEN

fraud prevention. He is a certified public accountant and a certified fraud examiner. For the past eight years, Mr. Barden taught fraud and forensic accounting, auditing and various accounting classes at Binghamton University in New York. He earned an MBA from Manhattan College in New York.

Mr. Barden has extensive experience in the private sector, working with companies including PriceWaterhouseCoopers and Azon Corp. At Binghamton University, Mr. Barden was involved in recruiting stu-

dents for the school's MBA and MS accounting programs, fine-tuning its internship program and helping graduates secure jobs. He has spoken at various venues, including the FBI, IBM and Lockheed Martin and received a teacher of the year award from Delta Sigma Pi, a coed professional business honor fraternity, in 2002.

NATALIYA POLKOVNICHENKO

Nataliya Polkovnichenko started her academic career in mathematics, and that interest in numbers shows in her scholarly pursuits. "In my research, I conduct empirical tests of whether individual consumption behavior is consistent with certain theoretical models of asset prices," she says. After earning her bachelor's and master's degrees in mathematics and mechanics from Moscow State University in Russia, she says, "I started this in my dissertation and plan to continue working on this topic while at UT Dallas."

As a senior lecturer in SOM's Finance and Managerial Economics area, she is teaching introductory finance to undergraduates and a class on options and futures to graduate and undergraduate students. "I like to explain difficult ideas in simple terms and

POLKOVNICHENKO



see students understand," she says.

Ms. Polkovnichenko is earning her Ph.D. in finance from the Carlson School of Management at the University of Minnesota. She is married

to Valery Polkovnichenko, another new SOM faculty member.

MATT POLZE, J.D.

With a master's degree in accounting and a law degree, both from The University of Texas at Austin, as well as experience as an auditor and corporate and securities attorney in Dallas, Matt Polze brings a rich and valuable perspective to his students. As a senior lecturer, Mr. Polze is teaching two business and public law classes (one at the honors

 **POLZE**
level) and two classes of professional communications and ethics. In addition, Mr. Polze has done research on cyberlaw, a rapidly evolving area of the profession.

"In my years in college, I was very fortunate to have several professors who had a great impact on the career and personal choices that I have made," Mr. Polze says. "I still keep in touch with many of these professors. I enjoy building those same types of relationships with my students."

TRACEY ROCKETT, PH.D.

Tracey Rockett has joined her alma mater as a senior lecturer and director of the Management Honors Program. She received her Ph.D. in international management studies from SOM in 2002 and teaches classes on organizational behavior and online classes in organizations.

Dr. Rockett's research focuses on organizational issues, especially those

of small groups. "I am primarily interested in the relationship dynamics of groups and teams. I have studied conflict in



ROCKETT

small groups, networking in professional development teams, and I am currently working on developing a theory of familiarity in the workplace." She says relationships in small groups are "incredibly complex and frequently surprising."

What Dr. Rockett calls the "aha" moments keep her excited about teaching. It's "when a student makes the connection between what they are learning in class and what they are experiencing in the workplace."

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HUSEYIN CAVUSOGLU, PH.D.

Huseyin Cavusoglu, a visiting assistant professor, researches the economics of information security by assessing the value of security technologies. He has published extensively on this topic in several journals, including *Information Systems Research*, *INFORMS Journal on Computing* and *Communications of the ACM*. The goal of this research, he says, is to provide insight into the design of information technology security architectures. He started studying this



CAVUSOGLU

topic for his doctoral thesis. Dr. Cavusoglu received his Ph.D. in management science from UT Dallas in 2003.

Dr. Cavusoglu teaches courses on management information systems. "I like to share my knowledge with others," he says. "I am motivated by demanding students."

KURTAY OGUNC, PH.D.

A visiting clinical assistant professor, Kurtay Ogunc describes himself as an interdisciplinary researcher whose work covers "most areas within The School of Management as well as mathematics, statistics, psychology and artificial intelligence within the risk-management framework." He says the goal of his research is to improve the decision-making process for both individuals and organizations.

Dr. Ogunc, who received his Ph.D. in decision sciences from Louisiana State University in 2002, is teaching business finance, portfolio management and international financial management classes. Teaching, he says, "is all about sharing my knowledge, experience and vision with students to make them think that anything is

OGUNC



possible but also prepare them for the chaotic and uncertain world they are about to enter. Students who ask questions with an open mind and [are] eager to learn impress me the most." #

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SOM Conference Honors Professor Suresh Sethi's Contributions

Academic business and pleasure mixed in May at a forum featuring a Nobel laureate, the presentation of **60 scholarly papers** and the debut of a book compiled, in part, to celebrate Dr. Sethi's **60th birthday**.

Photos by Brian Wiest

The sights and sounds of Texas greeted visitors from around the world May 20 at the opening reception of the three-day International Conference on Management Sciences in honor of Professor Suresh P. Sethi, Ph.D., at the UT Dallas School of Management (SOM).

Friends, colleagues, classmates, students, postdoctoral fellows and teachers of Dr. Sethi organized the conference, subtitled "Optimization Models and Applications." It celebrated

his 60th birthday, saluted his service to their professions and recognized his profound influence on the fields of operations research and optimal control communities. Dr. Sethi is director of SOM's Center for Intelligent Supply Networks and holds the Charles and Nancy Davidson Professorship in Operations Management. (See *Taking Inventory of Accomplishments* on page 14 and *Four Professors Promoted to New Professorships* on page 21.)

(1) Brandee Lee & the All Star Band entertained at the welcoming reception and barbecue, at which **(2)** Dr. Sethi (left) greeted attendees and fellow scholars, including Professor Peter J. Brucker, Ph.D., (right) of Osnabrück University, Germany, and Professor Isaac Sonin, Ph.D., (center background) University of North Carolina at Charlotte.

(3) Conference chair SOM Professor Kathryn E. Stecke, Ph.D., (left) and organizing committee member SOM Associate Professor Ashutosh Prasad, Ph.D., enjoyed the Southwest-themed evening.

(4) SOM Dean Hasan Pirkul, Ph.D., delivered an official welcome the next morning at the opening conference session at which **(5)** Nobel laureate Harry M. Markowitz, Ph.D., delivered the keynote address, "A Detailed, Asynchronous Stock Market Simulator." Dr. Markowitz, who won the Nobel Memorial Prize in Economic Sciences in 1990, drew **(6)** a near-capacity crowd to SOM's Charles and Nancy Davidson Auditorium. **(7)** Assistant Professor Xiaohang Yue, Ph.D., of the University of Wisconsin-Milwaukee and an SOM alumnus, was one of some 60 scholars who presented papers.

(8) Dr. Sethi (center) greeted friends, family and colleagues at a conference dinner the evening of May 21, including Dr. Sonin (left) and a co-author, Ernst Presman, Ph.D., of the Central Economics and Mathematics Institute, Russian Academy of Sciences. **(9)** A graduate-school classmate of Dr. Sethi's, Bala Balachandran, Ph.D., J.L. Kellogg Distinguished Professor of Accounting and Information Systems and Decision Sciences at Northwestern University, acted as master of ceremonies for the dinner. The program also included a special presentation by **(10)** Professor Qing Zhang, Ph.D., of the University of Georgia, of a book, *Stochastic Processes, Optimization, and Control Theory*, being published this year in Dr. Sethi's honor. Dr. Zhang, an editor of the book along with Houmin Yan, Ph.D., and George Yin, Ph.D., is a former postdoctoral student of Dr. Sethi's and has co-authored two books with him.

At program's end, Dr. Balachandran gave Dr. Sethi a silk brocade robe of the type, according to Indian tradition, bestowed upon people receiving special honors. **(11)** Helping present the robe were (from left) UT Dallas Executive Vice President and Provost B. Hobson Wild-



enthal, Ph.D.; SOM Dean Hasan Pirkul; and Eugene McDermott University of Texas System Professor of Management Frank M. Bass, Ph.D. **(12)** At evening's end, Dr. Sethi stopped to pose with his wife, Andrea Sethi, Ph.D., and daughters, Chantal (far left) and Anjuli (far right). On Monday, May 22, before the conference's plenary session, **(13)** Dr. Sethi was cheered on by his doctoral adviser at Carnegie Mellon University, Professor Emeritus Gerald L. Thompson, Ph.D., (second from left) and conference organizers and attendees as he blew out the candles on his birthday cake. The conference ended with a Texas Instruments plant tour for those who attended. 



Dr. Jane Salk and Co-Author Cited for Most Influential Research Article of the Past Decade

JANE SALK, PH.D., SOM associate professor of organizations, strategy and international management, and a coauthor have been cited by the prestigious scholarly publication *Journal of International Business Studies* (*JIBS*) for having the most influential research article in the field of international business studies published during the last 10 years.

Dr. Salk and her co-author, Dr. Marjorie A. Lyles, a professor of international strategic management at Indiana University Kelley School of Business, received the *JIBS*/Palgrave Macmillan Decade Award for their paper titled "Knowledge Acquisition from Foreign Parents in International Joint Ventures: An Empirical Examination in the Hungarian Context." The article was originally published in 1996 (*JIBS* Vol. 27, No. 5, 877-903).

The award was presented in June in Beijing at the annual meeting of the Academy of International Business, which publishes *JIBS* six times per year. The award origi-



Jane Salk, Ph.D.



Marjorie Lyles, Ph.D.

nated 10 years ago and was re-named for Palgrave Macmillan, publisher of *JIBS*, three years ago. Recipients are chosen by a committee in recognition of scholarly research that has the most influence in advancing the field of international business studies.

JIBS will publish the study again, along with commentary from Drs. Salk and Lyles and two other scholars, early next year.

In congratulating the authors, UT Dallas School of Management Dean Hasan Pirkul Ph.D., noted that an award from a leading research journal is a high honor for both scholars.

"This award is an indicator of the strength of the faculties in our school and the Kelley School of Business at Indiana University, as well as the importance of the research both faculties are pursuing," Dean Pirkul said.

Dr. Salk earned her Ph.D. degree in management from the Massachusetts Institute of Technology and her master's degree in sociology from the University of North Carolina, Chapel Hill. She joined The UT Dallas School of Management faculty in 2002.

Professor Enthoven and Colleagues Update Russia Accounting Research

A School of Management (SOM) accounting professor and five Russian colleagues continue to chronicle change in Russia's economic landscape in a recently released joint-research publication. Their work, *Accounting, Auditing and Taxation in the Russian Federation*

[An Update] 2006 Study, builds on efforts initially undertaken in 1998 and comprehensively revised in 2001.

SOM Professor Adolf J.H. Enthoven, Ph.D., and his co-authors undertook the 2001 effort, and

they reflect anew on developments over the past five years in accounting, auditing, financial education and taxation.

Dr. Enthoven, director of SOM's Center for International Accounting Development, presided over the 2001 and 2006 studies. In the latest 80-page monograph, he and his fellow scholars commend the former Soviet republic for making great strides since the Soviet Union dissolved in late 1991 in modernizing accounting and auditing practices and gearing them toward a more open and market-oriented society.

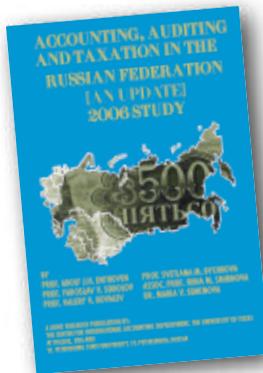
But because, the researchers note, "the whole notion of auditing is of recent origin in Russia," they comment extensively on auditing developments in the update.

They also argue that despite progress in other areas, development of management

accounting and cost management "tend to be somewhat neglected" in Russia.

"We believe that a more profound concentration should be given to the areas of planning, decision-making, and control for organizations, both private and public," they write.

Jointly published by SOM's Center for International Accounting Development and St. Petersburg State University in Russia, the study was produced by The University of Texas at Dallas Press. Dr. Enthoven co-authored the work with St. Petersburg State University Professors Yaroslav V. Sokolov, Valery V. Kovalev and Svetlana M. Bychkova and Associate Professor Irina M. Smirnova, and with Maria V. Semenova, Ph.D., a tax consultant and member of the St. Petersburg House of Scientists.



PROFESSOR MAJUMDAR HAS A BUSY YEAR AT THE PODIUM AND IN PUBLICATIONS

The varied research pursuits of Sumit K. Majumdar, Ph.D., professor of technology strategy in The School of Management (SOM), have led to several speaking engagements and publications for him this year.

His strong interest in foreign investment in emerging economies has led Dr. Majumdar to study the globalization patterns of software and information technology firms in India, and he recently gave a talk, "India's Information Technology and Software Industry," at Chatham House in London. Officially known as the Royal Institute of International Affairs, Chatham House is famous as an avenue for the free, frank exchange of critical ideas and discussion of contentious issues, and invoking the "Chatham House Rule" is understood worldwide to mean that discussion is to be conducted off the record. Dr. Majumdar's talk was organized by the Asia-Pacific Technology Forum, a London-based policy advocacy and investment group.

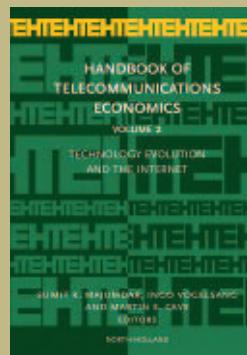
Dr. Majumdar also presented his work on India's software industry and led a panel on India's globalization at the annual meeting of the Academy of International Business in Beijing in June.

Engaged in several studies on India, Dr. Ma-

jumdar early in the year presented his findings on the contemporary Indian economy in a plenary lecture, "The Dynamics of Institutional Change in India," to the Indian Econometric Society annual conference in Amritsar. The Amsterdam-based publisher, Elsevier, recently published Volume 2 of the *Handbook of Telecommunications Economics* in its North-Holland imprint. Dr. Majumdar edited the work in collaboration with Ingo Vogelsang, Ph.D., of Boston University and Martin E. Cave, Ph.D., of the University of Warwick (England). With the publication of the first volume in 2002, the *Handbook of Telecommunications Economics* established telecommunications economics as a separate discipline. The first volume contains reviews and commentaries by leading academics in the field. Also written by leading scholars, Volume 2 contains chapters related to the broad theme of technology evolution and the Internet.

Dr. Majumdar's recent research on the telecommunications sector includes a comprehensive study of all mergers that have taken place in the U.S. telecommunications

industry in the last 15 years. The study was carried out with two former SOM students who earned their doctorates last year, Rabih Moussawi, now at Wharton Research Data Services in Philadelphia, and Ulku Yalcicegi, now a faculty member at the University of North Carolina at Wilmington.



A preliminary report from the study states that: "Our findings sharply contradict prevailing arguments that mergers in the telecommunications sector will improve financial, operational, and technological performances of the firms concerned."

Instead, the research trio found "significant evidence that mergers are followed by very substantial deteriorations in every measure of the various efficiency and operational performance parameters that we have calculated, as well as leading to significant decreases in investments in new technology." Given the very substantial mergers that have been consummated recently, as well as those awaiting approvals, the researchers say, "our results call into serious question the economic rationale that has allowed these mergers to take place."

(For more on Dr. Majumdar, see *Five Faculty Members Appointed to Editorial Posts* on page 32.)

PROFESSOR PENG HONORED

SOM faculty member Mike W. Peng, Ph.D., Provost's Distinguished Professor of Global Strategy, has been selected as the 2006 recipient of the Scholarly Contribution Award of the International Association for Chinese Management Research (IACMR). Professor Peng accepted the award in June at IACMR's biennial meeting in Nanjing. Founded in 2001 in Washington, D.C., IACMR is a profes-

al and academic organization that serves scholars, students, managers and consultants interested in advancing knowledge about the management of organizations operating in the Chinese context. More than 550 professionals and academicians representing some 200 universities or other affiliates from 20 countries attended the June session. Professor Peng was one of six award recipients announced at the meeting.

Dallas CPA Society Honors Art Agulnek

Art Agulnek, a senior lecturer with The School of Management since 2002, recently was honored for his work with students of all ages in the Dallas area. Mr. Agulnek, who this semester is teaching Individual Taxation on campus as well as online, was named Committee Chairperson of the Year by the Dallas



Art Agulnek

CPA Society for his work on the Partners in Education Committee.

In that position, Mr. Agulnek guided his committee as it helped the Dallas Independent and other school districts with their career awareness programs. In addition, the committee helped provide internship opportunities and scholarships for students. The committee also works with Beta Alpha Psi, an honors organization for financial information students and professionals, at local universities — including The University of Texas at Dallas — and through outreach work.

"I have been a member of the Dallas Society since 1989," Mr. Agulnek says, noting that his involvement reinforces for his UT Dallas students the importance of networking within the profession in order to meet people, gain new experiences and take on leadership roles. Mr. Agulnek earned his bachelor's degree in accounting from Brooklyn College and is a CPA in New York and Texas. He was with Ernst & Young for 32 years, 18 of those as a tax partner.

FIVE FACULTY MEMBERS APPOINTED TO EDITORIAL POSTS

Five School of Management (SOM) faculty members have recently accepted appointments to editorial positions with prominent journals in their fields.

Mike W. Peng, Ph.D., Provost's Distinguished Professor of Global Strategy, has been named editor-in-chief of the *Asia Pacific Journal of Management (APJM)*, effective in January 2007. The journal is the official publication of the Asia Academy of Management. It has been housed at the National University of Singapore since its founding in 1983. When Dr. Peng assumes his three-year term as editor-in-chief in January, SOM will become the journal's official home. Dr. Peng will lead a global team of eight senior editors in six countries and a 58-member editorial review board, assisted by APJM's new managing editor Yung Hua, who has been a staff member at SOM since 2004.

Sumit K. Majumdar, Ph.D., professor of technology strategy, has been appointed a departmental editor of the *Journal of International Business Studies*. He has started International Business Letters, a new department that will consist of timely, concise articles of contemporary relevance. Some will highlight new or surprising research findings while others may summarize extant knowledge and suggest next steps. Other articles will inform current debate, highlight a new model or suggest an alternative or contradictory approach. The *Journal of International Business Studies* is considered the principal journal for scholars in the field of international business. (For more on Dr. Majumdar, see *Professor Majumdar Has a Busy Year at the Podium and in Publications* on page 31.)

Constantine Konstans, Ph.D., director of SOM's Institute for Excellence in Corporate Governance and professor of accounting and information management, and Kam-Ming Wan, Ph.D., assistant professor of finance and managerial economics, have joined the editorial board of *Corporate Board: Roles, Duties & Composition*. The journal, founded in 2005, is published by the Ukrainian Academy of Banking, which is part of the National Bank of Ukraine in Sumy.

Jim Joiner, director of SOM's Project Management Program, has accepted an invitation to serve in the editorial advisory role of contributing editor for *PM World Today*. The monthly online newsletter is the official publication of PMFORUM, an Internet-based organization that promotes the exchange of information and knowledge on project management worldwide.



Mike W. Peng, Ph.D.



Sumit K. Majumdar, Ph.D.



Constantine Konstans, Ph.D.



Kam-Ming Wan, Ph.D.



Jim Joiner

INTERNATIONAL MANAGEMENT FACULTY MEMBERS TAKE LEADING ROLES AT BEIJING MEETING

Members of The UT Dallas School of Management's (SOM) international management faculty played prominent roles at the annual meeting of the Academy of International Business (AIB) in Beijing in June, with one receiving a prestigious award for her research and seven others chairing sessions, presenting papers or serving on panels.

SOM's **Jane Salk, Ph.D.**, and co-author Marjorie A. Lyles, Ph.D., of Indiana University, were awarded the *Journal of International Business Studies* (JIBS) Palgrave Macmillan Decade Award for having the most influential research findings in the field of international business studies published during the last 10 years (see *Dr. Jane Salk and Co-Author Cited for Most Influential Research Article of the Past Decade* on page 30). Dr. Salk chaired a session on "Learning in Alliances" at the meeting.

Also serving as a session chair was **Sumit K. Majumdar, Ph.D.** At the session, "Watching Out for India's Globalization," Dr. Majumdar served as a panel member, as well. (For more on Dr. Majumdar, see *Professor Majumdar Has a Busy Year at the Podium and in Publications* on page 31.)

Mike W. Peng, Ph.D., UT Dallas

Provost's Distinguished Professor of Global Strategy, presented three papers, including "Modes and Survival of Privatization Projects" with co-author Yi Jiang, Ph.D., of Ohio State University; "From Relational Transactions to Arm's-Length Transactions During Institutional Transitions" with co-authors Qi Zhou, Ph.D., of Ohio State University (OSU), and Jiewei Yu, Ph.D., an OSU doctoral student; and "Interlocking Directorates and Firm Performance in an Emerging Economy" with co-authors Bing Ren,

Ph.D., of Nankai University, and Kevin Au, Ph.D., of Chinese University of Hong Kong. In addition, Dr. Peng participated as a faculty facilitator at the AIB Doctoral Student Consortium at Beijing University, held as part of the meeting.

Also presenting three papers at the meeting was **David L. Ford Jr., Ph.D.** Dr. Ford presented "Exogenous Determinants of International Corporate Tax Rates: Extensions of Geographic Distance Theory," co-authored with SOM alum **Kwadwo Ofori-Brobby, Ph.D.**, now of Texas Southern University; "Organizational Responses to Institutional Upheaval Along the Modern-Day Silk Road: Impact of Organizational Context and Firm Characteristics" co-authored with UT Dallas doctoral candidate **Kiran M. Ismail** and Manuel Ferreira, Ph.D., Instituto Politecnico de Leira; and "Work Stress, Coping, and Work Outcomes in Six National Contexts: Implications for International Management" co-authored with 20 other scholars from around the world.

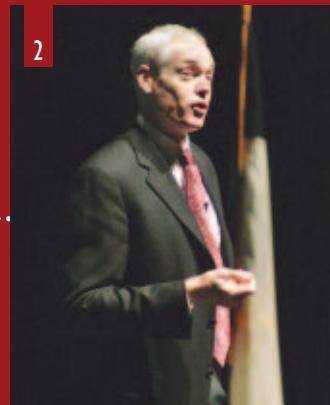
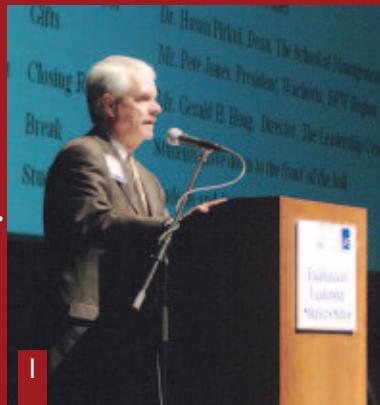
Assistant Professor **Davina Vora, Ph.D.**, presented "An Empirical Test of the Antecedents of Dual Organizational Identification in the Context of Subsidiary Managers in MNCs" with co-authors Tatiana Kostova, Ph.D., and Kendall Roth, Ph.D., both of the University of South Carolina.

SOM doctoral student **Kenny Oh** presented two papers, "Does Corruption Make Firms Bribe?: An Empirical Investigation" and "MNE Subsidiaries' Seeking for Internal or External Legitimacy Under Dual Institutional Pressures: In the Case of Corruption," that he co-authored with **Seung-Hyun Lee, Ph.D.**, an SOM assistant professor who was not able to attend the meeting. ■



SOM Professor David L. Ford Jr., Ph.D., (left) visited with former SOM faculty member Seung Ho "Sam" Park while attending the annual meeting of the Academy of International Business. Dr. Park, now president of Samsung Economic Research Institute China Center in Beijing, was one of the meeting's keynote speakers.

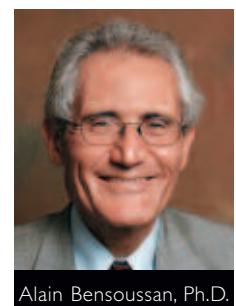
BUSINESS LEADER JIM COLLINS DRAWS CAPACITY CROWD TO WACHOVIA

**INSTITUTE FOR INNOVATION AND ENTREPRENEURSHIP LAUNCHES WITH SOM PROFESSOR AT ITS HELM**

Joseph C. Picken, Ph.D., a member of SOM's organizations, strategy and international management (OSIM) faculty, welcomed guests to the McDermott Suite in the McDermott Library in April for a reception that launched the Institute for Innovation and Entrepreneurship at The University of Texas at Dallas (UT Dallas). The institute is a cooperative initiative of all seven UT Dallas schools, and its programs are designed to foster cross-disciplinary collaboration. The institute will focus on educating faculty, students and the community about innovation and entrepreneurship and supporting academic and research initiatives. Organizers plan internal and community forums, business-idea competitions, and educational outreach programs, including two entrepreneurship and commercialization "boot camps" each academic year. Dr. Picken serves as the institute's executive director while OSIM faculty member David L. Deeds, Ph.D., serves as academic director. Andrew J. Blanchard, Ph.D., senior associate dean of UT Dallas' Erik Jonsson School of Engineering and Computer Sciences, serves as the institute's associate director.

**Dr. Bensoussan Awarded \$79,000 Grant**

Alain Bensoussan, Ph.D., Distinguished Research Professor in Operations Management and director of SOM's International Center for Decision and Risk Analysis, has been awarded a \$79,000 grant from the Advanced Research Program, an annual competition that funds scientific and engineering research projects for faculty at Texas public colleges and universities. The competitive, peer-reviewed grants program was created by the Texas Legislature in 1987. Dr. Bensoussan's grant is funding a study that focuses on statistical updating methods in risk and decision analysis and the application of those methods to supply chains. The program is administered by the Texas Higher Education Coordinating Board.



Alain Bensoussan, Ph.D.

SPEAKERS SERIES EVENT



(1) In April, Gerald H. Hoag, director of The Leadership Center at UT Dallas — part of The School of Management (SOM) — welcomed guests who attended an address and CEO discussion with best-selling author and lecturer Jim Collins. Mr. Collins' appearance was part of the center's 2005-2006 Wachovia Excellence in Leadership Speakers Series. (2) A student of how good companies can become great companies, Mr. Collins discussed his current research, which looks at whether the principles that apply to creating a great company will also work in the social services sector. (3) Along with his address, Mr. Collins participated in a discussion with a panel of prominent local nonprofit and business leaders. (4) School of Management Advisory Council member James F. Young (foreground), chairman of Teleportec, was among the event's sold-out audience of more than 1,200 at the Eisemann Center in Richardson, Texas. (5) In thanking Mr. Collins for participating in the lecture series, SOM Dean Hasan Pirkul, Ph.D., presented him with an official UT Dallas cap and sweatshirt.

C4iSN Adds Associate Director

As the new associate director of the Center for Intelligent Supply Networks (C4iSN), Gene Deluke works with industry leaders to understand the staffing and educational needs of their supply chain management teams. (See *Taking Inventory of Accomplishments* on page 14.) But, as he says, he really wears three hats, for he also teaches in the C4iSN certificate program as well as undergraduate and graduate courses in degree programs.

"My position is unique in that I am constantly engaged with senior supply chain executives to discuss their current issues in supply chain management," says Mr. Deluke, who joined The School of Management in September 2005.

In the short term, Mr. Deluke says,

his goal is to "grow the business," which includes recruiting students and letting private industry know about the C4iSN certificate programs. Over the next five years, he says, he and C4iSN Managing Director Divakar Rajaman, Ph.D., "share the goal that we want our center to be a premier educational provider for supply networks in the Southwest."

Mr. Deluke brings 35 years of experience to his position at C4iSN. Most recently he worked at SAP America and i2 Technologies. Both companies are leading providers of supply chain management software.



Gene Deluke

IECG Workshop Delves into Financial Reporting Process

Constantine Konstans, Ph.D., executive director of SOM's Institute for Excellence in Corporate Governance (IECG), welcomed more than 50 attendees of the center's workshop on financial reporting last May. "The Financial Reporting Process: Critical Issues for Directors and Senior Management" focused on relating financial reporting to current issues that arise from legislation, SEC investigations and registrant filing reviews. Mary Simmons Mendoza, Austin, Texas-based partner with Haynes and Boone, LLP, law firm, delivered the daylong workshop's luncheon address, which examined reporting of environmental liabilities and risks in light of the Sarbanes-Oxley Act.



FOREIGN STUDY TRIP DESTINATION: TURKEY

BY PAULA FELPS

Ankara, Izmir and Istanbul, Turkey drew School of Management (SOM) students who went on a 13-day study excursion there in May. Led by foreign study tour coordinator Habte G. Woldu, Ph.D., a senior lecturer in SOM's Organizations, Strategy and International Management area, the travelers toured universities and took in the stock market in Istanbul, a Turkish Ford manufacturing facility, the country's largest brewery and one of its largest textile facilities.

This was the eighth trip that Dr. Woldu has coordinated to provide students with a firsthand look at the business environments of other countries.

Twenty SOM students and two other professors participated. The trip was part of a course for students in the International Management Studies Program.

"We choose five or six corporations to visit, and [students could] see for themselves how business is done in other places," Dr. Woldu says. "It's very important today for students to have gone abroad and seen how other countries operate before they go out into the world."

He says the cultural interaction is another important perspective gained from visiting another country. "They get to see the ins and outs of each place, and see how it differs from American culture....It's an amazing experience. It's good for them to see how westernized the world is becoming."

"I would absolutely recommend [the foreign study trip] to someone else, because it was such a valuable experience," Matt Koch, an SOM graduate student focusing on entrepreneurship and innovation, says. "It was an opportunity that you just don't get very often. It was pretty amazing to be able to get a full view of a country and its culture in just two weeks. It was an incredible learning experience."

Another student traveler, Micah Evans, says the education gained abroad reinforced the classroom experience. "We met with some top-notch Turkish companies and universities, and were able to see similarities and differences between the way business is conducted there versus our familiarity with operations in America," Mr. Evans says. "This part of the trip provided invaluable experience and really helped define and support the knowledge gained through the international-themed classes in the UT Dallas MBA Program."

For Carmen McGee, who is in the Cohort MBA Program, the opportunity to interact with business leaders from another country was a once-in-a-lifetime experience. "We had access to people and places

that we would never have as tourists," she says. "It was such a great opportunity to listen to them talk about the issues they face...and how they overcome those issues. To learn how to deal in a multicultural business environment is so important today. If you're not thinking of global solutions, you're out of business." 



Minarets of Suleiman Mosque punctuate the Istanbul skyline while the Turkish flag flutters from the stern of a tour boat on the Bosphorus Strait, which divides the European side of Istanbul from the Asian.



Participants in the UT Dallas International Management Study tour to Turkey at a Ford manufacturing plant in Kocaeli, near Istanbul.

Financial Executives Forum Considers the Challenge of Enterprise Transformation

Faculty member Michael D. Oliff, Ph.D., presented his theories of enterprise transformation to a Financial Executives Forum held at The School of Management in May. Dr. Oliff founded SOM's 20/20 Enterprise Transformation Program. He has developed and teaches courses on the subject and helps other executive programs at the school incorporate his tenets within their curricula. Recognized as a leading authority on enterprise transformation, Dr.

Oliff's current research concentrates on corporate dominance and how enterprises create value with customers, build distinctive competencies and develop "stretch" cultures that accommodate rapid change and high-performance teams. He is the author of more than 100 business cases, articles and books on enterprise transformation and other subjects. Event sponsors were the Dallas Chapter of Financial Executives International; the Metroplex Technology Business



Council; UT Dallas' Executive Education Center; Avnet, Inc.; Biznet Software; Senable Technologies, Inc. and FirstKernel Consulting, Inc.

Hunton & Williams Hosts Executive Briefing at SOM

W. Stephen Cockerham (left) and Anchi Ku, both with the international corporate law firm Hunton & Williams, were organizers of an executive briefing, "When the Whistle Blows: How to Effectively Manage Retaliation Risks in the Sarbanes-Oxley World," held at The School of Management (SOM) in April. The school was a co-sponsor of the event. Mr. Cockerham, a partner with Hunton & Williams, was one of the event's main organizers. Ms. Ku, BS 1981, is a senior paralegal with the firm and a UT Dallas Alumni Service Award winner.



RECEPTION FÊTES COMERICA COLLIN 60 PARTICIPANTS

(1) More than 100 representatives of the 60 fastest-growing companies in Collin County, Texas, attended a reception in April at The School of Management (SOM) for sponsors and finalists in the 2006 Comerica Collin 60 business showcase. (2) At the reception (left to right) SOM Dean Hasan Pirkul, Ph.D., joined *Inside Collin County Business* President Jack Bick, Comerica Bank-Texas Market President and CEO Charles L. (Chuck) Gummer and Comerica Bank-Texas Market Senior Vice President, Marketing, Spencer Dworkis in congratulating the business showcase finalists. The competition was capped with the announcement of winners at a luncheon May 15 at the Marriott Legacy Town Center in Plano. More information on the annual showcase is available at www.comericacollin60.com.



SOM's New Development Specialist Works on Widening Funding Pool

Ralph Cousins, who earlier this year was named director of major gifts for The School of Management (SOM), sees his job as important to ensuring excellence in SOM programs and as essential to helping University of Texas at Dallas students achieve success.

"Our ability to raise money makes a UT Dallas education possible or better for many students," says Mr. Cousins, who earned his undergraduate degree from Vanderbilt University and two master's degrees, one in international administration and one in political philosophy, from the University of Dallas. Gifts also fund quality extras and innovations, he adds. "In either case, if donors did not entrust the fruits of their life's work with us, UT Dallas would find achieving our goal of excellence much more difficult."

With the university and the school putting more emphasis on donor programs, SOM and the UT Dallas Office of Development jointly appointed Mr. Cousins to this newly created position in April.



Ralph Cousins

He says universities across the state find themselves in the same situation as UT Dallas. Historically, the state provided the majority of funding at public universities; now donors provide an increasingly larger percentage of the total each year.

"What's exciting about this position," Mr. Cousins says, is that UT Dallas President David E. Daniel and SOM Dean Hasan Pirkul "have set very high goals and very high standards." During this first year, Mr. Cousins will focus on meeting with and increasing the pool of potential donors, talking to them about School of Management programs and creating relationships.

Prior to his work at UT Dallas, Mr. Cousins was president of the United Way Foundation of Metropolitan Dallas. For 12 years before that, he was a consultant helping not-for-profits with fund development, marketing and strategic planning. He also served for a decade as an adjunct professor and program director at the University of Dallas.

For more information on how you or your company can help SOM, call Mr. Cousins at 972-883-5936 or e-mail him at ralph.cousins@utdallas.edu.

Ericsson Taps Two SOM Students For New Scholarship and Internship Program

Two School of Management students are among the first five participants in a scholarship and internship program for University of Texas at Dallas students that the telecommunications company Ericsson, Inc. recently established.

Hsiang (Monica) Yu-Nung and Thevi (Abi) Mylvaganam both served as finance interns in the Plano, Texas, headquarters offices of Ericsson's North American operations last summer. Both received a \$2,500 scholarship. Ms. Yu-Nung is a junior majoring in accounting and finance, and Ms. Mylvaganam is a senior business administration major who

is concentrating in finance.

The other three students chosen to participate in the program last summer are Michael Patrick, Paul Johnson and Scott Moore. All three are juniors, and each received a \$2,500 scholarship. Mr. Patrick and Mr. Johnson, who are both computer science majors, served engineering internships. Mr. Moore, a computer science and software engineering major, opted out of the internship phase of the program.

The program is designed primarily for junior and senior students, plus those in the first-year of graduate study. Each scholarship is renewable, if a qualifying grade point average of greater than a 3.0 and other criteria are maintained. In addition to offering the five scholarships,

Ericsson accepts up to 20 summer interns for positions in engineering, contract management and finance.

Angel Ruiz, president of Ericsson's North American operations, notes that the program is as beneficial to the company as it is to the students. "Internships are the best pipeline we have to identify talent. It really helps us determine a person's potential and, at the same time, gives the intern a real sense of what working at Ericsson is all about," Mr. Ruiz says.

Graduate Advisor Receives Campus Award

Nicona Gamm, graduate academic advisor in The School of Management's Advising area, has received a Celebrate



Nicona Gamm

Achievement: Reward Excellence (CARE) Award from the UT Dallas Staff Council. Award recipients were honored in ceremonies in May. Each received a certificate and an engraved clock to commemorate their contributions to the university. The awards are approved by UT Dallas President David E. Daniel to honor outstanding staff members and are given to a maximum of six employees twice each year. Award recipients are recognized for demonstrating superior performance, offering outstanding customer service or performing acts that have enhanced the image of the university. Fellow staff, faculty, visitors or customers of the university may make nominations.

Student Nominates Jim Joiner for Who's Who

One of Jim Joiner's students, Jamie Burke, was so impressed with the educator that he wanted the entire world to know about it.

"Jim inspired a new thirst for continued higher education and application of that education to the working world," Mr. Burke says.

Mr. Burke graduated at the top of his SOM Project Management class in December 2005 and was included in the 2006 edition of *The Chancellor's List*. As a nominee, he was asked for recommendations of outstanding teachers and says he knew immediately that Mr. Joiner was "a natural fit."

"He runs an excellent program," Mr. Burke says, noting in particular that Mr. Joiner successfully led efforts for SOM's Project Management Program to gain

accreditation last year from the prestigious Project Management Institute. "He is an outstanding program director of the Project Management MBA," Mr. Burke says. "He has the experience and is making a difference in the educational field."

This is the first time that Mr. Joiner, who has been program director since the inception of the Project Management Program nine years ago, has been nominated for inclusion in a *Who's Who* compendium.

"I have been a teacher in some form or another for the past 25 years," he says. "Being recognized by a student is probably the highest form of praise that a teacher can receive."

Mr. Joiner's biography appears in the 10th edition of the *Who's Who Among America's Teachers*, published in September of this year.



of excellence from District IV of the Council for Advancement and Support of Education (CASE).

The winning cover of Volume 9, No. 1, of the magazine, titled "Leadership At All Levels," won in the Digital or Computer Enhanced Image category of CASE's annual competition. MANAGEMENT's Executive Editor Diane Seay McNulty, Ph.D., and SOM's graphic designer Julie Spanos conceived and developed the cover. The award was given at a ceremony in April during the CASE IV District Conference in Oklahoma City. Dr. McNulty is also SOM's associate dean for external affairs and corporate development.

MANAGEMENT Cover Wins CASE Award

The cover of the Autumn 2005 issue of *MANAGEMENT*, The School of Management's (SOM) semiannual magazine, has received an award



Honor Society Chapter Inducts 83 SOM Achievers

In April, School of Management Dean Hasan Pirkul, Ph.D., congratulated Jaclyn M'liss Vestal, MBA 2006, along with 76 fellow students and six faculty members inducted into the UT Dallas chapter of Beta Gamma Sigma. Beta Gamma Sigma is an international business honorary society that recognizes outstanding academic achievement at those collegiate business programs accredited by AACSB International – The Association to Advance Collegiate Schools of Business. Guest speaker at the event was Patrick M. Murray, chairman and CEO of Dresser, Inc. Beta Gamma Sigma, which emphasizes honor, integrity, the pursuit of wisdom, and earnestness, has a membership of more than 540,000 worldwide.

ALUMNI NOTES

1970s

Linda DeWeese Dunkel, MA 1976, president and CEO of Interaction Associates, has been named a winner of the 2006 Best Bosses Award. The award is a national honor bestowed by Winning Workplaces, a nonprofit organization that is



a clearinghouse for best practices in workplace excellence and innovative people practices. The winners were announced in September.

Linda is among 18 award winners chosen from more than a hundred nominees reviewed in a process that considered leadership style, management effectiveness, employee satisfaction, company benefits and other measures. Best Bosses winners are recognized for their simultaneous commitment to business growth and to fostering enlightened and committed employees empowered for success.

Nearly all winners this year — including Linda, “run companies with some sort of employee ownership and practice open-book management,” said Mary Clark, executive director of Winning Workplaces.

Linda has been president and CEO at Interaction Associates since 2002. The 37-year-old consulting group, which has offices in Cambridge, Massachusetts, and San Francisco, provides leadership development and learning and performance-improvement solutions to corporate and private clients.

Linda also serves as a senior consultant for the firm. “Linda’s keen and consistent leadership has been a key asset in our company’s growth after the economic downturn following 9/11,” said MaryBeth Tahar, chairman of Interaction Associates’ board of directors. “She personifies the qualities that the Best Bosses Award honors, especially the award’s emphasis on leaders who achieve impressive busi-

ness results through enlightened people practices. Linda motivates and inspires everyone in our company to live our values daily, especially in her commitment to open and transparent leadership and decision making.” Linda previously was vice president of the AMR Training and Consulting Group. She has served as a board member of the Information and Referral Center of Collin County, a United Way agency, and The University of Texas at Dallas’ Alumni Association Executive Committee. She recently was invited to sit on the advisory board of the World Center of Compassion for Children International with such leaders as the Dalai Lama and Archbishop Desmond Tutu.

A native Texan, Linda commutes between Dallas and Cambridge. She holds a Bachelor of Science in Education from The University of Texas at Austin and is married to SOM alum **Tony Dunkel**, BS 1992, EMBA 1994.

1980s

Edward DesPlas, BS 1986, was appointed vice chancellor of business affairs for the Dallas County Community College District (DCCCD) on October 1. He succeeds Robert Brown, who resigned to become vice president for business and administration at Texas A&M University – Commerce.

From June until his new appointment, Edward had been serving as interim president of El Centro College (ECC) in Dallas. He succeeded Dr. Wright L. Lassiter, who was promoted to chancellor of the DCCCD. El Centro is the flagship college of the district, and Dr. Micheal Jackson will replace Edward as interim president.



Edward has worked at El Centro since 1998, most recently serving as executive vice president. He first joined the district in 1977 at the LeCroy Center for Educational Telecommunications and has served as the DCCCD budget officer and an administrator at Eastfield College. He also has taught as an adjunct faculty member in accounting.

From 1995 to 1998, he was a vice president at Western Nebraska Community College in Scottsbluff. He has numerous professional affiliations and has won several awards, including the 2003 Excellence in Education Award from the National Institute for Staff and Organizational Development.

He earned a master’s degree in human resources and training from Amberton University, has participated in executive training at Harvard University and advanced training at the American Association of Community Colleges’ Future Leaders Institute.

Gary Gallup, BA 1986, joined Kentucky Wesleyan College (KWC) in Owensboro August 1 as

director of athletics. The college is a National Collegiate Athletic Association (NCAA) Division II school in the Great Lakes Football Conference and the Great Lakes Valley Conference. KWC competes in 13 sports, including baseball, men’s and women’s basketball, and football. In July, the NCAA placed KWC athletics on three years’ probation for violations in the program. “I look forward [to] helping restore credibility to a great athletic program that will demand the highest academic, athletic, and financial integrity,” Gary said in taking his new job.

He has had a long career as a college athletic administrator. Immediately prior to joining KWC, he served for five years as associate athletics director



Caricature Counts with Project Management Advisory Council

BY PAULA FELPS

for external relations at Nicholls State University in Thibodaux, Louisiana. In addition to fund raising, promotional and athletics merchandising duties, he was the radio "Voice of the (Nicholls) Colonels" for baseball, men's and women's basketball, football and softball.

Earlier stints included service at Southern Methodist University in Dallas, where he was assistant athletics director from 1983 to 1987. Elsewhere in Texas, he was director of athletics at The University of Texas-Pan American from 1992 to 1998 and at Lamar University from 1989 to 1992. He was director of athletic promotions at The University of Texas at El Paso from 1977 to 1981.

He is a native of Roswell, New Mexico. He and his wife, Sharon, have four grown children.

1990s

Gregory D. Berman, MS 1991, in July was named chief operating officer for Hotel Booking Solutions Incorporated (HBSI), an online hotel management company based in Atlanta, Georgia. Formerly HBSI's vice president of engineering, Greg has nearly 20 years of experience in developing, managing, marketing and delivering business solutions based on information technology. He previously worked at PEAK Technologies, Fujitsu, Texas Instruments Incorporated and the Coca-Cola Company.



In the 14 months since Greg joined HBSI, "he has proven an integral part of our efforts to re-position the company as a high-performance transac-

tion engine for the global travel industry," Larry Hall, HBSI's president and CEO, said of his promotion.

Greg earned his Bachelor of Science in Operations Management degree from Auburn University.

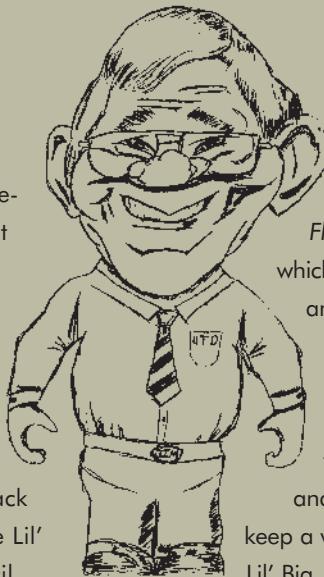
A little Jim goes a long way. At least that's what The School of Management's Project Management Advisory Council is hoping.

To generate continuous interest in the Project Management Program Web site, the council developed a clever way to remind alumni to check back frequently. Dubbing it "The Lil' Big Jim Project," the council created a downloadable caricature of Jim Joiner, director of the Project Management Program, and then sent it out to alumni. They're asking the alumni to print out the download and take the caricature to the most unusual places they can think of.

"The idea is that people will take it with them and take a picture of where they go, then send it to us to post on the Web site with a story," explains Stephanie Mullane, who devised the plan along with fellow council members Clint Hennan and David Prior, and Vinodh Sankaranarayanan of the Project Management Executive MBA Program.

"So far, he's been at the World Cup, in Scotland and to Atlanta."

The Project Management Advisory Council mascot, Lil' Big Jim, showed up in July at "Jazz at the DMA," the UT Dallas Alumni Association's networking event at the Dallas Museum of Art. Pictured with the caricature of Project Management Program Director Jim Joiner are (left to right) SOM alums Stephanie Mullane, MBA 2002, and Ian Lim, Cohort MBA 2002; and Diane S. McNulty, Ph.D., associate dean for external affairs and corporate relations. Ms. Mullane is a member of the school's Project Management Advisory Council.



Ms. Mullane says the council got the idea from the classic children's book, *Flat Stanley*, by Jeff Brown, which was first published in 1964 and has inspired many generations of students to send their own Flat Stanleys on worldwide travels. In addition to posting the pictures and stories, the council will keep a world map showing where Lil' Big Jim has visited.

"It's a lot of fun, and we're excited to see what people do with it," Ms. Mullane says. And, while visitors are on the site, she says, the council hopes they will check out articles on alumni and stories about UT Dallas and the Project Management Program.

The council will continue mailing the pictures to alumni and encourage visits to the Web site, <http://project.utdallas.edu/alumni/index.htm>, for updates. The site will be updated the last Monday of every month.



Stephen P. Konstans, 1992-1993, was promoted in May to vice president of Pearson Partners International, a worldwide executive search firm based in Dallas, Texas. Stephen joined the firm as a principal in April 2005. Prior to that he founded and operated his own executive search practice, Konstans Executive Resources, from 2001 to 2005. Stephen earned a Bachelor of Business Administration degree from Southern Methodist University and did postgraduate work at The University of Texas at Dallas. He is the son of School of Management Professor Constantine Konstans.

Jonathan Alderink, MBA 1994, was appointed director of sales in June at Precept Financial Solutions, a Dallas-based debt resolution company. New to the company, which helps consumers and businesses with financial difficulties resolve unsecured debt, Jonathan joined it with more than 13 years of sales and management experience. He performed most of his undergraduate work in natural sciences at The University of Texas at Austin.

Randall Mills, MBA 1995, was presented with the Alumni Leadership Award when the UT Dallas MBA Society held its inaugural student gala in April. An active alum, Randall is past president of The University of Texas at Dallas Alumni Association (2001-2002) and has co-chaired The School of Management's Cohort MBA Mentor Program. He is president of L&M Financial Corporation, a



capital management company that assists start-up companies in an incubator stage. He is formerly the director of management information systems for CitiCapital, a division of Citigroup, with responsibility for data warehousing and business information analytics. Randall received a Bachelor of Science degree in information sys-

tems management from Southwest Missouri State University. He lives in Plano with his wife, Susie, and their daughters, Amanda and Stephanie.

Michael Hasco, EMBA 1998, voted by his School of Management classmates "the most likely student to be the first quoted in the *Wall Street Journal*," was both quoted and featured in a page-one June *WSJ* story on June 28th that focused on



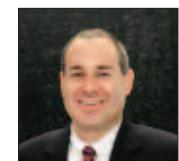
the efforts of food processing giant H.J. Heinz Company to win the ketchup concession at McDonald's restaurants in the United States. Michael is vice president of global accounts for Pittsburgh-based Heinz. "Mr. Hasco had worked in a Pittsburgh McDonald as a teenager," *WSJ* reported. Michael is back in the United States after a four-year assignment in Europe. He has been with Heinz since 2000 and is responsible for global accounts strategy in the nearly 200 countries where Heinz operates. At a European food-service event last year, he reported that 54 percent of Heinz's \$8.5 billion in sales were earned outside the United States. The *WSJ* story closed by noting that McDonald's Restaurants was to start serving Heinz Ketchup in its restaurants in Belarus, Russia and Ukraine in July. Michael says he had forgotten about the class prediction until reminded by his wife recently. "I guess it took nearly eight years," he says, "so the prophecy may or may not have been accurate!"

Ellen Magnis, MBA 1998, has been promoted to vice president of strategic alliances and health information technology of the American Stroke Association, a division of the American Heart Association (AHA). AHA and Ellen are based in Dallas, Texas. In October 2005, Ellen celebrated her fifth anniversary with AHA. She

reports her work is "still fun — complex, challenging and creative." Comments from Ellen about her SOM experiences are included in *Alums State the Case for Cohort*, one of the stories about the Cohort MBA Program's 10th anniversary that begin on page 2.

2000s

Louis Zweig, MS 2006, recently became marketing and visibility director for the newly organized Dallas area chapter of the Association of Strategy Professionals (ASP). His membership in the association is a natural fit, given that he has been vice president of corporate strategy for Glazer's Families of Companies, an Addison, Texas-based beverage alcohol distributor, for seven years. He joined the company in 1999, after 13 years as a sales and marketing executive



for several beverage and alcohol manufacturers. ASP is a nonprofit professional society whose mission is to enable people and organizations to succeed through improved strategic thinking, planning and action. In its first year, Louis says, the Dallas chapter has enrolled 50 active members. "Our membership is a blend of industry and service, and includes CEOs, VPs of marketing, HR, finance, accounting and other executives," he says.

The chapter puts on monthly events combining a speaker's presentation and group discussion on diverse topics ranging from "driving shareholder wealth," to "the China opportunity" and succession planning.

For more information on the chapter, see www.strategyplus.org/chapters/Dallas.php.



2006 CONTRIBUTOR REPORT

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