



THE NAVEEN JINDAL SCHOOL OF
MANAGEMENT
THE UNIVERSITY OF TEXAS AT DALLAS

VOLUME 15 No. 2 SPRING 2012



Reaching Out to the World



Hasan Pirkul
Dean and Caruth Chair
of Management

MESSAGE FROM THE DEAN

I am happy to report that recent *U.S. News & World Report's* "2013 Best Grad Schools" rankings show two important Naveen Jindal School of Management programs have climbed in the standings. Thanks to faculty and staff hard work— and to student successes — the Full-Time and Professional (Part-Time) MBA programs continue to move up. The Full-Time MBA program moved to No. 37 overall — up three spots from last year — and to No. 12 among public universities — up five places from a year ago. The Professional (Part-Time) MBA program climbed to No. 13 among public universities — up seven places. It rose to No. 34 overall, up from No. 36.

Late last year, the Professional MBA program again placed No. 10 among public universities and No. 24 overall in new *Bloomberg Businessweek* rankings of part-time MBA programs. Recently released, The UTD Top 100 Business School Research Rankings™ for this year show the Jindal School retained its hold on the No. 15 spot in North America for faculty research productivity and the No. 16 spot worldwide.

We regularly look at student accomplishments to gauge how we are doing. Lately, accolades have been numerous. In an inaugural national healthcare case competition in Louisville, Kentucky, a JSOM team of MBA students emerged victorious from a finalist field that included Emory University, George Washington University, the Georgia Institute of Technology, the University of Notre Dame, the University of North Carolina and Washington University in St. Louis. Our team won \$10,000 and interviews from sponsor Humana Inc., which hired one student into its leadership development program. A student team from our Healthcare Management Club tied for first place in another case competition put on by the North Texas chapter of the American College of Healthcare Executives. An undergraduate team placed third in the American Institute of Certified Public Accountants' prestigious national accounting contest. PhD student César Zamudio won a \$10,000 grant in the Marketing Science Institute's "Idea Challenge," and he earned another \$3,000 in the institute's dissertation contest.

Faculty successes are also a source of pride, and I was pleased recently to participate in ceremonies where the annual UT Dallas Faculty Diversity Award was given to Orlando Richard, an associate professor of organizations, strategy and international management, who is JSOM's diversity coordinator and recruiter.

Other faculty successes include the ascendancy of Suresh Sethi, Eugene McDermott Chair of Operations Management, to the presidency of the Production and Operations Management Society, an international professional group with more than 1,000 members. POMS recently inducted Ashbel Smith Professor Chelliah Sriskandarajah into its Class of 2012 Fellows, an honor reserved for members who have made exceptional intellectual contributions to the productions and operations management profession and to the society.

Congratulations are due, too, to Vijay Mookerjee, Charles and Nancy Davidson Chair of Information Systems and Operations Management, for his election as an Information Systems Society Distinguished Fellow.

Richard Bowen, an accounting and finance senior lecturer, has received several honors — including being named Dallas CPA of the Year — for efforts he made as a vice president at Citigroup to warn senior management about defective mortgages that helped spawn the 2008 credit crisis.

I encourage you to read the story in this issue about important improvements in our communications courses. Besides a writing-oriented course, undergraduates will take a course to improve their oral skills. They will also create an online portfolio that will demonstrate their communication abilities to prospective employers.

Since last fall, the school has held numerous conferences. The Management Information Systems program — ranked No. 19 overall in the *U.S. News & World Report* standings — hosted a conference to examine how industry and university leaders can better prepare students in an ever-evolving technology landscape.

In February, the Marketing area welcomed top national and international researchers to the annual Frank M. Bass UT Dallas Frontiers of Research in Marketing Science (FORMS) Conference, where topics included the Internet's role as a major marketing force.

Again this year, the annual Fraud Summit put together by our internal auditing program sold out months in advance. More than 660 people attended, attracted by prominent speakers, as well as by the day of workshops that preceded the big event.

The Institute for Excellence in Corporate Governance successfully reached out to a new audience, nonprofits, early this year and gained positive reviews for its "How to Create Effective Nonprofit Boards" seminar.

As I write, I am looking forward to the IEEE International Technology Management Conference coming to Dallas in June, because it will feature sessions on university programs in systems engineering and management (SEM). At UT Dallas, the Jindal School and the Erik Jonsson School of Engineering and Computer Science jointly offer an SEM program, and both schools are involved in the conference.

These conferences, programs, faculty achievements and student successes reflect favorably, not only on the school but on you as well. Without the support of alumni and friends, we would not be moving ever closer to our goal of being recognized as one of the best public business school in the nation. So we thank you and appreciate your continued assistance.

Best wishes,

Visit our site on the worldwide Web

<http://jindal.utdallas.edu>

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On the cover: A model of Earth suspended above the lobby of the Vancouver Convention Centre. Photo courtesy of the Vancouver Convention Centre. EMBA students visited Vancouver on a fall 2011 study tour.

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REACHING OUT TO THE WORLD

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Jimmie R. Markham

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the Business of Globalization

JSOM's Sphere of Influences Extends to All Seven Continents

By Jimmie R. Markham



North America

In Canada, where Ben Einer, EMBA 1999, has resided since 2003, he drives global growth as president of the International Division at EWI Worldwide, a company that designs, manufactures, ships and installs trade show exhibits. His JSOM education broadened his horizons, both literally and figuratively.

"The EMBA program was the best learning experience in my entire career," Mr. Einer says. "The completion of the program gave me the opportunity to move from operations to executive positions. Our EMBA class trip to Germany reinforced in me that the world can be our sandbox."

Mr. Einer's areas of focus while at JSOM were international finance and change management. He says international finance education was



The Naveen Jindal School of Management

UT DALLAS has always acted as a hub of interconnectivity and influence. During the 1960s and 1970s, the TAGER-TV broadcast system, using the latest technology of the era, provided graduate students with a pioneering version of virtual education. Because of its centralized location on the campus of the Southwest Center for Advanced Studies (renamed UT Dallas in 1969), the TAGER tower was the hub for a microwave transmission network that beamed live video and audio feeds of business and other courses across a regional network of university campuses.

Fast forward to the 21st century. Even though the technology used for TAGER-TV has long been obsolete, UT Dallas remains a nexus for interconnections in research, education, technology and business. Only now, thanks in no small part to the efforts of the faculty, staff, students and alumni of the Naveen Jindal School of Management, that sphere of influence can be measured not just in counties but in oceans and hemispheres. A tour of the seven continents illustrates just how far and wide that reach now extends.

critical for the initial growth of his career, which involved four years in Dusseldorf, Germany; but he credits change management as the key to understanding cultural differences in the world.

His responsibilities have included bringing German and Chinese clients to the U.S., taking the Canadian government to Beijing for the Olympics and leading projects at Shanghai's 2010 world expo.

"The background understanding delivered by the UT Dallas EMBA program allowed me to work with German, Belarus and Colombian government representatives, as well as with the global

If Mukul Kanabar, MBA 2008, and his wife, Kelly McDermott Kanabar, MBA 2008, were to use a metaphor to describe their shared educational experience, they would probably describe it as a scaffolding. The couple owns and operates a resort, three restaurants and a wine distributorship in Belize. During the three years they were enrolled at JSOM, they opened two of the restaurants, acquired the wine distributorship and completed the bulk of construction on their resort.



(Left) Ben Einer, EMBA 1999, president of the International Division at EWI Worldwide in Canada

(Right) Kelly McDermott Kanabar and Mukul Kanabar, both MBA 2008, own a resort and restaurants in Belize



leaders of World Wildlife Fund, and deliver successful results," he says. "My next expansion for EWI Worldwide will be our office in São Paulo, Brazil, which will open sometime in 2012. Having now delivered marketing programs in all of the BRIC [Brazil, Russia, India and China] countries, I can truly say that the UT Dallas EMBA program was my springboard to my success."

"That would not have happened had JSOM not given us the flexibility to complete all of our degree requirements online," Mr. Kanabar says. "And, further, we believe that our MBA education was enhanced greatly because we could take the principles we were learning, apply them in real-time in our businesses, and then provide feedback and analysis of the results to our



(Above) Scott Getten, MBA 2005, capacity-planning manager at Intel in Singapore

(Below) Kimberly Splawn, MBA 2010, Saudi Aramco project management consultant in Saudi Arabia

classmates and the professors. To put it simply, our businesses benefited tremendously, in near real-time, from the education we received at JSOM, and the expertise and experience we gleaned from our classmates and professors.”

Asia

The next stop on the tour is Singapore, where Scott Getten, MBA 2005, works as a capacity-planning manager for Intel, ensuring that the company’s supply chain can meet customer requirements across a global semiconductor manufacturing network. He credits the JSOM Full-Time MBA program as the spark that ignited his desire to live and work abroad.

“While I did learn a tremendous amount of business-related skills and knowledge during the program, it was my relationships and friendships with my classmates that helped define where I am today,” he says. Attending school with students from more than 10 countries, he says, created an “international atmosphere both inside and outside the classroom that gave me the desire to work in other countries and with other cultures.”

After graduation and spending a few years in the U.S., Mr. Getten moved to Hong Kong, where, he says, he picked up an appreciation for dim sum, subway trains, living 40 stories up and walking fast.

“I now live and work in Singapore, home of laksa and chili crab,” Mr. Getten says. “It has been an incredible journey for me both professionally and personally, and I have UT Dallas to thank for that spark.”

An incredible journey for Kimberly Splawn, MBA 2010, began during her first year in the Project Management MBA program, when she relocated to Dhahran, Saudi Arabia, with

her husband to work for Saudi Aramco, the Saudi Arabia national oil company. This would be their first expatriate assignment and their first time to leave the North American continent. As Ms. Splawn engaged professionally with multiple cultures in a foreign land with unfamiliar laws and politics, she began to realize the value of the international components weaved into JSOM’s program and how they would help her overcome tests in her career as a project-management consultant.

“Some of the key challenges of working in Saudi Arabia are the dynamics of making business decisions within all the obvious cultural, religious, political aspects of operating in a Middle Eastern country,” she explains. “Although the Saudi Aramco workforce is predominantly Saudi nationals, the company is comprised of approximately 54,000 employees from over 66 countries around the globe.”

One of the key selling points of the JSOM Project Management program for Ms. Splawn was the international project management experience that expert professors and the students brought to the classroom.

“The Class of 2010 Executive Project Management program was a culturally diverse group of professionals with broad professional experiences,” she says. “The program involves significant interaction, with students performing class projects and incorporating global viewpoints and their experience of managing projects, which makes the experience much richer. Sharing experiences and broadening our knowledge of the project management discipline enabled me to overcome challenges and capitalize on the opportunities of working for a large multinational company in a foreign land.”

For Ms. Splawn, two main ingredients for a successful experience working abroad are patience and commitment. “There must be a strong commitment to adapting to the culture and understanding the foreign company’s needs,” she says. “Our goal as expatriates is not to ask the foreign host to adopt all western practices, but to share our experience and let the host apply appropriate best practices in the time frame that is acceptable for their culture and environment.”

Africa

Although Harold Coffi, MBA 2002, already had an advanced degree in economic administration and had moved his way well up the corporate ladder of the



(Left to right) Harold Coffi, MBA 2002, deputy managing director of BIAO in Côte d'Ivoire; Joseph Ziegler, MBA 2006, with Amazon Web Services in Australia; Court Muggli, MBA 2009, KBR project manager in Australia

banking industry in Abidjan, Côte d'Ivoire, he knew that he would need to gain another advantage or two to keep advancing.

Mr. Coffi, a native Ivorian and French speaker, headed to the U.S., where he was the beneficiary of an informal immersion course in English while pursuing his graduate business degree at UT Dallas. Both have been instrumental his continued success. He is now is deputy managing director of BIAO, the third-largest bank in Côte d'Ivoire.

“Becoming bilingual gave me an advantage in a French-speaking country,” Mr. Coffi says. “The UT Dallas MBA helped me become a manager, which is a plus in my career. From being a treasurer, I became the No. 2 of the bank. Being an MBA taught me how to understand the big picture.”

Australia

After Joseph Ziegler, MBA 2006, graduated from UT Dallas, he co-founded and sold Iris Data Services, a company that made *The 2011 Inc. 5000: The Top Fastest-Growing Private Companies* list. He then moved to Melbourne, Australia, and became active in the start-up community as the chief technology officer of another business he founded and as a mentor to entrepreneurs in a local angel fund. In his newest role — with Amazon — he supports innovative new companies as an evangelist for the Asia-Pacific region.

Mr. Ziegler considers his MBA an “incubator” for the career tools he now wields. The associations he made in his classes broadened his thinking and trained him to work in diverse cultures and business environments on five continents.

“It prepared me to drive organizational success within technology markets,” he says. “I learned to work with people, to understand markets and business strategy, and comprehend the factors influencing business decisions, which ultimately create that technology with which I work day-to-day.”

Over on the west coast of Australia, Court Muggli, MBA 2009, works as principal project manager, overseeing large-scale minerals processing, handling and associated infrastructure projects for Kellogg Brown and Root, a Houston-based engineering, con-

struction and services company with a global reach. He splits his time between Perth and Dallas.

“My advanced degree from UT Dallas provided me with the tools and ability to move to a high level of professional management,” he says. “My MBA allowed me to leverage my previous engineering and project-management expertise into higher level positions at an international level with direct responsibility for the management of projects in excess of \$2 billion in value. Without the excellent business skills provided by UT Dallas and my MBA, I would not have been seen as qualified for these positions, nor would I have been able to achieve the degree of success that I currently enjoy.”

Antarctica

From the Land Down Under, the tour moves even further south to the coldest continent, where — because no substantial economic activity occurs — one would be hard-pressed to imagine how a business school could make an impact. But that is indeed the case. Anthony Reed, MS 1992, credits the Jindal School with giving him the keys to not only pass the CPA exam but also to become one of only 225 people in the world (and the first black person) to finish marathons on all seven continents.

“While earning my master’s degree, one of my instructors gave me the key to passing the CPA exam,” he says. “This was the same logic that I used to finish the Antarctica Marathon.” He noted that people have a habit of only studying the things

Continued on page 14



Anthony Reed, MS 1992, CPA and marathon runner, in Antarctica

SUMMING UP A 'TRANSFORMATIONAL DAY'

by Jimmie R. Markham



The UT Dallas School of Management has acquired an international reputation for its academic excellence in teaching and research. UTD is ranked very high internationally. I am confident about its continued growth and success as I am indeed inspired by the commitment and dedication demonstrated by the members of the university, its faculty, the dean and the president of the university. | **Naveen Jindal, UT Dallas Distinguished Alumnus, MBA 1992; Benefactor of the Naveen Jindal School of Management**



Students, staff, faculty, alumni, government officials and community members gathered at UT Dallas Friday, October 7, 2011, to celebrate the announcement of the naming of the Naveen Jindal School of Management and the Charles and Nancy Davidson Management Honors Program. The festivities elicited invariably enthusiastic remarks. Some noteworthy comments are gathered here.



Today is a historic day in the history of UT Dallas. It's a transformational day in which we celebrate the two largest alumni gifts in the history of the university, gifts that are going to impact our students and our campus for decades to come. It's a special day of celebration, and we thank Naveen Jindal and Nancy and Chuck Davidson for their visionary leadership and their generosity. | **David E. Daniel, PhD; President, UT Dallas**



I've been living in the community for 35 years... and I've seen the growth of this particular institution. My brother got his master's here, and now, as a regent, and playing a role — it's a huge honor. | **Brenda Pejovich, Regent, The University of Texas System**

Naveen Jindal, Hasan Pirkul and Charles Davidson



When I became dean, I charted the achievements and successes our school would need in order to attract the help of alumni who are eager to lend their names to their alma mater. Those alumni have stepped forward. This is a great day. | **Hasan Pirkul, PhD; Dean, Naveen Jindal School of Management**



What an exciting day it is today for The University of Texas at Dallas and for the City of Richardson. We have such a great relationship with the university....Our citizens appreciate The University of Texas at Dallas very much. | **Bob Townsend, Mayor of Richardson**



To have not just one alumni gift...but to have two announced on the same day is truly unique for a university. We can't be more fortunate to have this opportunity to thank all three donors, who are coming together from another part of Texas and another part of the world. | **Aaron T. Conley, PhD; Vice President for Development and Alumni Relations, UT Dallas**

Nancy Davidson (right)



We're excited to be back — the campus is hugely different than when we were here. It's been really exciting to watch the growth, see the Jindal School building grow and see the new building that will be starting. | **Nancy Davidson, Distinguished Alumna, BS 1980; Benefactress of the Charles and Nancy Davidson Management Honors Program**



Growing up around here, I can definitely see the impact this is having on the community....The face of The University of Texas at Dallas is changing very quickly. The growth that they've seen in student enrollment and...in the competitiveness is just very impressive. | **John Davis Rutkauskas, Student Regent, The University of Texas System**



Dr. Nancy and Ray Lutz

This is an important event. It's a marvelous step forward for the school and for the support that will be required to keep raising it in excellence. We've done very, very well today. | **Ray Lutz, PhD; Dean Emeritus, UT Dallas School of Management**

Business Communications Program Expanded



New and enhanced courses take aim at skill deficits, add online portfolio.

BY MCCLAIN WATSON, PHD, AND JIMMIE R. MARKHAM



Curriculum efforts to polish undergraduates' speaking and writing skills will encourage meetings like this one, so students can practice workplace interaction and learn teamwork dynamics.

McClain Watson, director of JSOM's Writing Lab, has developed the new program with valued input from the school's advisory council.

When business leaders are asked to name the most important skill new hires lack, what is their most frequent answer? Since the 1990s, every major survey of managers has found that they feel new business school graduates lack the ability to communicate clearly in writing, work effectively in teams and inspire confidence through speech.

To address this critical need, the Naveen Jindal School of Management is significantly expanding its attention to communication skills throughout its undergraduate programs.

Jindal School of Management Advisory Council member and alumnus Ron Nash, MS 1979, understands the frustration that can develop from a colleague's lack of ability to communicate in a cogent and compelling manner. "As a business executive," he says, "I need to have the sensitivity to look past poor communications and to try to understand the underlying value of a person's ideas."

However, Mr. Nash warns that people do not always have the patience, skill or inclination to overlook those shortcomings.

For graduates, poor writing and speaking skills seriously impede success in the job market and hamper their ability to advance in their careers. For businesses, ineffective communication adds

significant barriers to client retention and employee satisfaction, and eliminating poor speaking and writing skills requires costly remedial training.

"When you attack a business opportunity or a business problem," Mr. Nash says, "it is critical to have the intelligence and insight to formulate the right solution. But at that point, you have only started solving the issue. You next have to communicate your ideas and persuade others to understand them, to buy in to them and to follow your leadership."

Thanks to JSOM Advisory Council input, students entering in Fall 2012 will benefit from the following three-part business communications program:

Two Required Business Communications Courses — In addition to the existing writing-focused Business Communications course, students will take an advanced course that emphasizes oral communication in the workplace, social media and teamwork.

Communication-Enhanced Courses In Each Undergraduate Program — Existing core courses in each major will be communications-enhanced so students will be able to apply and enhance their writing and speaking skills as they move through their program.

Web-Based Professional Communications Portfolio — All JSOM undergraduates will create and manage an online portfolio that will demonstrate



Sydney Smith Hicks

their communications skills and creativity to potential employers. "This program is magnificent," advisory council member Sydney Smith Hicks says. "It's all about polishing the knowledge that you have and utilizing it effectively in business."

The new program will signal to employers that JSOM students have been prepared to begin contributing on Day One, and it will give graduates grounded confidence to enter the job market from a position of strength.

"In general, students are getting more proficient with the

online material," Dr. Hicks says. "But that doesn't allow you to put a project together and then stand up and explain it. There's still a lot of work that's done face to face. I don't know that online proficiency is translating into being able to give an effective presentation or a speech. This program helps address that issue."

For students who are eager to gain responsibility in organizations, Mr. Nash offers this advice: "Communications ability always separates the winners from the pack. The sooner you learn to present your ideas appropriately, the faster your career will progress." 🌐

DEAN'S ANNUAL SURVEY STUDIES STUDENT EXPECTATIONS

By Kris Imherr

Chief administrator of Naveen Jindal School of Management's MBA programs and Career Management Center, Associate Dean Monica Powell deals daily with student concerns about their education and careers. In that role, she explores what students want, what the school delivers, where interests intersect, where there is disconnect. Her investigations led her, in 2010, to launch an annual survey about part-time MBA student expectations. Interest in her findings has been such that one survey has now become four, and results are beginning to serve as road maps for educators nationwide on where to take — and not take — business education.



Associate Dean Monica Powell (at left), president of the UT Dallas chapter of the business honorary society Beta Gamma Sigma, has just asked new members to rise in this induction ceremony photo.

Employment is up but career aspirations down nationwide among MBA students, a group that nonetheless expects a degree to lead to at least a 22 percent pay raise once they graduate.

In the classroom, this group wants dazzle — lectures plus case studies plus simulations and more. However, more and more of them expect courses to be delivered online.

And where should faculty and administrators get in touch with them? Not in their social media space, where they don't want their schools to tread. Three-fourths of the students say they prefer email, a response that perplexes program directors who — almost uniformly — say: "But we can't get them to read it."

These contradictory, puzzling and challenging responses are among the results Dean Powell is parsing

following her second annual survey to learn what graduate business administration students expect their education to deliver.

THE PARAMETERS

Collecting data from April to September of last year, Dr. Powell again sought opinions on faculty and classrooms, program design and delivery, communications, networking, career outlook and more. But for the second survey she broadened her reach, polling double the number of part-time students in professional MBA programs throughout the United States. From 10 public and 12 private programs, she gathered more than 1,200



Monica Powell

responses. In the initial study, 632 responses came from four public and four private schools.

Dr. Powell also added a separate but related study of full-time MBA programs, gaining 806 respondents from seven public and seven private schools.

EMPLOYMENT

The part-timers registered a significant uptick in their full-time employment, up 7 percent. Overall, 84 percent of respondents reported working full time — up from 77 percent in 2010.

But job-market good news did not translate into an optimistic occupational outlook. Respondents tallied declines from the first survey in post-graduate career expectations, with fewer looking forward to promotions, new jobs, an industry change or professional growth.

For students, the deeper meaning of their answers may yet be unfocused, but for Dr. Powell, as an administrator, their impact is clear and immediate: The rise in employment translates into less demand on the career services the school offers MBA candidates.

MORE ONLINE, LESS FACE-TO-FACE INFORMATION

Demand is down, too — not only at JSOM but nationwide — among would-be MBA students to meet recruiters or attend in-person information sessions. In 2010, 68 percent of respondents reported going to a session; in 2011, 59 percent did.

"We are trending way down in terms of face-to-face selling of graduate schools of business," Dr. Powell says.

However, 2011 respondents placed greater value on learning from alumni and current students, making the two groups the second-most-important source of program intelligence, behind the Internet.

Increased reliance on Internet-based information, Dr. Powell says, implies that business schools "better be building websites that convey not only the essentials but also the essence of their programs."

Beyond websites, MBA program shoppers may turn to Facebook and other social media channels to make inquiries. But once applicants



are enrolled, "there is a clear delineation," Dr. Powell says. "We asked them how they wanted us to communicate with them, and overwhelmingly, they did not choose any social media options."

THE 'DAZZLE FACTOR'

Social media may be off-limits for communication, but in their coursework, students have high expectations for high technology. More and more millennials — students born since the early 1980s — are arriving on campuses, and because "technology has been increasingly integrated into the maturation [of this generation]," Dr. Powell says, "they will not tolerate boredom in the classroom."

Results showed an 11-point increase from 2010 to 2011 in the percentage of respondents who wanted what she dubbed "the dazzle factor." Sixty percent of 2011 respondents expected not only a lecture, case study or a combination of the two, but also group activities, business-problem simulations, YouTube videos and more.

Data registering a "dramatic jump" — just under 40 percent in 2010

to just under 47 percent a year later — in the percentage of part-time students who expect online courses coincides with the growing number of students who “want education on their own time, in their own space, and they don’t want to be inordinately inconvenienced,” Dr. Powell says.

“The message is,” she says, “if you’re a school that doesn’t have online options, you may want to explore adding them.”

Such feedback goes to the heart of the survey’s creation. “I wanted to give MBA administrators a tool to gauge how their programs are faring, relative to students’ expectations and needs,” Dr. Powell says.

PUBLIC-SCHOOL VS. PRIVATE-SCHOOL EXPECTATIONS

Besides tracking trends, survey results can reveal sit-up-and-take-notice realities.

In that realm, Dr. Powell was intrigued that in both 2010 and 2011, virtually no difference was recorded in public-school- vs. private-school-student expectations. Given the wide range of MBA

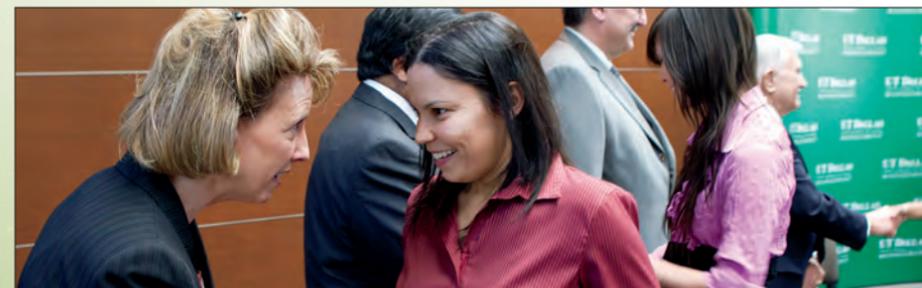
program prices, “why don’t private-school students expect a whole lot more?” she asks.

“Domestically, MBA program-enrollment numbers are trending down,” Dr. Powell says. “It seems to me, this is going to create greater competition for students. As the numbers shrink, differences in student expectations are going to become an important marketing factor.”

Dr. Powell delivered preliminary survey results to fellow educators last October at the annual Part-Time MBA Conference at Temple University.

Since then, she has launched two more expectations surveys, one for undergraduate business or management students and one for business-school master’s degree students in disciplines other than business administration. Results for all four 2012 surveys are due this fall.

For more survey result information, contact Dr. Powell at mpowell@utdallas.edu.



Dean Powell (left) offers her congratulations to a new business honorary society inductee.



(Left to right) Dean Hasan Pirkul and outgoing JSOM Advisory Council Chairman Terry Connor listen as Skip Moore, incoming chairman, honors Mr. Conner’s service.

Mr. Moore, a partner at Deloitte Services LP, leads the firm’s technology, media and telecommunications practice in the Mid-America region. He is excited to continue building the symbiotic relationship the advisory council has helped to develop during the past few years between the Jindal School and the business community.

Deloitte was a founding strategic partner when the JSOM-based Institute for Excellence in Corporate Governance opened in 2003, and Mr. Moore served several years as an institute advocate. An advisory council member prior to that, he returned in 2009.

Outgoing chairman **Terry Conner** “made some tremendous strides with the council in terms of moving it up a notch and getting it engaged from both the business side and the school side,” Mr. Moore says. “Of course

Dean [Hasan] Pirkul has done an absolutely marvelous job building the Jindal School for the past 10 or 15 years.”

According to Mr. Moore, the council needs to serve as the pulse of the market to make sure that the products coming out of the Jindal School continue to be in demand.

Mr. Conner, a managing partner in the law firm of Haynes and Boone, LLP, steps down from his leadership role after serving nearly three years.

On the advisory council for a decade, he plans to remain an active member. He and other members of his firm hope to continue teaching a business law class in the Executive MBA program. His firm also plans to continue hosting JSOM-sponsored events at the Haynes and Boone offices.

“I’ll continue my missionary work of spreading the word of the excellence of the Jindal School of Management in the business marketplace,”



Terry Conner

Outgoing chairman Terry Conner “made some tremendous strides with the council in terms of moving it up a notch and getting it engaged from both the business side and the school side.”

— Skip Moore, JSOM Advisory Council chairman

Mr. Conner says. “Haynes and Boone would like to continue what we call our ‘open doors’ initiative, which introduces our good business contacts to the Jindal School.”

Dean Pirkul and the council thanked Mr. Conner for his service at the February council meeting, announcing that a JSOM scholarship has been endowed in his name.

“In recognition of Terry’s tremendous dedication and efforts on behalf of the school, we wanted to honor him in a substantial and lasting way,” the dean later said. “He served as chairman of the council during a severe economic downturn. Yet, he made placing students in meaningful internships and good jobs a council priority. We would like students to know his name and be grateful for his work on their behalf.”

New member **Thomas H. (Tom) Hess**, a senior executive in Accenture’s North America Technology Practice, comes to the council having chaired the company’s UT Dallas engagement team for the past year.

Mr. Hess sees his council membership as a chance to understand the direction in which the Jindal School is going and to help the school understand the industry from the company’s point of view. “As a services provider,” he says, “we can provide a unique perspective on trends in both business and technology and how they intersect.”

Mr. Hess specializes in managing large-scale SAP-based enterprise systems integration programs, including back-office, supply chain and customer-facing solutions. His industry experience includes high technology, manufacturing, distribution, financial services, telecommunications, aerospace, retail, and media and entertainment. He joined Accenture in 1989 after earning his BS degree in business administration from UT Dallas.



Thomas H. Hess

NEW CHAIRMAN HAS HIGH-TECH VISION

ENDOWED SCHOLARSHIP RECOGNIZES OUTGOING CHAIRMAN

BY JIMMIE R. MARKHAM

For incoming Naveen Jindal School of Management Advisory Council Chairman **Skip Moore**, staying ahead of the technological curve will be the key to continued success for the school.

“Historically, the Jindal School’s information technology heritage

has been very well received,” Mr. Moore says. “It’s been very valuable for the students in terms of them being able to find careers. At the pace things are changing, maintaining that relevancy, or maybe even getting ahead of the curve, is the main challenge.”



(Left to right) Sandrine Audry, EMBA 2011; Gabriel Audry, EMBA 2011; Ulrich Wicke, EMBA 2011; Kerstin Wicke; Christophe Thomasson, EMBA 2011; and Celeste Thomasson at Versailles Palace, outside Paris

The Business of Globalization | Continued from page 5

that they already know. "They don't want to move outside their comfort zone and gain the knowledge needed to pass the exam."

Mr. Reed says that the master's degree program in accounting forced him to move outside his comfort zone and embrace challenging topics. "This mental toughness is what took me through some of the world's toughest marathons," he says. "This included running up and down the 5,164 steps of the Great Wall of China Marathon and dealing with the unpredictable weather during the Antarctica Marathon. I had to embrace the unknown, manage risks and move clearly outside of my comfort zone to finish the races."

Europe



When the German printing-press manufacturer that employed Ulrich Wicke, EMBA 2011, offered him an assignment in Dallas, he had to embrace some uncertainties of his own. He had to leave his family behind in Germany so that his two sons could finish high school. But this gave him free time to pursue a graduate degree and immerse himself in the Executive MBA program at JSOM.

Mr. Wicke has some fond memories of his time at UT Dallas. The bonds that he formed with fellow students have inspired him to spin that experience into a European alumni group, which he is now in the process of forming on the business networking site LinkedIn.

"I think there will be some great networking," he says. "It will involve getting contacts, finding out what others got out of the program, what they're doing today and meeting interesting people. It'll be beneficial for every participant. We come from different industries and differ-

ent backgrounds, but we share a common experience, which always makes it easier."

South America

This world tour concludes with yet another JSOM alumnus who has accumulated his fair share of airline miles. Argentina native Ricardo Bria, BS 1981, has lived and worked in the U.S., Mexico, Canada and Spain. He currently resides in Buenos Aires, where, as chief information security officer of COTO C.I.C.S.A., he is responsible

for information security and IT governance for the second-largest retailer in Argentina.

"If I were to pick the tickets that started such a journey, they would be my UTD degree and being bilingual," he explains. "Thirty years after finishing my undergraduate studies, I still remember and currently use, basic but solid and helpful concepts in accounting, economics, statistics and finance, to name a few, that I got while at UT Dallas."

And the TAGER-TV Tower that still rises above the campus? While it no longer serves its original purpose, its considerable height makes it ideally suited as a cell tower, and it has been leased to a several telecommunications providers to house their antennae and electronic communications equipment. It also continues to serve as a reminder that the waves of great ideas emanating from UT Dallas for the past four decades now cover the globe. 🌐



Although Ricardo Bria, BS 1981, now works and lives in Buenos Aires, this photo shows him at the Charles Bridge in Prague.

ADMINISTRATIVE NEWS

MOVING IN, MOVING UP

Tom Kim joined the Naveen Jindal School of Management last fall as an assistant dean in charge of the school's Career Management Center, where his goal is to create a unique and innovative career vision for all JSOM students. "I don't believe there is a 'one size fits all' to today's management challenges," Dean Kim says. "We must work hard to build the professional development programs that match each individual student."

His responsibilities include collaborating with faculty and staff to provide professional-development services and programs to ensure students emerge as strong job candidates for JSOM corporate partners.

He also works with employers to provide the most efficient access to students. "This ensures," he says, "that each employer identifies, recruits and hires the most qualified and attractive candidates for their internships and full-time positions."

Previously, Dean Kim worked in Dallas-Fort Worth in a variety of corporate and academic settings. He spent 16 years as an executive with Pepsico Food Systems, AmeriServ and PrimeSource FSE. He also served 12 years on the Lewisville (Texas) Independent School District's Board of Trustees. His progressive career in supply chain management in the DFW area has prepared him to network with a vast num-

ber of employers in this area and beyond.

A U.S. Naval Academy graduate, Dean Kim enjoys using both his military career leadership training and his corporate experience to bring readiness to the Career Management Center team.



Jindal School's Director of Development and Alumni Relations Kyle Edgington

has been promoted to assistant dean for development and alumni relations. The move reflects both his fundraising success and the need to place experienced development staff in leadership roles as the *Realize the Vision* campaign for UT Dallas gets under way. The three-year effort launched March 29.

"The promotion is consistent with the stature other business schools confer on equivalent positions," JSOM Dean Hasan Pirkul says. "And given the outstanding job Kyle has done securing gifts from our naming partners and others, it is a deserved advancement."

A PhD candidate in the UT Dallas School of Economic, Political and Policy Sciences, Dean Edgington arrived at the Jindal School in February 2008. A Dallas-area native, he earned an undergraduate degree in management information systems from Texas Tech University and an MBA from Wayland Baptist University. He previously worked in fundraising at Texas Tech and prior to that, in the information-technology industry.



Tom Kim



Kyle Edgington

DIVERSITY AWARD RECOGNIZES JSOM PROFESSOR

The UT Dallas Office of Diversity and Community Engagement honored Naveen Jindal School of Management Associate Professor Orlando Richard at its third annual Diversity Awards Gala and Scholarship Fundraiser March 31.

One highlight of the annual event, which brings in funds to recruit and retain underrepresented students, is recognition of faculty, staff, students and community members who cultivate diverse and equitable opportunities and environments.

Dr. Richard, an organizations, strategy and international management professor, received the Faculty Diversity Award, which Jindal School Dean Hasan Pirkul presented.

Dr. Richard's professional career and research are directly focused in the area of diversity, the dean said. "He is recognized as an academic leader in the study of workforce diversity and its impact on individuals, groups and organizational outcomes."

Dr. Richard came to UT Dallas in 2000 after completing his PhD at the University of Kentucky and postdoctoral studies at the Massachusetts Institute of Technology. He is coordinator of diversity recruitment for the Jindal School, and he serves on the Diversity and Equity Committee.

"Through his research and publications," the dean said, Dr. Richard "is impacting the field of management and advancing international understanding of the complexities of workforce diversity, and how diversity relates to organizational processes and outcomes."



Orlando Richard

ACCOUNTING FACULTY MEMBER EARNS AWARDS FOR HIS FINANCIAL CRISIS COURAGE

Richard Bowen had the courage to take a stand against his former employer, risk his career and face the repercussions, all of which have earned the JSOM accounting faculty member the CPA of the Year Award from the Dallas CPA Society and a nomination for a *D CEO* Financial Executives Award.

A Dallas-based business magazine, *D CEO* joined forces with the Dallas CPA Society, Financial Executives International and the Association of Corporate Growth in its annual recognition event on April 18 to honor top achievers among area financial officers. Mr. Bowen received the Excellence in Corporate Governance Award.

That recognition, the CPA award and other accolades are coming Mr. Bowen's way on the heels of a *60 Minutes* news segment. The segment, "Prosecuting Wall Street," focused on his experiences during the run-up to the nation's credit crisis and examined why

large banks have not been prosecuted under the Sarbanes-Oxley Act.

A former vice president at Citigroup, Mr. Bowen began in June 2006 to warn the bank's senior management and directors about the increasing levels of defective mortgages he was seeing.

He eventually testified in a closed-door hearing of the congressional Financial Crisis Inquiry Commission in February 2010 about the risky home-loan agreements that helped spawn the financial crisis.

In a UT Dallas Andrew R. Cecil Lecture February 6, Mr. Bowen said the commission members "insisted to me that they were very interested" in learning more, and he was invited to testify in a nationally televised hearing in April 2010. He did, but not before, he said, the commission directed him to delete his most serious charge, that Citigroup managers knew but never warned company stakeholders who had invested in funds backed by the risky transactions.



Above: Dick Bowen (right) talks with a guest at a reception that preceded his Andrew R. Cecil Lecture on February 6.

Below: In that lecture, Mr. Bowen said the congressional Financial Crisis Inquiry Commission requested he back off his most serious complaint about Citigroup.



Interest in Mr. Bowen's story has led to several speaking engagements and interviews. On March 23, the Government Accountability Project's American Whistleblower Tour stopped at Seattle University, and Mr. Bowen was a featured speaker. He also was featured in *Workforce Management*, a national publication targeted to human resources professionals.



OUTSTANDING FACULTY AND STAFF HONORED

Dean Hasan Pirkul hosted a ceremony last September 22 at which recipients of the school's 2010-2011 academic year Teaching and Staff Awards were honored. Three of the top awards went to finance and managerial economics faculty members: Professor Huibing (Harold) H. Zhang earned the Graduate Teacher Award; Frank Anderson, director of the Undergraduate Finance program, earned the Undergraduate Teacher Award; Scott Sanderson (top, at left, with Dean Pirkul) earned the Outstanding Adjunct Award.

Accounting Senior Lecturer Mary Beth Goodrich received the Outstanding Online Teacher Award. Doctoral candidates Yunxia (Peter) Zhu (at left) and Sungha Jang earned the Outstanding PhD Student Awards, and academic adviser Corina Cantua earned the award for Outstanding Staff Member.

A Teaching Committee reviewed nominations and made selections of honored faculty members. A separate committee of school staff members chose the Outstanding Staff Award. All winners received a plaque and a grant of \$1,000.

THOUGHT YOU SHOULD KNOW



Dean Hasan Pirkul in Yu Garden, Shanghai

Naveen Jindal School of Management **Dean Hasan Pirkul** made a presentation last November at Shanghai Jiao Tong University to more than a dozen schools in China to introduce them to The UTD Top 100 Business School Research Rankings™ (see page 20), a database that tracks scholarly publications in 24 leading business journals. The rankings provide an objective measure of business schools research achievements.



Stan Liebowitz

Stan Liebowitz, Ashbel Smith Professor of Finance and Managerial Economics, and director of the Center for the Analysis of Property Rights and Innovation, will deliver the opening keynote address at the Association for Cultural Economics International Conference in Kyoto, Japan, June 22. Dr. Liebowitz will speak on "What Has the Internet

Wrought for the Production of Entertainment and Culture?" at the biannual meeting. A scientific society of about 150 members throughout the world – including academicians, government officials, foundation officials, managers of arts and cultural organizations and artists, the ACEI pursues members' shared interest in furthering understanding of the economic aspects of the arts and culture in their home countries and around the globe.

An expert on the economics of technology's impact on intellectual property rights, Dr. Liebowitz's opinion piece on proposed anti-piracy legislation, "Internet to Artists: Drop Dead," appeared in the *Wall Street Journal* January 24.



Suresh P. Sethi

Suresh P. Sethi, Eugene McDermott Chair of Operations Management and founding director of the Center for Intelligent Supply Networks, assumed the presidency of the Production and Operations Management Society in April in Chicago at the society's 23rd annual conference. He will preside for a year, until the next annual conference in Denver.

An international professional organization begun in 1989, POMS is dedicated to improving knowledge in the field of operations management. With a membership of more than 1,000, POMS publishes the only operations management journal that is listed on both the *Bloomberg BusinessWeek* and *Financial Times* lists of leading operations management journals.

A fellow of POMS since 2005, Dr. Sethi is internationally known for applying quantitative methods to manufacturing and operations management, finance, economics and marketing.

"POMS is a premier society in the field of operations management, and I have been involved in the development of this society from its beginning," he said. "I am very honored to be chosen to serve the organization in this very important role."



Chelliah Sriskandarajah

The Production and Operations Management Society inducted **Chelliah Sriskandarajah** into its Fellows Class of 2012 at its annual conference in April. Ashbel Smith Professor of Information Systems and Operations Management, Dr.

Sriskandarajah has been an associate executive director of the society since 2004 and a senior editor for the *Manufacturing Operations* department of *POMS Journal* since 2006. His research interests include production-planning scheduling, supply chain management, performance evaluation of production systems, and computational complexity, design and analysis of algorithms for combinatorial problems.

Designation as a POMS Fellow is the most prestigious honor the society awards, and is given for life. It recognizes POMS members who have made exceptional intellectual contributions to the productions and operations management profession and to the society through their research and teaching.



Indranil Bardhan



Zhiqiang (Eric) Zheng

Indranil Bardhan, an associate professor of information

systems and operations management, was the principal investigator on two research grants by the UT Southwestern Medical Center in 2010-2011 and 2011-2012 to develop predictive models for patient readmissions due to congestive heart failure. Drs. **Zhiqiang (Eric) Zheng** and Jeong-Ha (Cath) Oh, collaborated with Dr. Bardhan on these projects to develop risk-propensity models for predicting the timing and frequency of future patient readmissions related to congestive heart failure across a diverse patient population in North Texas.

Dr. Bardhan teaches graduate-level courses in the MBA and MS programs. In 2011, he led a UT Dallas-UTSW collaborative effort to develop a new elective course, *Information and Knowledge Management in Healthcare*, which provides students with hands-on experience in the use of electronic medical-record software. Creation of the course resulted in an invitation for the collaborators to participate in a national teleconference on course redesign in April. The teleconference was designed as part of a higher education innovation initiative jointly pursued by Cisco and the American Association of State Colleges and Universities.

For research that can help companies determine when to offer expert assistance to their customers' online user forums, Professors Vijay Mookerjee, Radha Mookerje and a colleague earned the best-paper award last November at an Information Systems Society conference.



Vijay Mookerjee



Radha Mookerjee

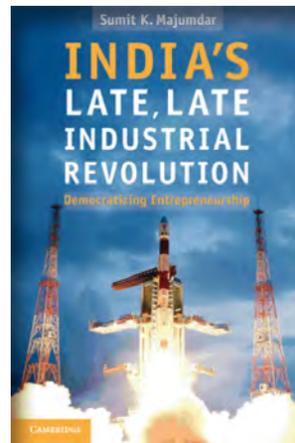
Their findings have potential for many user forums, where the occasional intervention of experts might be welcomed to help resolve tough or time-consuming issues, Dr. **Vijay Mookerjee**, Charles and Nancy Davidson Chair of Information Systems and Operations Management, says.

He and his wife, Dr. **Radha Mookerjee**, a professor of information systems and operations management, and Dr. Wael Jabr, a Jindal School of Management alum now at the University of Calgary, recognized both the popularity and economy of these Internet discussion sites, which typically rely on volunteer contributions.

In the paper, "An Analysis of the Delay in Customer Support Forums: An Analytical and Empirical Approach," they created a prediction model designed to detect the likelihood of forum delays. Companies can use this model, they say, for "early intervention," as a signal to send in experts and ultimately reduce issue-resolution time. The paper can be downloaded from the

conference website program page (<http://infosys.uncc.edu/CIST2011/Program.htm>).

At the conference, Dr. Vijay Mookerjee was named to the Class of 2011 Information Systems Society Distinguished Fellows. Fellows are individuals who have made outstanding intellectual contributions to the information systems discipline.



Sumit Majumdar

Cambridge University Press recently published *India's Late, Late Industrial Revolution: Democratizing Entrepreneurship*, a new book by **Sumit Majumdar**, an information systems and operations management professor, about India's late-bloomer status as an economic powerhouse. Combining rigorous analysis and anecdotes, Dr. Majumdar explores the role of entrepreneurship, firms' strategies and the changing role

of government in the country's change from sluggish responder to reformed achiever.

Professor Jagdish Bhagwati, University Professor of Economics and Law at Columbia University has said, "Sumit Majumdar has written a superb book that breaks new ground and offers many new insights. And he writes gloriously. His book will become a classic."



Mike W. Peng

Mike W. Peng, the O.P. Jindal Chair of Global Strategy, spoke last November 5 on "Global Competition and the Rise of Asia" at the 2011 Asia Pacific Symposium for U.S. Navy and Marine officers at the Naval Air Station Joint Reserve Base in Fort Worth. This was Dr. Peng's third annual appearance at symposiums organized by the U.S. Navy (Reserve) Seventh Fleet. The previous two symposiums focused on China.

Last September, Dr. Peng was the first JSOM professor to speak at the UNIV 1010 Freshman Enrichment Lecture Series. The series was part of a new seminar that introduces incoming UT Dallas students to the intellectual and cultural environment of the university. He delivered a lecture on "Global Business @ UT Dallas."

Chairman of the editorial board of the Texas Society of Certified Public Accountants and treasurer-elect of the Dallas CPA Society, senior accounting lecturer **Arthur M. Agulnek** co-authored "Young CPAs," a study to understand generational factors affecting the workplace.



Arthur M. Agulnek

"By understanding the generational factors at work in the organization, managers can more effectively recruit, retain and cultivate the younger generation," Mr. Agulnek and co-author Brinn Serbanic, a CPA in Longview, Texas, wrote. Their work appeared in the November/December 2011 issue of *Today's CPA*, a publication of the TSCPA.



Robert Robb

Opening day last September of the new UT Dallas Venture Development Center was a special occasion for Entrepreneurship Professor **Robert Robb**. In his campus roles as associate vice president for technology commercialization and as director of venture development at the JSOM-based Institute of Innova-

tion and Entrepreneurship, he spearheaded creation of the facility. An 8,200-square-foot venue with office and lab space, the center facilitates the launch of enterprises based on technology developed at UT Dallas by students and faculty. Located in the Research and Operation Center next to campus on Waterview Parkway, the VDC offers many services to client companies, including advising, business planning and building external relationships. Currently, 11 businesses are housed in the incubator, Mr. Robb says, and it recently signed Photon, Inc., its first student company (see *Efficiency Is the Watchword for Business Idea Contest Winners* on page 31).



Mark Salamasick

The IIA Research Foundation Report, a publication of the Institute of Internal Auditors, profiled JSOM's Internal Audit Program Director **Mark Salamasick** in its fall 2011 issue. Chronicling his many roles — as trustee on the board of the IIA Research Foundation, as an educator, as endowment fundraiser for JSOM's Center for Internal Auditing Excellence, as researcher, textbook author and more, the article, "Mark Salamasick — In It for the Long Haul," noted: "He wants to ensure that future internal auditors have the best tools, training

and academic support possible to rise to the challenges put before them." (See *Auditors Pick Up 'People Reading' Skills at Annual Fraud Summit* on page 25.)



Hans-Joachim Adler

A specialist in cloud computing, Dr. **Hans-Joachim Adler** spoke in March on "Cloud Opportunities" at the Spring Technical Symposium of the Dallas-Fort Worth chapter of the Chinese Institute of Engineers.

"Cloud computing is emerging as one of the most important transformational trends in business and computing of this decade," Dr. Adler, a JSOM information systems and operations management professor, says.

Dr. Adler developed and teaches a new Enterprise Resource Planning course, ERP for Small and Medium Enterprises, that trains students in the use of cloud computing, a fast-growing field in which data and processes are hosted remotely on the Web.

A March 8, 2012, *Dallas Morning News* story reported that cloud computing "will create as many as 24,000 jobs in Dallas over the next three years, according to a new study commissioned by Microsoft and conducted by IDC, an analytics firm."



Bobby Chang

Tunghai University in Taiwan named **Bobby Chang**, director of the Global Leadership Executive MBA program, as one of its five "Most Outstanding Alumni" last fall. The university picks "five graduates from more than 150,000 alumni worldwide each year," to receive the award, Dr. Chang says, "and I am very honored to receive it."



Diane S. McNulty

Diane S. McNulty, associate dean for external affairs, promoted the Jindal School of Management and UT Dallas in two speaking engagements at the beginning of the year. On January 24, she addressed Virginia Cook Realtors at a meeting in Dallas. On February 6, she met with the Village Investors Group. At that event, Dr. Aaron Conley, UT Dallas vice president for development, accompanied her and spoke about the university's successes during the past five years. 🌐

NAVEEN JINDAL SCHOOL OF MANAGEMENT CLIMBS IN RANKINGS

By Marissa Alanis



The Naveen Jindal School of Management continues to make gains in its position as one of the nation's foremost public business schools, as shown in *U.S. News & World Report's* "2013 Best Grad Schools" rankings.

The Full-Time MBA program is ranked No. 37, tying with Boston College, Boston University, the University of Illinois at Urbana-Champaign and the University of Rochester. Last year, the program was No. 40. The Professional (Part-Time) MBA program rose as well, two places, to a No. 34 tie with Southern Methodist University and the University of Iowa.

The increases were more dramatic when the rankings were broken out to include only public universities. The full-time program jumped five spots to No. 12, tying with the University of Illinois at Urbana-Champaign. The part-time program climbed to No. 13, seven places up from its previous spot of No. 20.

"I am happy that we are being recognized and are gaining increased visibility for our academic programs, which are taught by talented and distinguished faculty members," Jindal School Dean and Caruth Chair of Management Hasan Pirkul says. "The rankings show

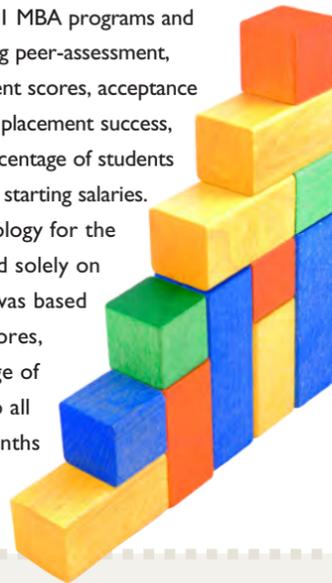
we are committed to achieving academic excellence and delivering a high-quality education."

The full-time program was ranked fourth in the state, behind only UT Austin, Rice and Texas A&M Universities.

The Management Information Systems program maintained its spot at No. 19 among public and private universities.

U.S. News & World Report surveyed 441 MBA programs and computed full-time program rankings using peer-assessment, quality-assessment and recruiter-assessment scores, acceptance rates, students' GPAs and GMAT scores, placement success, average starting salary and bonus, the percentage of students employed at graduation and their average starting salaries.

The publication changed its methodology for the part-time MBA ranking. Previously based solely on peer assessment, the ranking this year was based on: peer assessment, average GMAT scores, undergraduate GPA averages, percentage of part-time MBA enrollment compared to all other MBA enrollment, and average months of work experience. 🌐



JSOM MAINTAINS TOP-20 SPOTS IN ANNUAL BUSINESS SCHOOL RESEARCH RANKINGS

Jindal School of Management researchers maintained their productivity last year, reinforcing their standing among the top 20 universities in North America and worldwide.

JSOM scholars' published works earned the school the No. 15 place among U.S. and

Canadian peers, and the No. 16 place worldwide. Both standings appear in the 2012 update of The UTD Top 100 Business School Research Rankings™.

Rankings remain the same as in 2011. "But this is a bit misleading," Jindal School Senior Associate Dean Varghese Jacob says. "Because every year, the number of published works grows. You can't stand still and retain your ranking."

"Our rankings again reflect our serious commitment to research," Jindal School Dean and Caruth Chair of Management Hasan Pirkul

says. "Our researchers continue to build Jindal School's reputation for significant scholarship."

Rankings are compiled from a database that JSOM maintains of faculty research published in 24 leading peer-reviewed journals. The UTD Top 100 aggregates data over the most recent five-year period to generate the rankings. Current-year standings, determined March 15, are based on articles published in those journals from 2007 to 2011. JSOM has followed productivity since 1990 and began reporting rankings in 2005.

In North America and world-

wide, the Wharton School at the University of Pennsylvania holds the No. 1 spot. Harvard (University) Business School has moved to No. 2, displacing the Fuqua School of Business at Duke University, which is now No. 4. The Ross School of Business University of Michigan at Ann Arbor holds steady at No. 3. And at No. 5, the University of Chicago Booth School of Business rounds out the top placeholders.

For a complete listing, visit jindal.utdallas.edu/the-utd-top-100-business-school-research-rankings/. 🌐

MONIKA ADAMCZYK/DREAMTIME.COM

JSOM RESPONDS TO DEMAND FOR ENERGY EDUCATION

Managing Energy: Risk, Investment, Technology — MERIT for short — is a new graduate-level operations management course designed for students and professionals interested in careers in the energy sector.

As course creator Metin Çakanyildirim says, "Energy companies are charged to meet consumer demand by providing adequate supply while serving as stewards of our environment — all at palatable prices for consumers and profitable levels for investors."

With that in mind, Dr. Çakanyildirim, a JSOM associate professor of operations management, created a semester-long

course, with no prerequisites, that covers:

- managing new technologies for finding or generating energy,
- innovation in energy distribution,
- risk management,
- understanding how energy affects business, people, society and the environment.

Dr. Çakanyildirim designed MERIT to loosely correspond to material covered by the Energy Risk Professional certification program administered by the Global Association of Risk Professionals, and individuals requiring credits for GARP certifications can enroll.

Quite a few energy-related current realities factor into his teaching, Dr. Çakanyildirim says, such as currently

very low natural gas prices, the cost of producing electricity from gas, coal and nuclear fuel — and the effect of carbon taxes on these; renewable energy with emphasis on wind and solar power, and the presence of the "Smart Grid,"

grid reliability and hourly electricity pricing.

For more information, contact Dr. Çakanyildirim, metin@utdallas.edu, 972-883-6361.



Metin Çakanyildirim

Analytics Board Adds to Marketing Area's Expertise

An exponential growth in customer data has created a need for trained professionals who can analyze that information to help managers make better marketing decisions. The Marketing area's analytics and research track addresses that need — with help from its year-old Marketing Analytics Board. Expert

analytics representative from area companies serve in the group, which gives advice on industry-relevant topics and skills to teach in current courses. The board also suggests new course offerings, and members sponsor or guide student competitions and help JSOM faculty and PhD students partner in joint research with industry.



Kevin Clancy

Current board members are:

- Kevin Clancy, chairman, Copernicus Marketing Consulting
- Michael Harrison, executive vice president and chief strategy officer, Ansira Engagement Marketing
- Beth Ann Kaminkow, president and CEO, TracyLocke
- Scott Moore, vice president, global analytics, Kimberly-Clark
- Robert Nolan, vice president of customer insights and analytics, ConAgra Foods
- Slavisa Samardzija, executive vice president, Wunderman/KBM Group
- Matt Snyder, vice president, commercial planning and marketing analytics, Dr Pepper Snapple Group, Inc.
- Dimitris Tsioutsias, vice president, strategic business analysis, Targetbase
- Randall Wahl, executive vice president and managing director of advanced analytics, M/A/R/C Research.

JSOM HOSTS CHINA-TAIWAN EMBA STUDY TOUR



JSOM hosted 43 Executive MBA students from Nanjing University in China and Cheng Kung University and Tunghai University in Taiwan for a week last October. Led by GLEMBA Director Bobby Chang, the guests studied innovation management and intellectual property strategy, global mergers and acquisitions, global business ethics, global competitive analysis and cross-cultural leadership in daily morning classes. In the afternoons, they made company visits to Cisco, Dell, Mary Kay, Microsoft, Southwest Airlines, Texas Instruments, Dallas City Hall

(pictured above), the City of Southlake and the Board of DFW International Airport. Cultural outings the group enjoyed included a trip to Cowboys Stadium and a visit to the private collections of Ross Perot.

New Certificate in Enterprise Systems Offered

The Information Systems area has launched a new Graduate Enterprise Systems Certificate program that emphasizes theoretical concepts in enterprise resource planning and provides hands-on experience with software used in that planning.



Lou Thompson

Generically, enterprise systems refers to software applications keyed to various workplace functions, such as procurement, sales, distribution, accounting and customer relations. When correctly integrated, the software for the various functions helps a business run more efficiently.

The new certificate program, which uses apps created by software company SAP, was developed in cooperation with SAP's

six-member University Alliance. Certificate earners complete three, three-credit-hour courses with a grade of B or higher, a mandatory course in enterprise resource planning and two electives.

At the end of the program, students

- understand and can identify crucial integration points of functional areas in large firms,
- know how to navigate SAP software and complete strategic business transactions, and
- have acquired in-depth knowledge in at least two functional or technical modules of SAP.

Those who earn the certificate are eligible to attend the Jindal School's TERP10 SAP certification program. For more information, visit <http://jindal.utdallas.edu/information-systems-certificates/> or contact Lou Thompson, Enterprise Systems programs coordinator, 972-883-2558, lou.thompson@utdallas.edu.

Financial Indexes Reveal a Fragile Recovery

BY DAVID SPRINGATE, PHD

The Center for Finance Strategy Innovation's Index of Financial Health shows the economic recovery in North Texas is still fragile and uneven. An illustration: 22 percent of the 50 largest publicly held companies that the index includes were unprofitable in the fourth quarter of 2011, while only about half the companies reported higher margins or profitability ratios compared to a year earlier. Certainly, financial health is much better than the trough of 2009 when the index bottomed at 38.0. The index climbed in 2009 and early 2010, and it has, essentially, plateaued since then, with relatively small quarterly changes despite the continually improving sales picture.

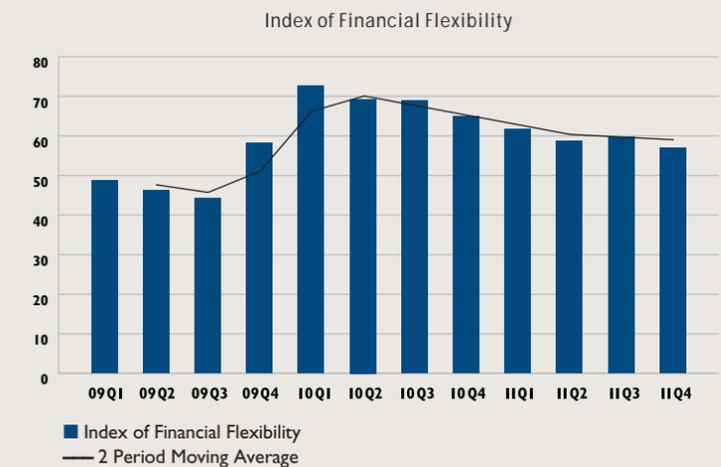
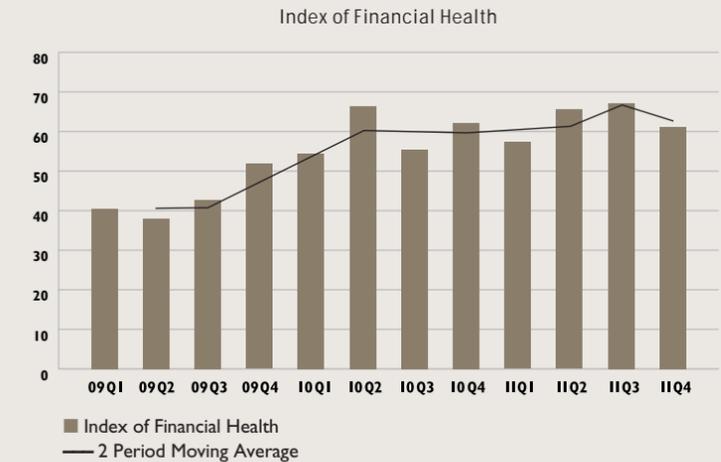
The 50 index companies experienced a small decrease in financial health in the fourth quarter of 2011. The index then stood at 61.2, versus 55.5 in the fourth quarter of 2010 and 65.5 at the end of second quarter 2011. While there have been year-to-year sales increases over the past two years, for an ever-larger percentage of the firms (89 percent), this increase was offset by lower margins and profitability ratios in the fourth quarter of 2011. Although half or more of the firms continued reporting improved inventory turns throughout 2011, the number of companies reporting higher cash flow from operations fell.

Of the three components of the Index of Financial Flexibility, increased short-term debt was reported by 60 percent of firms in fourth quarter 2011, and the percentage of firms paying cash dividends was reported as 73 percent. Both measures, which track improved ability and willingness to take on financial commitments, showed increases. The decline in the number of firms reducing long-term debt to 38 percent could indicate that firms are stabilizing borrowing levels. The total Index of Financial Flexibility continued its two-year downward trend and now stands at 58.0, a positive sign that would seem to reflect more corporate confidence.

While the way top companies fare usually correlates to the surrounding business community's vigor, tracking the financial health of companies is not the same as measuring regional economic impact or labor-force impact.



David Springate



	09Q1	09Q2	09Q3	09Q4	10Q1	10Q2	10Q3	10Q4	11Q1	11Q2	11Q3	11Q4
Percent Experiencing Year-to-Year Sales Increase	17	18	12	44	58	65	76	75	80	86	84	89
Percent Experiencing Net Profit in Quarter	71	70	78	79	80	79	75	85	88	90	86	78
Percent Experiencing Same or Higher Year-to-Year Operating Profit as % of Sales	40	46	48	52	45	79	65	50	43	49	57	53
Percent Experiencing Same or Higher ROA in Quarter	26	34	40	47	45	64	48	30	43	63	65	49
Percent Experiencing Same or Higher CFO than Last Year	57	34	48	52	43	63	19	65	33	51	61	42
Percent With Less Inventory Year to Year as % of Sales	32	26	30	37	56	48	50	68	57	54	50	56
Index of Financial Health	40.5	38.0	42.7	51.8	54.5	66.3	55.5	62.1	57.3	65.5	67.2	61.2
Percent With Increased Short-Term Debt as % of Assets	52	40	34	67	78	82	85	60	51	49	61	60
Percent With Reduced Long-Term Debt From a Year Ago	35	47	47	66	79	66	59	65	63	52	49	38
Percent Paying Cash Dividends	59	52	52	42	61	60	63	70	71	75	69	73
Index of Financial Flexibility	48.7	46.3	44.3	58.3	72.7	69.3	69.0	65.0	61.7	58.7	59.7	57.0

Conference Studies Newest Modes of Marketing

Is it better for firms to underpromise and overdeliver? How can social-media content and product search-engine data be mined to give consumers a ranking system for choosing hotels? And for writers, musicians and other artists, is it a good idea to reveal project details when attempting to obtain financial support on a crowd-funding website such as *kickstarter.com*?

Top national and international researchers addressed these and other issues at the Frank M. Bass UT Dallas Frontiers of Research in Marketing Science (FORMS) Conference February 23 to 25 at the Naveen Jindal School of Management.

The Jindal School's Marketing area annually hosts the FORMS conference as a small, collegial and distinctive alternative to larger similar gatherings. The conference honors the late Dr. Frank M. Bass (1926-2006), a JSOM professor often remembered as the "Father of Marketing Science."

About two dozen professors discussed papers on such emerging marketing trends as search-engine keyword pricing strategies, dynamic choice, retailing and collecting user-generated content for consumer rankings.

JSOM's Marketing area began hosting the FORMS conference about seven years ago, JSOM decided to cater to a small number, Associate Marketing Professor Ashutosh Prasad said, "around 100 people, to allow for more face time, collaboration, idea-sharing and more time for the presenters to present."

"The other important thing we wanted to do," Dr. Prasad said, "was help PhD students....who don't have to pay a registration fee, and they get to meet leading marketing researchers from all around the world."

Among topics conferees considered was the Internet's role as a major marketing force. Researchers are trying to understand how to harness its power, Dr. Prasad said. For example, crowd sourcing, crowd funding and mob buying have all changed the face of how marketing is evolving.

Researchers at the conference also talked about the latest approaches and techniques to help drive marketing of the future. "The audience might not actually

need to learn these techniques unless they use [them]," Dr. Prasad said, "but they need to know that such techniques are available or that there's a person with expertise or a paper out there."



Ashutosh Prasad

SEMINAR FOCUSES ON SHAPING EFFECTIVE NONPROFIT BOARDS

For homeless shelters, food banks and other charities to thrive, the nonprofit boards that serve them must be effective. Without proper governance of such organizations, donors are less likely to give, directors are less inclined to serve and missions are less likely to be achieved, Dr. Richard Leblanc, author and professor of law, governance and ethics at York University in Toronto, says.



Richard Leblanc

Co-author of *Inside the Boardroom: How Boards Really Work and the Coming Revolution in Corporate Governance* (Wiley), Dr. Leblanc gave his recommendations for improving nonprofit corporate governance at a seminar hosted by the Institute for Excellence in Corporate Governance.

In the past, improving corporate governance focused on the structure of boards — their size, composition and independence. However, not-for-profit boards should recruit directors based on their competencies, skills and behaviors, Dr. Leblanc said.

Because directors of not-for-profit boards serve unpaid, the assumption has been that "governance is less important, and that couldn't be further from the truth," Dr. Leblanc said, because not-for-profit organizations serve "vulnerable beneficiaries."

Sharing insights from his research, he suggested three elements for building an effective nonprofit board: director recruitment, development and assessment.

He suggested that boards adopt formalized roles, with charters for the board, committees, the chair, executive director and committee chairs. This "establishes standards and the right tone at the top," he said.

Boards should also address vision, mission, strategy and operational plans. Program delivery, risk identification and management, finances, government reporting, ethics, integrity and communication and accountability to members and stakeholders should all be key, he said. Dr. Leblanc also proposed that boards adopt a succession planning process.

The March 6 event, *How to Create Effective Nonprofit Boards: The Necessity of Governance and Leadership*, was co-sponsored by the Center for Nonprofit Management, Communities Foundation of Texas and Dallas Social Venture Partners.

AUDITORS PICK UP 'PEOPLE READING' SKILLS AT ANNUAL FRAUD SUMMIT

By Donna Steph Rian



any successful people have a knack for "reading people." Quickly understanding how a boss, top executive or potential client likely will communicate, make decisions or perform tasks can be a valuable asset.

Author, documentary producer and independent investigative journalist Dan Korem taught and spoke about "rapid-fire profiling," his method for "reading people right the first time" at the Jindal School's seventh annual Fraud Summit March 29 and 30.

Mr. Korem defines rapid-fire profiling as the ability to obtain crucial behavioral data about a person "on the spot" without tests or batteries of questions. He taught participants how to profile almost anyone, without stereotyping. Using interactive keypads, they profiled video clips of real people in real situations. Within a day, the

average participant typically moves from 25 percent to 75 percent accuracy, Mr. Korem says.

Also the summit's keynote speaker, Mr. Korem introduced the Korem Profiling System in 1997 in his book *The Art of Profiling – Reading People Right the First Time* (International Focus Press). He says the system has been successfully used for recruiting, sales, negotiations, team leadership, coaching and recruiting athletes, investigations, military operations and educating students. Each of the more than 660 guests at the sold-out conference received a copy of the book.

"We've built the summit into an event that has achieved brand recognition and a reputation that makes people want to return year after year," Mark Salamasick, head of JSOM's Internal Auditing program, says. "It's a quality, first-class event featuring speakers who are unique, charismatic and typically difficult to book. It also offers great networking opportunities."



Dan Korem



Mark Salamasick



Head of the school's internal auditing program and of the Center for Internal Auditing Excellence, Mark Salamasick (standing, center) draws sellout attendance to the annual Fraud Summit with professional workshops and highly sought-after speakers.

High Profile Project Manager Mark Penny To Speak at Symposium

Mark Penny, senior vice president for Manhattan Construction's Dallas office, will be a keynote speaker at the sixth annual UT Dallas Project Management Symposium at the Naveen Jindal School of Management. Mr. Penny is the lead project manager for the George W. Bush Presidential Center at SMU in Dallas. He also is overseeing the \$1.6 billion remodeling project at Dallas/Fort Worth International Airport and expansion in downtown Dallas of First Baptist Church. He has worked on a variety of construction projects and spent almost six years overseeing development and construction of Cowboys Stadium in Arlington.

The symposium, being held August 16 and 17, will focus on "Project Management in a Risky World." The event annu-



Mark Penny

ally attracts more than 300 project managers to share ideas and best practices across a range of industries including construction, healthcare and information technology. This year's topics include how to manage green and sustainable projects and how to effectively and economically terminate a project.

Also speaking this year will be Dr. David E. Daniel, president of The University of Texas at Dallas, who in July 2010 was appointed by the National Academy of Engineering and the National Research Council to a committee investigating the Deepwater Horizon explosion and oil spill in the Gulf of Mexico. Dr. Daniel holds a PhD in engineering from The University of Texas at Austin.

Information and event registration are at pmsymposium.utdallas.edu.

OTHER CONFERENCES ON THE CALENDAR:

MAY

The India Enterprise Forum, May 15, UT Dallas. \$200. — A new venue to facilitate knowledge-sharing in North Texas about economic opportunities in India, the forum's inaugural event will focus on energy and infrastructure.

ief.utdallas.edu

IEEE International Technology Management Conference, June 24-27, Omni Hotel Convention Center, Dallas. Rates vary. — Open to the public, this gathering will focus on "Managing Technology During a Business Recovery." The conference will feature special sessions on university programs in systems engineering and management (SEM). At UT Dallas, the Jindal School and the Erik Jonsson School of Engineering and Computer Science jointly offer a new SEM program, and both schools are involved in the conference.

iee-itmc.org

OCTOBER

10th Annual National Corporate Governance Conference, October 4, JSOM. \$395 through September 4; \$495 thereafter. The Institute of Excellence in Corporate Governance explores plain-spokenness and sincerity — in "Can We Talk? The Necessity of Candor, Leadership and Integrity Inside the Boardroom."

Speakers will include:

- Dr. Richard Leblanc, York University, on **What Really Happens Inside the Boardroom?**
- Marianne Jennings, professor emeritus, Arizona State University, on how to **Do the Right Thing.**
- Baruch Lev, New York University, who will explore **Communicating with Shareholders.**

iecg.utdallas.edu

JUNE



Morris Hite

SCHOLARSHIP KEEPS MARKETING STUDENT IN SCHOOL

A scholarship named for a Dallas advertising pioneer and early benefactor of the

Naveen Jindal School of Management already has made a big difference in the life of the JSOM student who received it.

"Because of finances, I had actually deferred getting my master's until after I had maybe a little bit of money — after working," Haris Fazlani said. "But because of the scholarship, I got to enroll."

Now in the MS in Marketing program, Mr. Fazlani is the most recent recipient of the Morris Hite Memorial Scholarship, a \$3,000 award given annually by the Dallas chapter of the American Advertising Federation and its philanthropic arm, the Dallas Ad League Foundation.

Mr. Fazlani was days away from earning his JSOM bachelor's degree in marketing last December when the president and CEO of Dallas-based TracyLocke creative agency, Beth Ann Kaminkow, presented him the scholarship at an AAF luncheon.

Describing Mr. Fazlani as a "very deserving recipient," Ms. Kaminkow said that "he is also someone who is personally living out the American dream." His parents came to America from Pakistan, she said, "and have, through the years, worked very, very hard at different jobs."

Mr. Fazlani recounted that story, in part, in applying for the award. He also wrote "about finding out what I wanted to do academically and having the motivation to pursue it at the highest level."

Mr. Fazlani's up-by-the-bootstraps drive was a lifelong trait of the late Morris Hite (1910-1983), the Dallas adman for whom the scholarship is named. Mr. Hite started his own agency by the time he was 20 and later rose to the presidency of TracyLocke.

A longtime civic booster, he played an active role in the creation of UT Dallas.

In recognition of his efforts, UT Dallas endowed and established the **Morris Hite Center for Product Development and Marketing Science** in 1984.

An ongoing UT Dallas supporter, Mr. Hite's widow, Caroline, was in attendance when Mr. Fazlani received his scholarship. 🌐



Beth Ann Kaminkow (left), president and CEO of TracyLocke, awarded JSOM marketing student Haris Fazlani (center) the Morris Hite Memorial Scholarship as Pete Iacovazzi (right), AAF Dallas Education chairman, looked on at an AAF Dallas luncheon last December.

PhD Student's Interest in Peoples' Pairings Leads to Prize Money

BY JILL GLASS

When César Zamudio dived into doctoral research, he had dogged determination and a belief that his topic — about how people select others in business settings — was unique.

In February, Mr. Zamudio won honorable mention in the 2011 Marketing Science Institute Alden G. Clayton Dissertation Proposal competition. A prestigious annual contest for junior marketing scholars, the rivalry draws proposals from students at top-ranked universities worldwide.

Besides the award, the institute gave Mr. Zamudio a \$3,000 grant to help complete his dissertation.

It focuses on a novel concept, which he calls “choosing others,” whether it is choosing employees, business partners or celebrities to speak on a firm’s behalf.

“The study of consumer choices has a long tradition in marketing,” Mr. Zamudio says. “However, most studies examine settings in which consumers purchase packaged goods, durables and so forth, but very little attention has been paid to situations where people choose other people or firms choose other firms.

“Managerially relevant examples,” he explains, “include social networks, ... job markets where employers and employees must find their best match;

celebrity endorsements widely used in advertising that depend on mutually beneficial contracts...My research advances methods to examine problems on choosing others and in so doing, contributes to our understanding of job markets, social networks and branding.”

Mr. Zamudio also won a \$10,000 grant in MSI’s “Ideas Challenge” competition, seeking ideas that could substantially improve the field of marketing for scholars, students and professionals. The only competition winner who is a student, he proposed establishment of a global social network of marketing scholars and professionals that allowed for networked resources to increase research output in the field.

Mr. Zamudio, who expects to graduate in May 2013 with a PhD in management science with an emphasis in marketing, believes marketing is a crucial business discipline “in that it

makes us think about how to better serve others — customers, our own employees and shareholders — while at the same time improving an organization’s bottom line.”

After graduation, he hopes to become a professor at a U.S. university. A native of Monterrey, Mexico, Mr. Zamudio says there are few marketing scientists from his home country, a fact that has motivated him to work hard to become a positive example for students from his homeland.



César Zamudio

Management Alumnus Provides Winning Suggestion

A tip from an alum turned into \$10,000 for a team of Naveen Jindal School of Management students when they won the inaugural healthcare case competition of insurer and medical services provider Humana Inc.

Adam Rivon, an MBA 2010 graduate, immediately thought of his alma mater when he learned his employer, Humana, was launching a contest to gauge graduate students’ abilities to build viable business oppor-

tunities from healthcare challenges. So Mr. Rivon contacted Full-Time MBA Program Director Lisa Shatz.

Ultimately, JSOM’s team of MBA students, Andy Cyders, Ryan McLaughlin, Katie Ryan and Jordan Tracy, emerged victorious last October from a finalist field of six teams.

The case question, Mr. Cyders said, “was, basically: Take a look at telemedicine. Take a look at home healthcare. Figure out which Humana should

enter...Describe why, and if you do think they should enter one or both, tell us how they should do it.”

Telemedicine describes the delivery of medical information via audiovisual media, including the Internet, mobile technology and teleconferencing. “Everybody wants to do telemedicine,” Mr. Cyders said.

But the team decided home delivery of medical services offered a stronger business alternative. Their research showed home healthcare not only reduces costs, it also minimizes medical errors and hospital readmissions — and most patients prefer it.



Adam Rivon

The Naveen Jindal School of Management

FRAUD RISK PLAN WINS HIGH MARKS IN CPA COMPETITION

By Kris Imherr

A Naveen Jindal School of Management team’s plan to steer a freewheeling Texas construction company onto a straight-and-narrow path to international business success earned third place in a national case competition.

The JSOM students won \$2,500 in that contest, the annual American Institute of Certified Public Accountants’ (AICPA) collegiate accounting competition. Team captain Amanda Billingsley and members Ben Harwood, Thomas Mätter and Teresa Tran earned the prize last December in Washington, D.C.

The team followed in the successful footsteps of a JSOM team that earned first place in the inaugural 2010 AICPA competition.

In all, 98 teams nationwide qualified in Round One. The JSOM team, Highly Debticated, was one of just three to make it to Round Three finals. Judges named a North Carolina State University squad the first-place and \$10,000 winner. An Iowa State University team earned second place and \$5,000.

The competition focused on fraud and forensics, a fast-growing accounting specialty that detects or avoids wrongdoing not only by auditing ledgers but also by investigating the ethical and legal soundness of business practices.

Competition teams role-played consultants tasked with helping that fictitious Texas firm, High Prairie Construction, assess



The Highly Debticated team of (left to right) Thomas Mätter, Amanda Billingsley, Teresa Tran and Ben Harwood placed third in the second annual AICPA collegiate accounting competition.

the top fraud risks tied to building oil pipelines in Nigeria.

Semifinalists had to re-assess the situation after learning that in other foreign countries where High Prairie already worked, the CEO “turned a blind eye” to the company’s payment of bribes and avoidance of local taxes.

Highly Debticated’s final presentation advocated HPC move away from that high-risk situation by setting short- and long-term goals, including mandatory ethics and compliance training for all employees.

Set the tone at the top, the team advised as its most important proposal: “If HPC’s leadership visibly supports anti-bribery policies, then employees and affiliates are likely to follow.”



Their winning market-entry plan called for acquisition of an established home healthcare provider with a national presence.

Besides \$10,000, their win guaranteed the group interviews with Infusion, Humana’s leadership-development program. The interview for Andy Cyders, who graduated in

December, led to a job he began in January.

Adam Rivon, the thoughtful JSOM alum, joined Infusion in January 2011.

Is he basking in any reflected glory because UT Dallas won? “Absolutely,” he said. “I am the first employee from the school, and this will do us well for future recruiting seasons.”

Their fellow MBA students threw a surprise party for (left to right) Andy Cyders, Jordan Tracy, Ryan McLaughlin and Katie Ryan after the JSOM foursome won first place and \$10,000 at the inaugural Humana healthcare case competition.

UT Dallas | Spring 2012

HEALTHCARE CASE COMPETITORS DEVELOP WINNING PLAN

Both hard-nosed economics and judgment-call ethics made their way into the plan a team of Naveen Jindal School of Management students put together in a winning case-competition effort to distribute \$500 million in make-believe money throughout a hypothetical hospital system.

The team tied for first place with Trinity University, earned \$3,000, and members had their American College of Healthcare Executives membership fees reimbursed in the second annual contest sponsored by the North Texas chapter of ACHE.

JSOM team captain Raj Shah and his teammates Richa Singh, Archana Subhash and Carson Marston role-played outside advisory firm members counseling the imaginary ABC Health System. The system wanted to make wise use of its money in its 10 hospitals, which served more than eight million people in a 150-mile area.

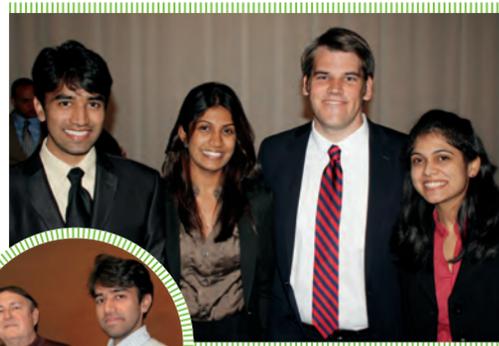
Considering several factors for each hospital — including location, operating margins, net revenues, population growth, in-patient volumes and cost to complete a pet project — the team developed a matrix that logically charted outlay recommendations.

Team members consulted Ashley McClellan, chief operating of-

ficer and interim CEO of Medical Center of Lewisville, who was assigned to them as a contest mentor. The group checked in, too, with John F. McCracken, executive director of the Jindal School's Alliance for Medical Management Education program, and with their academic boss, Dr. Forney Fleming, director of the MS in Healthcare Management program.

In a 20-page paper and in-person presentation, the foursome recommended that all system hospitals follow an asset-management strategy.

"But the future of healthcare is in service-line expansion," Mr. Shah added, so the team also advocated the system branch out as a way to remain viable.



(Above) Winning team members (left to right) Raj Shah, Archana Subhash, Carson Marston and Richa Singh celebrate after the competition. (Left) Dr. Forney Fleming with Raj Shah

Grad Scores in National Contest With Business Turnaround Plan

A Naveen Jindal School of Management graduate closed his UT Dallas career by winning a national contest that challenges competitors to find ways to resurrect distressed companies.

Sudhanshu Jain, a 2011 MBA and MS in Finance graduate, earned first place and \$3,000 in the Turnaround Management Association's 2011 case-analysis competition. His prize also included an expense-paid trip to TMA's convention in San Diego last October.

An international professional society for business-recovery specialists, TMA opens its Carl Marks Student Paper Competition to graduate-level business students. Entrants

select a distressed company, then analyze it from financial, industry and other vantages. "Then you...make recommendations on how you would restructure or turn around that company to make it profitable again," Mr. Jain said.

Competing can be a team effort, but Mr. Jain embarked on a solo study to give Irving, Texas-based jewelry retailer Zale Corporation a plan to overcome revenue, inventory and other troubles. His recommendations "Restructuring Zale Corporation," included closing underperforming stores, cutting expenses and staff, improving customer demand — in part by starting a special bridal program — and divesting unprofitable brands.

"In my view, you tend to learn a lot more about business when you see the trouble you can get into," finance faculty member George

DeCourcy said.

TMA competition adviser, Mr. DeCourcy taught Mr. Jain in a corporate restructuring and turnaround course. The course began, Mr. DeCourcy said, partly at the prompting of the Dallas TMA chapter, because "it's a field that is not covered by other area universities."

Chapter members encourage case-competition participation by volunteering as contestant mentors. Mr. Jain's mentor, Soegiono (Sugi) Hadiwijaya, a restructuring specialist at CRG Partners, said that while "the mentor provides guidance, the bulk of the work resides on student hands."

"It's a lot of work," Mr. Hadiwijaya said, "especially for one person." But, he said, Mr. Jain, now a transaction services associate in the Dallas office of PricewaterhouseCoopers, "was fully committed."



Sudhanshu Jain

Efficiency is the Watchword for Business Idea Contest Winners

WINNERS

UNDERGRADUATE DIVISION

First Place (\$4,000) and Most Effective Presentation (\$500): Blu Mango. *Idea:* a smartphone app that allows users to order food from casual dining restaurants in order to bypass or reduce restaurant waits.

First Runner-Up (\$2,500): Open Academia. *Idea:* an online scientific publishing tool.

Second Runner-Up (\$1,750): Proto Fuel System. *Idea:* a fuel system that would increase the efficiency of automobile engines.

Third Runner-Up (\$750): Cultural Brokers. *Idea:* a service that provides cultural competency training and translation services to healthcare providers.

GRADUATE DIVISION

First Place (\$4,000): Photon, Inc. *Idea:* solar panel-covered parking structures whose energy generation helps offset facility costs.

First Runner-Up (\$2,500) and Most Effective Presentation (\$500): MeStro. *Idea:* a service that uses social media to bring together foodies and restaurateurs through home dining.

Second Runner-Up (\$1,750): Electric Water. *Idea:* a system for cleaning salt water and polluted water.

Third Runner-Up (\$750): Wagshare. *Idea:* a tool to increase blog traffic by linking posts to related posts across the Internet.

Both winning teams at the Fifth Annual UT Dallas Business Idea Competition captured their prizes by seeking more efficiency from modern living.

The first-place graduate team focused on cost savings and clean energy when members planned solar panel-covered parking structures for businesses. The first-place undergraduate team aimed for reducing restaurant waits by devising a smartphone app for ordering food in advance.

Photon, Inc., the graduate team of three Naveen Jindal School of Management MBA students, offered the combined benefits of covered parking and clean, cost-effective energy generation with their winning idea for solar panel-covered parking structures. The energy collected by the panels would help offset the costs of operating the facilities, according to the trio, Andy Cyders, Vance Weintraub and Ben Wilson.

The smartphone app of Blu Mango, the undergraduate team, promises better food faster, according to teammates Raheel Ata, a biochemistry major; Vivek Raman, an electrical engineering major; and Nikhil Karnik, a biomedical engineering major.

Blu Mango earned \$4,000 for first place and another \$500 for most effective presentation at the finals held last November 18 in the Jindal School. Photon, Inc. also earned \$4,000.

The first-place teams also earned legal services provided by the Afghani Law Firm, incubator space in the UT Dallas Venture Development Center and coaching from entrepreneurship faculty in preparation for more business idea competitions across the U.S. and Canada.



(Above) Undergraduate Division Winners, Blu Mango (left to right): Raheel Ata, Vivek Raman and Nikhil Karnik

(Below) Graduate Division Winners, Photon, Inc. (left to right): Ben Wilson, Andy Cyders and Vance Weintraub, with IIE Associate Director Jackie Kimzey



In all, the competition, an annual contest sponsored by the Institute for Innovation and Entrepreneurship at UT Dallas, offered \$19,000 in cash prizes.

Open to students in all seven schools on campus, the competition attracted 170 entrants organized into 59 teams.



State Farm Insurance Recruiting Director Brad Alexander (holding check), consultant Albert Cortez (far left) and agent Travis Thibodeaux (far right), judged a competitive final fall-semester assignment in an undergraduate direct marketing course that resulted in \$2,000 in scholarship money going to the winners. After helping prep the class on what it takes for a new agent to open an agency, the State Farm reps then judged team presentations.

Team 1's "standout" appearance, Mr. Alexander said, "rehearsed, succinct" and having nice flow" with a lot of creativity and "a very targeted approach," was prize-worthy for members (left to right) Curtis Chase, Christina Thomas, Ruth Trevino, Cathryn Powell and Hannah Richardson.

State Farm's JSOM relationship began in spring 2011 when the company awarded \$2,000 to a Personal Selling and Sales Management course team for its ideas on gaining new young-adult clients.

CPA Society Awards Three Scholarships

Three Naveen Jindal School of Management students received 2011-2012 scholarships to help them toward their goal of becoming certified professional accountants. The Accounting Education Foundation of the Texas Society of Certified Public Accountants made awards of \$1,500 each to Boripat Siewsurut, Jaimie Yang and Alyson Brands.

Interning spring semester at Deloitte, Mr. Siewsurut is enrolled in JSOM's Professional Program in Accounting, a curriculum that allows academically motivated students to earn a bachelor's and master's degree in accounting in five years.

Also in PPA, Ms. Yang participated in the Accounting area's ethics competition in the fall.

A former UT Dallas cheerleader, Ms. Brands is a graduate student with a full-time job in an accounting firm. She received the Jacob Bezner Scholarship, which is named for a Dallas CPA who supports the Accounting Education Foundation.



Marketing Student Team Closes the Deal on Henry Schein Scholarship

For a final fall-semester assignment, student teams in Alex Edsel's Personal Selling and Sales Management course, competed for \$3,000 in scholarship money by putting together a written and oral sales presentation for Henry Schein, a Fortune 500 healthcare products provider. "Students pretended to be on a Henry Schein sales team making a proposal to a large dental office for an advanced crown-making device, which retails for over \$100,000," Mr. Edsel explained.

Shown here with Henry Schein Zone General Manager Dean Kyle (center), winners (left to right) Zayd Mabruk, Kia Wright, Anastasia (Asia) Maston, Melanie Castro, Coral Glass and Lincoln Yang delivered a cohesive written proposal that covered all the attributes the buyer had indicated were important. In its oral presentation, the team successfully executed such key components as proper use and explanation of visual aids, check-backs, proper introductions, body language and tone inflection, handling of several buyer objections and making the close.

Ambassador Sells Students on Africa Zambian envoy lauds her homeland during JSOM visit

Extolling the virtues of her home continent and her home country, the Zambian ambassador to the U.S. recently exhorted a largely student audience at the Naveen Jindal School of Management to "think of Africa as your next employer." "This is the continent people are calling the next frontier," Ambassador Sheila Siwela told listeners about the business outlook there.

In fact, JSOM Professor Habte Woldu said in introductory remarks, 23 of Africa's 54 nations have recorded "economic growth of 7 percent to double digits" in recent years.

Adviser to the International Management Society, a JSOM-based student organization, Dr. Woldu introduced the ambassador on behalf of the society. The group brought the ambassador to campus January 25 with the help of the DFW African Chamber of Commerce.

Ms. Siwela, a career diplomat who has been U.S. ambassador since 2010, explained Zambia is often cited as a model for democracy. After gaining independence from Great Britain in 1964, she said, Zambia became a center for helping neighboring countries gain their freedom.

The 1990's marked the beginning of Zambia's free-market economy. Today, she said, 99 percent of companies there have been privatized.

The world's No. 3 producer of copper, Zambia also promotes its agribusiness potential — "Seventy percent of the land is virgin," Ms. Siwela said, with plenty of water resources — and tourism.

Victoria Falls, a famous tourist attraction, lies between Zambia and Zimbabwe. The falls, combined with abundant, "world-class" wildlife and the unspoiled wilderness make Zambia a great tourist destination, Ms. Siwela said.

Her homeland's selling points also include a youthful popu-



International Management Society vice president Pichan (Pop) Kanjanakantorn (left) exchanges business cards with Zambian Ambassador to the United States, the Honorable Sheila Siwela.

lation and high education rates, she said. But Dr. Woldu, director of JSOM's Global Business and International Management Studies programs, commented that Africa has not done a good job of offering its highly educated citizenry enough incentives to stay in their homelands.

This diaspora issue — the scattering of educated Africans away from the continent — will be addressed in a new U.S.-Africa initiative, Ms. Siwela said. "Zambia needs the diaspora, and the diaspora needs Zambia," she said.

Genghis Grill Guys Hit on Stir-Fry as Sure-Fire Success

While at UT Dallas

By Donna Steph Rian



Al Bhakta, BS 1999, Chalak president and chief executive officer

What began as a group of college buddies socializing, shooting pool and eating at their favorite Asian stir-fry has evolved into a multimillion-dollar corporation that today owns the 85-unit Genghis Grill chain and 11-unit Baker Bros. American Deli, and is a partner in several other restaurant and hospitality concepts.

The roots of the Dallas-based Chalak Group — which had annual sales of \$100.1 million last year — date to three of the four principals' stints in college together.

As UT Dallas students, Al Bhakta, now Chalak president and chief executive officer; Ron Parikh, chief marketing officer; and Nik Bhakta, chief operating officer and Al's first cousin; studied, hung out together, held full-time

jobs and invested in various businesses. Although not related to the other Bhaktas, Chief Financial Officer Chet Bhakta, who graduated from Brookhaven College, also was a close friend.

"We invested in a pool hall in Garland...," Al Bhakta said. "It broke even the first month, made a profit thereafter and became a successful venture in six months. Then we opened a game room in Lewisville.

"We went to college during the day and ran the businesses at night," he said. "We were full of energy and didn't seem to need much sleep."

A 1999 graduate of the Naveen Jindal School of Management, Al Bhakta earned a Bachelor of Science degree in business administration. "I've always been entrepreneurial, ever since [I was] a kid," he said. "But obviously, my education played a significant role. The discipline we learned at UTD, and things we learned in the marketing realm and in accounting classes, help me on a daily basis. From a strategy and growth standpoint in our company, many of the things we are doing today lean back to what we were taught at UTD."

One of the group's favorite eateries during college was Genghis Grill, a Mongolian stir-fry restaurant. During one visit, Al left a business card and asked the owners to call if they ever franchised the concept.

That was 1999. In 2001, Al and his buddies received that call and sold their other businesses. Ron Parikh earned his BS in business administration at UT Dallas that year,

and Nik Bhakta earned his Bachelor of Arts degree. In 2002, the buddies opened the first Genghis franchise.

"The first night our restaurant opened was a Tuesday," Ron Parikh said. "We were open from 4 p.m. until 10 p.m., and not one customer walked through our door."

Ron agrees that his education at UT Dallas has contributed significantly to his marketing role at Chalak. "UTD helped me figure out which direction I wanted to go, and to be patient. You can't expect to have everything at your fingertips immediately. UTD helped me learn how to plan and grow better."

After opening night, the group launched a marketing campaign to educate customers regarding the Mongolian stir-fry concept. It has diners "build their own bowls" from a selection of fresh meats, vegetables, sauces and spices, and hand their creation to a "grill master" who cooks each individually on a large, round grill in a few minutes.

In 2003 and 2004, Chalak purchased a second corporate restaurant and another franchise location. In 2004, it bought the company that owned Genghis. At that time, there were three corporate restaurants and three franchise units outside Texas.

Today, Genghis Grill encompasses 85 locations in 21 states. About half are owned, and half are franchises. Last year, Chalak purchased Baker Bros., and, it owns interests in YUM Brand Restaurants (KFC, Taco Bell and Long John Silver's) and Hampshire Hotels in South Africa. 🌐



Al Bhakta with Ron Parikh, BS 2001, Chalak's chief marketing officer

A L U M N I N O T E S

1980s

Mike Wolfe, BS 1986, is part of the executive management group for Willow Bend Mortgage in Plano, Texas. Mike was selected as a 2012 Dallas/Fort



Worth Five Star Mortgage Professional for the advertising section in the May issue of *Texas Monthly*. He was honored in 2010 by *D Magazine*, which recognized his 20 years as a residential mortgage specialist. The *Dallas Business Journal* named Willow Bend Mortgage one of the top 15 Dallas-Fort Worth lenders for eight years and included the company in its Dallas 100 Awards every year from 2006 through 2011.

Cynthia (Cindi) Keith, BS 1988, has taken on a new role as operations partner in the National Professional Services Group of PricewaterhouseCoopers LLP.



Previously, she led the North Texas Tech Assurance Team as a partner in PwC's assurance and business advocacy services. She was named chairperson of the Jindal School of Management's Accounting and Information Management Executive Advisory Council in April 2002 and recently joined the JSOM Advisory Council.

Kimberly Doherty, BS 1989, is a founding partner and president of Solutions Tax & Bookkeeping, LLC. Her business was honored as an "Emerging Company" by the *Collin County Business Press* in its last Celebration of Enterprise. An income tax preparer for more than 10 years, Kimberly is a member of the National Association of Tax Professionals and National Association of Enrolled Agents.



An enrolled agent is a tax professional who is "enrolled" by the Department of the Treasury and the IRS to represent taxpayers in all administrative areas of the IRS. (While a CPA or attorney must be licensed within each state, an enrolled agent can practice in any state.) Born and raised in Dallas, Kimberly returned to the world of business after raising her family.

Steven Niekamp, BS 1989, was promoted last



November to chief information officer for the City of Garland. He oversees the city's information technology services. He started working for Garland in March 2011 as manager of IT

infrastructure. He oversaw the city's ongoing strategies to improve utility billing, productivity and virtualization systems. Previously, Steven worked in a variety of IT positions in both the private and public sectors.

Walter Sutton Jr., PhD 1989, in January received the Dallas Bar Association's Martin Luther King Jr. Justice Award. The award goes to a leader who demonstrates the values and ideals of Dr. King. Chief of staff and special assistant to the president of UT Dallas from 2001 to 2005, Walter subsequently moved to Bentonville, Arkansas, where he now manages the diversity and external funding budget for Wal-Mart's legal department. He also serves as chairman of the board of trustees for Wiley College in Marshall, Texas, where he grew up.

Walter attended the University of Denver, where he majored in economics. His first job was with Ford Motor Company in Dearborn, Michigan, where he worked by day and attended law school by night. He graduated from the University of Michigan Law School in 1970, returned to work at Ford as a staff attorney, then in 1972, moved back to Texas to work in the legal department of Tenneco Oil. He later went on to



the legal department at Texas Instruments Incorporated, where he began to specialize in environmental law.

He left in 1988 to pursue his doctorate at UT Dallas. Upon graduating, he went to work for Hughes & Luce Law firm in the field of environmental law. He left in 1993 to work for the Environmental Protection Agency. In 1998, President Bill Clinton appointed him associate administrator for policy for the Federal Highway Administration, and two years later, he was appointed deputy federal highway administrator.

A mentor to many young lawyers, Walter told the Dallas Bar Association upon receiving the Justice Award: "Your accomplishments in life are measured by what you do for others."

1990s

Cari Turner, BA 1998, MBA 2004, and her husband, Bill, last November completed their third 60-mile walk to help find a cure for cancer. Their three-day walk took place in the Phoenix area. On the first day, they walked 24 miles. The second day



was 20 miles, and the third, 16 miles. Cari writes that she has now raised more than \$10,000 for a cure for cancer. She is planning a walk for October 2012 in Tampa.

Mahesh Shetty, EMBA 1999, won the 2011 *Dallas Business Journal's* CFO of the Year award for Private Companies. He is the chief financial officer for Encore Enterprises, a diversified Dallas commercial real estate firm. Mahesh has been with Encore since 2008. Recently he has been involved in outsourcing the company's accounting department as well as incorporating cloud-based accounting applications. Prior to Encore, he was CFO for NATK, a Nasdaq company that made high-performance composite ties for railroad tracks. Previously, he was CFO for Intelligent Access Partners, which supported large organizations' corporate communications infrastructure. He started



his career with PricewaterhouseCoopers and has served in senior finance leadership positions on three continents. He earned a BS in accounting and banking from Osmania University in India. He is a certified public accountant, certified IT professional, Fellow of Chartered Accountants member and a chartered global management accountant.

2000s

Jeremy Gregg, EMBA 2006, recently accepted the position of chief development officer for the Prison Entrepreneurship Program (PEP), where he has been a volunteer since 2007. He says that PEP transforms the lives of both its executive volunteers and its clients, uniting them through their passion for entrepreneurship, education and mentoring. Previously, Jeremy was the executive director of The PLAN Fund whose loans often went to graduates of PEP. His area of expertise includes client development, relationship management, strategic planning, branding and corporate identity, marketing and public relations, and



communications. He has been working in the nonprofit management field since 2001 and earned his certified fund raising executive designation in 2008. He received a BA in English as well as a BA in advertising from Southern Methodist University in 2001. He resides in the Dallas-Fort Worth area.

Shakeya McDow, Internal Auditing certificate program 2006, was named one of Ernst & Young's three overall champions from the Americas for the 2011 Global Chairman's Value Awards. Shakeya became a senior manager with Ernst & Young's Advisory Services in July 2011 and in that role provides risk advisory services to global enterprises in many industries, including aerospace and defense, consumer products,

healthcare, media and entertainment, nonprofits, private equity and technology. She has been with Ernst & Young since 2007 in a variety of capacities.

Previously, she was an internal auditor for Blockbuster, a risk advisory specialist for Brinker International; and a regional accounting operations manager for Maggiano's Little Italy.

A certified public accountant, certified internal auditor and certified fraud examiner, Shakeya serves on the Jindal School's Internal Audit Program Endowment Committee and is a local officer and international committee member for the Institute of Internal Auditors.



She also is a board member of the AIDS Interfaith Network, a member of the United Way Tocqueville Society and is actively involved in Junior Achievement of Dallas. She resides in the Dallas area.



Jonela Wells, MS 2009, is a CPA with extensive federal and state tax-compliance experience, primarily working with middle-market businesses and high-net-worth individuals. She works for Cornwell Jackson

Advisors, PLLC, as senior tax adviser. Previously, she worked for the national accounting firm of CliftonLarsonAllen LLP in a similar capacity. Jonela is a member of the Texas Society of CPAs and the American Institute of CPAs. She graduated summa cum laude with a BS in Accounting degree from The University of Texas at Tyler. She enjoys spending her free time with her husband and daughter in McKinney, Texas.

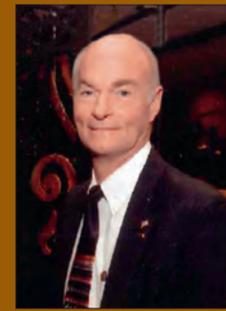
Steven Rosson, BS 2010, is now product manager for eBay Buyer Protection. Steven, who was his class' student government president, says he works with

product managers, developers and customer service groups throughout the United States and Europe to raise awareness of the eBay buyer protection program with the hopes of developing a "better overall experience for the end user."



Previously, he, along with fellow alumnus **Paul Ingram**, BS in economics 2008, developed SlotGuard. This company allowed users to opt out of receiving junk mail and phone books by choosing pre-defined categories or by listing individual mailers. The service cost customers about \$10 per year. Steven says that in addition to his UT Dallas education, "my extracurricular experience as vice president of Chi Phi and as president of Student Government contributed greatly to the skills I use professionally."

OBITUARY



Jack Julius Lamb Jr., BS 1990, 65, passed away December 5, 2011, after a yearlong battle with liver cancer.

Jack attended The University of Texas at Austin and later graduated from UT Dallas. He spent part of his professional career as an electronic filing group manager for Intuit/Lacerte.

A past chairman of the

UT Dallas Alumni Association, he also served on the UT Dallas Arts and Humanities Advisory Board, the Jindal School's Accounting and Information Management Executive Advisory Board, and was a mentor in the Full-Time MBA program. In 2002, he received UT Dallas ring No. 1 for being the largest contributor to the Ring Award Endowment.

Jack was treasurer of Bentwood Trail Presbyterian Church and served in various posts for the Campbell Green Neighborhood Association as well as vice president of the North Dallas Neighborhood Alliance.

His widow, Karen Wolfe, says his contributions continue, as he donated his body to the UT Southwestern Willed Body program. Other survivors include his

mother, Margaret Lamb; sister, Julia Margaret Lamb Rohde; son, Lamar (Tracie); and grandson, Soren.

Memorials in his name may be made to Bentwood Trail Presbyterian Church, 6000 Bentwood Trail, Dallas, Texas 75252; CaringBridge.org; or the UT Dallas School of Arts and Humanities, 800 W. Campbell Road, JO31, Richardson, Texas 75080.

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