

THE NAVEEN JINDAL SCHOOL OF
MANAGEMENT

THE UNIVERSITY OF TEXAS AT DALLAS

VOLUME 23 No. 1 AUTUMN 2019



NEW Directions...



Sustainability in Africa

5
PAGE



Hasan Pirkul
Dean and Caruth Chair

As we celebrate the 50th anniversary of the University's founding, I am happy to report that new traditions of community service and corporate social responsibility have taken root in the Jindal School and are becoming integral to the school's identity. Stories in this issue show that the first year of the new community service requirement for undergrads was a resounding success (see

page 2) and that student hard work and commitment helped us launch our first global sustainability initiative in Ethiopia (see page 5).

This fall, we have record freshman enrollments. In two years, our incoming freshman class has grown 32%, to 788 students. Our freshman class has excellent credentials, with an average SAT score of 1272, up from an average of 1245 two years ago. The BS in Finance program is now the largest in the school, with 951 students, followed by our BS in Information Technology and Systems program, with 848 students, and our BS in Accounting program, with 842 students.

Our graduate enrollments followed a national trend and declined in single digits, primarily driven by a significant decrease in international student enrollments resulting from the current geopolitical climate.

This fall, our second class of Jindal Young Scholars joined us. Members of this class graduated from five participating Dallas Independent School District schools last spring and include seven high-achieving young men and women. JYSP offers a hands-on leadership and education assistance program in high school. Students accepted into the Jindal School are also given full scholarships.

We have hired an impressive group of new faculty members whom you can read about on page 21. The new hires further strengthen the Jindal School's world-renowned faculty. Of the 16 newcomers, six join us in tenured or tenure-track positions. We also have appointed seven of our current faculty into named professorships. In all, 30 Jindal School professors occupy chairs or professorships (see page 10).

We continue our tradition of hosting major conferences and events. This fall, our new Herbert D. Weitzman Institute for Real

Estate welcomed restaurateur Phil Romano, creator of more than 25 restaurants concepts, including Romano's Macaroni Grill and Trinity Groves. The Colloquium for the Advancement of Free-Enterprise Education hosted actor, writer and director Robert Anthony Peters at a showing of his movie *Tank Man*, about the unidentified man who stood in front of tanks during the Tiananmen Square protests in Beijing in June 1989. And our Center for Healthcare Leadership and Management held a provocative seminar, "Medicare for All: What Does It Really Mean?"

The school continues to excel in national and international program rankings. In late September, the Jindal School Full-Time MBA program placed No.17 among U.S. public universities in QS Global MBA Rankings. In data gleaned from 2019 rankings of online MBA programs by business school platform *Poets & Quants*, our program ranked No.1 for the number of alums who got a pay raise at work as a direct outcome of their online MBA experience. We also tied for first in satisfying alums' program expectations and in their satisfaction with career coaches and mentors. We placed at No.3 for career outcomes and tied for No.6 based on alumni promotions at work as a direct result of their online MBA experience. In the recently released 2020 *Poets & Quants* ranking, our online MBA programs came in at No.13.

Also in September, *Bloomberg Businessweek* released five lists that rank schools based on answers Full-Time MBA program alumni gave in surveys used to compile 2018 Bloomberg rankings. Based on alumni responses, the Jindal School ranks highly on four of the five survey questions. We rank No.6 for academic quality, No.10 for emphasis on innovation and creativity, No.13 for entrepreneurship and No.25 for the usefulness of our alumni network in helping career development. These numbers show that the school has made an indelible impression on our alums.

UT Dallas — and the Jindal School — are proud of the role we play in developing young men and women into poised professionals who are contributing to our society. As I write this, I am delighted to know that soon Mike Rawlings, the former mayor of Dallas, will be speaking at our Scholarship Breakfast about education's essential role in building stronger communities and securing a better future for everyone.

We thank you, our alumni and friends, for all you do to make the Jindal School better. Its reputation is a tribute to your support.

Best Wishes,

Hasan Pirkul.

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NEW
DIRECTIONS
FOR
STUDENTS
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2 Jindal School Students, Community Partners Embrace Community Service Requirement

Students, those they serve and JSOM administrators review the impact of the new initiative.

Jimmie R. Markham

5 Students' Management Skills Bear Fruit in Ethiopia

Jindal School students helped the school successfully launch its first global sustainability initiative.

Jimmie R. Markham

Matthew Kelly

Hassan Mohamed Seoudi

Kathryn Park Slaughter

10 University Honors Seven Jindal School Professors with New Appointments

More Jindal School professors moved into endowed posts, the highest academic honor a university can bestow.

20 Former Dallas Mayor to Discuss the Future, and the Importance of Education at Scholarship Breakfast

Former Dallas mayor Mike Rawlings will share his views on the future of the city and North Texas at JSOM's annual major fundraiser.

T.D. Christensen

DEPARTMENTS

- 16 Advisory Council Update
- 18 JSOM Research Ventures
- 21 New Faculty
- 26 Faculty News
- 31 Program Updates
- 36 Center and Conference News
- 38 Community Engagement
- 40 Student News
- 43 Alumni News

14 Two JSOM Alumnae Honored at Awards Gala

Venise Stuart, BS'79, received a Distinguished Alumni Award, and Angelica E. Barriga, BS'03, MBA'08, received the Green and Orange Award at the annual recognition event honoring achievements of UT Dallas alumni and supporters.

Rachel Stowe Master

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Jindal School Students, Community Partners

By Jimmie R. Markham

A year ago, the Naveen Jindal School of Management launched Jindal OutREACH, a graduation requirement for all undergraduate students new to the school to complete a community engagement experience.

At the time, Dr. Marilyn Kaplan, associate dean of undergraduate academic operations, said that many students were already performing much of the work but that there was no way to collect the data or quantify the impact of the work.

A year has made a lot of difference.

Jindal School students have logged more than 18,000 hours of community service and have demonstrated an economic impact of nearly a half million dollars in North Texas.

Jillian McNally, the undergraduate social engagement coordinator, has administered the program since its launch in September 2018. She says that seeing the numbers has been staggering to her.

"This has become more than just a job," she says. "It really has become a passion project for me. I'm so incredibly proud to be working on this initiative — the most proud I've been of anything I've done in my professional career."

While students can perform the service hours on their own initiative, they also can take advantage of several courses



Jillian McNally, undergraduate social engagement coordinator

the Jindal School offers that fulfill the service requirement in part or in whole.

The impact of their service can be measured in more than just bottom-line numbers. Work students have done has made such an impression on leaders at partner organizations that they have become de facto ambassadors, extolling the virtues of the Jindal School and its student volunteers.

Chief Operating Officer Aaryaman Singhal of Groundwork Dallas, an organization that promotes stewardship of the environment, has seen firsthand the impact that JSOM students have made on his nonprofit.

"Volunteers from UTD have really injected new spirit into our organization," he says. "They attend reliably, work hard and are fun for our staff to be around. They've helped us with frontline work beautifying green spaces and with back-office financial analysis work. We cannot recommend them enough and look forward to our continued partnership."

Alicia Morgan, vice president of education and programs at Frontiers of Flight Museum, has similar accolades.

"The volunteers



Marilyn Kaplan, associate dean of undergraduate academic operations

were extremely helpful," she says. "This year we had record-breaking attendance — 2,200 guests visited the museum. I worked personally with the Jindal School's volunteers assigned to the auditorium. They were extremely helpful assisting me with

Jindal OutREACH volunteers plant a tree at Viva Volunteer 2018, an annual UT Dallas service event.



Embrace Community Service Requirement

In all, Jindal OutREACH volunteers planted 107 trees in the Oak Cliff neighborhood of Dallas during Viva Volunteer 2018.

logistics in setting up for the featured presentations, getting guests in and out of the auditorium and getting them comfortably seated.”

Community Service Work Sparks Attitude of Volunteerism

One of the program’s primary goals is to produce well-rounded citizens who engage with and become part of their communities.

“I’ve been talking to some of our incoming freshmen about the program,” McNally says. “The program makes sense to them. I love seeing that attitude, especially from these younger students. One of our goals is to foster a spirit of involvement that will go with them into the workforce.”

Stephen Christopher Harris, a senior business administration major, is a good example of how that goal plays out.

This past year, Harris changed his degree plan to the 2019 catalog to better align his curriculum with his academic interests. Because of that switch, he was required to perform community service. He decided to volunteer at Family Gateway, an organization that provides support and services to children and families affected by homelessness.

Harris acknowledges that he had some trepidation prior to beginning his volun-



teer service. He thought that he might end up just wanting to get through the experience as quickly as possible so that he could leave it behind him. By the time he had completed his 100 hours of service, he considered it one of his proudest achievements. The work he did, he says, improved his communication and critical-thinking skills.

“I have learned to speak to newly homeless people that are at their lowest points,” he says. “I helped guide them through a process that is incredibly stressful for them.”

Another benefit, Harris says, has been making connections with people in the social-work industry. These will prove useful because Family Gateway offered him a paid position, one that he has accepted.

“As a volunteer, I made connections with people who

are able to help families and people in different situations all across the Metroplex,” he says. “I value these connections because, as an assessment and diversion specialist, I will be better able to recommend the right resources to people in dire situations.”

Mengyao Nie, who graduated in May with a bachelor’s degree in marketing, put the business skills she learned in the classroom to use as a volunteer at AC Food Pantry. Leaders at the organization wanted a website redesign and asked for Nie’s help. Having changed majors last May, she knew she needed a big project like this one to accumulate her service hours quickly.

“I made a complete business plan, including how to execute each step,” she says. “Because they wanted a brand new website, I planned out the detailed execution ... within the time frame they requested. I managed to complete every task — from structure, content, photog-

Stephen Christopher Harris got so caught up in community service at FamilyGateway that it led to an offer of a paid position there.

Left: OutREACH students formed a brigade to unload bags of mulch to pack around the newly planted trees. Right: Selfies celebrated the landscaping project. In all, 511 UT Dallas students donated 2,555 hours of labor and saved nonprofit organizations more than \$63,000 at Viva Volunteer 2018.



raphy, to design — by myself. It really helped with my professional communications skills and ability to take the lead.”

Nie says it was one of the best experiences that she has ever had, because it gave her a stronger sense



of self to serve something larger than herself. She plans to continue volunteering with AC Food Pantry.

“I want more people to see that what they are doing is truly incredible,” she

says. This experience will definitely go on my résumé. I believe it presents another aspect of me other than academic scores, to see the bigger picture of me as a human being.”

Mengyao Nie, BS'19, created a new website for the AC Food Pantry for her community service.

By the Numbers: The Economic Impact of JSOM Student Community Service (As of August 2019)



Total hours of service:
18,031



Total economic impact:
\$445,191



Number of approved partners:
58

The Naveen Jindal School of Management manages its Jindal OutREACH community service program using VOMO, an online volunteer management platform. Economic impact values used for VOMO reports come from estimated national average values for volunteer time. The source for these numbers is Independent Sector, a nonprofit organization whose membership consists of other nonprofit organizations. As of Aug. 7, 2019, when Jindal OutREACH compiled its assessment reports, the estimated national average value for volunteer time used in VOMO was \$24.69 per hour.



By
 Jimmie R. Markham
 Matthew Kelly
 Hassan Mohamed Seoudi
 Kathryn Park Slaughter

Students' Management Skills

Bear Fruit

in Ethiopia

Funding from the Ann and Jack Graves Charitable Foundation allowed a group of Naveen Jindal School of Management global business program students and faculty members to travel to Ethiopia in July. There they were joined by Graves family member and foundation administrator Mike Redeker, a Jindal School MBA'97 and MS'01 alumnus, who had been very involved in preparing for the trip. The purpose of the trip was to help six Ethiopian single mothers (five of whom are pictured below) develop the Friat Partnership Association, a fruit-dehydration business. The effort was led by Dr. Habte Woldu, director of JSOM's sustainable global business initiatives and a clinical professor



Students and faculty depart from Dallas-Fort Worth International Airport July 10, 2019, en route to Mekelle, Ethiopia. From left: Matthew Kelly, an MS in International Management Studies student, Amanda Feller, a BS in Global Business senior; Hassan Mohamed Seoudi, a BS in Global Business junior; Fahad Kazi, a School of Economic, Political and Policy Sciences junior majoring in internal political economy; Kathryn (Katie) Park Slaughter, a BS in Global Business senior; and Habte Woldu



Mike Redeker (left) and Habte Woldu congratulate one another on progress to date.

©HEINTEH/ADOBESTOCK

in the Organizations, Strategy and International Management Area.

With Woldu and colleague Hubert Zydorek, director of the BS in Global Business and MS in International Management Studies programs, the students had prepared for the project for more than a year. Holding weekly meetings, they conceptualized the work, began creating a proposal, outlined challenges and then connected with partners at Mekelle

University in Ethiopia. As their deadline approached, they met twice a week in order to complete the project proposal and create a business plan to serve as a template for sustainable business initiatives. They also put together a timeline and created a training program. They sourced a commercial dehydrator in South Africa, acquired funding to purchase it, learned how to set up and operate the machine and began prospecting customers for the business.

As the trip approached, they booked flights and



Members of the Ethiopia Sustainability Project team gather in the warehouse that would house the fruit-dehydration business to begin their work. The team negotiated with the Ethiopian government to procure the facility, which Friat rents for about \$30 a month.

From left: Habte Woldu, Kibra Mussie, Mike Redeker, MBA'97, MS'01; Amanda Feller; Abrhet Hagos; Mulu Selomon; Eyerusalem Berhe; Kathryn (Katie) Park Slaughter; Matthew Kelly; Hassan Mohamed Seoudi; Rahel Alemu; Hubert Zydorek; and Fahad Kazi



JSOM student Matthew Kelly (left) and a local cab driver formed a bond over morning coffee.



Every morning students met in their hotel lobby to take part in a traditional Ethiopian coffee ceremony and plan their day's work. The team collaborated with a faculty member from Mekelle University, which now oversees the project.

Clockwise from left: Amanda Feller, Matthew Kelly, Fahad Kazi, Hassan Mohamed Seoudi, Katie Park Slaughter and Mearg Tesfay Hagos, assistant professor in Mekelle University's College of Business and Economics



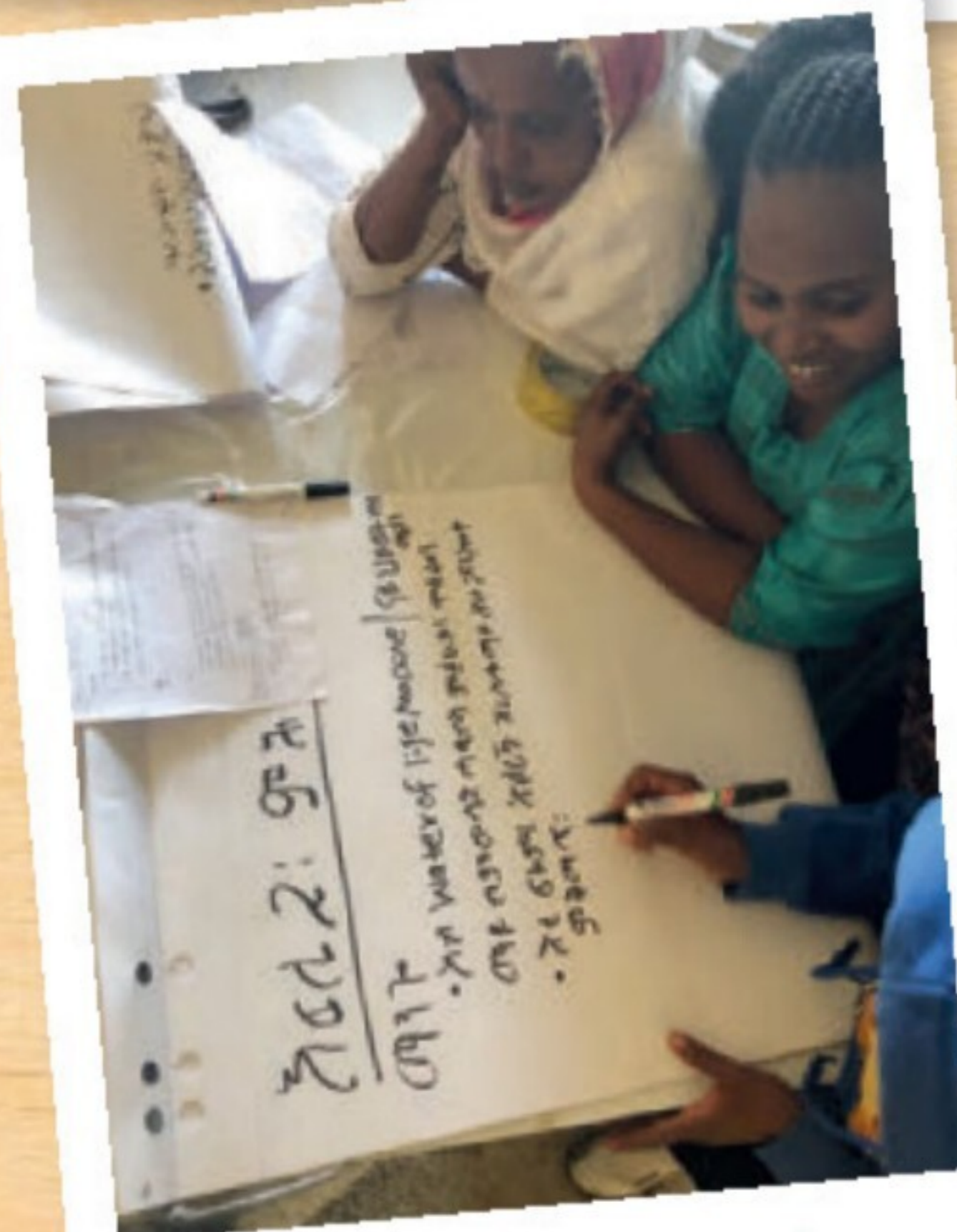
Rahel Alemu, holding her daughter, as she prepares a coffee ceremony in her home for the students



Prior to renovation, the building did not have running water, so team members had to walk 800 meters - about half a mile - to the village well to get water and then hire donkeys to carry it back to the construction site, where it was mixed with cement. At left: Team member Fahad Kazi pumping water at the well



Relationship building was one of the most important aspects of the project, according to the students. Here Amanda Feller (second from left) and Katie Park Slaughter (second from right) interact with local women, including Friat co-owner and operator Abreht Hagos (center).



The women owner-operators, who received detailed business-operation instructions, recorded the processes for fruit dehydration in Tigrinya, the predominant language of the Tigray region, of which Mekelle is the capital.

A guard at the Mekelle airport



The team interacted with local vendors to make purchases for Friat. Matthew Kelly (far left), Hubert Zydorek (second from right) and Amanda Feller (far right) negotiated with a vendor (second from left) to purchase tarps and water buckets.



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hotel rooms, purchased and packed project resources.

They even had to monitor a coup attempt in Ethiopia just a few days prior to their planned departure. They prepared a justification for proceeding with the trip, and Woldu assured University administrators that the group would be safe.

Since their return to Dallas in early August, the students get regular updates on Friat, which opened Aug. 25. Their trip is over, but the sustainable business they helped launch has just begun.

"We have turned daily operations over to the women but have partnered with Mekelle University to offer them continued support," said Woldu. "Our goal is to make this business idea reproducible and create sustainable businesses across the African continent." 🍌



The Friat building required renovation, which included building and sealing a dividing wall and entryways, applying laminate to the floor and preparing the tables as workstations.
Before the trip, Slaughter designed some sweatshirts and T shirts that she sold to raise extra money for Friat. Team members used this money to buy flooring when they realized that it would help make the facility easier to clean. Slaughter and Feller also had an impromptu fundraising session on social media while in Ethiopia and were able to raise enough funds in a single day to pay for installation of the laminate.



Aprons and hairnets hung on the wall indicated that Friat was ready for business.



A few days after they got back to Dallas, the Friat project team received this photo of the women they helped. The women were cutting mangoes with Wynand Nicolaas Britz (center), a representative of Dryers for Africa, the South African company that manufactured their dehydrator.





The team purchased a commercial dehydrator from Driers for Africa, a South African company. The order included the equipment, backup parts, transportation, and training. From left: Amanda Feller (behind the dehydrator), Hassan Mohamed Seoudi (seated) and Habte Woldu



Hassan Mohamed Seoudi at the Mekelle market purchasing supplies for Fariat



Mearg Tesfay Hagos, assistant professor in Mekelle University's College of Business and Economics, collaborated closely with the Jirdal School team on the project.

Photos by

Matthew Kelly
Mike Redeker
Kathryn Park Slaughter

UNIVERSITY HONORS SEVEN JINDAL SCHOOL PROFESSORS WITH NEW APPOINTMENTS



Seven of the 12 UT Dallas faculty members honored at the 2019 University Investiture Ceremony were Naveen Jindal School of Management professors. Chairs and professorships were formally announced at the April 29 event, which recognized the honorees before their families, colleagues, mentors and students.

A student speaker introduced each honoree before UT Dallas President Richard C. Benson and Dr. Inga Musselman, vice president for academic affairs and provost, presented each with a commemorative medallion.

Considered the highest academic honors a university can bestow, chair and professorship endowments provide senior-level faculty with funds to advance their scholarly activities and support research. UT Dallas has more than 130 chairs and professorships. Investitures are among the oldest traditions in academia, dating back more than 500 years. During the ceremony, honorees and ceremonial participants don full academic regalia.

The endowed chairs and professorships are made possible by philanthropic donations, with several established by or honoring the University's founders and early leaders. Endowments have come from community supporters as well as alumni and faculty. Those include Mike Redeker, MBA'97, MS'01, who established the Mike Redeker Distinguished Professorship in Management, and Dr. Joseph C. Picken, founder and former executive director of the Institute for Innovation and Entrepreneurship at UT Dallas, who contributed funds upon his retirement last year to establish the Dr. Joseph Picken Distinguished Professorship in Innovation and Entrepreneurship.

THE JINDAL SCHOOL HONOREES ARE:



TITLES: Professor of Operations Management, Operations Management Area Coordinator

ENDOWED POST: Mike Redeker Distinguished Professor in Management

ABOUT THE POST: This professorship was made possible by Jindal School alumnus, Mike Redeker MBA'97, MS'01, and supports the research and scholarly activities of the holder in the Jindal School.

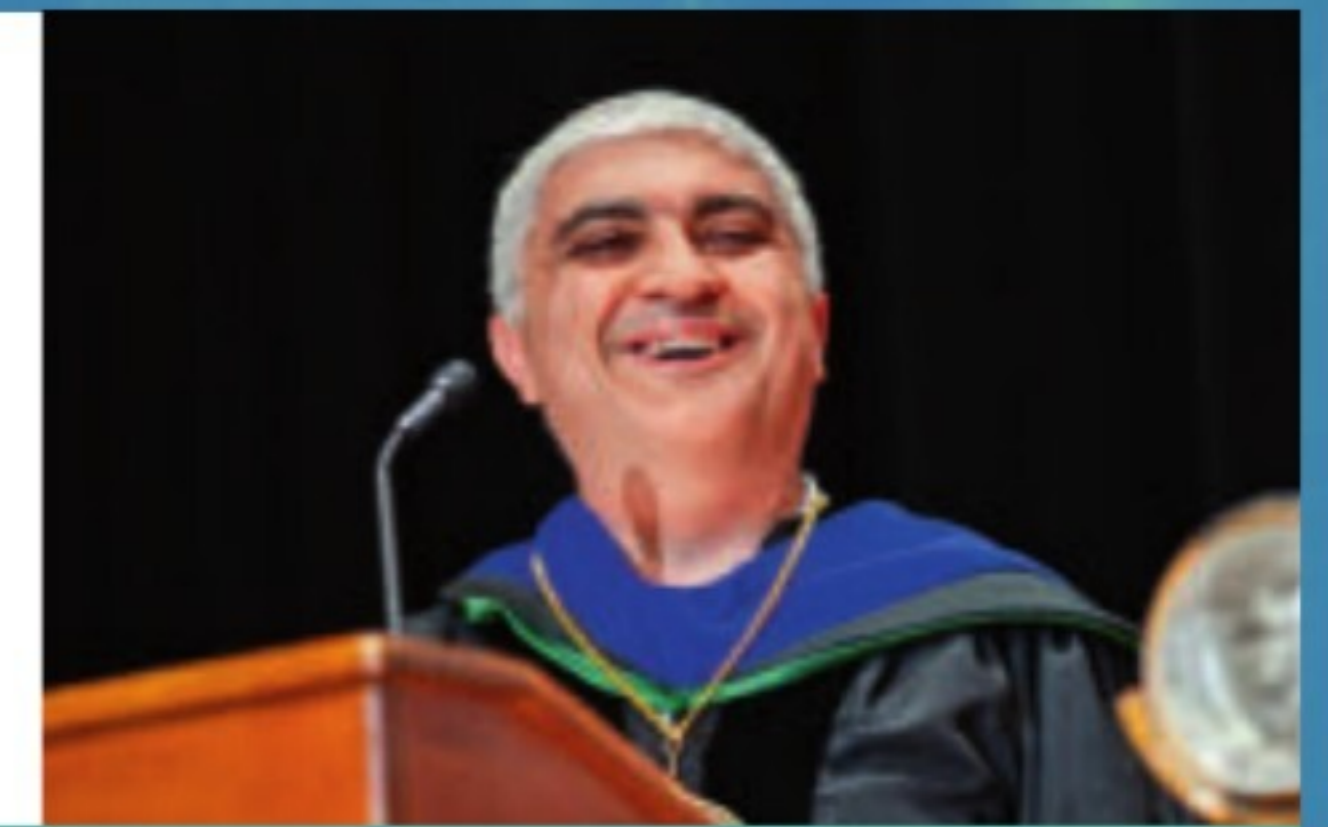
NOTABLE: Among the first 20 Jindal School faculty members named to an endowed post in spring 2012, Dawande previously served as an Ashbel Smith Professor. He says the Jindal School has provided a fertile ground for quality research, which has helped him grow as a researcher since his arrival in 2000. His interests include discrete optimization of problems in manufacturing and service operations, and supply chain management. Dawande has applied his expertise to help solve optimization problems at several companies. (See *Seeking a Socially Responsible Supply Chain*, page 18.)

"Often there is a need to solve challenging optimization problems to enable effective decisions from the various stakeholders of the supply chain," he says. "Identifying such opportunities and devising efficient algorithmic solutions is the goal of my work."

"I see investiture as recognition of my efforts and success in publishing quality research and teaching," Dawande says. "As far as day-to-day life is concerned, in terms of what I do, I think that largely remains unchanged in the sense that we continue to do our research, contribute to the broad domain of supply chain management, and try to publish in the best possible research outlets."



Gurun thanked supporters and said, "I've been here for 15 years, and every day was a joy."



TITLES: Professor of Accounting, Professor of Finance and Managerial Economics

ENDOWED POST: Ashbel Smith Professor

ABOUT THE POST: The University of Texas System supports this professorship.

NOTABLE: Gurun is an expert in stock market efficiency, corporate finance, economics of innovation and corporate disclosure.

His awards have included a National Science Foundation grant to investigate the effects of patent litigation policy on corporate innovation outputs.

His research focuses on a variety of issues in empirical asset pricing and corporate finance, including the impact of networks, trust, financial media and advertising on asset prices and investor portfolio allocation.

"There are several inefficiencies in our society," Gurun says. "Many consumers make poor financial choices, and many firms suffer from imperfect market designs. I get great satisfaction from my research if I can offer solutions to these inefficiencies. I am grateful that I have been recognized with such an honor for my research."



TITLE: Professor of Marketing

ENDOWED POST: Ashbel Smith Professor

ABOUT THE POST: The University of Texas System supports this professorship.

NOTABLE: Kuksov's research often challenges conventional thinking about marketing strategies.

One of his studies in the journal *Marketing Science* found that when a retailer hosts a competitor's ad on its website, profits can increase for both companies under certain circumstances. Another study in the journal discovered that although it may be impossible to predict which fashion items will become a season's "it" product, the process follows a set of probability rules.

A central theme of most of Kuksov's research is how uncer-



From left: UT Dallas President Richard C. Benson, PhD student Chenxi Lao, Dmitri Kuksov and UT Dallas Vice President for Academic Affairs and Provost Inga Musselman

tainty affects markets, especially when consumers can decide how much to invest in gathering information.

With PhDs in both marketing and math, Kuksov conducts theoretical research using quantitative techniques. Kuksov says his research interests stem from his own experiences and his observations. He says he was drawn to the Jindal School because of its focus on theoretical and quantitative marketing research.

“The Naveen Jindal School of Management and UT Dallas provide an amazing research environment through encouraging creativity and recognizing valuable research, service and teaching contributions of the faculty and students,” Kuksov says.



TITLE: Professor of Accounting

ENDOWED POST: Ashbel Smith Professor

ABOUT THE POST: The University of Texas System supports this professorship.

NOTABLE: Markov focuses his research on information intermediaries, corporate disclosure and capital markets.

Before returning to UT Dallas in fall 2018, he taught for five years at Southern Methodist University, where he was the Marilyn and Leo F. Corrigan Research Professor and twice received the Edwin L. Cox School of Business Research Excellence Award.

He previously taught at UT Dallas from 2007 to 2013. His classes focus on financial accounting and statement analysis.

“My research explores how information — accounting and non-accounting — is produced and used by information intermediaries and capital markets,” Markov says. “This is important because without quality information, fair and efficient markets cease to exist and managerial opportunism becomes rampant.”

Encouraging to PhD students, Markov says, “my style has been to be a little tough, but people have seemed to appreciate it. They know the journals they want to publish in will be tougher.”

“I am proud to be part of the UT Dallas community,” he says. “I feel honored and humbled by this recognition — especially knowing that so many of my colleagues are equally deserving.”



TITLE: Professor of Management Science

ENDOWED POST: George and Fonsa Brody Professor in Management

ABOUT THE POST: The George and Fonsa Brody Charitable Fund established the George and Fonsa Brody Professorship in Management in 2017. It supports the research and scholarly activities of the holder in the Naveen Jindal School of Management.

NOTABLE: Previously an Ashbel Smith Professor, Özalp Özer moved to a new appointment made possible by retired business owner George Brody, who serves on the Naveen Jindal School of Management Advisory Council, and his wife, Fonsa Brody. The Brodys attended the investiture ceremony, as did alumnus Dr. Bharadwaj Kadiyala, PhD’17, who introduced Özer. Kadiyala is now an assistant professor of operations and information systems at the University of Utah.

Özer’s areas of specialty include end-to-end design and management of global value chains, entrepreneurship and innovation, strategic investment decisions, operations and marketing. His most recent research defines and quantifies trust and prescribes how organizations can establish trusting and trustworthy, hence cooperative, relationships within and across businesses.

“I’m delighted to be a recipient of this investiture,” Özer says. “I would like to congratulate all the recipients for their outstanding research and teaching accomplishments and the donors for investing in the future of humanity.”



From left: Özalp Özer with George and Fonsa Brody, who made his new appointment possible



From left: UT Dallas President Richard C. Benson, alumna Xuying Zhao, MS'07, PhD'07; Kathryn E. Stecke and UT Dallas Vice President for Academic Affairs and Provost Inga Musselman



TITLE: Professor of Operations Management

ENDOWED POST: Naveen Jindal School Advisory Council Chair

ABOUT THE POST: The Communities Foundation of Texas established the Naveen Jindal School Advisory Council Chair in April 2010. The chair supports the research and scholarly activities of the holder in the Naveen Jindal School of Management.

NOTABLE: Another professor who was among the inaugural Jindal School appointees to endowed posts in 2012, Stecke previously held an Ashbel Smith Professorship.

Dr. Xuying Zhao, an MS'07 and PhD'07 alumna who is now an associate professor of information technology, analytics and operations at the University of Notre Dame, introduced Stecke at the spring investiture. "Dr. Stecke was instrumental in my studies and my career path in the academic world, where I frequently recall what I learned as a student," Zhao said.

Stecke enjoys her mentoring role. "One of my best times here at UT Dallas is working with my PhD students, who introduce me to a variety of topics over time," she says.

An internationally recognized scholar in flexible manufacturing and supply chain issues, Stecke speaks globally about issues related to supply chain management, operations and marketing interface issues, flexible manufacturing systems and *seru*, which is a Japanese organizational and production system that focuses on electronics product assembly.

Since she was a graduate student, Stecke has been an active member of the Institute for Operations Research and the Management Sciences (INFORMS). She chaired international and national meetings for the institute and served two terms on the organization's board of directors. In 2009, she was elected an INFORMS fellow.



TITLE: Professor of Organizations, Strategy and International Management

ENDOWED POST: Dr. Joseph Picken Distinguished Professor in Innovation and Entrepreneurship

ABOUT THE POST: Dr. Joseph C. Picken founded and played a major role in developing the Naveen Jindal School of Management's academic programs in innovation and entrepreneurship and the University's award-winning Institute for Innovation and Entrepreneurship. As a parting gift to the school upon his retirement in December 2018, Picken contributed funds to endow this distinguished professorship named in his honor.

NOTABLE: Takeuchi previously held the Naveen Jindal School of Management Advisory Council Distinguished Professorship. His research revolves around understanding social exchange relationships among various organizational constituents. He is interested in understanding international assignment experiences for expatriates and spouses through multiple theoretical lenses and explaining the complexity associated with the adjustment process.

Takeuchi also studies strategic human resource management with a particular focus on the employer-employee relationship. Finding new ways to inspire employees and organizations to perform at the highest level is a major theme in Takeuchi's research. He has delved deeply into topics such as employee creativity, aspiration performance, performance change patterns and strategic human resource management.

A third area of research is organizational behavior, broadly focusing on social exchange relationships with an emphasis on organizational justice and organizational citizenship behaviors.

A third-degree black belt, Takeuchi is a strong proponent of physical fitness as a conduit to professional success.

He joined the Naveen Jindal School of Management in 2017 and previously held academic positions at the Hong Kong University of Science and Technology.

"I am honored to receive this endowed professorship at the Jindal School of Management," Takeuchi says. "With the support from the dean's office and the faculty members in my area, I hope to contribute to improving the overall reputation and visibility of our school in the future." 🌿

Two JSOM Alumnae Honored at Awards Gala

BY RACHEL STOWE MASTER

DISTINGUISHED ALUMNI AWARD

When Venise Stuart, BS'79, was working on her Bachelor of Science in Business and Public Administration degree, UT Dallas offered a two-year program of upper-division classes in a handful of buildings.

"The majority of the students were nighttime students and commuters; there were no dormitories," she recalled. "The student body was pretty small. We had smaller classes with a lot of attention from the professors."

The program sharpened her skills in time management, flexibility and organization.

"All my courses were quantitative, so they were very logical," said Stuart, who served as vice president of Student Government. "It really made you think outside the box. There was a lot of emphasis

on how to become a leader and lead people. It was a fantastic education."

The Highland Park resident and longtime Dallas civic leader still uses those skills to inspire and equip volunteers. She was honored with a Distinguished Alumni Award at the 17th annual UT Dallas Awards Gala on March 30.

"What an honor to receive such a distinguished award from any university and especially one I take such great pride in," she said. "I know how hard it was to accomplish my degree, and then to receive this honor as a civic leader — I just can't express the thoughtfulness, the love and the awareness that UTD bestowed upon me."



Venise Stuart

From left: Jindal School Dean Hasan Pirkul, Distinguished Alumni Award honoree Venise Stuart and UT Dallas President Richard C. Benson



Stuart's parents modeled community service through their involvement in church and Girl Scouts. After graduating from UT Dallas, she joined the Junior League of Dallas and began her own path of service. "I really do enjoy helping people," she said.

Today, Stuart is the 2019 co-chair of the Girl Scouts of Northeast Texas Women of Distinction luncheon, president of the Women's Council of the Dallas Arboretum, a member of the Junior League of Dallas Sustainer Leadership Council and immediate past president of the Park Cities

Historic and Preservation Society.

She also is past president and a member of the executive board of AWARE Dallas, which in its fight against Alzheimer's disease raises funds for the UT Dallas Center for Vital Longevity and the Center for BrainHealth.

Stuart marvels at how much UT Dallas has grown and is excited about the future of the Naveen Jindal School of Management: "I think it's a wonderful school, and I wish it had been there when I was a student. I'm thrilled about what wonderful opportunities it's giving the students today."

GREEN AND ORANGE AWARD

The first in her family to attend college, Angelica E. Barriga, BS'03, MBA'08, remembers feeling a bit overwhelmed when she arrived on campus from tiny Lovington, New Mexico. "I didn't have that shared experience to learn from anyone in my family. At the time the campus seemed so big to me, which is funny looking at how large it is today."

Caring professors, intimate classroom settings and group projects quickly made her feel connected, and the quality of the programs set her on a course for success.

"I had no idea the doors that would open for me with these degrees," said Barriga, a business planning manager at Google who resides in Richardson, Texas. "The emphasis on strategic management and organizational behavior has allowed me to work with companies on tackling the people side of the business program. It's not just setting up strategies for an organization, but also making sure the people understand it and believe in it."

"Giving back to the University can take many forms. Regardless of the gift, the University values it, and UTD honoring me with this award validated that."

— Angelica E. Barriga



Angelica E. Barriga

UT Dallas President Richard C. Benson (third from right) with 2019 award honorees (from left) Richard W. Danielson, PhD'87; Fred Hill; Venise Stuart, BS'79; Philip R. Jonsson; and Angelica E. Barriga, BS'03, MBA'08



It is knowledge she has applied across technology, logistics, financial and trucking industries. "I would say I use it all day every day."

Although Barriga worked full time while earning her degrees from the Jindal School, she also received scholarships.

"It was hard to balance trying to keep the lights on and staying focused on finishing my degrees. Scholarships from my employers and the University were a big reason I was able to complete my degrees. If I'm able to help others the way somebody helped me, I feel like it is my privilege to do so."

In 2014 she established the Angelica Barriga Scholarship to benefit JSOM undergraduate students. She also serves as a Jindal School mentor, speaks at student events, guides career roundtables and hosts student dinners. At the 17th annual UT Dallas Awards Gala in March, she was honored with the Green and Orange Award for faithful volunteer service to UT Dallas.

"I was humbled by the fact that I was nominated but really just blown away that I was awarded this," she said. "Giving back to the University can take many forms. Regardless of the gift, the University values it, and UTD honoring me with this award validated that."

Giving back to JSOM and UTD does not require a big financial or time commitment, she added. "Just start small. It is all beneficial, and a little goes a very long way." 🌿

NEWCOMERS AND LONGTIME MEMBERS ALIKE ARE ENCOURAGED TO JOIN IN AT JSOM

{ *by* Eric Butterman }

Naveen Jindal School of Management Advisory Council Chairman Kevin Ryan is making engagement a major theme of his term in office.

He frequently checks in with the 48 regular members and four senior members to see if they have been — or could be — lecturing or bringing other experts to speak in the school, serving on advisory boards for the school's centers of excellence, meeting with faculty members, and hosting them or alumni at a breakfast, lunch or dinner.

Council members are also encouraged to participate with students via senior capstone courses or other projects based on faculty need or needs in their own professions.

Looking beyond their inner circle, council members have discussed engagement and effective ways to increase it among other Jindal School stakeholders.

Two new members who joined the council to contribute to this effort are introduced here.

COMMITMENT TO GIVING BACK DRIVES DORETHA ALLEN'S ADVISORY COUNCIL SERVICE

Doretha Allen can rely on both professional experience and training in her role as human resources director at Geico. She has earned a bachelor's degree in business administration from the University of Phoenix and gained credentials as a Certified Professional from the Society of Human Resource Management. She also has served Geico in claims as a

manager, supervisor and specialist; and in sales as a direct sales supervisor and sales associate.

One place she puts her many proficiencies to work is in the Management Development Program, where college students as well as regular associates are hired. Her input, she says, helps the management team put together the kind of strong curriculum that develops the participants from day one.

"I love being able to be on the front end of hiring them but then also being able to see them be successful," she says. "Here in Dallas I get a

“YOU GET A CHANCE TO UNDERSTAND WHAT THE UNIVERSITY NEEDS TO BE ABLE TO PRODUCE TOP STUDENTS FOR YOUR ORGANIZATION.”
 – Doretha Allen

chance to impact over 3,000 associates, then in Iowa another 500 associates.” She also provides guidance and feedback in Houston.

Allen takes that attitude of impact out into the community and enjoys helping in multiple ways, including through Geico Cares, the company’s volunteer efforts.

That commitment to giving back is part of why she has joined the Jindal School advisory council.

“Number one, I think that as a company you have a responsibility and a duty – and you have the accountability – to ensure that you’re investing back in your community,” says Allen. “You get a chance to understand what the University needs to be able to produce top students for your organization.”

Outside Geico and community efforts, she likes to spend time with family, and she enjoys cycling four or five times a week. She also can often be seen fishing; Joe Pool Lake and Lake Lewisville are among her favorite spots to cast a line and relax outdoors.

MANISH VYAS HOPES TO CONTRIBUTE TO THE JINDAL SCHOOL EXPERIENCE

Manish Vyas loves the pressure and the nuance between success and failure. That sums up his love of cricket, a game he put aside as a teenager to pursue other potential careers.

But Vyas has taken the lessons from the cricket pitch to telecommunications company Tech Mahindra, a place he has called home for almost 20 years. As president of Communications, Media



Kevin Ryan

and Entertainment, and CEO of Network Services, he leads a team that values much of what a cricket player aims for: teamwork, execution and results.

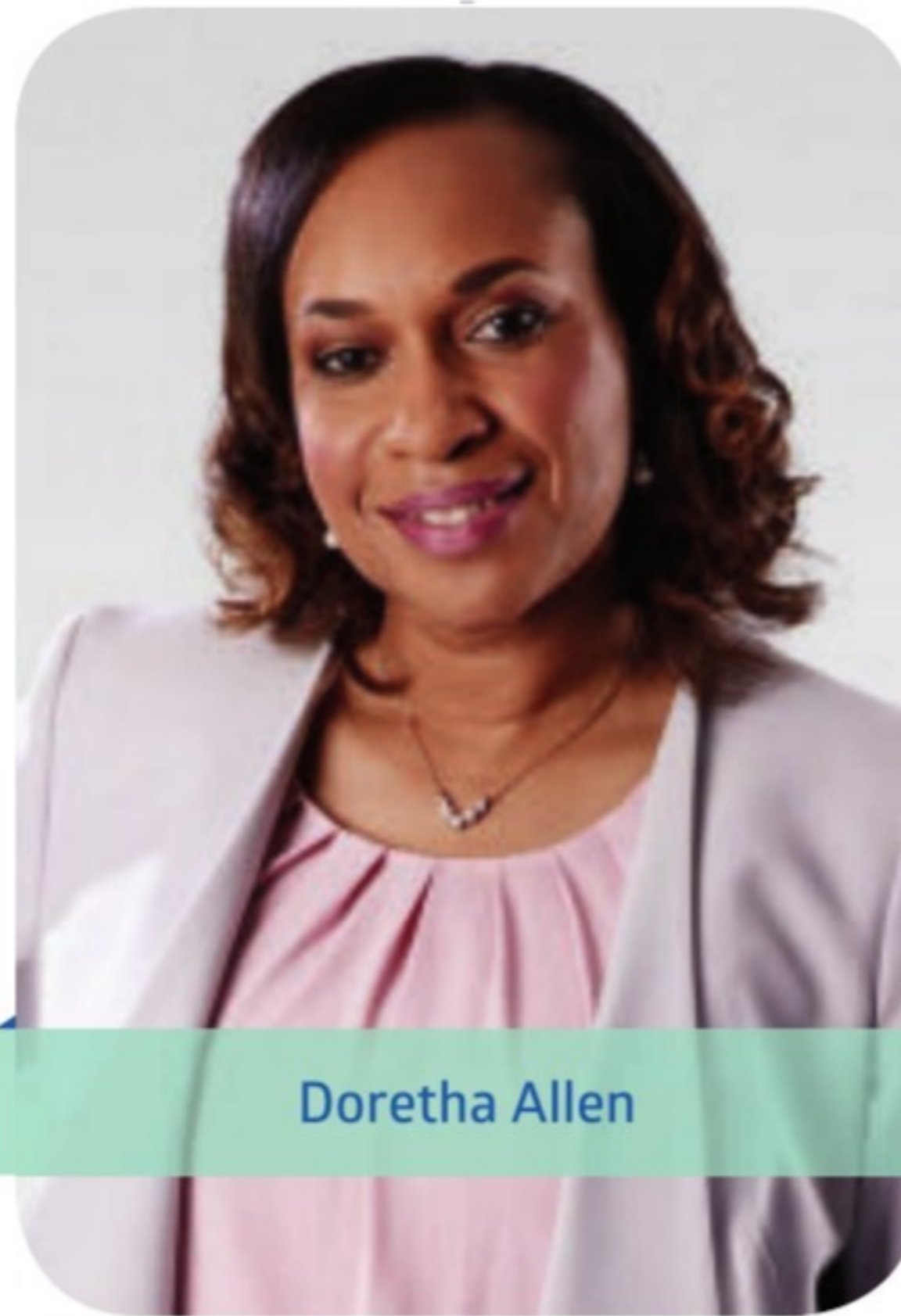
“Tech Mahindra works on IT issues with many Fortune 500 companies, including Mastercard, AT&T and T-Mobile,” he says of the company, which has 120,000 employees worldwide and between 1,500 and 2,000 in the Dallas area. “We want to continue to help companies be more efficient and aid in growing their business.”

Vyas enjoys engaging with the public about technology, including having had the chance to speak with the United Nations in 2018 for a global summit covering artificial intelligence, 5G – the fifth generation of wireless technology – and cybersecurity.

“I spoke about how 5G is not just a network evolution but a new platform for innovation for ... every industry sector and for consumers,” he says. 5G will be a force to reckon with, he says, because “it is inherently more secure and inherently more software native, including [when you’re talking about] elements of AI.”

Vyas, who has an MBA from SVKM’s Narsee Monjee Institute of Management Studies and a bachelor’s degree in electronics engineering from Nagpur University, also contributes as a member of the US India Chamber of Commerce.

He feels privileged to join forces with great minds of the DFW area on the JSOM advisory council and hopes to contribute to the student experience. “The school has come a long way and has its sights set for the top,” he says. “I’m fortunate to get involved at this time, and I’m excited about the school’s days ahead.”



Doretha Allen



Manish Vyas

“WE WANT TO CONTINUE TO HELP COMPANIES BE MORE EFFICIENT AND AID IN GROWING THEIR BUSINESS.”
 – Manish Vyas



Seeking a Socially Responsible Supply Chain

by T.D. Christensen

This distinguished professor has researched quality, equity and efficiency in distribution systems, and is

- **looking for contractual ways to motivate sustainable practices.**



If Milind Dawande gets his way, the world of supply chain management will set off a chain reaction and create a more sustainable and socially responsible marketplace.

“I’m deeply interested in socially responsible supply chain management – the social value as well as the economic value,” says Dawande, the Mike Redeker Distinguished Professor in Management. “You have to think of all the stakeholders instead of just considering one objective.”

Looking at multiple viewpoints comes naturally to Dawande, who started his career in computer science, detoured into math and finally found his way into business.

Growing up in Amravati, a midsize city in India, he decided to become a teacher and researcher after listening to his mother, a history professor,



talk about her rewarding academic career. But he was conflicted at first about what topic to teach.

Even as he was earning his bachelor’s degree in computer science from the Birla Institute of Technology and Science in India, he found himself drawn to another area. “I was more interested in the mathematics foundations of computing, rather than coding,” he says. So he earned a master’s in mathematics from the University of Louisiana and then enrolled at Carnegie Mellon University, where he received both a master’s and a PhD in algorithms, combinatorics and optimization – a one-of-a-kind joint program offered by the Tepper School of Business, the Computer Science Department and the Mathematics Department.

“Before, the mathematicians and computer scientists and business guys were each doing their

Milind Dawande

Dawande with alumnus Mike Redeker, MBA'97, MS'01, namesake of his endowed post



"It becomes more and more challenging, but at the same time, it's extremely pleasing to see us grow into one of the strongest research groups in the world," he says. "Equally satisfying is the growth of our undergraduate, graduate and doctoral programs in supply chain management. Most of our doctoral graduates now are invited to join as faculty members in prominent schools worldwide."

own stuff and solving their own problems. But when they realized that their hardest problems were essentially equivalent, they said, 'Let's come together and share our techniques,'" he says.

Dawande's new way of looking at things came in handy in 1997, when he joined IBM's T.J. Watson Research Center in upstate New York. There, he helped steel companies figure out new ways to improve their manufacturing and customer service. His work included award-winning solutions that also found applications in e-commerce.

In 2000, Dawande joined the UT Dallas School of Management, and in 2012, he was appointed an Ashbel Smith Professor. This spring, he was appointed the Mike Redeker Distinguished Professor in Management (see *University Honors Seven Jindal School Professors With New Appointments*, page 10).

Along the way, Dawande has served as an associate editor in top journals (including *Manufacturing & Service Operations Management* and *Production & Operations Management*) and has published research on topics as varied as robotic cells and mobile-ad blockers.

In recent years, he has developed a special interest in socially responsible operations. His research has delved into the most efficient distribution of food grains, the fairest distribution of scarce water among farmers, and the best schemes for making sure milk farmers supply their highest-quality milk to a distributor.

In the future, he wants to research new ways to design business contracts that will incentivize companies to use sustainable practices. "There have to be checks and balances to make sure suppliers are using ethical practices and not creating environmental harm," Dawande says.

Whenever he needs a break from research and teaching, Dawande loves to watch televised cricket, a sport he played as a youth. He is also a Bollywood film fanatic who can bend your ear on the genre's finer points, like which movies are realistic and which actors are right or wrong for a role.

But these days, his spare time is in short supply. In addition to teaching and researching, he has served as coordinator for the Operations Management Area for the past 13 years, a role which includes juggling the schedules of almost 30 full-time faculty members.

Dawande's colleagues say he deserves a big share of credit for the program's growth.

"He's had significant impact on JSOM in every possible way," says Ganesh Janakiraman, an Ashbel Smith Professor of Operations Management in the Jindal School. "Milind is an excellent teacher: he's passionate, diligent, organized and patient. He is also most generous with his time and energy in furthering the research careers of doctoral students and colleagues who seek his help."

"Milind is one of the best faculty I recruited while building the OM group at JSOM," says Suresh Sethi, the Eugene McDermott Chair of Operations Management. "He is an outstanding researcher on a variety of topics, including problems affecting developing countries. He has contributed enormously to JSOM."

Dawande credits Dean Hasan Pirkul, Vice Dean Varghese Jacob and other members of the JSOM leadership team for strongly supporting operations management over the years.

"I am grateful to them for their strong commitment to continuously improving our programs and increasing the size of our programs," Dawande says.

More growth is inevitable, he says, partly because the world finally understands how important operations management and supply chain management really are.

"Years ago, our discipline wasn't as visible as, say, finance or accounting or marketing. And that was a challenge," he says. "But today, with the ease of information, students understand it. They want to become supply chain managers and solve the new problems that are arising in this dynamic world."

As a result, the Operations Management Area has become more enjoyable for teachers and students alike. "I see nothing but an upward trend for our program," he says.

Dawande receiving an OWLIE Award from JSOM Dean Hasan Pirkul



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FORMER DALLAS MAYOR TO DISCUSS THE FUTURE, AND THE IMPORTANCE OF EDUCATION AT SCHOLARSHIP BREAKFAST

BY T.D. CHRISTENSEN

During his eight years as mayor of Dallas, Mike Rawlings searched for the smartest ways to strengthen the community and build a brighter future for people from all walks of life.

Everywhere he looked, all signs pointed toward education.

“Unless we build a better-educated workforce, we’ll continue to see an increase in the huge gap between the haves and the have-nots,” says Rawlings. “We need to come up with new strategies for getting everyone to participate in the education system so they can get jobs, create new businesses and have a strong desire to make it in this world.”

The former mayor will discuss his vision for the future of Dallas and North Texas and how education is essential to free enterprise and healthier communities at the Scholarship Breakfast, the Naveen Jindal School of Management’s annual major fundraiser, on October 30.

In 2018, while he was still mayor, Rawlings launched the Child Poverty Action Lab (CPAL), an independent initiative to battle the city’s troubling poverty rates: More than 30 percent of Dallas children live in poverty, the third-highest rate in the U.S. among cities over one million in population.

Earlier this year, CPAL got a boost from 25 Jindal School students who researched the anti-poverty project as part of Dr. Ron Bose’s Analytics Practicum course (see *Jindal School Students Find Rewarding Work in Poverty Solution Project*, page 34). The students found that a lack of public transportation and long commutes were a major burden for lower-income families in Dallas.

“So many different elements keep people from climbing the ladder out of poverty,” Rawlings says. “But a great education can free people of some of these anchors so they can start to break the intergenerational chain of poverty we see in some geographic areas of Dallas, but not in others.”

In 2012, Rawlings launched GrowSouth, a long-term plan for attracting new investment and strengthening schools and neighborhoods in southern Dallas. He said the next generation of business leaders from UT Dallas and elsewhere will play a key role in making sure the city grows “in every ZIP code.”

“We’re slowly losing the middle class. People are either three paychecks away from the poorhouse, or they’re on the high end toward the one percent,” Rawlings said. “If we don’t come up with better strategies right now, the issue is only going to get bigger 10 or 20 or 45 years down the road.”



The Scholarship Breakfast, the Jindal School’s annual major fundraiser, has raised more than \$750,000 and funded nearly 450 new scholarship awards for Jindal School students.

New Faculty Arrive in Time for Anniversary Celebrations

By Eric Butterman

Sixteen new faculty members joined the Naveen Jindal School of Management this autumn. Six of the new hires — an associate professor and five assistant professors — hold tenured or tenure-track positions. Two others are joining as directors of degree programs, and one, Paul Nichols, has moved into the executive director's role at the Institute for Innovation and Entrepreneurship. (Read about Nichols in the Faculty News section, page 29.)

Several of the newcomers were happy to arrive in time for — and expressed good wishes in honor of — the 50th anniversary of UT Dallas. Commemorative events officially began Aug. 18 at the University Convocation and will continue through graduation ceremonies next May.



The Jindal School's reputation for business research and its success in recruiting committed students remain leading reasons the newcomers cite for joining a faculty that at the start of the 2019-2020 academic year included 220 full-time members and 111 part-time members.

This academic year, the Operations Management Area gains four new hires. The Information Systems; Finance and Managerial Economics; and Organizations, Strategy and International Management areas each gain three. Accounting has two new hires, and the Executive Education Area has one.



MICHAEL HASLER joins the Naveen Jindal School of Management as an associate professor

of finance. His research investigates how information acquisition, disagreement among investors and learning mechanisms impact investors' trading strategies and asset prices.

His studies have been published in the *Journal of Financial Economics*, *Journal of Finance*, *Review of Financial Studies*, *Journal*

of Monetary Economics, and *Management Science*. His paper, "Asset Pricing with Disagreement and Uncertainty About the Length of Business Cycles," published in the June 2019 issue of *Management Science* (Vol. 65, No. 6, pages 2900 to 2923) won a 2014 Wharton Research Data Services (WRDS) Award for the best empirical paper from the Northern Finance Association Conference.

Following asset pricing during his doctoral studies what Hasler's appetite for his interests, and he has a clear goal to publish many papers in top-tier finance journals to bolster

Jindal School research rankings even more.

An assistant professor of finance at the University of Toronto from 2013 to 2019, Hasler received a PhD in finance from the Swiss Finance Institute at École Polytechnique Fédérale de Lausanne, an MS in finance from the University of Lausanne, HEC, Switzerland; and a BS in mathematics from the University of Neuchatel, Switzerland.

Hasler was previously a visiting scholar at Princeton University in the Bendheim Center for Finance.



RAFAEL COPAT, assistant professor of accounting, was named an Emerging Scholar at the 18th

Annual Carnegie Mellon Accounting Mini-Conference last year.

"My research is focused on corporate governance, with an emphasis on proxy advisors, shareholder voting, conflicts of interest and executive compensation," he says.

His interest in corporate governance research started even before he applied to PhD programs. He was influenced, he says, "by my background in business administration and my experience as a financial consultant." Copat, who held financial consulting posts in Brazil, says, "Proxy advisors caught my attention because their main role is to guide shareholders on how they should vote on important governance matters."

He is teaching Introductory Management Accounting (ACCT 2302) this fall.

"My main ambition is to make a meaningful contribution to corporate governance research and inform practitioners about issues that are vital to shaping economic efficiency," he says. "I hope to be recognized as a thoughtful and careful researcher, contributing to JSOM's research productivity."

He earned an MA and a PhD in business administration from Rice University, an MS in business administration from Federal University of Rio Grande do Sul in Brazil and a BS in business administration from Pontifical Catholic University of Rio Grande do Sul.



KIRTI SINHA, assistant professor of accounting, recently graduated with a PhD in accounting

from Northwestern University. She is slated to teach managerial accounting at the Jindal School. Her areas of research include corporate information disclosure, private and

public lending markets, and mergers and acquisitions. Previous work experience at GE Capital can be credited for bringing about these interests: She started with GE's flagship Commercial Leadership Program and most recently served the company as a senior credit risk manager in India and China for its corporate lending business.

Apart from research and teaching, she wants to use her recent experience as a PhD student and other expertise to contribute to the development of PhD students at the Jindal School. "A strong PhD program is very important for any school because as future researchers and teachers, [doctoral candidates] are going to be responsible for development of knowledge-based economic growth," she says.

Sinha's other degrees include an MBA from the Indian Institute of Management, Bangalore, and a Bachelor of Technology in Electrical Engineering from the Indian Institute of Technology, Madras.

"Congratulations to UT Dallas for the last 50 years and best wishes for next 50 years and beyond," she says. "The University has been on an upward trajectory since inception, and I am excited to be a part of one of the fastest-growing universities in the United States."



HONGCHANG WANG, assistant professor of information systems, won the Ashford Watson Stalnaker

Memorial Award for PhD Student Excellence in 2018 from the Scheller College of Business at the Georgia Institute of Technology (Georgia Tech).

His research interests include economics of information systems, financial technologies, online lending platforms and artificial intelligence. "I always believe in the promises of information technologies for the economy and society," he says. "When I started my PhD at the Georgia Institute of Technology, I found an

emerging phenomenon, that is, crowdfunding, which has the potential to reshape the finance industry and influence people's lives."

Wang always relishes opportunities to share his expertise and cutting-edge academic findings with students. "I can also learn more about emerging topics and industry practices when I am preparing teaching materials," he says. "Teaching at UT Dallas is especially attractive to me given UT Dallas is a young and dynamic university. ... Because innovation is one of the top goals of UT Dallas, I also accept the challenge in introducing emerging and innovative technologies and training students to think creatively."

He earned a BS in software engineering from Northeastern University, a PhD in management science from Sun Yat-Sen University in China and his second PhD in information technology management from Georgia Tech.

He will start teaching in the 2020 spring semester.



ASHWIN VENKATARAMAN, assistant professor of operations management, has always

been interested in analytics and in leveraging data to inform decisions. He believes there is a need for developing analytics solutions that perform well for prediction or decision accuracy and can be interpreted and understood by managers when adopting them into practice.

"My research aims to build novel methodologies to help firms make sense of the vast amounts of data that they have access to nowadays," he says. "In particular, I have developed fast and scalable methods to tackle the challenges posed by such data in solving two classical problems in operations and marketing: customer segmentation and customer demand prediction."

Venkataraman will teach Operations Management (OPRE 3310) to undergraduates in the spring 2020 semester.

Venkataraman hopes to create an enjoy-

able and intellectually stimulating atmosphere for students in his classes, and collaborate with his colleagues to produce high-quality and impactful research.

Previously a postdoctoral fellow at the Institute for Quantitative Social Science at Harvard University, he has a PhD and MS in computer science from New York University and a Bachelor of Technology in Computer Science and Engineering degree from the Indian Institute of Technology Delhi.

"UTD has witnessed tremendous growth in such a short span of time, and I am really excited and honored to be part of the Comet family," he says. "I wish UTD continues to grow, achieve and innovate 'at the speed of bright!'"



GUIHUA WANG, assistant professor of operations management, thinks UT Dallas is wearing its first 50

years particularly well. He is quick to share that UT Dallas ranks first in the United States among universities under 50 years old (*Times Higher Education*, Best Young Universities in the World, June 2019) and proudly mentions its classification as an "R1" doctoral university of very high research activity.

"I am fortunate to be part of UT Dallas and look forward to witnessing its rapid growth in the next 50 years," he says.

He is teaching graduate-level operations management courses this fall.

Wang's research has been published in *Manufacturing and Service Operations Management*, *Production and Operations Management*, *Advances in Applied Probability* and *Surgery*. He won the INFORMS Health Application Society Student Paper Competition in 2017 and was a two-time finalist in the Manufacturing and Service Operations Management Society Student Paper Competition.

"My research focuses on the intersection of empirical econometrics and machine

learning with application to personalized healthcare," he says. "More specifically, I have developed new causal machine-learning techniques, such as instrumental variable tree for heterogeneous treatment effect analysis using observational healthcare data."

Wang received his doctorate in philosophy from the University of Michigan, a Master of Science degree in industrial engineering from the Georgia Institute of Technology, a Master of Science in supply chain management from the National University of Singapore and a bachelor's degree in biomedical engineering from National University of Singapore.



LARRY W. NORTON brings a vital corporate background to his role as a clinical professor of organi-

zational behavior. Having spent much of his career specializing in the performance effectiveness of organizations, teams and individuals, he has worked for several household-name companies in Texas. Early on, he was a human resources consultant for JCPenney, which led to an organizational development position at Frito-Lay and later VP positions in organizational management at PetSmart and Hostess Brands.

"I was able to learn the importance of culture and how that impacts organizational effectiveness," Norton says. "Even though I worked at successful companies, they had key differences."

What was interesting, he adds, is that "you get to see what makes a company effective given their market, industry and culture, and how all of it comes together to produce a healthy and effective enterprise."

He also continues as principal of GeNovo Consulting LLC, focusing on aiding companies in organizational development.

In this work, you get to experience how corporations work from multiple angles," he says. "You get to truly span the landscape. It's both rewarding and educational to see all the

ways a company needs to be good in order to be effective and profitable. It's both an intellectual and practical challenge to put all of that together."

He is teaching Organizational Development: Bridging Theory and Practice (OB 6344), Organizational Diagnosis (OB 6342) and Special Topics in Organizational Development (OB 6V99).

Norton has been associate editor of the peer-reviewed *Consulting Psychology Journal: Practice and Research* and a member of the executive board of the Society of Consulting Psychology, Division 13, of the American Psychological Association, serving as Research Domain leader.

Norton received a PhD in industrial/organizational and social psychology from Texas Tech University, an MS in counseling psychology from California State University-San Bernardino and a BS in psychology from Western Oregon University.



DAVID WIDDIFIELD has joined the Jindal School as a clinical associate professor in the Operations

Management Area and is the new director of the MS in Supply Chain Management program (see *Administrative Changes*, page 29). His area of research includes supply chain risk management, mitigation and resiliency.

"My career in supply chain in the retail industry led me to this area, as I was responsible for the establishment of distribution and supplier operations and systems to ensure a balanced, smooth flow of finished goods from point of production to consumption," he says. "One of the primary considerations when designing or modifying the firm's SC network was the inclusion of a robust risk-management and mitigation analysis to identify elements of risk, probability of occurrence, their economic and operational impact, and recommended mitigation plans for the near and long term."

Previously an assistant professor and program director in the College of Business at Dallas Baptist University, he is teaching Operations Management (OPRE 3310) this fall.

“My goal is to be the best possible teacher by using my education, experience and industry networks to help prepare my students for success in their careers along with helping to continue building the esteemed reputation of UT Dallas and JSOM,” he says.

When Widdifield thinks of UT Dallas’ 50th anniversary, he considers all the changes in the world in that time and he considers with wonder what UT Dallas’ place in innovation could be at the school’s centennial.

“My hope for UT Dallas is that it continues to be at the academic forefront of such changes enabling future generations for success in life, society and the workforce of the future,” he says.



DUPINDERJEET KAUR, clinical assistant professor in the Finance and Managerial

Economics Area, is not a stranger to teaching at the Jindal School. While earning her PhD from UT Dallas, she has been counted on to lead courses, and this fall she is teaching Business Finance (FIN 3320) and Introduction to Financial Modeling (FIN 3390).

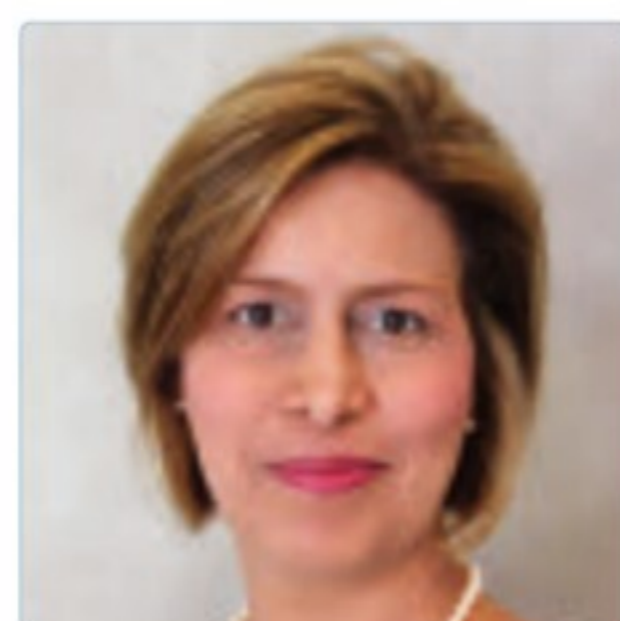
Previously, she instructed with a focus on mathematics at the University of Connecticut and Kanya Maha Vidyalaya, a women’s college in Jalandhar, India.

Kaur gained experience as an actuary at WellCare Health Plan, focusing on areas such as revenue reconciliation and analysis of premium, cap, member, pharmacy and other validations. She also was a research analyst at General Electric, where developing go-to-market strategy was among her duties.

Her research interests are executive compensation, corporate finance, bond pricing and corporate events. Kaur earned the Outstanding Paper Award at the Southwest-

ern Finance Association Annual Meeting in 2014, looking at whether age and tenure of CEOs influence their compensation.

Kaur’s PhD from UT Dallas is in management science with a concentration in finance. She earned an MS from the University of Connecticut in actuarial science. At Guru Nanak Dev University in Amritsar, India, she earned an MS in mathematics and a BS, graduating first in her class.



MEA AHLBERG, clinical assistant professor in the Organizations, Strategy and

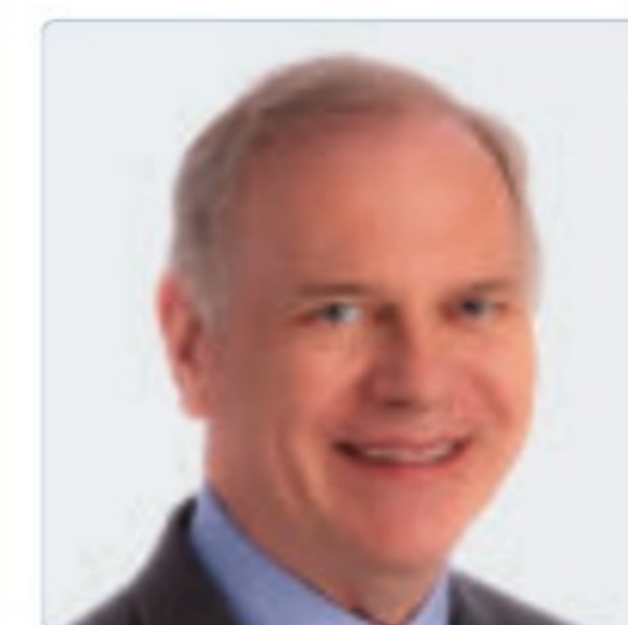
International Management Area, holds a PhD from UT Dallas in public policy and political economy and an MBA from the University of Dallas in international marketing. She also earned a Negotiation Strategies Certificate from Harvard University.

She joined the Jindal School to teach business communication, and her schedule includes four courses this fall.

Ahlberg researches emotional and social intelligence competencies, focusing on cross-cultural implications. She has delved into cultural and strategic perspectives, human behavior, organizational development, ethical leadership and organizational culture.

“Having traveled to and lived in different countries, I noticed that cultures form the way people think and behave,” she says. “I was interested in finding out how these factors are related to the way people of different cultures communicate, work or develop as a person or as a nation.”

UT Dallas was quick to make a favorable impression. “There is a warmth in everything that is done here,” she says. “I also see many students in class who are eager to learn and are curious by nature. They take their studies seriously and are willing to work hard. They are confident that they can apply what they have learned in class to real-life situations the very next day.”



DANIEL C. SIBLEY joins the Jindal School as a senior lecturer in the Finance and

Managerial Economics Area and is teaching in the MS in Energy Management program.

He is teaching the undergraduate courses Managing Carbon Assets: Oil, Gas and Coal (ENGY 3301) and Managing Power and Renewable Energy Assets; Sustainability (ENGY 3302); and the graduate-level courses Energy Economics and the Cost of Regulations (MECO 6318) and Energy Law and Contracts (ENGY 6330).

He also hopes to succeed in another endeavor. “I want to create teaching materials that bring together the diverse areas of energy law, economics, finance, tax and accounting material in a concise, coordinated manner,” he says.

Sibley brings a legal background, having earned a Juris Doctorate from The University of Texas at Austin. Also a former Certified Public Accountant, he holds a Master of Laws in Taxation degree from Southern Methodist University and a Bachelor of Business Administration in Accounting degree from the University of North Texas.

Sibley is proud of playing major roles in successful, hyper-complex oil and gas litigation matters and was the successful lead attorney for the first spousal pension rights litigation in Texas. In his career in private industry, he has been general counsel and chief financial officer at a local oil and gas company that sponsored 10 public offerings.



GAURAV SHEKHAR, a Jindal School 2016 alumnus, is already well known in the school as the manager

of the MS in Information Technology and Management program and as a student advisor. His support of students, faculty and

constituents earned him the JSOM Outstanding Staff Member Award at the 2018 OWLIES, the annual student-run recognition event. Now he tackles the role of senior lecturer in the Information Systems Area.

He is teaching Foundations of Business Intelligence (ITSS 4351) to undergraduates and Digital Consulting Project (MIS 6349) to graduate students. His areas of research include information technology project management, teaching methodologies and artificial intelligence in project management.

He continues to serve as the MS in ITM program manager and as faculty advisor to students for Orators at UTD, a Toastmasters International club; Indian Students Association; Tech Bridges, Enactus UTD, Envision and the ITM Student Leadership Council.

“A teacher is a guiding light for students, and I aspire to be that light for as many as possible,” he says. “Also, this is my way of giving back to my alma mater, which played a big role in what I am today. I also hope to help the school and University grow in multiple ways.”

Besides his ITM degree, he earned a Bachelor of Technology degree from Uttar Pradesh Technical University — now Dr. A.P.J. Abdul Kalam Technical University — in Lucknow, India.



TIMOTHY STEPHENS has long specialized in the business of healthcare and information technology.

After long stints at Baylor Health System and UT Southwestern, Stephens served in interim IT, operational and executive management roles at MD Anderson Cancer Center in Houston and Cedars-Sinai Medical Center in Los Angeles. He has led many successful enterprise-resource-planning implementations and spearheaded several comprehensive IT strategic planning efforts.

Stephens is now a senior lecturer in the Information Systems Area at the Jindal School after having been an adjunct lecturer the last

few years. He finds it particularly gratifying to join UT Dallas during its 50th anniversary year. “This might be a bit scary, but I remember when UTD began accepting undergraduate students — a small school with some research and commuter-focused education,” he says. “Look at us now!”

Stephens holds a BS in Electrical Engineering degree from Southern Methodist University and an MBA from the University of North Texas.



SCOTT JANKE, a senior lecturer in the Operations Management Area, is also the new direc-

tor of the MS in Management Science program (see *Administrative Changes*, page 29).

A JSOM adjunct faculty member for the past three years, Janke says he made the decision to join the school full time because “I find the atmosphere, culture and its future exceptional.”

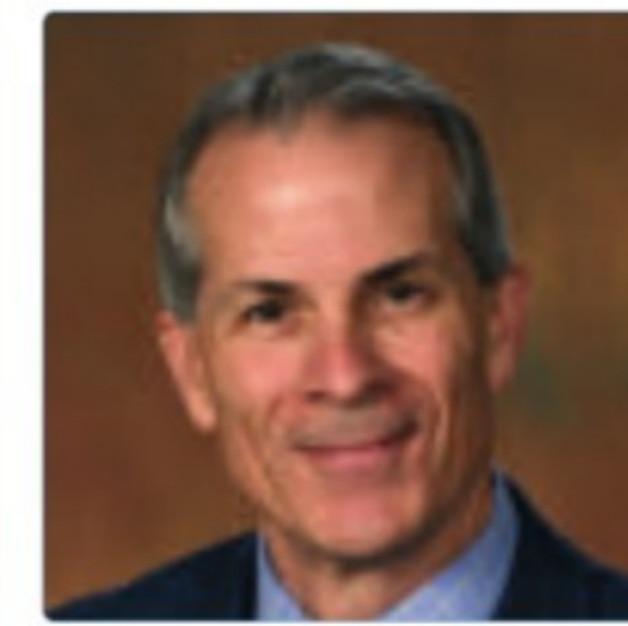
He previously served as chief operating officer at Fischer & Company, a global real estate and technology company based in Dallas.

Janke has been a practitioner in enterprise technology — especially in how organizations can improve the implementation and use of enterprise technology solutions.

This fall he is teaching undergraduate and graduate project management courses as well as the foundational undergraduate Operations Management (OPRE 3310) course.

“Personally, I want students to be better prepared to handle a global workplace,” he says. “While not everyone knows what they will be in the future, we should be developing the skills and attitudes to excel in any industry or career that they may find themselves in.”

Janke earned a Bachelor of Business Administration in Marketing degree from Texas State University, an MBA in marketing from the University of North Texas and a PhD in IT management from Capella University.



DANIEL KARNUTA recently retired from his position as senior vice president and chief financial officer

of Conifer Health Solutions to pursue his interest in teaching full time at the university level. As a senior lecturer in the Healthcare Management program, he is teaching Healthcare Accounting (HMGT 3311) as well as Intermediate Financial Accounting II (ACCT 3332) and Advanced External Auditing (ACCT 6373) for the Accounting Area.

“Teaching at UT Dallas has fulfilled a goal that I put on my long-term career plan right after graduating with my bachelor’s degree from Penn State,” he says. “I have always had a passion to teach at this level.”

“I hope to be at UT Dallas for the remainder of my working career to help advance the young and thriving Healthcare Management programs and contribute to their mission, which, in part, is to deliver high-quality leadership and management education to a diverse group of undergraduate and graduate students and practicing executives and physicians,” he says.

Karnuta is a certified public accountant and a certified global management accountant. He received his bachelor’s degree in accounting from Pennsylvania State University and his master’s in taxation from American University. 🌿

THOUGHT YOU SHOULD KNOW



Abhijit Biswas

Abhijit Biswas, a Naveen Jindal School of Management clinical professor of marketing, was among five educators from The University of Texas at Dallas recognized this year with President's Teaching Excellence Awards for their positive impact on student learning and innovation in the classroom. He won in the Online/Blended Instruction category.

Biswas, who has been on the Jindal School faculty 19 years, said that seeing the evolution of his students' questions over the duration of a course has been the most rewarding part of his teaching experience. "Questions are as important as answers," he said. "Seeing students organically asking good questions, relevant questions and 'better' questions in class not only opens the corridors of learning but also signals their academic maturation. The better I teach, the better the questions."

President Richard C. Benson honored the recipients for their outstanding efforts on May 2 at the third annual Celebration of Teaching Excellence. The Center for Teaching and Learning requests nominees for the awards each year.



Kathryn E. Stecke

A paper co-authored by **Kathryn E. Stecke**, Naveen Jindal School Advisory Council Chair (see *University Honors Seven Jindal School Professors With New Appointments*, page 10) and professor of operations management, was named among the top-cited papers published in 2018 by *The International Journal of Production Research*, a publication of the International Foundation for Production Research. Stecke wrote "The Evolution of Production Systems From Industry 2.0 Through Industry 4.0," which appeared in the January 2018 issue (Vol. 56, Issue 1-2, pages 848 to 861), with Yong Yin of Doshisha University in Kyoto, Japan, and Dongni Li of the Beijing Institute of Technology. Their work focuses on the relationship between product supply and customer demand in the context of evolving production systems.



Özalp Özer

Özalp Özer, George and Fonsa Brody Professor in Management (see *Uni-*

versity Honors Seven Jindal School Professors With New Appointments, page 10), was among members of the Supply Chain Thought Leaders (SCTL) roundtable invited to the group's annual meeting, which was hosted by the Bill and Melinda Gates Foundation and Amazon in Seattle in July.

As an invited SCTL member for about a decade, Özer says those at the meetings "discuss, provide opinions and give feedback to organizations on the emerging business issues in the broad area of value chain management and challenges facing global economies that we should be looking at in the next five years."

The gatherings generate research topics for management science scholars as well as strategies to be explored for executives, Özer says.

Those attending the by-invitation-only event this year considered concerns of interest to the Gates Foundation as well as to retailers headquartered in Seattle — including Amazon, Nordstrom and Starbucks. Sessions devoted to the Gates Foundation, which takes on global development, education, growth and health initiatives, included one on welfare in agricultural supply chains as well as another on the vaccine delivery supply chain. On the for-profit side, executives and professors explored omni-channel retailing, digital supply chain issues and more.

While in Seattle, Özer also gave a seminar at Amazon on Establishing Customer Trust. The seminar was televised across the organization.

(Amazon employs about 600,000 people worldwide, about 55,000 of whom are in Seattle or the Seattle area.)

Amazon executives told Özer the company has been using the algorithms he developed for multi-echelon inventory management, "which is designed to optimize inventory and distribution of products across a global network of suppliers and customers."

As a result, Özer says, Amazon invited him to collaborate on various projects, including one to help determine and quantify factors contributing to trust and trustworthiness in business transactions.

The company also has expressed interest, Özer says, in signing Jindal School students to internships as well as full-time jobs.



Mike Peng



Varghese Jacob



Seung-Hyun Lee



Hubert Zydorek

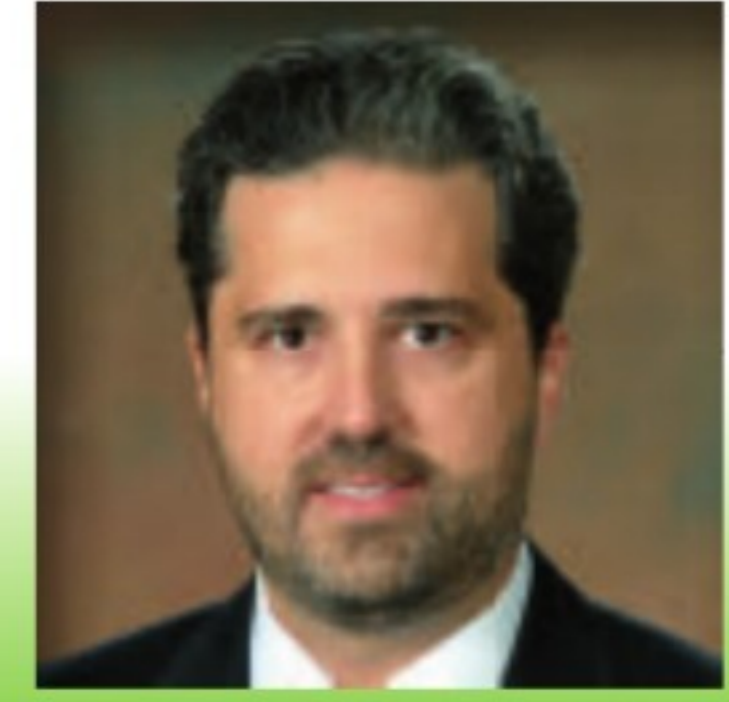
Several Jindal School faculty members played prominent roles at the Asia Academy of Management (AAOM) conference in Bali, Indonesia, in June. The academy is a global organization that encourages research, education and knowledge dissemination relevant to management in Asia.

As program chair, **Mike Peng**, O.P. Jindal Distinguished Chair of Management, was in charge of the conference and spoke as a member of a panel that discussed opportunities and challenges for Asian management scholars. A member of the deans' panel, Vice Dean **Varghese Jacob**, Lars Magnus Ericsson Chair, shared his thoughts on the future of business schools. **Seung-Hyun Lee**, professor and coordinator of JSOM's Organizations, Strategy and International Management Area, chaired the department chairs' panel. **Hubert Zydorek**, director of the BS in Global Business and MS in International Management Studies programs, chaired one session on employee creativity and another on human resource management, and attended a training workshop.

Although he was not among the 300 participants who attended, **Riki Takeuchi**, Dr. Joseph Picken Distinguished Professor in Innovation and Entrepreneurship (see *University Honors Seven Jindal School Professors With New Appointments*, page 10), served as chair of the human resources track.

David L. Ford Jr. (seen below), professor emeritus, learned in July that the engineering honor society Tau Beta Pi had named him a Distinguished Alumnus for 2019. Ford is a member of the society's Alpha Chapter at Iowa State University, where he earned a Bachelor of Science degree in industrial engineering in 1967. Slated to attend the society's 2019 convention in Columbus, Ohio, in October, Ford

was to receive a commemorative plaque, and a \$2,000 scholarship was to be given in his name to a student member of Tau Beta Pi. The award recognizes alumni who have demonstrated outstanding adherence to the ideals of Tau Beta Pi. Additionally, the society was honoring Ford for fostering "a spirit of liberal culture in our society on the local, national and international scales." Tau Beta Pi is a by-invitation-only academic honor society that includes all engineering disciplines and requires membership candidates to meet both high scholastic and character standards.



Huseyin Cavusoglu

Huseyin Cavusoglu, professor of information systems, organized the ninth Theory in Economics of Information Systems (TEIS) Workshop that took place March 15-18 in Vancouver, Canada. Cavusoglu's co-chairs were his twin brother Hasan Cavusoglu, a Jindal School 2003 PhD alumnus now an associate professor at the University of British Columbia, and Barrie Nault, a distinguished research professor at the University of Calgary.

The workshop website said that "although a number of workshops and conferences accept research based on analytical models, these tend to be diffused, with inadequate time for presentation, discussion and Q&A."

The TEIS workshop allocated one hour per paper to provide a "focused and intense environment for interaction among researchers to assist in the development of the field and help advance shared understanding about various aspects of modeling research."



(From left) JSOM Associate Professors **Toyah Miller** and **Orlando Richard** gathered with Professor Emeritus **David L. Ford Jr.**, Associate Professor **Livia Markoczy** and Jindal School 2016 PhD alumna Carliss Miller, now an assistant professor at Sam Houston State University, at the Eastern Academy of Management's 18th International Conference in Dubrovnik, Croatia, in June. Ford served as a conference director. Richard chaired a Diversity and Identity in the Workplace track that focused on how individuals differ and the implications for work and organizational practices around the world. Miller spoke on a panel that discussed "Understanding the Effects of Novel Innovation and Search on Strategic Change," and Markoczy spoke on a "Gender in the Workplace" panel. A regional affiliate of the Academy of Management, the Eastern Academy is a community of college educators dedicated to using their skills, knowledge and talents to help the world work better through their scholarship and teaching about management and organizations.



Engin Calisir

Engin Calisir, assistant dean of technology and facilities services, was appointed a faculty ambassador on the Amazon Web Services Educate team. AWS Educate is a grant program for educators, academic researchers and students that augments Amazon's efforts to increase awareness of its public cloud services in the educational community. Ambassadors are selected annually and are leaders in cloud education.



Gaurav Shekhar

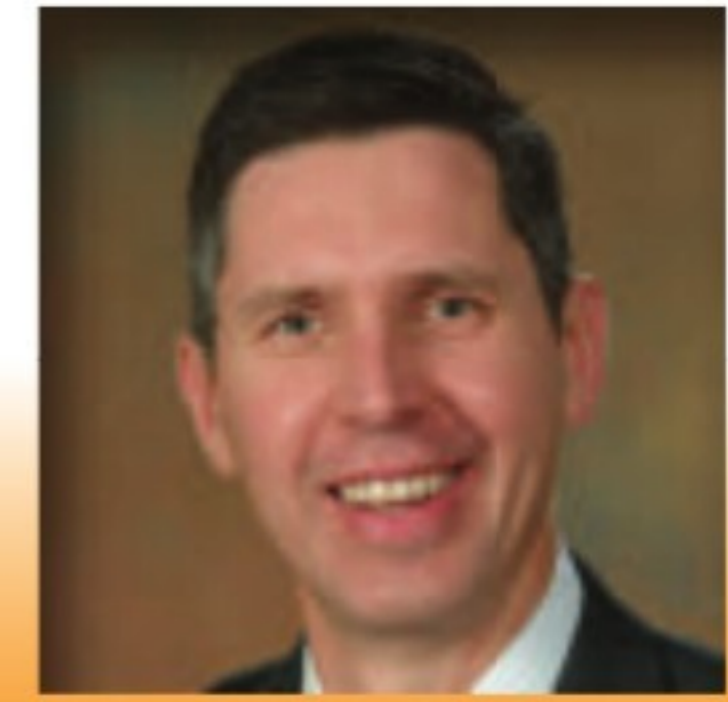
Gaurav Shekhar, newly appointed senior lecturer in the Information Systems Area (see *New Faculty Arrive in Time for Anniversary Celebrations*, page 21), was elected director of District 50 of Toastmasters International. Toastmasters is a nonprofit that teaches public speaking and leadership skills. District 50 stretches from Dallas-Fort Worth to Shreveport, Louisiana. Shekhar's responsibilities include overseeing the growth and development of the district, while ensuring that members are well served by a battery of district leaders spread over different levels. Shekhar won an Excellence in Program Quality award

at Toastmasters International's annual conference, which was held in Denver in August.

ADMINISTRATIVE CHANGES



Marilyn Kaplan



Matt Polze

To accommodate growth in Jindal School Bachelor of Science Programs, an additional dean has been appointed and administrative duties realigned. Former Associate Dean of Undergraduate Programs **Marilyn Kaplan** is now the associate dean of undergraduate academic operations. She now is responsible for curriculum, assessments and international partnerships. Associate Dean **Shawn Alborz** has been appointed associate dean of undergraduate program management and is responsible for all undergraduate student-related activities. Associate Dean **Matt Polze** continues in his roles as director of the Davidson Management Honors



Shawn Alborz

OUTSTANDING TEACHERS AND STAFF HONORED

The 2018-2019 Outstanding Faculty and Staff Award winners were announced September 26 at a reception at which new faculty and staff members also were introduced.

A teaching awards committee determined winners of the teaching awards; a separate committee of school staff members determined the outstanding staff member. Winners received a plaque and a grant of \$2,000.

Honorees were:



B.P.S. Murthi, professor and director of the Morris Hite Center for Product and Market Research, outstanding graduate teacher



Matt Polze, associate dean of undergraduate programs and director of the Davidson Management Honors Program, outstanding undergraduate teacher



Ashiq Ali, Charles and Nancy Davidson Chair in Accounting, outstanding online teacher

Program and member of the accounting faculty.



Scott Janke



David Widdifield

Alborz has relinquished the role of director of the MS in Management Science program to new faculty member **Scott Janke** (see *New Faculty Arrive in Time for Anniversary Celebrations*, page 21), and he has relinquished his role as interim

director of the MS in Supply Chain Management program to new faculty member **David Widdifield** (see *New Faculty Arrive in Time for Anniversary Celebrations*, page 21).



Bill Cready

Effective June 1, **William (Bill) Cready**, Adolf Enthoven Distinguished Professor in Accounting and Information Management, resumed duties as coordinator of the Accounting Area. He preceded and now succeeds **Daniel Cohen**, who has accepted a new appointment in the Department of Accounting at Mays Business School at Texas A&M University.



Paul Nichols

Paul Nichols has been promoted to executive director of the Institute for Innovation and Entrepreneurship. Previously the institute's assistant director, Nichols succeeds **Steve Guengerich**, who has left UT Dallas to return to the Austin, Texas, area.

Nichols also continues as director of the MS in Innovation and Entrepreneurship program. And this fall, he was appointed a senior lecturer on the Organizations, Strategy and International Management Area faculty.

Nichols first came to UT Dallas as a member of the University's inaugural freshman class in 1990 (see *The Jindal School Celebrates*

25 Years of Freshmen on Campus, *MANAGEMENT*, Vol. 19, No. 1, Autumn 2015, pages 8 to 11, jindal.utdallas.edu/management-magazine/autumn-2015/files/11.html). He later joined the Jindal School's second full-time cohort MBA class. He earned a BA in interdisciplinary studies in 1995 and an MBA in 1998. As an alum, he has enjoyed being a mentor, advisor and volunteer for the school and University.

At the institute, Nichols supervises many endeavors, including the Blackstone LaunchPad, the Venture Development Center, the UTD Seed Fund for investing in early stage technology companies formed by students and alumni, the Mentorship Program and events throughout the year, including the Big Idea Competition.

His areas of research are corporate innovation, entrepreneurship, venture capital and tech startups.

"While I was working on my MBA



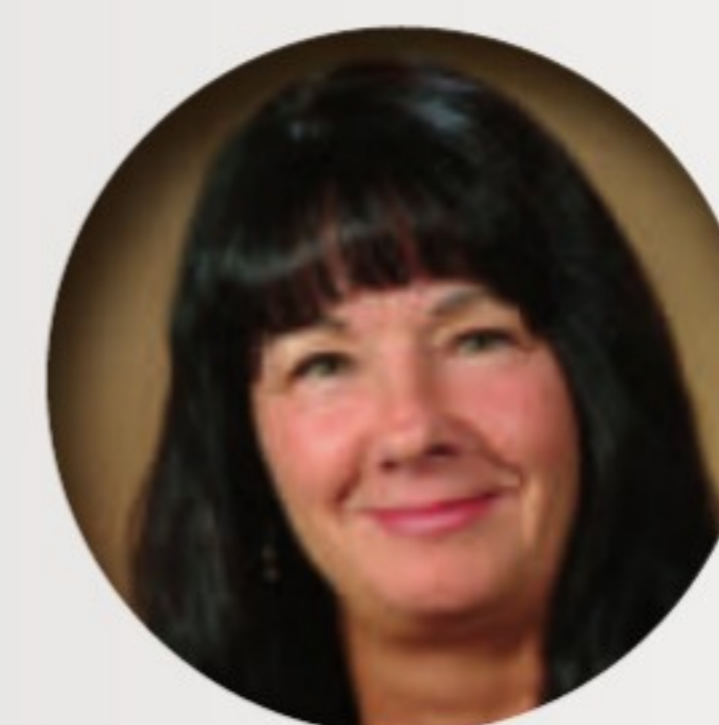
Kemberly Ritchey,

lecturer in the Organizations, Strategy and International Management Area, outstanding adjunct faculty teacher



Miranda Welbourne

Eleazar, PhD student in international management studies, outstanding teaching assistant



Lynn Hankins, manager

of several MS Cohort and Executive Education programs, outstanding staff award

at UTD, I received an internship to STARTech Early Ventures, which was just getting started,” says Nichols. “I joined them upon graduation as a co-founder and principal. After working a number of years evaluating and supporting high-technology startups, I learned this was the area I wanted to spend my career in.”

Nichols is teaching two sections of the undergraduate-level course Innovation and Entrepreneurship (ENTP 3301) and two sections of the graduate-level course Market Entry Strategies (ENTP 6380) this fall.



Caylin Blockley

Caylin Blockley has been appointed the Jindal School's director of alumni relations.

He succeeds **Jasmine Carter**, now executive director of alumni relations at Texas Woman's University, and Assistant Director **Cody Meyers**, who ran JSOM alumni relations after Carter's departure. Meyers is now the UT Dallas director of alumni relations.

Originally from Troy, Illinois, Blockley joins the Jindal School after serving in multiple roles at his alma mater, the University of Southern Indiana, located in Evansville. He

arrived at USI after a year spent as press secretary, managing media relations and marketing outreach for eight state representatives, in the Indiana House of Representatives in Indianapolis.

His first role at USI was as a communications and events coordinator at the USI Foundation, the school's private-gifts funding organization. He then became assistant director of the university's alumni relations office and of Volunteer USI, a program to recruit volunteers for one-time, short-term and ongoing assignments to benefit the university and the surrounding communities.

As assistant director, Blockley cultivated relationships with USI alumni, students and friends, helped manage the Alumni Association's endowment of more than \$1 million and managed the alumni relations office

operating budgets.

Blockley, who earned a Bachelor of Science degree in public relations and advertising and a Master of Arts degree in communications from USI, took on additional roles serving as an adjunct professor in the Romain College of Business and in the College of Liberal Arts.

After arriving at JSOM in July, Blockley begun work on a strategic plan for alumni relations.

“I am excited to meet with proud alums of JSOM and hear about their time at UTD,” he said. “A college education is something that no one can ever take away from you, and an education from the Jindal School will set you up for a lifetime of success. Alums should be proud and eager to assist in supporting the next generation of Jindal students as they navigate their academic careers.”

Jindal School Researcher Will Use NSF Award to Seek Energy Market Solutions

A Naveen Jindal School of Management faculty member recently received a nearly quarter-million dollar grant from the National Science Foundation that will allow him and his team to explore how best to apply theories from physics and math to solve challenges related to energy markets.

The NSF awarded Dr. Alain Bensoussan, Lars Magnus Ericsson Chair, Operations Management, and co-lead investigator Dr. P. Jameson Graber of Baylor University's mathematics department a grant of \$229,999 for their investigation, “New Extensions of the Master Equation in Mean Field Control Theory and Applications.” It is the third grant awarded to UT Dallas and Bensoussan related to this research topic.

“The main objective of the new grant is to explore the possibilities of mean field theory in energy markets, and in decision making with limited information,” says Bensoussan, who is also director of the International Center for Decision and Risk Analysis (ICDRiA) at the Jindal School. “It also values the cooperation between UTD and Baylor University.”

There is long-standing cooperation between Bensoussan and Graber. It



started when Graber joined ICDRiA as a postdoctoral research fellow supported by the first NSF grant on mean field theory under Bensoussan. After Graber got his position at Baylor, both submitted a successful proposal to NSF. The current award reiterates the team's successful collaboration.

One unique aspect of the team's study, Bensoussan says, is exploring the energy market with regard to energy consumers' ability to become energy producers at the same time.

“This occurs typically with the installation of solar panels and the development of intelligent buildings, in which energy which is not used can be saved and resold,” he says. “Traditional modeling of energy markets cannot handle this aspect. Mean field theory is a new theory which can help better understand it.”

REVAMPED GLOBAL LEADERSHIP MBA PROGRAM NOW COMPLETELY ONLINE

BY JIMMIE R. MARKHAM

CHANGES OFFER
MAXIMUM
FLEXIBILITY AND
CONVENIENCE
FOR STUDENTS

Executive Education administrators at the Naveen Jindal School of Management have streamlined the Global Leadership MBA (GLEMBA) program to offer students maximum flexibility and convenience — and a lower price. The changes took effect this fall.

The most visible change to GLEMBA is that it has become a 100 percent online offering. John Barden, associate dean for Executive Education at the Jindal School, says the program has pivoted to meet the needs of millennials, who look for high technology, flexibility and access in all areas of their lives, including education.

“They want to be totally flexible, they want everything on their mobile devices, they want to be able to plug in and go,” he says. “That’s what we have created.”

Exec Ed also is lowering program tuition, from \$65,000 to \$53,000.

Until now, GLEMBA was 70 percent online.

Previously, students met face-to-face for a weeklong retreat in each of their five semesters. From a curriculum standpoint, only the retreats have been eliminated. Everything else stays the same or has been improved to meet student and marketplace demands.

Orientation in the first semester’s retreat has been replaced with what Rhonda Bush, the new GLEMBA program director, calls an “onboarding process.”

It is self-paced, and students “have exactly the same components they had at orientation,” Bush says, “but in a virtual format — one that won’t cause a disruption in their lifestyles.”

Face-to-face interactions students had with faculty during retreats in previous years have been replaced with video introductions for each course as well as a variety of peer-to-peer and faculty-led web conferences. These online discussions increase flexibility in the course structure and are opportunities for students to learn how to work with others and understand the power of learning from one’s peers, Bush says.

Students interact virtually for group work on Cisco Webex, a video collaboration and conferencing app. Optional in-person networking events are offered for local students — as well as those who may happen to be in town.

Other changes to GLEMBA include restructured admission requirements and a more flexible intake process.

The program does not require the GRE or the GMAT graduate school entry exam, and it now requires students to have three years’ professional business experience — down from five.

Previously, GLEMBA enrolled students only in the fall semester. Now they will be able to enroll in fall, spring or summer semesters.

Another change is the ability to earn graduate-level academic



JOHN BARDEN



RHONDA BUSH

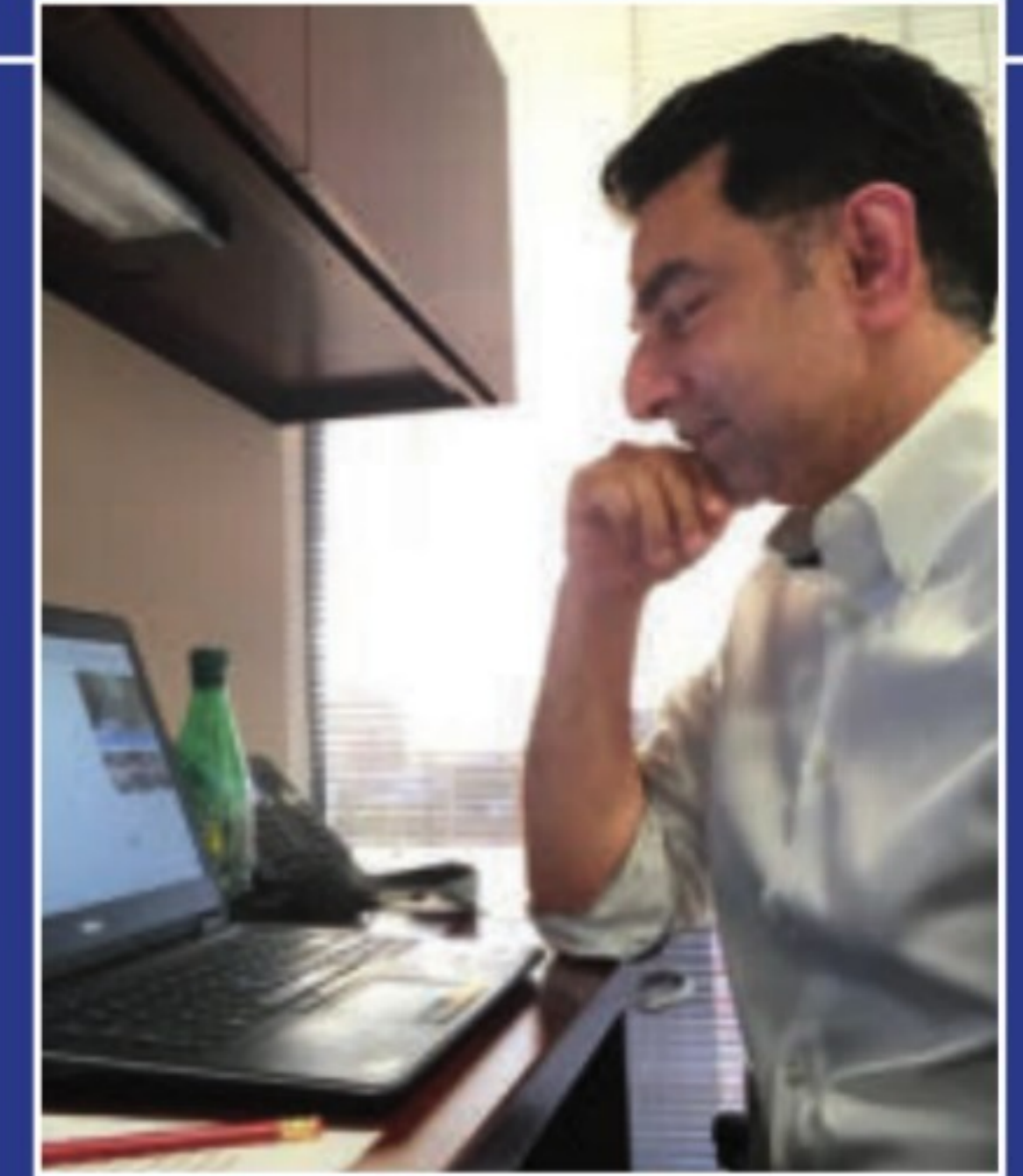




certificates while earning the MBA degree. All GLEMBA graduates have a concentration in international management during the first year. In year two, students can enroll in concentration areas that can lead to an academic certificate in either Negotiation and Mediation, Organizational Consulting or Strategic Human Resources.

Other concentration areas are business analytics, finance, project management and transformational leadership. These do not lead to certificates. Students also can choose among courses from the various concentrations to customize their degrees.

One thing that will stay the same, Bush says, is the rigor of a truly global MBA program, one that gives students the ability to understand how to market to different cultures and work with employees who have international backgrounds. 🌿



Imraan Husain, a 2017 graduate of GLEMBA, says enrolling in the program “was the most valuable decision I have made to advance my career, and my life.”

JINDAL SCHOOL FORMALIZES PROGRAM THAT ENABLES STUDENT SCHOLARLY RESEARCH

BY JIMMIE R. MARKHAM

The Jindal School has encouraged undergraduate and graduate students for the past few years to delve into the world of original scholarly research and come up with their own conclusions. The school recently has taken the initiative further by formalizing the approval process, granting scholarship funds and providing students with a list of venues where they can present their findings.

A scholarship committee has formatted a rubric to evaluate students' work and make decisions regarding scholarship dollar amounts. The committee also signed up to use a plagiarism detection service to ensure academic integrity.

“These research projects help build strong connections between students and faculty members,” says Dr. Monica Powell, senior associate dean and dean of graduate programs at the Jindal School. “They also help students gain a better appreciation for and understanding of the research that our faculty members do and just how rigorous that process is.”

Mark Chang, who earned his MBA from the Jindal School in May and is



Monica Powell

pursuing a master's degree in information technology and management, used scholarship funds to help defray travel expenses to conferences at the University of Oxford, Harvard University and the Massachusetts Institute of Technology. There he reported his research findings on two studies — one on data privacy issues between the U.S. and the European Union, and the other on overcoming immigration challenges that

international corporations face when hiring.

“It's definitely a very important chance for me, not just for research experience but also in my career search for post-MBA roles,” he says. “It's very much paying dividends when I go on job interviews. Having presented research at

those prestigious schools really jumps out on my résumé. Almost everybody wants to learn more about my experiences, how I prepared for them and how they have helped hone my professional interests.”

Sean Haas, who is a senior double majoring in finance and economics, researched the process of financialization, or, as he describes it, the increasing size, prevalence and importance of the financial sector relative to all other economic sectors since the 1970s. Haas focused on the process of securitization, by which current or future cash flows are transformed into marketable products sold to investors who share in potential risks and rewards.

“Being exposed to academic research and learning how to perform research has fundamentally changed the way that I think,” he says. “It taught me a different way of looking at the world, a different way of looking at ideas and a different way of analyzing the things that exist.”

The experience has been so positive that Haas has set a new course for his life. He has decided to apply to PhD programs in finance.

conclusion, or a quantitative one in which they’re looking at data and asking what it says about their hypothesis.”

To what end? Students who undertake research, Powell says, have the opportunity to go to one or more conferences, which allows them to practice their presentation skills and sell other people on their ideas.

“A secondary effect is that it helps build the Jindal School’s reputation because it shows the world that we are producing ... scholars who are solving real-world problems,” she says.

Third, Powell mentions that résumé-enhancing effect of impressing prospective employers with an achievement that sets researchers apart.

MORE POTENTIAL REWARD

In the end, Powell says, a management education should teach future leaders not only how to identify business problems but also how to identify root

RESEARCH

Mark Chang



Sean Haas



MORE RIGOROUS WORK

J SOM scholarly inquiry is much different from the papers students may have written in high school, says Powell.


“In high school, students would find a topic, build a list of citations, frame them all together in as thesis statement and write from it,” she says. “That secondary research is great preparation for the more rigorous work that we are expecting from them.”

J SOM student researchers first formulate a hypothesis by identifying a gap in the knowledge base. Then they go through the formal steps of research, including reviewing the literature on their topic, explaining previous research in a particular area and pinpointing the gap that supports their hypothesis.

“At that point,” Powell says, “students create either a qualitative methodology, in which they’re aggregating narrative information to come to a

problems that can have a direct impact on a company’s bottom line.

“Doing that takes a certain level of critical thinking, assessing and evaluating, bouncing your ideas off other people who are experienced scholars and having your hypothesis tested by others critically to determine whether the assumptions that you’ve made are correct or what you’ve deemed as important is really important,” she says.

“This scholarly research program teaches just that. We want our students to go out and be so valuable to their employer that they already have experience identifying and solving the right problems.” 

JINDAL SCHOOL STUDENTS FIND REWARDING WORK IN POVERTY SOLUTION PROJECT

BY JIMMIE R. MARKHAM

Jindal School business analytics graduate students last spring helped a local nonprofit map a route to reducing childhood poverty.

Chung-Min (Jack) Chen, MS'19, and Vandhana Kalyanaraman, MS'19, knew they would work on a project with real-world implications when they enrolled in Dr. Ron Bose's analytics practicum course (BUAN 6390) during their final semester.

Practicum students worked on a data analytics project for Child Poverty Action Lab (CPAL), a Dallas initiative unveiled in 2018 by then-Dallas Mayor Mike Rawlings (see *Former Dallas Mayor to Discuss the Future, and the Importance of Education at Scholarship Breakfast*, page 20). They focused on one of the major goals of the initiative — improve the accessibility via public transportation to jobs that pay a living wage (defined by the U.S. Census Bureau as jobs paying \$3,333 per month).

The students investigated challenges families who rely on public transportation face in accessing jobs, medical clinics and grocery stores compared to families who have access to personal vehicles.

Twenty-five students worked closely with Robert Munding, who runs TheMap.net, a website that allows users to create custom maps from a wide variety of demographic data points for the city of Dallas. They presented their results to Alan Cohen, executive director of CPAL.

The students determined that 35% of living-wage jobs in Dallas are accessible within 30 minutes via public transportation such as Dallas Area Rapid Transit (DART). The students found 69% of the jobs can be reached within an hour. Long daily commutes and lack of public transportation are significant burdens for lower-income families.

To help address these problems, the students recommended subsidized ride-share solutions, deployment of electric scooters to inaccessible areas and increased DART services during peak commute times.

The project came about after Bose read a *D Magazine* article describing Munding's work. Bose contacted Munding and told him he wanted to introduce Munding's work to his students. Getting students involved in service projects would teach them to use their analytics skills to solve problems and make a difference in the community, said Bose, who is a clinical professor of information systems and director of the Center for Information Technology and Management.

Munding, who had worked with Cohen, told him about Bose's idea. Cohen jumped on the opportunity to involve students.

"The road map shows us a set of outcomes related to each of our categories; if we are able to reach this outcome over a 20-year period, cumulatively, then that would get us to a 50% decrease in child poverty," said Cohen. "A lot of the work done by this class was helping us break these problems into smaller and smaller pieces so that we could find some that are actually actionable."

The students had to cull through data from the Census Bureau's American Community Survey, an ongoing project that compiles reams of demo-

graphic data ranging from commuting patterns and characteristics to job accessibility and wages. The students also learned how to access public data and software tools provided by companies such as Google.

"Students often have the expectation that they are going to have nice, clean proprietary data sets to work with," Bose said. "That's not how it works in the real world. Nobody's going to give you the data; you have to go find it. To get the answers you want, you need to be able to use public data as well as proprietary data. That is the skill the students were forced to learn."

Recent graduate Kalyanaraman said: "It was a really good learning experience. In other classes, we use what we learned during the semester



From left: Chung-Min (Jack) Chen, MS'19; Ron Bose, clinical professor of information systems; Alan Cohen, executive director of the Child Poverty Action Lab; and Robert Munding of TheMap.net

in that one particular course. With this class, we took everything we had learned throughout the master's program and put it together in one single project."

Chen, who graduated in May, knew his work would potentially help reduce childhood poverty in Dallas. "That really inspired us to do more," he said. "We thought more about what we could actually do to use our abilities to help people." 🌱

POPULAR MS IN
BUSINESS ANALYTICS PROGRAM
 OFFERS NEW COHORT OPTION

Riding a dragon may sound like a fanciful way to describe a new program, but for Dr. William (Bill) Hefley, director of the MS in Business Analytics programs at the Naveen Jindal School of Management, it perfectly describes what he is experiencing.



William (Bill) Hefley

Growing demand from companies for business analytics — also known as data science — professionals is the impetus for the new MS in Business Analytics Cohort program. JSOM already offers an MS in Business Analytics Flex program, which has a 91 percent employment rate for graduates within 90 days of graduation. The average annual starting salary for these graduates is \$90,000.

Online job site Glassdoor has ranked data science as the No.1 job for each of the past four years, and an article in the *Harvard Review* called it the “sexiest job of the 21st century,” adding that a shortage of data scientists was becoming a “serious constraint in some sectors.”

JSOM’s incoming fall class for the Flex program is about 370 students. Combined, the analytics programs are the largest in the Jindal School, Hefley says. “And there is incredible demand for even more growth.”

The Flex program and the Cohort program are similar, except in their focus. “They’re the same degrees, classes and courses,” Hefley said, “but Flex has a broader focus and is more flexible, while Cohort has a narrow focus on data science and accounting analytics.”

One benefit for international students in either of these tracks in the Cohort program is that it qualifies as a STEM degree. “That allows graduates to gain up to three years of work experience in the U.S.,” Hefley said, “whereas a non-STEM degree gives them the ability to seek only one year of experience.”

The accounting track in the Cohort program has grown to 33 students in its first year. The first students in the data science track arrive in spring 2020. 🍃

BY GLENDA VOSBURGH

RIDING A DRAGON MAY SOUND LIKE
 A FANCIFUL WAY TO DESCRIBE A NEW PROGRAM,
 BUT FOR BILL HEFLEY IT PERFECTLY DESCRIBES
 WHAT HE IS EXPERIENCING.

**JINDAL SCHOOL
 OF MANAGEMENT
 STANDS WITH
 GOOD COMPANY
 IN ALUMNI RANKING**



Jindal School alumni boosted the school’s reputation recently with their responses to survey questions from *Bloomberg Businessweek*. JSOM ranked highly on four of five questions *Bloomberg* put to MBA graduates. The questions were part of survey data *Bloomberg* collected in compiling its 2018 *Bloomberg Businessweek* Best B-Schools rankings.

Survey rankings, which *Bloomberg Businessweek* released Sept. 10, “show that the Jindal School has made an indelible impression on its alumni in offering educational excellence,” said Dr. Hasan Pirkul, Caruth Chair and Jindal School dean.

JSOM ranked No. 6 among 126 business schools surveyed for favorable responses to a question that asked alumni whether they would recommend their school to a friend because of the quality of its academic program.

Alumni responses put the Jindal School ahead of such other business schools as Carnegie Mellon’s Tepper, MIT’s Sloan School of Management, Stanford’s Graduate School of Business and the University of Pennsylvania’s Wharton School. UT Austin’s McCombs School of Business and Texas A&M’s Mays Business School came in at No. 21 and No. 22, respectively.

JSOM alumni agreement with the statement “My education emphasized innovation and creativity” put the school at No. 10 for that question. The only other Texas school on that list was UT Austin, which ranked No. 30.

When Jindal School alumni were asked whether they would recommend their alma mater to friends who are interested in entrepreneurship, their affirmative responses resulted in the No. 13 ranking for JSOM. UT Austin’s McCombs ranked No. 8, and Rice University’s Jesse H. Jones Graduate School of Business ranked No. 16.

The Jindal School came in at No. 25 for the survey question in which alumni were asked whether their alumni network helped build their careers. The only other Texas school on that list was Texas A&M’s Mays Business School, which came in at No. 30.

The only question in which the Jindal School did not rank in the top 30 was the one asking alumni whether their school’s name and prestige have been beneficial to them.

That result was not surprising for a university that is only this year celebrating its 50th anniversary and has a management school that has only been in existence since 1975, said Dr. Monica Powell, the Jindal School’s senior associate dean and graduate dean. 🍃

INSTITUTE'S INNOVATE(HER) PROGRAM EARNS TECH TITAN AWARD

BY BRITTANY MAGELSEN

The Innovate(her) program at the Institute for Innovation and Entrepreneurship was honored with the 2019 Tech Titan of the Future-University Level award at the annual Tech Titans awards gala on Aug. 23.

Tech Titans, the largest technology trade organization in Texas, recognized 14 outstanding technology companies, organizations and individuals in North Texas that have made significant contributions to their industries.

The Tech Titan of the Future-University Level award recognizes educational institutions that encourage and support students in choosing engineering and technology-related disciplines as a preferred path.

Innovate(her) participants engage with professional women mentors from the community through a series of activities designed to encourage innovative thinking. The students learn about technology, design thinking, financial management and brand development.

Denyse Carpio, assistant to the center director for the institute, credited the Tech Titans honor to strong corporate, alumni and mentor support for the program.

“Over the past few years, Innovate(her) has blossomed into a meaningful, topical program for middle-school girls from across the Dallas-Fort Worth Metroplex,” Carpio said. “Our staff is passionate about empowering girls to innovate and create, and that means that technology must be at the forefront of our program. The Tech Titans award not only affirms the spirit of the program, it also provides the opportunity to expand our scope even further.”

More than 200 junior high girls from Dallas and Collin counties convened



Above: Denyse Carpio, assistant to the center director for the institute

Right: Monica Shortino, Capital One's director of social innovation

on the UT Dallas campus Feb. 22 for the second annual Innovate(her) program. Through its Future Edge initiative, the Dallas office of banking and finance company Capital One partnered with the institute to put on the daylong event.

The girls rotated through activities that explored mobile app development, personal financial budgeting, creating a personal brand and thinking creatively to reach a goal.

Innovate(her) offered “a great opportunity to invest in future leaders,” according to JSOM alumna Monica Shortino, MS'08, Capital One's director of social innovation.

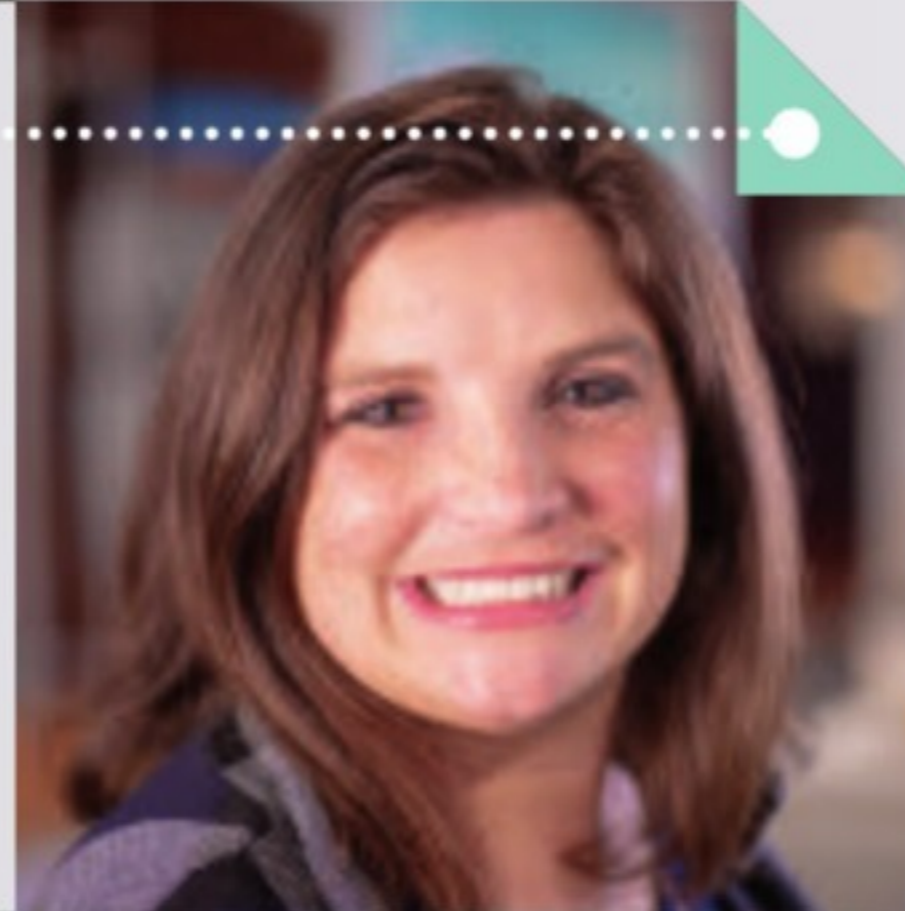
UTDesign EPICS was a finalist for the same award. Dr. Rym Zalila-Wenkstern, associate professor of computer science in the Erik Jonsson School of Engineering and Computer Science, was a finalist for the Technology Inventor Award.

The institute also recently announced that Paul Nichols is its new executive director. Steve Guengerich

left the position at the end of August. (See *Administrative Changes*, page 29.)

Nichols previously was director of academic programs and handled the course and curriculum side of the institute. A senior lecturer in organizations, strategy

and international management in the



Two Innovate(her) participants take part in a “Morning Routine” exercise that Capital One mentors led as part of the event's Design Thinking workshop



Girls from the Young Women's Preparatory Network, which brought students from Dallas, Grand Prairie and Fort Worth, at a session where they learned how to be persuasive and confident when promoting an idea — or themselves.



Naveen Jindal School of Management, Nichols also is director of the school's MS in Innovation and Entrepreneurship program.

“North Texas is realizing day by day the importance of UT Dallas — its research, its economic impact and the corporate innovation and entrepreneurial training we offer our undergraduate and graduate students,” Nichols said. “The institute has been recognized nationally and locally for our unique events, courses and resources, and I look forward to working with more students and partnering with additional area companies.”

Trade Pact Concerns Aired at Global Strategy and Emerging Markets Conference

BY T.D. CHRISTENSEN

More than 100 diplomats, scholars, students and practitioners gathered from around the world for wide-ranging discussions at the Fourth Annual Global Strategy and Emerging Markets Conference held at the Jindal School in May.

Conference-goers came from five continents to hear and discuss topics ranging from corruption to eco-friendly competition to what is going on in Brazil, India, Poland and Russia, among other countries.

Co-sponsored by Cornell University, Northeastern University and the University of Miami, the conference was chaired by Dr. Mike Peng, O.P. Jindal Distinguished Chair and executive director of the Jindal School's Center for Global Business.

Opening remarks by Hubert Zydorek, director of the Center for Global Business and director of the Bachelor of Science in Global Business and Master of Science in International Management Studies degree programs were followed by a heated panel discussion about the North American Free Trade Agreement (NAFTA) and the United States-Mexico-Canada Agreement (USMCA). NAFTA turned 25 this year, but its future was in question, and some experts called USMCA "NAFTA 2.0."

International attorney Larry Pascal said the importance of free trade between the U.S., Mexico and Canada goes far beyond dollars and cents.

"Trilateral trade is super important on a social, cultural, individual and corporate level — it's not purely economical," said Pascal, chair of the Americas Practice Group and co-chair of the International Practice Group for Haynes and Boone.



Center for Global Business Executive Director and conference chair Mike Peng



Center for Global Business Director Hubert Zydorek



NAFTA/USMCA panelists, from left: Larry Pascal, Douglas George and Javier Mazón

During a Q&A session, panelists talked about topics ranging from climate change to the political crisis in Venezuela. Javier Mazón, a senior executive who helps U.S. companies in Latin America, said that country's upheaval underscores the need for U.S. businesses to be extra cautious when entering any foreign market.

"No matter how smart you are, you first have to go into the country, learn about it and understand the risks. You have to have an up-to-date exit plan," Mazón said.

On the issue of climate change, Douglas George, then acting consul general of Canada to the South Central United States, said that Canada is leading by example in its quest for a "clean-growth economy around the world." But he expressed dismay that melting ice in the Northwest Passage has triggered new debate over who controls waters that offer a potential shipping shortcut between Europe and Asia.

Audience members quizzed panelists on what future research they want to see on global trade.

George suggested a short-term study looking at steel and aluminum tariffs to see if countries can actually "win" a trade war.

Pascal said researchers should study the impact of Canada's "superior network of free trade agreements around the world." He also suggested research on ways NAFTA countries can create new opportunities for citizens and businesses that are struggling. "We do a good job at innovation, but it's important to see how we can do a better job at re-distributing the wealth," Pascal said. "That old notion that everyone can pull themselves up by the bootstraps is a cultural myth."

In a lunchtime address, Richardson, Texas, Mayor Paul Voelker spoke about how the city's relationship with UT Dallas helps solve problems related to the global economy. He discussed this in terms of the University's high percentage of international students.

"I either want them to stay here, or I want them to create that bi-directional economic opportunity," he said.

Conference-goers said the variety of panels and top-rate experts made the event well worth attending.

"You normally only see speakers and experts like these on paper, not in person," said Julio Martinez-Suarez, an associate



Richardson Mayor Paul Voelker

lecturer at Tecnológico de Monterrey who was seeking feedback on his research paper. "This conference is an enormous opportunity to have face-to-face interactions and learn about emerging markets firsthand."

The Jack and Ann Graves Charitable Foundation in Dallas and the Society for the Advancement of Management Studies, in Durham, England, provided additional conference funding. The City of Richardson, Texas; Consulate General of Canada; Altair Global; Group Lamerica; Haynes and Boone; Ministry of Foreign Affairs of Mexico; and Brewster Waddell provided additional support. 🍂

JSOM DRIVE YIELDS HUNDREDS OF BOOKS FOR PRISON LIBRARIES

BY GLENDA VOSBURGH

A summer book drive at the Naveen Jindal School of Management collected more than 760 books, including many business textbooks, for the nonprofit Prison Entrepreneurship Program (PEP).

PEP serves inmates in prisons located in Venus, Texas, and Cleveland, Texas. The books collected at the Jindal School were divided equally between libraries at the two prisons.

PEP's program emphasizes character development, business skills and servant leadership. Participants are immersed in one-on-one training with business executive volunteers, business-plan mentoring with seasoned professionals, and a business plan competition. PEP has reported seven consecutive years of a 100% employment rate within 90 days of an inmate's release from prison.

Holly Rio, the Jindal School's events director, launched the book drive after hearing PEP's CEO, Bryan Kelley, address students at the Shelton School's 19th annual Ethics Symposium, which the Jindal School hosted on the UT Dallas campus in February.

"The talk was stunning in terms of the impact it had on everyone in the room," Rio said. "After the program, I talked to [Kelley] about possibly collecting business books for PEP."

The idea was sparked by a writing workshop that Rio's daughter teaches in a Maryland women's prison. "She always tells me that every time she goes there, she takes books. She feels strongly that reading can change someone's life in prison," Rio said. "People don't understand that books are sometimes hard to come by in prison."

After discussing the book drive idea with Dr. Diane McNulty, JSOM's associate dean for external affairs and corporate development — who, along with JSOM Executive Education Clinical Professor Gerald (Jerry) Hoag, was responsible for bringing the Shelton program to campus — Rio set a goal of collecting 500 books.

"Our marketing department made a flyer, and we posted them around the school, then we placed collection boxes on all four floors," Rio said. The boxes quickly filled up, and new books were donated every day.

Kelley grew up in a small town

Prison Entrepreneurship Program CEO Bryan Kelley at JSOM amid some of the 35 boxes of donated books



Diane McNulty (left) and Holly Rio delivering donated books to the loading dock



Appreciative readers Eric Rangel (above) and Jamikal Barnes (below)



near Kansas City and later moved to Dallas, where he threw himself into the city's nightclub — and drug — scene. After a drug deal gone bad erupted in a barroom brawl that led to a man's death, Kelley found himself facing life in prison. It was there, after a prison-yard riot in which he sat handcuffed on the grass, covered in fire ants, for three hours, that he had an epiphany.

"I decided then I was tired of being part of the problem," he said. "I wanted to be part of the solution."

That decision eventually led Kelley to PEP, which he joined as an inmate in 2014. He counseled fellow inmates and earned a degree in psychology while still behind bars. He was paroled five years ago for good behavior after serving 21 years in prison.

According to Kelley, the next step in a process to expand the PEP program to other prisons will, he hopes, be to work with volunteer business professionals to improve the curriculum. "What we've been working with, we've put together over time," he said.

Books from the JSOM drive covered 35 business and other topics.

"This is the largest book donation we've ever received," Kelley said. "In effect, it's like delivering an entirely new library. What we've given to the inmates is ideas that can lead to positive changes in their lives." 🌿

Entrepreneurial Potential Earns Grad Students

A spark that develops into a passion — and preparation. Those are the common factors that drive the entrepreneurial pursuits of three graduate students from the Naveen Jindal School of Management. Those qualities have earned them each a \$15,000 scholarship from the Texas Business Hall of Fame Foundation.

When Ngan Nguyen was diagnosed with an autoimmune medical condition that required her to wear a medical ID, she had trouble finding one she liked and considered attractive.

“I was in my 20s, starting my first corporate internship,” Nguyen says. “I was wearing one of those bulky bracelets. People would see the one I had and asked me about it. It was obvious that I had a medical condition, so I felt ashamed and stigmatized.”

That sparked a business idea. She decided to start Code Blue Jewelry to create the medical IDs she always wanted to wear but could never find. Then she needed to prepare for business ownership.

In May 2017, she earned her bachelor’s degree after taking 18 to 24 hours every semester. From there, she fast-tracked into the master’s degree program in healthcare leadership and management. She graduated in May 2019 and is now enrolled in a master’s degree program in finance to fill in the remaining gaps in her preparation.

That drive, combined with the passion she has for her company, is what earned Nguyen the attention of the Texas Business Hall of Fame Foundation scholarship committee.

“Before I came to UT Dallas, I didn’t even know how to spell entrepreneur,” she says. “What changed is that UT Dallas has faculty



JSOM’s 2019 Texas Business Hall of Fame Foundation Scholarship winners (clockwise from top right) Ngan Nguyen, Shawnee Blocker and Mohammad Elashi

We are focusing not only on students who excel academically, but those who are going to be successful entrepreneurs.

– Diane McNulty

By Jimmie R. Markham

Texas Business Hall of Fame Scholarships

that believes in me and asked me to try different things and go out of my comfort zone. They kept telling me that it's OK to try and fail, that they would pick me up and help me move forward."

Similar to Nguyen, a medical condition led to Mohammad Elashi's entrepreneurship endeavors. He tore an ACL while playing soccer, which necessitated physical therapy. That treatment sparked an idea to open a physical therapy practice.

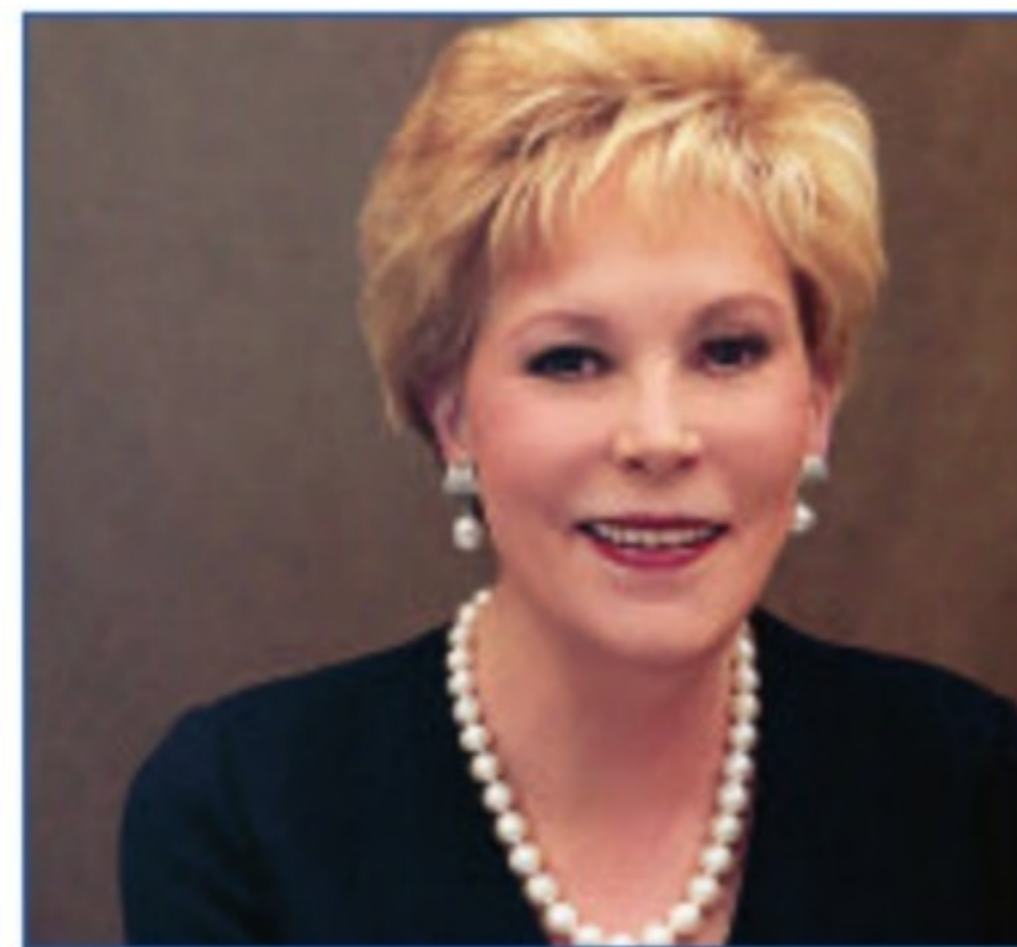
While pursuing a bachelor's degree in healthcare management, Elashi, BS'17, started Synaptic Pediatric Therapies, a speech and occupational health practice serving children from birth to age 20. He is now expanding that business to a second location.

Because of that success, Elashi's passion for entrepreneurship has evolved into a passion for serial entrepreneurship. He is planning the launch of a solar system sales company that will pool resources with Synaptic Solar, a solar construction company he started in 2017. To prepare for running multiple companies, he earned an MBA last spring and is pursuing a second master's degree in innovation and entrepreneurship.

"It was amazing for me to see how many night and online classes that the Jindal School offers," he says. "That really allows people like me to pursue our businesses during the day. When I first started [as an owner], there was no way I could leave my office during business hours."

For Shawnee Blocker, BS'18, a single bullet point on her LinkedIn profile sparked her entrepreneurship journey. She believes that she always has had an intrinsic motivation to pursue success, but that it was dormant. A project she did while working for a human resources consulting firm when she was an undergraduate business administration major activated that drive.

She had spent a year learning how to configure and implement a customer-relationship-management system. Her business partner, who owns a website devoted to virtual race cars, had needed someone with



Diane McNulty

that particular skill to help him rebuild and rebrand his company.

Out of that connection, Racing and Cars was born. The website is an online platform that serves as an integrated community, merchant directory and jobs directory for racing and car enthusiasts.

To Blocker, the complexities of entrepreneurship involve a learning curve that requires immersion into its various aspects. That is why she is pursuing an MBA degree at the Jindal School and planning to add a master's in innovation and entrepreneurship.

"One thing I've always said is that the key to success is hard work and the key to fulfillment in success is gratitude," she says. "I try to apply consistency and hard work to whatever I do. When I first started all of this, I knew nothing about cars at all. Now it has become a passion."

Dr. Diane McNulty, associate dean for external affairs and corporate development at the Jindal School, also serves the Texas Business Hall of Fame Foundation's board as vice president, scholarship and endowment. She says the Jindal School has developed a procedure and expectation level for this scholarship program that is different from some of the other participating schools.

"We are focusing not only on students who excel academically, but those who are going to be successful entrepreneurs — which is what the basis of the Texas Business Hall of Fame is all about," she says. "We recognized that potential in Ngan, Mohammad and Shawnee, and that is what put them over the top." 🍀

The Texas Business Hall of Fame Foundation is a nonprofit organization that honors the accomplishments and contributions of outstanding business leaders. Its Future Legends Scholarship Program rewards university students who exhibit entrepreneurial spirit and plan to make their careers in Texas. The program is active in 25 universities throughout the state.

JSOM Junior Wins Collegiate Marketer of the Year Award

Jindal School junior Shannon Cotts was chosen by the Dallas-Fort Worth chapter of the American Marketing Association as its 2019 Collegiate Marketer of the Year. The award was among 26 presented at the organization's annual awards gala May 2.

A marketing and accounting double major, Cotts won for work she did last fall in a Marketing Projects (MKT 4370) class with teammates Matthew Barker, Alyssa Martindale and Colby Thompson. The students developed a marketing plan to increase consumer awareness of FixD, a Dallas-based home warranty and service repair company. The project required extensive consumer research. The firm indicated the students' work played a part in the company's acquisition in January by ANGI Homeservices, the parent company of Angie's List, a web-based home services company.

At the beginning of the project, the students

met with FixD leadership and discovered that the startup company had not conducted much market research in the past. Going in, the students hypothesized that FixD would gain momentum by first interacting with consumers through its one-off repair services and then be able to upsell its home warranty products after gaining their trust.

"That was not the case," Cotts said. "We determined that people were actually attracted to FixD based on home warranty, not on home service. We found out that most people already have someone they already trust to do their quick repairs. To tear them away from those relationships would take a lot of energy."

Rita Egeland, an adjunct faculty member at the Jindal School, was the instructor for the class. She said the students had done surveys with FixD customers. They had gotten much useful data, but it was not in a format that was ready for analysis.

"Shannon spent untold hours making sense of the data," Egeland said.

"Most students would have given up, asked if they could take just a sample and then project results from that sample, but Shannon went

through every bit of it."

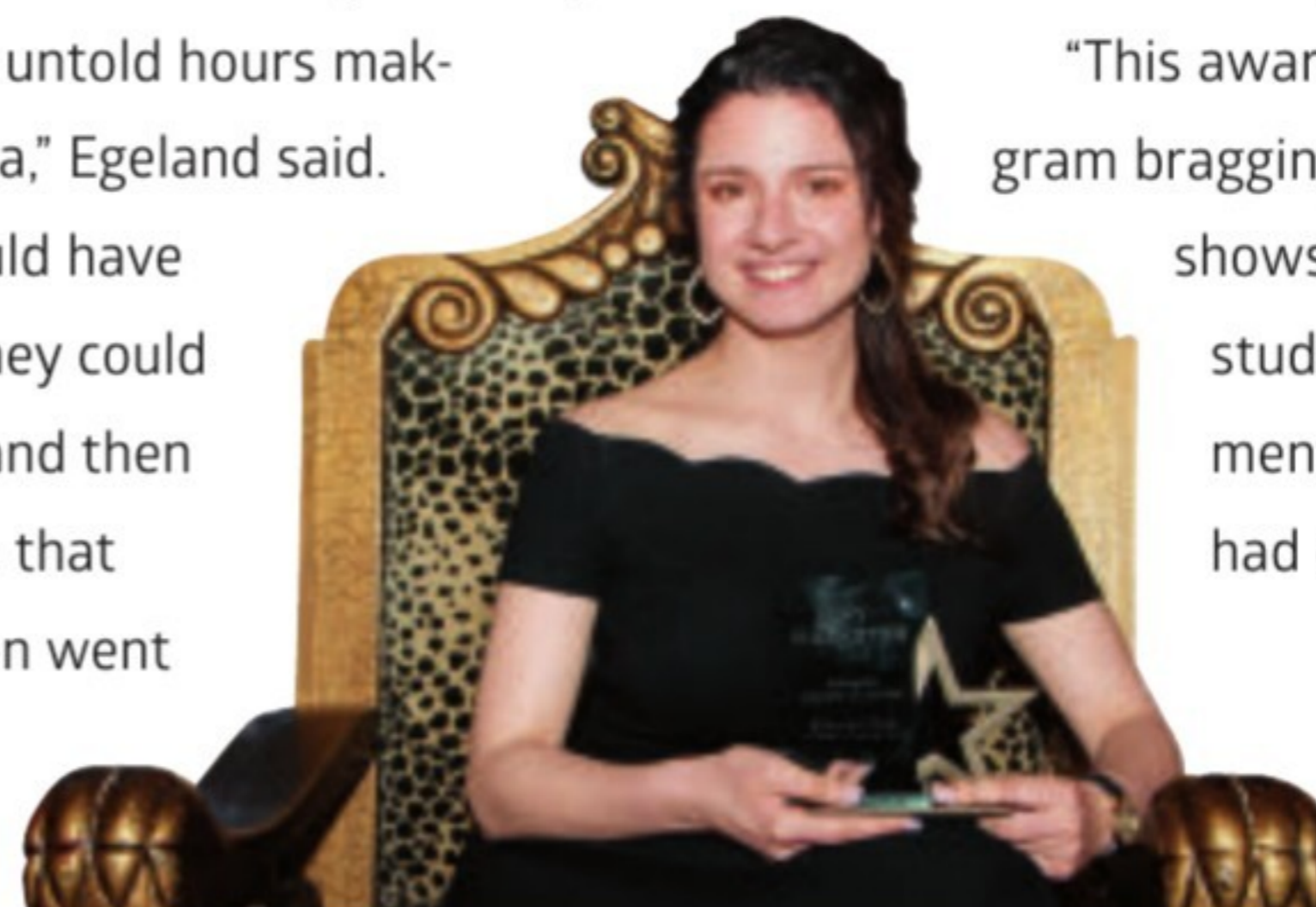
Egeland, the former chief marketing officer at Rent-A-Center and 7-Eleven, said the product the student team delivered for FixD was, at its essence, at a level of quality equal to that of a professional marketing consulting firm.

"It's hard for me as a marketing person to envision a more insightful or more impactful project than the one Shannon and her team delivered," she said. "I don't think they had much competition."

Cotts' award marks the sixth time a JSOM student has won AMA DFW's Collegiate Marketer of the Year award.

Dr. Julie Haworth, director of the undergraduate marketing degree program at the Jindal School, said that having students like Cotts win the award not only adds credibility to the marketing bachelor's degree at UT Dallas but also provides the students with a significant résumé enhancer.

"This award gives our marketing program bragging rights," she said. "It also shows potential employers that students like Shannon have implemented a marketing project and had outstanding results." 



Shannon Cotts

Phi Beta Lambda Scores Five Top Wins at National Conference



Akhil Mutyala (left) and Niveditha Srinivasa in April with their first-place business-presentation plaques from the PBL state leadership conference

The UT Dallas chapter of Phi Beta Lambda brought home five top-10 competition awards from the organization's National Leadership Conference in San Antonio in June.

Phi Beta Lambda is the collegiate division of the Future Business Leaders of America, and the campus chapter, based in the Naveen Jindal School of Management, tallied a first-place, second-place, fourth-, fifth- and sixth-place showing.

John (JD) Squire, a junior in biomedical engineering




Kristen Lawson

in the Erik Jonsson School of Engineering and Computer Science, scored the first-place win in the mobile app development competition. His finish earned him \$1,000, as well as "some employment interest from one of the judges,"

according to Dr. Kristen Lawson, the Phi Beta Lambda chapter advisor and a JSOM clinical assistant professor who teaches business communication.

UT Dallas PBL Chapter President Akhil Mutyala, a senior in information technology and systems, and his competition partner, Niveditha Srinivasa, vice president of the chapter and a senior majoring in finance, earned second place and \$200 each in the business presentation competition and fourth place in human resource management.

Ankita Bantey, a junior in computer science at the Jonsson School, placed fifth in marketing analysis and decision making, and Dinesh Pandian, a JSOM junior in information technology and systems, placed sixth in statistical analysis.

All the national winners had finished in either first or second place in their competitive events at the state leadership conference in Nacogdoches in April. 

{ ALUMNI NOTES }

1980s



Judy Hendrick, MS'86, received a Women in Business Award from the *Dallas Business Journal* in August. The award recognizes women who are leaders in the North Texas business community.

Aimbridge Hospitality, where Judy serves as executive vice president and chief financial officer, nominated her for the award. Her primary focus at the 800-hotel, \$4.8 billion company is mergers and acquisitions, and capital markets. The company has acquired four companies in the past four years.

She also is responsible for the company's debt and equity capital sourcing and structuring for acquisitions, development and redevelopment of hotels, and management of the financial, cash management and real estate aspects of all properties and partnerships.

Judy spent the first 10 years of her career as a commercial bank loan officer with Chase Manhattan, CIBC and First Republic banks. She later joined Wyndham Hotels as director of finance and, after the company went public, became treasurer and chief investment officer. She joined Aimbridge Hospitality in 2008 as chief financial officer.

She credits her experience at the Jindal School with preparing her for a successful career.

Judy established the Hazel Elise Rogers Fellowship for Finance at JSOM to honor her mother and to assist others in realizing their dream of higher education. She also has participated in mentoring initiatives, including hosting a Dinner With 12 Comets, a UT Dallas Office of Development and Alumni relations program that pairs local alumni hosts and students for small, intimate dinner parties.

She serves on the board of the Dallas Regional Chamber Executive Women's Roundtable and on the American Heart Association Dallas District Board of Directors, and she is chair of the AHA Dallas Go Red for Women 2019-2020 campaigns.

1990s



Sejal Desai, MBA'99, was recognized with a 2019 Women in Business Award from the *Dallas Business Journal* in August. The award recognizes women who are leaders in the North Texas business community.

Sejal is the business engagement director for the Communities Foundation of Texas for Business. The foundation works with companies of all sizes and makes it easy for them to do good in the community in a way that is good for business.

Sejal, who also received a master's degree in liberal studies from Southern Methodist University, moved to Dallas from New Orleans in 1998 when her husband took a teaching position with SMU.

Prior to coming to the United States, she served as a manager in the corporate advisory services division for Ernst & Young in Mumbai, India.

At JSOM, Sejal ventured into technology. She later served as co-founder and principal of STARTech Early Ventures, and CEO of its sister organization, STARTech Foundation. She also has served as principal at MHT Partners, a boutique investment bank based in Dallas, and co-founded and sold a hands-on science education business, Mad Science of Denton County.

While attending JSOM, she received scholarships, and those moved her to establish the Desai Family Fellowship. She also has given her time to several programs and events at JSOM, including the Women's Leadership Series. She co-hosted an event for a major UT Dallas fundraising effort, Realize the Vision: The Campaign for Tier One & Beyond.

Sejal serves on the boards of Trusted World, talk-STEM, Hunger Busters and the North Texas Food Bank's Indian American Council. She is co-founder of the Orchid Giving Circle at Texas Women's Foundation and Be the Change Youth Giving Circle, and she is founder of Seva-Yatra, a social venture offering short-term service project opportunities at non-governmental organizations in India.

2000s



Ron Parikh, BS'01, was selected as one of the *Dallas Business Journal's* 40 Under 40 honorees for 2019. The honor recognizes young business leaders who are making their mark on North Texas. Ron is a principal in the CMG Companies, which evolved

from a business he started with friends from UT Dallas. "My friends and I started our entrepreneurial journey at a young age with a billiard parlors," Parikh recently said in an *Inside Jindal School* story. The group sold the parlor in the early 2000s and obtained a Genghis Grill restaurant franchise, opening up at Northwest Highway and Interstate 35 in Dallas. In 2004, they were able to purchase the entire Genghis Grill brand and had six locations in the United States. Today, there are more than 90 locations. CMG also is involved with YUM Brands and is part of the KFC/Taco Bell franchise system. CMG also is a franchisee in Hilton, Marriott and IHG systems with multiple hotels in Texas and Kansas. Ron says that with the first Genghis Grill, he and his partners were very hands-on and were able to learn all facets of the business, from construction down to operations and most importantly, work as a team and grow their business.

Ron serves on the advisory board for Pratham USA's Dallas-Fort Worth chapter, which is a non-governmental charity working to provide quality education to underprivileged children in India. In addition, CMG Companies has established the Chalak Mitra Life Scholarship for undergraduate students at the Jindal School of Management.

Ron and his wife, **Pinky Parikh**, also a Jindal School BS'01 graduate, are the parents of two daughters, ages 10 and 5.



Robert Kientz, BS'04, has established and managed two companies since 2000. He is the founder and president of Gold Silver Pros, a professional newsletter service focused on the precious metals market.

The business motto is "We do the research so that you don't have to." Prior to starting Gold Silver Pros, Robert founded and managed a local real estate investment company, where he rehabbed, leased and sold properties in the Dallas-Fort Worth area.

Robert also holds a full-time position with Verizon as a senior security analyst. Prior to working at Verizon, he served as a manager of risk advisory services at Ernst & Young.

Robert says that earning his Jindal School degree gave him the confidence to complete an MS in Information Assurance and Security degree, which he earned in 2014 from Norwich University.

Information security, he says, is among the fastest-growing professions in the United States.

Robert chose UT Dallas for his bachelor's because of its reputation of delivering "a private-school level of education at a public school price."

In his spare time, he writes about technology and finance for two financial news sites, Seeking Alpha and TalkMarkets.

Robert and his wife, Linda, a physician assistant, have two children: Madelyn, an aspiring young actress who landed her first feature movie role in 2019; and Alex, who enjoys learning American Kenpo karate and playing basketball. Robert enjoys spending time with his family and following his children's activities.



Anjie Vichayanonda, BS'08, is founder and CEO of Leg Up Legal, a mentoring platform to help future law students or those already in law school learn more about career paths they can take. After graduation

from UT Dallas, she worked at a marketing agency in Las Colinas where she became interested in trademark and copyright law. She enrolled in the University of New Hampshire School of Law, and after graduating in

2013, she went to work for Kelly IP, a trademark and copyright boutique firm in Washington, D.C. When she returned to Texas to be closer to family, she joined the Dallas office of Haynes and Boone, LLP, in 2017.

Having mentored many law students and young lawyers over the years, Anjie found that mentoring was her true passion, and it led to Leg Up Legal. Anjie works one-on-one with students for career coaching, creates content for the online platform, develops marketing material and runs the business.

Since returning to Dallas, she has gotten involved at UT Dallas, hosting events on campus through her startup and speaking at events for the pre-law program. When she found that the Institute for Innovation and Entrepreneurship was launching an accelerator for women, she participated in the first cohort of GaLXc. "I'm blown away by the quality of entrepreneurship resources UTD now offers," she says.



C. Mark Chassay, EMBA'09, was appointed senior vice provost and chief clinical officer at the UNT Health Science Center in Fort Worth in January. In this position, he leads the strategy for expanding healthcare

partnerships, cultivating innovative clinical education and care delivery models, and fostering workforce development. He also oversees SaferCare Texas, a unit focused on developing a new culture of safety in healthcare in Texas by challenging traditional thinking to eliminate preventable harm.

Mark who earned a BBA in finance and pre-med and a BS in sports medicine from UT Austin and an MD from the University of Texas Health Science Center in Houston, served The University of Texas at Austin Athletic Department as the women's head team physician from 1996 to 2005 and as head team physician from 2005 to 2011.

He served the Texas Health and Human Services Commission from 2012 to 2014 as deputy executive commissioner for health policy and clinical services before returning to his medical school alma mater in Houston. He was appointed the associate dean for alumni relations and continuing medical education as well as the assistant dean for admissions and student affairs at McGovern Medical School in Houston in 2014. He was the planning and program director for the inaugural Primary Care Sports Medicine Fellowship while at UT Health Science Center, Houston.

From March 2014 until January of this year, he served as team physician and medical director for the University of Houston Athletic Department.

Sid Keswani, EMBA'09, was named president of the Americas region for Denmark-based jewelry company Pandora in August 2018. The region covers North



America, the Caribbean and Latin America, and includes more than 2,300 points of sale, as well as 700 concept stores. The Americas region is based in Baltimore.

Prior to his position at Pandora, Sid was the president and CEO of Fiesta Mart, based in Houston. Before that, he spent 19 years at Target Corp., where he supervised 450 locations with \$17 billion in revenue. And prior to Target, he was a senior vice president of operations for Susser Holdings, where he oversaw more than 625 locations for the convenience store chain.

"Earning a degree from UT Dallas was the best thing I ever did," Sid said recently. He said it exposed him to different companies and allowed him to interact with diverse people. He also said his MBA gave him career opportunities he might not have had. His current job is a good fit, he said, because he is a self-described "retail nut." He enjoys the consumer side of the business as well as the team aspect.

He says he chose the Jindal School because of the late Dr. Jasper Arnold, who was the Executive MBA program director while Sid was in school. "He was the turning point in my decision to come. ... We had a philosophical discussion of what I wanted to achieve from the Executive MBA program, and the Jindal School of Management was the best fit." Sid also was inspired by Dr. David Springate, whom he describes as "an incredible coach and mentor."

In his spare time, Sid enjoys spending time with his family, going to the gym and traveling with his wife.

2010s



Sorna Basirat, BS'12, MBA'16, and **Sohail Basirat**, BS'13, are brothers who own two locations of the organic smoothie business, I Love Juice Bar, in Dallas. The smoothie company was founded by a Nashville couple and specializes in plant-based, gluten-free smoothies made of whole fruits and vegetables. Sorna says I Love Juice Bar is a "I want to eat healthy and feel great type of place." Both brothers credit their success to the entrepreneurial spirit at UT Dallas.



Sorna also is manager and Sohail, president and CEO, of Rosewater Capital Ltd, a privately held commercial real estate holding company. Prior to joining Rosewater in May 2016, Sorna was an accounting analyst for Cowboy Auto Leasing, and Sohail, who started at Rosewater in April 2016, worked for two years in analytics for ALM First Financial Advisors. Prior to

that, he was an analyst in risk management for Forex Capital Markets.

Sandun Perera, MS'12, MBA'14, PhD'15, joined the College of Business at the University of Nevada, Reno in July as an assistant professor of managerial sciences. Previously, he was an assistant professor of operations and supply chain management at



the School of Management, University of Michigan-Flint. Sandun, who has earned seven academic degrees, including two PhDs and four master's degrees, recently was recognized as the most creden-

tialled Sri Lankan. He has received multiple research awards and grants, including the Financial Services Section Best Research Paper Award (second place) from the Institute for Operations Research and the Management Sciences (INFORMS) and the Outstanding Faculty Award for Research from the University of Michigan-Flint. Sandun has chaired research tracks for several international conferences, including the annual conference of the Decision Sciences Institute and the international meeting of INFORMS. He enjoys spending his free time with his wife, Erandi, and daughter, Nisangi. He is also a huge fan of classical music and sports.



Joseph Forbess, EMBA'16, has been appointed division head of Cardiovascular-Thoracic Surgery for the Ann & Robert H. Lurie Children's Hospital of Chicago. He is also executive co-director of the Willis J. Potts Heart Center at Lurie's Children's Hospital. In addition, he is professor of surgery at Northwestern University's Feinberg School of Medicine.

In December 2016, Joseph became chief of pediatric cardiovascular surgery of the Advocate Children's Hospital and co-director of the Advocate Children's Heart Institute, located in the Chicago area.

Considered one of the country's leading cardiovascular surgeons, Joseph earned a BS degree in 1986 and MD degree in 1990 from Harvard University and has since specialized in pediatric cardiovascular surgery. He previously was director of pediatric cardiovascular surgery at Dallas Children's Hospital and professor of pediatric cardiovascular surgery at UT Southwestern Medical School. During his time at Children's, Joseph helped the hospital achieve a three-star designation from the Society of Thoracic Surgeons for high-quality patient outcomes.

He and his wife, Dr. Lisa Forbess, a cardiologist who is director of the adult congenital heart program at Lurie, live in Lincoln Park in Chicago.



Brice M. Cooper, BS'17, MS'19, became a senior provider network specialist with United-Healthcare in July. Prior to this, he was a sales associate for the PGA Tour Superstore. Brice, who earned degrees in finance and in healthcare leadership and management, was a four-year member of the UT Dallas Men's Golf Team. He received the 2018-2019 American Southwest Conference (ASC) Scholar-Athlete Medal of Honor last spring. He was among 26 student-athletes from 13 ASC institutions who were honored for compiling the most outstanding records in academics, athletics and leadership during their college careers. He was a two-time All-ASC selection, earning first-team honors during his final season. He also was named an All-American Scholar — along with teammate Jacob Rockefeller — by the Golf Coaches Association of America last spring, his second time to receive the honor. Brice married the love of his life, Hailey Lembrich, in August.



Holly Heironimus, MS'17, is the Blood and Marrow Transplant program coordinator at Medical City Dallas Hospital. She acts as project lead and coordinator for special tasks, such as making new services operational, spearheading the survivorship volunteer program and

identifying areas for opportunities to transition processes from paper to electronic systems. She also works with several departments to mitigate inefficiencies. Prior to being hired, Holly was an intern in the same department.

Holly, who earned a BS in psychology from Kansas State University in 2016, says that her UT Dallas degree gave her real-life experience that she has been able to apply in the workforce. She says she was inspired by Dr. Kannan Ramanathan, who taught strategic management. "He challenged us to think about this new information in ways that were not immediately natural to us. ... In the ever-changing healthcare industry, this is a style of learning that is crucial to practice because we need to be prepared for what we don't know or can't expect."

She is a member of several professional organizations, including the Healthcare Management Association at UT Dallas.

Karen Rodriguez, BS'18, began a career in the floral business while at UT Dallas, where she was one of two students chosen for the Immersion Academy's Center of Growing Talent, a networking event supported by the Produce Marketing Association that connects companies with young prospective employees. Cynthia Hunt, JSOM supply chain academic support coordinator, steered her in this direction. Hunt was aware of Karen's passion for flowers and believed she would be the perfect candidate for the academy. As a high school student, Karen started her own flower business, which helped pay



for college. She designed floral arrangements for weddings and other events, and made a name for herself with area museums, hotels and other venues.

Through Immersion Academy, Karen met rose marketer and grower Ben Pauley of Passion Growers, and he hired her after she graduated. She moved to Miami, Passion Growers' home base, in August 2018. In her new position, Karen ensures that customers receive top-quality flowers and is in charge of product development, making sure bouquets remain on trend. She enjoys creating flower designs or "recipes," which are then assembled at farm level in both Colombia and Ecuador. Karen says if her advisor had not told her about Immersion Academy, she would never have known about this job. As a new Miami resident, Karen enjoys exploring the city and visiting the beach with her dog, Diego.

Leticia Shanley, EMBA'18; has been appointed medical director of quality at Children's Hospital of San Antonio. Previously, Leticia, who earned her MD from The University of Texas Health Science Center at San Antonio, was medical director of quality at Baylor, Scott & White McLane Children's Medical Center in Temple, Texas. She also has been assistant professor of pediatrics at Baylor College of Medicine in Houston. 🌿

JSOM PROUD

Here are some "fast facts" you can use to share the school's ever-changing story:

- The Jindal School has 9,000 enrolled students
- **JSOM has a 92% graduation rate for master's degree students**
- No. 10 (tied) among public university Professional MBA Programs, No. 17 (tied) overall, *U.S. News & World Report* (2020)
- **In 2018-2019, JSOM awarded \$3.4 million in scholarships to undergraduate, graduate and PhD students**
- **UT Dallas was created by the founders of Texas Instruments**
- The Jindal School is No. 4 worldwide in faculty research contributions 2014-2018, UT Dallas Top 100 Business School Research Rankings™ (2019)
- **The Jindal School offers more than 30 undergraduate and graduate degree programs**
- There are more than 60 Jindal School student organizations
- **More than 1,400 companies recruit students from the Jindal School**



...for Students

