

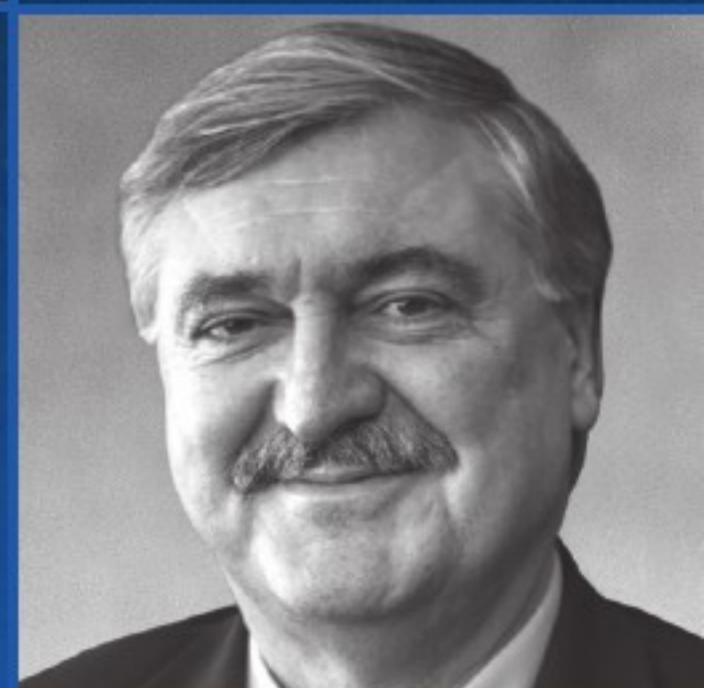
# THE NAVEEN JINDAL SCHOOL OF MANAGEMENT

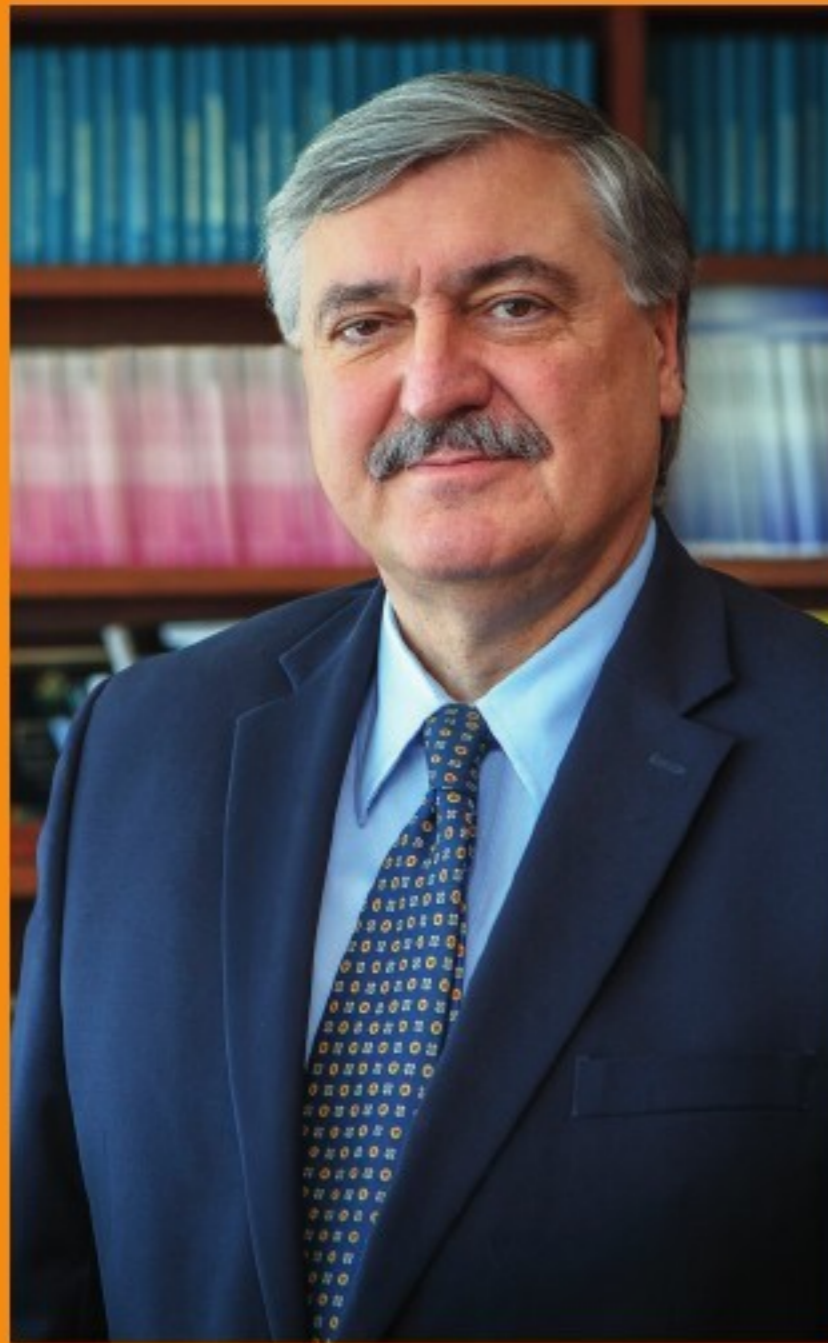
THE UNIVERSITY OF TEXAS AT DALLAS

VOLUME 19 No. 1 AUTUMN 2015



Traditions  
Take Hold





**Hasan Pirkul**  
Dean and Caruth Chair  
of Management

We are celebrating several important milestones as we begin this academic year at the Jindal School. I am happy to report that our school's 40th anniversary will be observed with our largest student body ever. Our enrollment this fall semester tops 8,200, up 9 percent from the same time last year. Among those numbers is our largest freshman class ever, with 579 students — up from 489 last fall. Our visibility continues to increase, as do our quality reputation and rankings. *U.S. News & World Report* ranks our Full-Time MBA Program No. 14 (tied) among public university programs and No. 33 (tied) overall.

We continue to add and improve programs. A Risk Management and Insurance Concentration in the Finance Area is newly launched this fall, and you can read in these pages how the innovation and entrepreneurship faculty is readying new Startup Launch opportunities that will make seed funding for new business available to undergrads for the first time next spring. The MS in Information Technology and Management Program also has grown significantly. It now represents our largest graduate program, with 965 degree seekers. The former longtime leader, the MS in Accounting Program, is second, with 705 students.

We are planning to bring a representative group of Jindal School student to help us officially kick off 40-year festivities at the annual Scholarship Breakfast on Nov. 4 at the Westin Galleria Hotel. I think the Scholarship Breakfast is a great place to commence the celebration, in part because every year it brings a fresh take on commerce or the corporate world from a top speaker to an audience that includes our best community friends and strongest corporate supporters. This year, we are all looking forward to hearing from Peter Buffet, an acclaimed musician, composer, philanthropist, author and son of investor icon Warren Buffett. He will speak on our theme of corporate social responsibility.

I like the breakfast in part because I like the cause behind it — fundraising to be able to give scholarships to worthy students. To date, the breakfast has raised more than a half million dollars and underwritten more than 260 scholarships. I also like that the event annually reminds us what we are all about: providing excellence in business education.

As I reflect on the school's first four decades and our ongoing pursuit of excellence, I am grateful to many people, including all my predecessor deans. Their hard work laid the groundwork for the many successes the school enjoys today. I hope you enjoy reading about them and the work they did on our students' behalf in the opening pages of this issue.

This fall we have 19 new faculty members with outstanding credentials joining our school. Among them is Dr. Vikram Nanda, who is appointed to a chair named for our school alumnus and benefactor Naveen Jindal.

Since last spring, our faculty members have been busy earning accolades. Dr. McClain Watson, head of our business communication programs, received the President's Teaching Excellence Award. Tepper School of Business at Carnegie Mellon University honored Dr. Suresh Sethi, Eugene McDermott Chair of Operations Management, with its 2015 Distinguished Alumni Achievement Award. Dr. Eric W.K. Tsang received a Decade Award from the Academy of Management recognizing the long-lasting impact of his research. Research by Associate Professor Jianqing Chen won a best paper award, as did research by accounting faculty member John Gamino. I am gratified that our faculty members continue to strengthen their research output. Their achievements reflect not only the maturity of Jindal School faculty members but also the extent to which they are adding to the knowledge base of the business world.

The support of our alumni and friends is critical in helping us to recruit top faculty and offer an outstanding education to our students. Thank you for all you have done over the school's first 40 years. We are very grateful, and we hope to see you and thank you in person at one of the anniversary events.

Best wishes,

*Hasan Pirkul.*

Visit our site on the worldwide Web

[jindal.utdallas.edu](http://jindal.utdallas.edu)

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



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## Forty Years:

### *The Launch and Development of the Jindal School*

By Donna Steph Rian and Glenda Vosburgh

**F**orty years ago, the Naveen Jindal School of Management was established in response to the needs of the Dallas business community, as part of the new University of Texas at Dallas.

Today, it still is doing the same — designing innovative courses and programs, recruiting world-renowned faculty and researchers, providing students with rigorous training and relevant skills for professional success — to answer the requirements of

area businesses that benefit from the school's quality reputation in the marketplace.

In four decades, the Jindal School has grown from a small school with no national standing to a globally respected business school offering programs with Top 10 rankings from *Bloomberg Businessweek*, *Financial Times* and *U.S. News & World Report*.

The school is the largest of UT Dallas' eight schools, with a 2015 fall enrollment of more than 8,200, up 9 percent from

the prior year. Programs are offered at the bachelor's, master's, PhD and executive levels, and they focus on eight areas of business specialization.

Based on faculty publications in 24 leading business journals spanning all areas of business over the last five years, the Jindal School ranks No. 11 in North America in research productivity and No. 12 globally, according to The UTD Top 100 Business School Research Rankings™



The formal opening of the Jindal School's new addition in December 2014 included a ribbon cutting. Doing the honors were (from left) Dr. Calvin Jamison, UT Dallas vice president of administration; Dr. Hasan Pirkul, JSOM dean; Michelle Abuda, JSOM graduate student; Dr. Hobson Wildenthal, currently UT Dallas president ad interim and then UT Dallas executive vice president and provost; and Steve Penson, Jindal School Advisory Council chairman.

(2015). In 2013, *Financial Times* ranked the school at No. 18 in the world for faculty research productivity.

### Seeing 'Tremendous Potential'

For Dr. Raymond P. Lutz, JSOM's first dean, the school's growth has been stunning. What began as a part of the Southwest Center for Advanced Studies (now UT Dallas), offering an MS in Management and Administrative Sciences and employing three faculty members, has evolved into a school offering 28 degrees and employing more than 260 faculty members.

"When I came to UTD in 1973, I admired the development of the technology businesses in Dallas, led by Texas Instruments, and felt that the potential for a new university in Dallas was tremendous," said Lutz, who left the dean's position in 1978 to become the University's executive dean of graduate studies and research. Now Professor Emeritus of Operations Management, he worked for UT Dallas until 2000.

"Today, the Jindal School exemplifies and embodies that potential," Lutz said, "preparing students to meet the challenges of a rapidly changing global society and partnering with the business community to develop innovative programs that fit their needs."

### After Dr. Lutz Departed

In addition to Lutz, seven others have led the Jindal School as dean, including Dr. Hasan Pirkul, the current dean and holder of the Caruth Chair of Management. Pirkul became dean of the school in 1996.

Dr. Paul O. Gaddis Sr., during his tenure as dean from 1979 to 1985, began a part-time evening MBA program at the school. JSOM now offers five MBA programs.

The late Dr. Frank Bass, interim dean in 1995 and 1996, started the Full-Time MBA program. *U.S. News & World Report* ranks that program No. 3 among programs with the "Most Financial Value at Graduation," No. 14 (tied) among public university

Raymond P. Lutz, PhD

School of Management Dean: 1976-1978

BS 1958, University of New Mexico

MBA 1962, University of New Mexico

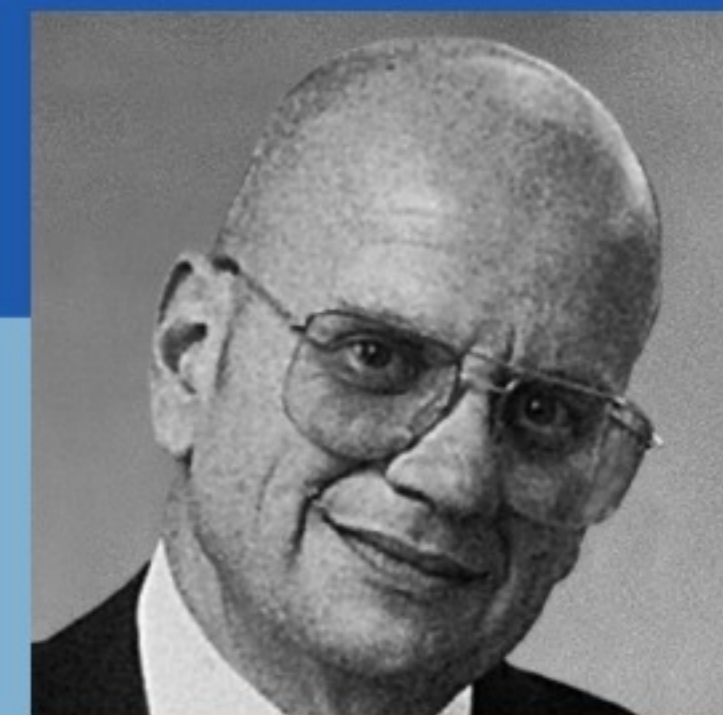
PhD 1964, Iowa State University

In 1973, Lutz moved to UT Dallas from the University of Oklahoma at the urging of one of his former doctoral students, who, at that time, was helping establish the new university.

"I felt the potential for a new university in Dallas was tremendous," Lutz told UT Dallas archivists. "Given the technical excellence...of the Southwest Center for Advanced Studies [predecessor to UT Dallas] and the potential of Dallas as a city, it seemed like a wonderful opportunity."

Once at UT Dallas, Lutz developed graduate programs in management science and international management. When the School of Management was established in 1975, at the same time undergraduate juniors and seniors were first admitted to UT Dallas, Lutz turned to hiring faculty to teach the undergraduate classes.

Lutz left the dean's position in 1978 to become the University's executive dean of graduate studies and research. When Lutz retired from UT Dallas in 2000, he and his wife moved to Santa Fe, New Mexico, where he remains active on the Santa Fe Opera Board of Directors.



programs and No. 33 (tied) overall.

Dr. Charles Kroncke, who served as dean from 1988 to 1995, remembers the first year that freshmen were admitted to UT Dallas and the Jindal School in 1990.

"I was at UTD for seven years," said Kroncke, now retired. "During that time, it went through the transition from an upper-division graduate program to a full-fledged state university with undergraduate programs. When freshman

**Robert R. Miller, PhD (1929-2014)**  
Interim Dean: 1978-1979  
BS 1952, University of Michigan  
MBA 1952, University of Michigan  
PhD 1964, Stanford University

Miller arrived at UT Dallas in 1977, after having taught at the University of Iowa and serving for several years as a consultant to the Stanford Research Institute (now SRI International). When he stepped into the School of Management's interim dean's role in 1978, it was shortly after he had secured a regional workshop of the Association of Collegiate Schools of Business (now known as The Association to Advance Collegiate Schools of Business) to be held at the very young School of Management. From UT Dallas, Miller went to the University of Houston and then ended his career at the International Finance Corp., a part of the World Bank Group in Washington, D.C.



students showed up, we initially had a lot of problems. They were 18 years old, and we were used to teaching serious graduate students and assumed they would behave like graduate students. We had to learn how to teach differently."

Also during Kroncke's tenure, the Jindal School initiated its Executive MBA program, offering MBA classes to experienced executives already in the workplace.

"One of the things the business community thought we should have was an Executive MBA," he said. "The school's faculty was not initially on board. It took me four years to get the program established. Once students, most of whom already had been in the business world for 10 years or more, showed up, the faculty decided they were the best students they'd ever had. And they lined up to teach in the program."

The JSOM Advisory Council also started under Kroncke's leadership. Corporate executives and leaders from the Dallas-Fort Worth business community signed on to serve as council members and student mentors. The council was an immediate success and today plays a vital role in the school's expansion, development and achievement. Members also provide important leadership in strengthening and enhancing school programs and goals.

The Jindal School also was one of the first to offer "distance learning" or online courses. Today, *U.S. News & World Report* ranks the Jindal School as No. 2 for its online graduate business programs, and No. 6 for its Professional Online MBA. *The Princeton Review* ranks the school at No. 9 among its Top 25 Online MBA Programs.

### 'On the Map'

**D**ean Pirkul has steered the Jindal School to many of its achievements during the past 20 years,

**Paul O. Gaddis Sr.**  
School of Management Dean: 1979-1985  
BS 1946, U.S. Naval Academy  
MS 1949, Rensselaer Polytechnic Institute  
MS 1961, Massachusetts Institute of Technology

Prior to coming to UT Dallas, Gaddis was senior vice president for finance and management at the University of Pennsylvania, where he also developed and taught capstone strategy courses for second-year MBA students at the Wharton School. He also wrote several corporate strategy articles published in the *Harvard Business Review*. Gaddis knew what MBA students needed, having spent four years as vice president for corporate development at Westinghouse Electric.

After retiring and moving to Tennessee, Gaddis became active with the Columbia State Community College Foundation Board. Gaddis still is active with the Rotary Breakfast Club of Franklin (Tennessee), where he has co-chaired the club's education board. He also has served on the local Educational Excellence Committee and Franklin Special School District.



including becoming accredited by The Association to Advance Collegiate Schools of Business (AACSB) International.

He also oversaw the move of JSOM to its own stand-alone building in 2003 and



The Richardson Chamber of Commerce orchestrated a ribbon cutting that was a highlight of the Dec. 3, 2003, dedication of the School of Management building. Participants — and their roles then — were (from left) Brian Fraser, Richardson Chamber of Commerce vice president for economic development; Bill Keffler, Richardson city manager; Dr. Hobson Wildenthal, UT Dallas executive vice president and provost; Dr. Teresa Sullivan, UT System executive vice chancellor; Dr. Hasan Pirkul, SOM dean; Rita Clements, UT System regent; Dr. Franklyn G. Jenifer, UT Dallas president; and H. Ronald Nash, MS 1979, SOM Advisory Council Chairman.

into a 108,000-square-foot addition to the facility last year.

“It was Dean Pirkul and [former UT Dallas president] Dr. [Franklyn] Jenifer who understood the importance of the business school to the University. We had the largest enrollment of any of the schools,” says Dr. David L. Ford Jr., professor of organizations, strategy and international management, and one of the JSOM’s first hires in 1975. “Dr. Jenifer put us on the map. He and Dean Pirkul also got the business community more involved. They also developed numerous programs, including the Institute for Innovation and Entrepreneurship, in response to the business community’s needs.”

*Supporting JSOM – ‘One of the best business schools in the nation’*

When he was named dean in 1996, Pirkul said his first order of business was to improve the school’s undergraduate pro-

gram, which, he recalls, had “very few electives. It was a generalist program, and most of our students were evening students. We had some strong faculty, but very few in numbers. We started recruiting well-known senior faculty members because we needed to build some areas. We had strength in marketing, and outside that, we had strong individuals in various areas, but we were not strong.”

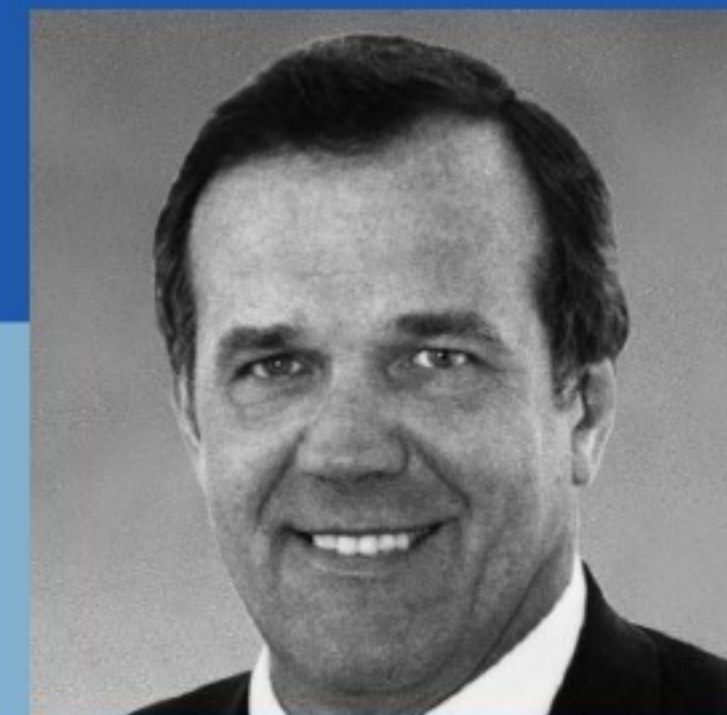
What the school did have, Pirkul says, were faculty members who were committed to students and who were making a difference in terms of research. The culture of the school was as good as it gets, he says, in terms of wanting to build a serious, top institution.

Improving support was the next priority. “We were in bad shape,” Pirkul says. “I think we had three or four degrees at the time, and we had one-sheet program descriptions that had been photocopied so many times they were hard to read.”

Improving student services was also necessary, but there was little money available, so no progress was made the first year. In the second year, Pirkul asked and

Martin Geisel, PhD (1941-1999)  
 School of Management Dean: 1985-1987  
 BS 1963, Case Institute of Technology  
 MBA 1965, University of Chicago  
 PhD 1970, University of Chicago

Geisel started his career as a process engineer at DuPont in Chicago, where he pursued his MBA at the University of Chicago in the evenings after work. After earning his doctorate, Geisel started teaching at Carnegie Mellon University’s Graduate School of Industrial Administration and then moved to the University of Rochester’s Graduate School of Management in 1975. In 1985, he left Rochester to take the dean’s position at UT Dallas School of Management. His time at Rochester overlapped the time of a young doctoral student, Hasan Pirkul, who would later become the longest tenured dean at the School of Management. In 1987, Geisel left UT Dallas to take the dean’s position at Owen Graduate School of Management at Vanderbilt University. He was the third dean in Owen’s history and the third dean of the UT Dallas School of Management. At the time of his death, in 1999, he was 57 years old and had served longer than either of his predecessors. An endowed scholarship was established at Vanderbilt University in 2000 to honor Geisel. This scholarship is awarded to students from Latin America.



Gerald W. Scully, PhD (1941-2009)

Interim Dean: 1987-1988

BA 1962, Fairleigh Dickinson University

MS 1965, New School for Social Research

PhD 1968, Rutgers University

Scully arrived at UT Dallas in 1985 from Southern Methodist University, where he had taught for more than a decade. Although he was not a baseball fan, initially, he was most known for his "Scully Equation," which examined the underpinning for Major League Baseball's reserve clause that bound a player to a team. A year after he published his research, which showed players contributed vastly more to the financial success of teams than they were being compensated for, the reserve clause was removed. Scully's research determined the contribution of a player to his team in both wins and in income. Scully wrote several books, including *The Business of Major League Baseball* (University of Chicago Press, 1989), while he taught at UT Dallas. He retired in 2002.



was given permission to start charging fees for services such as advising and career placement after he learned that UT Austin charged similar fees.

Once UT Dallas made that change — thanks largely to Dr. Jenifer and then-provost, now president ad interim, Dr. Hobson Wildenthal, Pirkul says — it was not long before the school had almost



Major alumni benefactors Charles (far left), MS 1980, and Nancy Gundy Davidson (second from right), BS 1980, and Naveen Jindal (far right), MBA 1992, were feted by then UT Dallas President David E. Daniel (second from left) at celebrations on Oct. 7, 2011, the day the School of Management was named in honor of Jindal and the school's undergraduate honors program was named in honor of the Davidsons.

\$1 million to work with and was able to hire professional advisors and create proper program documents. It was also about that time that the school started its magazine, *Management*.

The business school had a strong research and PhD program that had "turned out some world-class PhDs under the tutelage of Frank Bass [1926-2006], Ram Rao and Ramaswamy Chandrasekaran [now at the Erik Jonsson School of Engineering and Computer Science]. It was a small program, but high quality," Pirkul says. "That's important because, to me, an ideal business school has to have a world-class PhD program, world-class master's degrees, world-class research and undergraduate degrees, especially if it's a public school."

Focusing on enhancement of faculty and programs and attracting the top students remains a focus at JSOM, but during the years, Pirkul's duties have changed. Over the past 10 years, he says, he has concentrated more and more on fundraising.

"It was obvious that we needed additional resources and they weren't going to come from the state, so we needed to create endowments and do fundraising," Dr. Pirkul says. "We knew that from Day One, of course, but when you're a young school that's not nationally ranked and visible, it is nearly impossible to do fundraising."

The first major alumni support came from Charles, MS 1980, and Nancy Gundy Davidson, BS 1980. In 2001, they made a \$1 million donation to help with



Ram Rao



Ramaswamy Chandrasekaran



**Charles Kroncke, PhD**

School of Management Dean: 1988-1995

BS 1961, St. John's University

MBA 1962, University of Pittsburgh

PhD 1968, University of Pittsburgh

Kroncke spent seven years at the School of Management. "The original UT Dallas was small and had a very sophisticated faculty," Kroncke recalled. He said that when he was interviewed, he was told that what the School of Management most needed was "someone who can interact with the business community."

"In Dallas, that was easy," Kroncke said. "Dallas is so pro-business." One of his successes, he said, was establishing the school's first advisory council.

The other task he was assigned was starting an Executive MBA program. "The faculty didn't think this was a good idea," he said, noting that at the time, most executive programs were watered-down, feel-good academic degrees. It took four years, he said, to get recalcitrant faculty into the classroom. The professors decided that if they were forced to teach executives, it would be on their terms. "They taught frontiers of research," he said. "They got in the classroom with [executive students], and they fell in love with them." Professors realized the executives were engaging, brought fresh information from their companies and soaked up every bit of information.

After UT Dallas, Kroncke moved to St. John's University in New York City. Kroncke retired in 2012 from the University of South Florida.



George Brody

construction of the first building dedicated to the school. At that time, theirs was the largest gift that had been made by alumni to the University. Within three years, they followed with another \$1 million gift, which endowed four research professorships. Later they joined an effort led by Naveen Jindal, MBA 1992, to create a philanthropic package valued at \$45 million with matching funds. As a result of these gifts, the school was named the Naveen Jindal School of Management and the undergraduate honors program was named for the Davidsons.

"The school has given me a lot. I owe a lot to the school," Jindal said in a *Dallas Morning News* article at the time.

George Brody, president and CEO of GlobeRanger, a Fujitsu company based in Richardson, and a JSOM Advisory Council member, says he has hired numerous Jindal School graduates and regularly sends his managers to the school's Executive MBA program.

"I am very interested in recruiting students who have an entrepreneurial spirit and mind, as well as leadership abilities," he says. "I have hired lots of UT Dallas graduates for that very reason. I am very happy to play a small part in the Jindal School's growth, as an advisory council member for the past 20 years. During that time, the Jindal School has become one of the best business schools in the nation." ⌚

**Frank M. Bass, PhD (1926-2006)**

Interim Dean: 1995-1996

BBA 1949, Southwestern University

MBA 1950, The University of Texas

at Austin

PhD 1954, University of Illinois

Bass, often called the "Father of Marketing Science," spent 24 years as a professor at UT Dallas, including as interim dean. When he joined UT Dallas in 1982, he was named the Eugene McDermott Chair, a position he held until his death in 2006. The research Bass undertook was pivotal in establishing marketing as a quantitative science. He searched for mathematical theories that could be proven by testing with measurements in order to provide answers to fundamental marketing questions. The mathematical and statistical models he developed of generalized marketing phenomena are among the most widely used in the world.

Bass is perhaps best known, however, for his development of research scholars. He chaired the dissertations of 58 PhD students, most of whom are leading scholars in marketing science and at top universities throughout the world.



— Information about JSOM's former deans was compiled and written by Jeanne Spreier.

THE  
JINDAL SCHOOL  
CELEBRATES  
**25 YEARS OF  
FRESHMEN**  
ON CAMPUS

BY JILL GLASS

**IT** was clear freshmen had made their appearance on the UT Dallas campus when shampoo came bubbling out of the University's fountain soon after their arrival.

Paul Nichols, BA 1995, MBA 1998,

remembers the then-director of university events, Judi Hensley, recounting the prank from 1990, the year freshmen were first admitted to UT Dallas, noting, "I knew we were a four-year school when I saw those antics."

Despite the fact that the University at the time had no sports, no dorms, few undergraduate programs and even fewer student activities, Nichols, a member of the first freshman class, was excited to be a part of the

University's transition from a part-time upper-division school to a four-year university.

"It was a fascinating time," Nichols says. "Graduate professors were teaching undergraduates. The University picked cream-of-the-crop students, including top students from Richardson High School, Berkner and other local schools. I started in 1990, and was one of the last ones to be accepted into the program. I moved from Houston over the summer and by sheer luck discovered that the University was accepting freshmen.

"So much that I have done in my life I owe directly to UTD," Nichols says.

#### FRESHMAN CLASS MAKES HISTORY

The decision to add freshmen and sophomores to the University, at the time home only to juniors, seniors and graduate students, came from a coalition of political and civic leaders working with the Texas Legislature. The Texas Higher Education Coordinating Board approved the move in 1990, and UT Dallas' first freshman class totaled 100 and was dubbed "First-Class First Class" because some of the brightest students in Texas had been recruited to join.

Of the 100 students in that class, nine were business administration majors. The Office of Strategic Planning and Analysis evaluated these nine students and discovered that during their first year at UT Dallas, they were required to be enrolled in non-business core courses.

"The freshmen were on campus two years before they came over to the School of Management to take our classes because they had to finish their core courses first," says Dr. Marilyn Kaplan, Jindal School associate dean for undergraduate programs.

It was a struggle in the early days to recruit business school students "because

PAUL NICHOLS



Some of the first freshmen promoted UT Dallas in this photo taken in 1990, the year they were welcomed to campus.

Left: Students waiting in line in 1975  
Right: JSOM Associate Dean Diane McNulty  
with Professor of Political Science Anthony  
Champagne in 1996 Below: McNulty today



many underclassmen did not understand what career doors a business degree could open," says Dr. Diane McNulty, Jindal School associate dean for external affairs and corporate development.

"A lot of students thought that unless you were going to be an accountant or a banker, why would you go to a business school? What kind of job are you going to get when you graduate? So they were more geared toward being a scientist, engineer, doctor, lawyer or something in the creative field," she says.

Beyond that, students had to take not only core courses but also an additional 12 to 15 hours of prerequisite courses for — and apply for admission to — the School of Management, McNulty recalls.

To prepare students and stimulate interest in business careers, McNulty, who was college master soon after the freshmen arrived, created a freshman seminar that focused on different aspects of management. "I asked management professors each week to come and talk about their area so the students could understand what majoring



Top: The late Adolf J.H. Enthoven (right) was one of the first full-time professors at the School of Management. Center: Former Professor Larry J. Merville at work in the classroom. Bottom: Dr. Ray Lutz, first dean of the School of Management, at a graduation ceremony



in accounting meant, what majoring in finance meant and what international business meant. The professors also discussed the kinds of careers the majors would lead to. I even had some engineering students who wanted to take freshman seminar because engineering didn't have anything like that," she says.

As college master, which is the equivalent of an undergraduate dean today, McNulty was in charge of business school admission — and advising as well.

"The advising office was on the fifth floor of the Jonsson building, and in a big room, me, one staff person and nine graduate students. We registered every single person who came into the School of Management. We did their degree plans, verified

their graduation credits and handled all of their problems — their grade changes, their everything. Anything you can think of, we did," McNulty says.

"The people I had in the office were just great. We had it down to a science. The line of students wanting to see an advisor would stretch all the way around the fifth floor, and the TAs cut them off at the elevator at 9 at night when we closed," she says. "I can remember one time coming back from lunch and having 27 phone messages. If we had worked 24/7, we would not have been able to return all the calls, meet everyone who walked in and resolve all the issues. It was just unbelievable."

### CONDUCTING BUSINESS AT NIGHT

Teaching in the early 1990s was a "night-time operation," says Dr. David Springate,



MARILYN KAPLAN



DAVID SPRINGATE



DAVID L. FORD JR.

associate professor and academic director of the Executive MBA and Global Leadership Executive MBA programs. There were about 25 faculty members, and "in the Accounting Area, which was the biggest area, [the late] Adolf Enthoven was the only professor, and we only had about five or six senior lecturers," Springate says.

Springate was college master in 1990, when the first freshmen arrived, just before McNulty's tenure. At that time, he says, the school had a more general approach to business education, "and so this idea of specialization in MBA programs and the MS specializations all came much later. Everybody was a generalist, and there was much less of a program orientation in the school."

Known as the School of Management until 2011, UT Dallas' business school in 1975 offered only one undergraduate degree — a BS in Business and Public Administration — and 28 courses to juniors and seniors pursuing business degrees. In 1990, the school offered a BA in Business Administration with a choice of a business management or accounting tracks and 34 courses to lower and upper divisions.

Today, the Jindal School offers eight undergraduate degrees and more than 180 courses. The school has experienced the most growth during the last five years, expanding its degree options from three to eight.

"We've come a long way," Kaplan says.

Reflecting on the differences between now and 1990, Kaplan says, "Everything is different. Probably about the only thing that's the same is that [the business degree is still] a 120-hour degree, but that's about it."

### FROM GHOST TOWN TO COMET TOWN

Shifting from a commuter school for upper-level and graduate students whose average age was 30 and that offered predominantly evening classes to a campus with a more authentic college flavor with teenagers was the biggest change that Dr. David L. Ford



The OK to add lower-level undergraduates to the campus mix was front-page news

Jr., the longest-serving JSOM faculty member, has seen.

“You didn’t see people walking around on campus during the daytime at all. Everybody showed up at night and went to class and then they left,” Ford says. “It was like a ghost town during the day.”

The School of Management did not have its own building until 13 years after lower-division students came to campus. Because the school was split into four buildings — the Erik Jonsson Academic Center, Cecil H. Green Hall, Karl Hoblitzelle Hall and the Cecil and Ida Green Center (then called the Convention Center) — as well as several portable buildings — there was little cohesiveness for the faculty and students, says Ford, professor of organizations, strategy and international management, who started at UT Dallas in 1975.

“I didn’t know who half the people were on the faculty because we were so spread out. Some of us were in Jonsson, some of us were in Green and some of us were in temporary buildings. It was hard to really have a sense of a school. Soon after

I arrived in 1975, they were talking about a building for the SOM. Twenty-five years later, it happened,” Ford said.

The school found its permanent home when its four-story building opened in 2003 and student enrollment was slightly more than 4,200 students. An addition that is more than half as large as the original building opened in 2014, just as enrollment surpassed 7,500 students.

### DINING HALLS AND DORMS ARRIVE

Nearly 20 years after the first freshmen arrived, the University built its first student residence and dining halls. In 2009, the first residence hall, which included a mix of furnished, three-bedroom, single-bath suites, offered Living Learning Communities geared toward freshmen.

When the first freshmen arrived in 1990, “We didn’t expect that they were going to want to live on campus,” says Kaplan, who was a teaching assistant at the time.

Before the dorms were built, students only had one on-campus housing option: apartments, but they were available mostly for upper-division and graduate students. Most of the early freshmen lived at home with their parents.

“I remember talking to a freshman who was living in an apartment and new to cooking, and I asked her, ‘So what are you doing for food, and how can you afford it?’ and she said, ‘Potatoes are cheap, and I’ve learned to do a lot with a five-pound bag of potatoes.’ I was impressed,” Kaplan says.

In 1993, the fourth freshman class at UT Dallas set enrollment records with nearly 500 students, a fourfold increase in size over the first three classes. University administrators worked hard to anticipate the demands of such a large number of bright students; campus organizations and activities gradually began to pop up around campus.

“When a second pool table was installed in the Student Union, it was a huge day on campus. The pool table was the nexus of all social activity,” Nichols says. ⌚

## Undergraduate Programs: Then and Now

**1975** BS in Business and Public Administration

The school offered 28 courses to juniors and seniors.

**1990** BA in Business Administration with a choice of business management or accounting tracks

The school offered 34 courses at lower-and upper-division levels.

**2015** Eight degrees, including BSBA, which has six concentrations, and more than 180 courses

## Jindal School Undergraduate Programs Launched Through the Years

**1990** Business Administration

**1992** Accounting

**2005** Finance

**2010** Global Business

**2010** Information Technology and Systems

**2010** Marketing

**2013** Supply Chain Management

**2015** Healthcare Management

# NEW BUSINESS WELCOME

## — Innovation and Entrepreneurship at JSOM

By Jeanne Spreier

### New Program Gives UT Dallas Undergraduates Seed Money for Startup Ideas

**T**he Naveen Jindal School of Management is banking that undergraduate students at The University of Texas at Dallas have entrepreneurial ideas worth a \$5,000 investment.

For the first time, undergraduate students who are enrolled in Innovation and Entrepreneurship courses 3320 or 3321, Startup Launch I or Startup Launch II, and who meet certain benchmarks, will be given up to \$5,000 seed money for a new business. Extending startup launch opportunities to undergrads is part of a JSOM effort to increase the number of new companies students bring to the marketplace.

Any student on campus may enroll in ENTP 3320, which will be offered next in spring 2016, says Madison Pedigo, director of innovation and entrepreneurship programs at JSOM. While there are no academic prerequisites, students will be admitted into the class only with faculty permission. For UT Dallas students, regardless of their major, the courses offer an opportunity to



get high-level academic guidance and learn practical tips to refine their business concepts and ideas.

“New business ideas are percolating in the brains of students across campus,” Pedigo says. “We have a campus full of business, engineering, natural science, arts and other students. Any of these students might have a concept for an awesome business.”

To access the \$5,000 in funding, a student’s scalable business concept must be presented to and approved by a panel of four faculty members. Once approved, funding will be provided as actual costs are incurred by students in the startup launch courses.

“This is one of the many awesome opportunities Jindal School offers students,” says Erica Yaeger, assistant dean for Jindal School Development and Alumni Relations. “And Jindal School leadership recognizes that helping students, regardless of their major, contributes to everyone’s success — the student, the University and the community at large.”

“We are also excited by the addition of Jeremy Vickers (see *IIE’s New Director*, opposite page) to our faculty,” Pedigo says. “Jeremy will be our main instructor for the startup launch courses going forward, and he brings an exceptional academic and experiential background to UT Dallas. We anticipate the course will be at enrollment capacity next spring, and we look forward to working with students on their exciting ideas.” ⌚

Director of Innovation and Entrepreneurship Programs Madison Pedigo (center) will be extending startup funding opportunities to undergraduates next spring.

## IIE's New Director Holds Well-Established Credentials in the Entrepreneurial Community

By Jeanne Spreier

**J**eremy Vickers has spent the past decade at the intersection of innovation and education. He has taught college-level entrepreneurship classes and judged new-venture competitions at several area universities. At his immediate past position with the Dallas Regional Chamber, he helped create two organizations to promote entrepreneurship: The Texas Research Alliance, which connects five North Texas universities with regional corporate research; and The Dallas Entrepreneur Center, a place where entrepreneurs may get training, mentoring and access to capital.

Vickers is the newly appointed executive director of the UT Dallas Institute for Innovation and Entrepreneurship. The campus-wide cross-disciplinary institute has a close working relationship with the Naveen Jindal School of Management, including the annual Business Idea Competition, the Entrepreneurship Club, and working closely with the Innovation and Entrepreneurship Academic Programs on Startup Launch activities (see *New Program Gives UT Dallas Undergraduates Seed Money*, opposite page, and *Startup Launch Nurtures Business Ideas* on page 15).

Vickers succeeds Jackie Kimzey, who will remain active on the Jindal School faculty and will continue to teach innovation and entrepreneurship courses.

"Most of my career has been in service of helping entrepreneurs evaluate, develop and launch business concepts — from small businesses with one owner to large, high-growth technology startups," Vickers says. "I know the relationships I've developed across the region — through bringing in resources to assist entrepreneurs as well as universities — will help me help JSOM students, faculty and staff when they get

ready to launch their own businesses."

Vickers earned his undergraduate degree in education from Baylor University and an MS in Entrepreneurship from SMU. His résumé is peppered with startups he has shepherded to market as well as with due diligence work on startups seeking equity funding. UT Dallas established IIE in 2006, before the age of Facebook, Twitter and Instagram. Vickers will be ensuring IIE's business model remains relevant as the world faces constant business change.

"Our passion and mission to support the launch of new businesses will continue to grow as we launch new programs this year to support student startups," Vickers says. "The academic courses, student engagement, faculty and staff at UT Dallas are world class. This mix of capacity is a formula for success as we engage with the dynamic environment outside the University.

"UT Dallas and the IIE are well-positioned in the North Texas community to lead the training and supporting of entrepreneurial leaders," Vickers says. ⌚

Jeremy Vickers, new executive director of the UT Dallas Institute for Innovation and Entrepreneurship, has many years of experience shepherding new businesses to market and teaching entrepreneurial skills at the college level.



## Texas Instruments Executives View Results of Investment: First Two Startup Launch Projects Now in Marketplace

By Jeanne Spreier

**T**hree entrepreneurial alumni who received grants from the Naveen Jindal School of Management to transform their business ideas into viable enterprises presented their new companies to executives from Texas Instruments in Dallas last spring.

Matt Hinson, MBA 2013, MS 2015, and Alejandro Jacobo, MS 2013, MBA 2015, introduced Rollout, a comprehensive, portable product for accessing blueprints, and Nicole Mossman, MS 2015, presented EverThread, a custom-fabric design company.

TI provided seed money for the JSOM Startup Launch grants that the trio received. Steve Lyle, TI's general manager for engineering workforce development and university programs, was among those from TI who listened to the presentations.

"I really think this presentation should motivate other companies to make an investment, like we did," Lyle said. "From a TI perspective, this investment was money well spent."

Hinson, Jacobo and Mossman, had to satisfy a panel of JSOM professors to access the startup funds. Mossman, who used her grant for IT development of EverThread, is on her fourth startup. Her endeavors include one that reached \$10 million in sales. Hinson



Entrepreneurs, business partners and JSOM alumni Matt Hinson (left) and Alejandro Jacobo



Jacobo (left) and Hinson recapped their progress in developing a portable product for assessing blueprints in their presentation at Texas Instruments in May.

and Jacobo have garnered construction-industry attention and heavy investment for Rollout. Its software package is on the market in beta testing.

All three earned a master's degree in innovation and entrepreneurship at the Jindal School and have earned multiple awards related to startups, business ideas and launches. All three are now working on iterations of their original ideas.



Nicole Mossman



“Both of these groups have pivoted from their original product,” said Dr. Joseph Picken, founder and academic director of the UT Dallas Institute for Innovation and Entrepreneurship. “(They) will tell you they’ve learned something from the (academic) process.”

“The JSOM graduate Startup Launch Track provides up to \$25,000 in funding, but the amount is tied to completion of milestones associated with the business they are validating or launching,” said Madison Pedigo director of UT Dallas’ innovation and entrepreneurship programs.

Rollout and EverThread both met all the milestones and accessed all \$25,000.

Rollout plans to offer a comprehensive, portable product for architects and builders that will allow up-to-the-minute changes in blueprints to be accessed by all members of a design-build team.

EverThread connects designers who want customized fabric with suppliers who will print high-end fabrics in small quantities. Mossman’s goal is to offer the service in retail settings, giving just about anyone the same access to highly personalized fabrics now enjoyed by only those who hire a professional decorator. ⌚



Steve Lyle



Joseph Picken



Erica Yaeger

## Startup Launch Nurtures Business Ideas

In just two years, the Startup Launch Track within the Naveen Jindal School of Management’s Master of Science in Innovation and Entrepreneurship degree program has ushered two viable businesses into the Dallas-area economy and was named a finalist in the 2014 Tech Titans of the Future, University Award by the Metroplex Technology Business Council.

Any undergraduate or graduate student at The University of Texas at Dallas may take startup launch classes, but MSIE students must apply to be admitted to Startup Launch track. Applicants must present a business concept to four JSOM professors, and those with accepted concepts are eligible for up to \$25,000 in seed money along with mentoring and office space on the UT Dallas campus. Students in the Startup Launch Track are expected to open their business either while completing their MSIE degree or within six months of graduation. The academics of the Startup Launch Track give aspiring entrepreneurs the business skills — in everything from finance to marketing — for turning a sound business idea into reality.

Erica Yaeger, Jindal School assistant dean for development and alumni relations, said the process was designed to be deliberate. “We don’t just cut them a check,” she said. She noted that the first two products to receive Startup Launch funding were created by students with established records of bringing companies to market who had returned to school specifically to gain entrepreneurial skills.



1 ENDOWMENTS:

2 ENSURING ONGOING

3 EXCELLENCE

## THE MORRIS HITE ENDOWMENT, THE ONE THAT GOT IT STARTED

By Donna Steph Rian

One of Dallas' most formidable advertising executives and earliest UT Dallas supporters was honored posthumously in 1984 with the establishment of the Morris Hite Center for Product Development and Marketing Research at the Naveen Jindal School of Management.

The first endowment for the Jindal School, the Morris Hite

gift, was initiated by a group of distinguished Dallas business leaders to recognize Hite's early involvement at UT Dallas and his legacy as a marketing man extraordinaire.

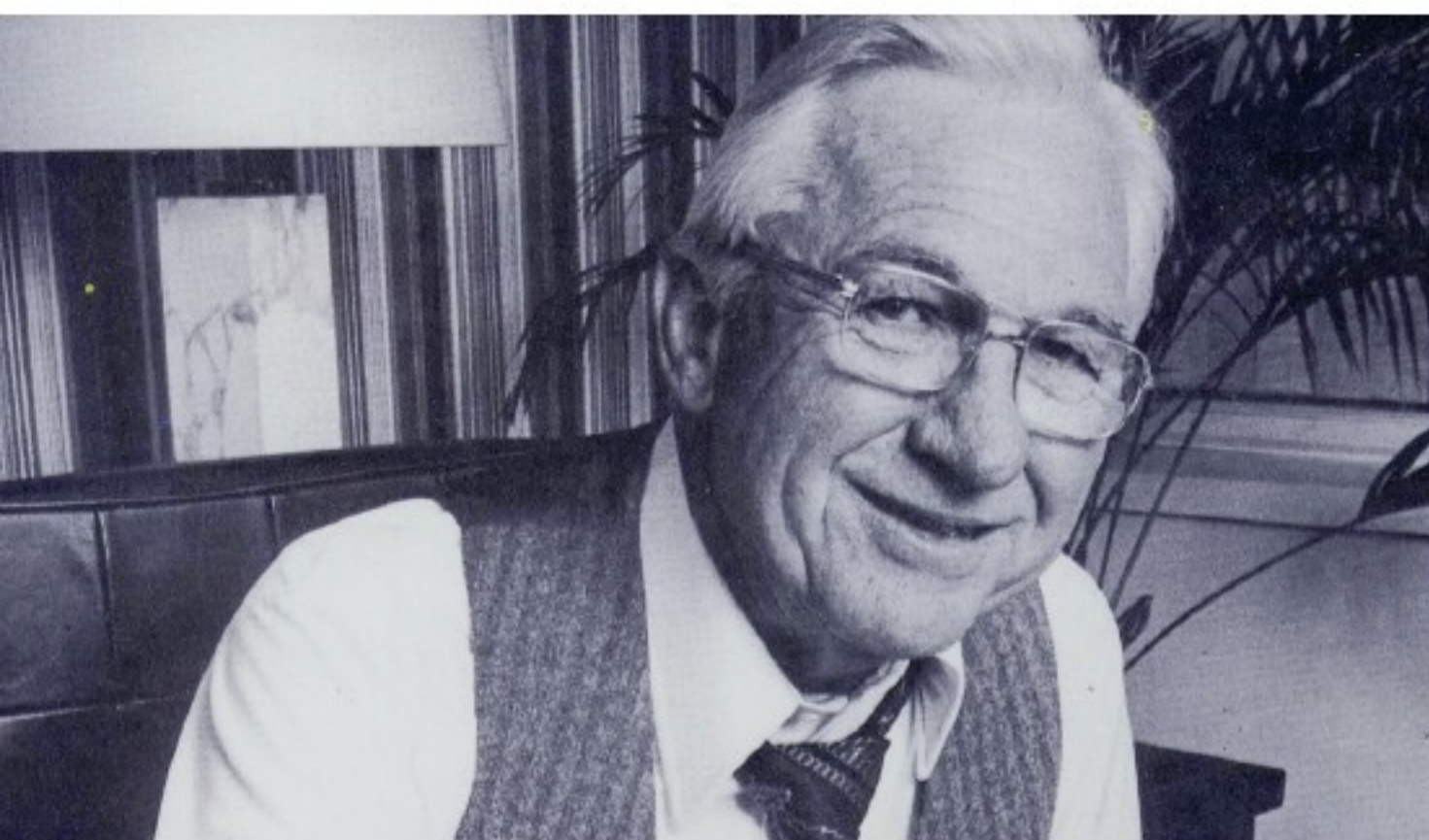
Hite (1910-1983) began his career at a small ad firm in Oklahoma and eventually worked his way up the ranks to become chairman at one of Dallas' largest and most prestigious advertising firms, TracyLocke.

In addition, Hite took on many civic roles and was a huge proponent of higher education. In the late 1960s, he worked with legislators, educators and community leaders to convince the state to transform what had become a small research center — the Southwest Center for Advanced Studies, UT Dallas' precursor — into an integral player in the UT System.

Since the Morris Hite Center was established, endowment funding at the Jindal School has grown extensively.

"Endowments are important because they ensure support for programs, students and faculty in perpetuity, guaranteeing excellence for generations to come," says Erica Yaeger, JSOM assistant dean of development and alumni relations. "Establishing an endowment helps build a strong, successful future for the Jindal School. The University of Texas System invests all endowment gifts and guarantees a fixed rate of return, regardless of changes in the market. This ensures that endowment gifts will leave a lasting impact."

During the past four decades, the Morris Hite endowment has grown to more than \$3 million. It has funded new-product development, research opportunities for both faculty and students, new curriculum, marketing internships, fellowship programs, marketing workshops and conferences for industry players, and more.



The late Morris Hite (1910-1983) is credited with coining the term "slacks" for client Haggard & Co. Under his leadership, TracyLocke became the first \$100 million advertising agency in the Southwest.

"The Morris Hite endowment has value for the Jindal School far beyond money," Yaeger says. "As our first endowment, it gave us outside validation, confirmation from an observer that what was going on here had merit and ought to be endorsed. And that endowment paved the way for more."

## NEW INTERNAL AUDIT ENDOWMENT HONORS FORMER PROGRAM DIRECTOR

By Donna Steph Rian

The Jindal School's internal audit program and its founding director, former accounting faculty member Mark Salamasick, recently were recognized with a new \$50,000 endowment established by the Dallas Chapter of the Institute of Internal Auditors. The professional organization contributed \$25,000 to the endowment, which was matched by a commitment from Jindal School Dean Hasan Pirkul.

The endowment will be used to provide scholarships for students in the internal audit program beginning next spring. JSOM's graduate-level internal audit program is one of only three in the U.S. endorsed by the IIA as a Center for Internal Auditing Excellence.

Salamasick recently left UT Dallas after a 30-year affiliation to take a position at The University of Texas System as executive director of academic audit. Replacing him as director of the center is Joseph A. Mauriello, a Jindal School MBA 2002 and MS in Accounting 2003 alumnus (see *JSOM Alumnus Returns as New Internal Audit Program Director* on page 18) who joins the Jindal School from BDO USA, the world's fifth-largest accounting firm.

"Mark Salamasick has established an enduring legacy here at the University and within the internal audit profession," says Mauriello. "It is indeed an honor and a privilege, not to mention a challenge, to

follow in his footsteps. I look forward to the challenge, and I am grateful for the opportunity to lead the program in the years to come."

The new endowment — designated the Mark Salamasick IT Auditor Fellowship — complements an earlier internal audit endowment also established by the Dallas Chapter of the IIA as well as an anonymous corporate donor in 2011. To date, this endowment has grown to a market value of almost \$850,000.

"When I started the internal audit program in 2003, the idea was to build a program that provided top-notch internal auditors for positions around the country," Salamasick says. "We achieved that and now have the largest graduate internal audit program worldwide, with the highest quality reputation and standards.

"Without the support of the Dallas Chapter of the Institute of Internal Auditors, the program wouldn't be where it is today," Salamasick says. "Both these endowments were created by funds from the Dallas chapter, and I thank them for their continued support for many years. I am grateful that this endowment will



Mark Salamasick (center), who started the JSOM internal audit program, recently joined The University of Texas System as executive director of academic audit.



Salamasick (center stage in left photo) started the annual Fraud Summit, a sellout event hosted by the JSOM Center for Internal Auditing Excellence and staffed by internal audit students (center). Breaks between summit sessions (right) provide networking opportunities.

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“The annual Fraud Summit will continue to be our program’s marquee event. It is an event that our students, alumni and industry partners look forward to every spring.”

— Joseph Mauriello

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allow a student or students to be recognized for their talents in internal audit and become future leaders in the profession.”

Internal auditors evaluate and monitor companies to improve efficiency, accountability and regulatory compliance. Their efforts provide important insight to company operations and performance. Internal auditors work across all industries and in the public-service sector, and increasingly are in demand as businesses have focused more and more on corporate responsibility.

“Our internal audit program is what it is today because of Mark’s (Salamasick’s) vision,” says Chris Linsteadt, associate director of the Center for Internal Auditing Excellence. “He is the person who had the foresight to put it all together. He also had close relationships with every corporation in the Dallas area and all the Big Four and mid-level accounting firms both locally and nationally. We have placed graduating students with major companies around the country because of the outstanding reputation of our program.”

A critical component of the internal audit program is the annual two-day Fraud Summit, now going into its 11th year and sponsored by the Center for Internal Auditing Excellence. The conference last spring attracted 700 attendees from area companies and featured a lineup of 35 speakers.

Student volunteers have the chance to mingle with internal audit executives at this annual event, and funds from the conference help pay for teacher assistants and student scholarships.

“This also was Mark’s vision,” Linsteadt says. “It has become a ‘must-attend’ event for anyone in the internal audit field, and it also offers a wonderful opportunity for students to network with key industry players.”

New center director Mauriello foresees no immediate changes for the JSOM’s internal audit program, particularly its popular fraud conference.

“The annual Fraud Summit will continue to be our program’s marquee event,” he says. “It is an event that our students, alumni and industry partners look forward to every spring.”

## JSOM ALUMNUS RETURNS AS NEW INTERNAL AUDIT PROGRAM DIRECTOR

By Donna Steph Rian

For Joseph A. Mauriello, transitioning from the corporate world to academia seems only natural — particularly after having served as a guest lecturer at the Jindal School and because he is a JSOM 2002 Full-Time MBA and 2003 MS in Accounting alumnus.

As the new director of both the Center for Internal Auditing Excellence and the school’s internal audit program, Mauriello brings a broad range of industry experience, most recently having served as senior director, risk advisory services for BDO, USA, the world’s fifth-largest accounting firm. Mauriello replaces Mark Salamasick, who recently left UT Dallas to take a position at The University of Texas System (see *New Internal Audit Endowment Honors Former Program Director* on page 17).

“I worked often during the past years with Mark and his students. As an officer for the Dallas chapter of the Institute of Internal Auditors, I had the opportunity to interact with many of the students participating in this program,” Mauriello says. “Through these interactions I was able to share my professional experience and knowledge to assist them in furthering their skill sets and career interests. During these encounters, I discovered that I had a passion for working with students. This role offers me the unique opportunity to pursue this passion as a career.

“Also, as a graduate of UT Dallas, I am excited about the opportunity to return to the University.”

Mauriello plans no immediate changes for the internal audit program. Why fix a good thing? he says.

“My vision for the Center for Internal Auditing Excellence is to continue to provide our students with a world-class internal audit education. Our program is one of only six worldwide recognized

by the Institute of Internal Auditors as a Center of Excellence. Our program shall continue to set the highest global standards for internal audit education.”

In addition to BDO, Mauriello has served in internal audit positions at Alcatel-Lucent, Celanese Corp. and ORIX USA. In the past year Mauriello also served as the



Joseph Mauriello

president of the Dallas Chapter of the Institute of Internal Auditors. He graduated with a BA in history from Lehigh University in Pennsylvania.

"The internal audit profession, similar to other fields, is a relationship-driven endeavor," Mauriello says. "Building relationships within organizations, across industries and with other professionals is critical to expanding the breadth and depth of our program's reach. Its importance cannot be overstated."

## MARKETING AND SALES PROGRAMS ENJOY CONTINUED SUPPORT

By Jeanne Spreier

The legacy of strong backing of Jindal School marketing programs that began when the Morris Hite Center was created in 1984 continues. This past year, corporate supporters underwrote student scholarships in two marketing programs. Qualified professional sales students at the undergraduate and graduate level, along with select graduate marketing students focusing on analytics or customer insights, were awarded up to \$2,000 each.

Alex Edsel, director of the MS in Marketing program, and Dr. Howard Dover, director of the Professional Sales Concentration, say donors have hired JSOM students for internships and full-time positions.

Corporate donors "have also expressed an interest in growing Dallas as a center for some of the best marketing analytics and digital talent," Edsel says. "UT Dallas is positioned as one of the key building blocks to that goal. These scholarships show industry support in our program, which is so critical to making UT Dallas a leader in this space."

Dover says a Professional Sales scholarship basically covers the cost for the student of one sales class, with more than \$30,000 in scholarships provided last year.



From left: Former Center for Internal Auditing Excellence Director Mark Salamasick, Assistant Director Chris Linsteadt, Esther Bayazitoglu, president of the Institute of Internal Auditors' student chapter, and new Center Director Joseph Mauriello put up a plaque to dedicate an office provided by the Dallas Chapter of IIA for student workers.

With matching grants, many marketing scholarships have been endowed, ensuring funds for years to come.

Graduate marketing and fast-track marketing scholarships are:

- Diane and Hal Brierley Marketing Fellowship
- Ansira Marketing Excellence Fellowship
- Meredith Xcelerated Marketing (MXM) Analytics Fellowship.

Donors to the professional sales scholarships and opportunity funds are:

- 5 (energyby5.com)
- CA Technologies
- Enterprise Holdings (Enterprise Rent-A-Car)
- Intel Security (McAfee)
- Tom James Company
- Greg Lewis Family Scholarship
- Liberty Mutual
- Paycom
- Renaissance Associates (RA Card Services)
- Henry Schein Dental
- TEKsystems
- Texas Capital Bank.



MS in Marketing Program Director Alex Edsel



Professional Sales Concentration Director Howard Dover



Marketing students pitched their talents and skills at a reverse job fair in March 2014.



# BUSINESS CLASS

Students in the Executive MBA program traveled in April to Athens, Greece, and Istanbul, Turkey, two countries that, despite their shared border, have very different economic situations. Greece, on the verge of bankruptcy for several years, continues to struggle to regain its economic footing. Meanwhile, its neighbor, Turkey is a bustling emerging market with an expanding economy.

Students went to the two countries with the aim of discovering the current economic state of each one, determining their competitive advantages and considering the cultures of both countries when doing business there.

On another venture abroad in June, students in the Global Leadership Executive MBA program went to Kuala Lumpur, the capital city of Malaysia, and Singapore, an island city-state off southern Malaysia.

“Singapore is the go-to place for any business, any day, while Malaysia is an emerging market that would love to be in that same place,” Pamela Foster Brady, director of both the EMBA and the GLEMBA programs, says.

Gaining up-close and personal perspectives of doing business internationally is an essential built into the curriculum of both the Executive MBA and the Global

Leadership Executive MBA programs through the two study tours abroad each program includes.

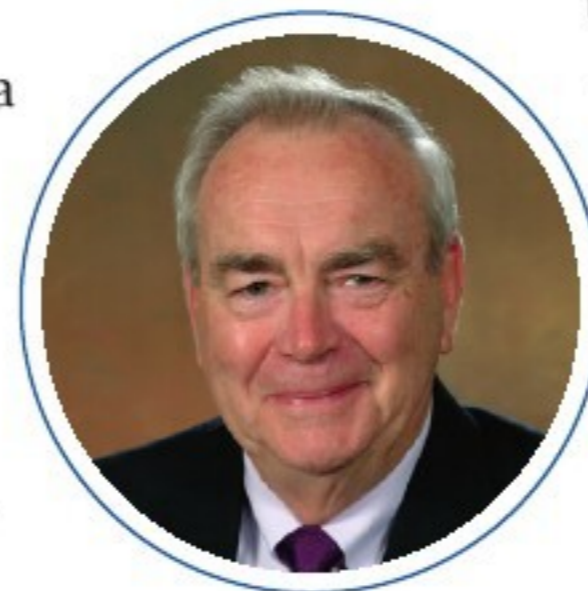
However, each program aims for distinctive trip takeaways.

For Executive MBA students, who learn business fundamentals, strategy and performance transformation in a traditional classroom setting, “a key part of the program is being able to apply what you learn in order to maximize your own business performance,” Foster Brady says. “Before the trip, students research the culture, politics, finance, risks, energy and currency of the countries we plan to visit. The trips — the first, an ‘Americas’ Tour’ on this side of the globe and closer to home, and the second to more distant destinations — allow students to see things that they have learned in action and gain some perspective on the roles of corporate executives — their counterparts — in these other countries.”

GLEMBA students, who meet online after gathering in person for a weeklong retreat each semester, also learn U.S. business fundamentals. But their curriculum emphasizes performing due diligence on new geographic markets, entering those markets, and executing and leading in them. An international retreat kicks



PAMELA FOSTER  
BRADY



DAVID SPRINGATE





# TRAVEL

WHEN ALL GOES WELL ON EXECUTIVE EDUCATION TRIPS ABROAD, STUDENTS GAIN INSIGHTS CASUAL TOURISTS CAN'T HOPE FOR.

By Glenda Vosburgh

off the students' global track, and their international study tour often compares and contrasts developed and emerging markets.

For both programs, visiting abroad as business students is an entirely different experience from going as tourists. "We choose the locations and the businesses we visit in order to get comparisons and see how they compete," says Dr. David Springate, who founded the Executive MBA program in 1992 and now serves as academic director of both it and GLEMBA. "As business students, we can go everywhere and not be seen as competition. If we are lucky, they tell us what is really going on in the country economically and culturally."

The accounts that follow of the Mediterranean and Malaysian trips illustrate his point.

## ATHENS AND ISTANBUL

"Historically — 50 years ago — Athens was a regional powerhouse," Foster Brady says, "but, in Greece, we found a very depressed economy. This is a country that is losing its young, educated citizens because they cannot find employment. Overall, Greece's unemployment rate is 25 percent, with the young genera-

tion at 50 percent unemployment."

After a cultural tour of Athens that included such sites as the Acropolis and the Tomb of the Unknown Soldier, the students visited executives from multiple business sectors — banking and financial services, energy and energy distribution, food and agriculture, healthcare, information and communications technology, manufacturing, shipping, tourism, and transportation and logistics.

They met with a representative of the Athens Convention Bureau, who told them, Foster Brady says, that the country has struggled with bad publicity in recent years. In February 2012, the bureau had 16 major events canceled in four days, the representative said. But, she added that after long hours and great effort to convince event organizers to come to Athens, tourism is on the upswing. Still, she told them, only four dedicated employees are focused on bringing tourism to the city.

In a blog post during the trip, Foster Brady said that one company visit in particular resonated with the class. "We met with Dimitris Malliaropoulos, the head of economic research for the Bank of Greece. As you know, Greece is in the news daily as it struggles to meet economic sanctions placed on it from other members of the European Union. What could he possibly say to spin the situation in a way that made Greece look good?

"Our students were amazed that he had the time to meet with





Left: The EMBA Class of 2015 at the Parthenon on the Acropolis in Athens Above: Traveling in style on a motor coach in Athens Right: The Spice Bazaar in Istanbul

us, present Greece's assessment of its financial status, its challenges and future prospects, and his willingness to take questions from our students for a full hour."

Recent Executive MBA graduate Sue Davidson was senior vice president with Dallas-based Tuesday Morning when she made the trip to Athens and Istanbul. "I've traveled extensively over my 30-year career, and I have found that, if you don't understand the culture of the country you are doing business in, it can be a deal breaker," she says. "I'd been to Athens, but as a tourist. This was a learning experience because of what is going on there now. I've not had the experience of doing business with a country that is on the brink of collapse."

Istanbul was a different story. The city, described by some as the economic heartbeat of Turkey, is home to the headquarters of many of Turkey's largest companies and offices for a number of global companies. It is also the manufacturing base of the country.

Blog posts from Foster Brady and several of the students described an invigorated city. "There's energy and enthusiasm in Turkey," one Foster Brady post read. "They are passionate people, and that passion runs across doing business, a card game in a café, cooking and eating, and in the way they drive taxis."

The group visited the Spice Bazaar, Blue Mosque and Topkapi Palace, where they had lunch before meeting with Executive MBA students from Özyeğin University for an hourlong economics class by an Özyeğin professor, followed by tea and dessert.



SUE DAVIDSON



JIM SIDDALL

Also on the agenda were tours of the Corning manufacturing facility, Ericsson, Koç Holdings, Turkish Airlines and Moroglu Arseven, a law firm specializing in energy.

Students often assist in scheduling such visits with their companies' foreign offices. "It's a bonus," Foster Brady says, "as they get to learn how to build international relationships within their own business organization."

While most of the students determined that Istanbul would be the better of the two cities for making investments, Sue Davidson says she came to a different conclusion.

"I thought Istanbul was a booming economy and a democracy, but I didn't know about the political stuff going on," she says.

"Turkey's president wants to make religion a part of government, so I would never invest in this country, even though on the surface it looks great. You have to look at the political climate."

Yet the culture fascinated many members of the class, with some indicating that they would like to bring back their families.

The timing of the visit to the two countries was perfect because of all of the changes happening in both, says another May 2015 Executive MBA alumnus who made the trip, Jim Siddall. "There's so much turmoil in Greece now. Turkey has so much going for it, but it's on the border of Iran, and it's near Syria, where there's so much unrest," he says. "Trips like these give us, as students, real-life situations where we can apply what we've learned in our





Above, from left: EMBA Class of 2015 classmates Michelle Miller, Sue Davidson, Killyn Sommer, Christina Campos and Subha Raajesh at the Blue Mosque in Istanbul. Right: GLEMBA GL'16 travelers in front of the Petronas Towers in Kuala Lumpur



classes. It's not until you visit other countries and are face-to-face with the people there that you can understand their culture."

## SINGAPORE AND MALAYSIA

**G**LEMBA students learned that Malaysia wants to be recognized as a developed country in the next five years, but student Maja Imamovic, an engineering manager for Texas Instruments, noted that it will probably need 10 to 15 years.

"Corruption is rampant, but there's land, telecommunications, transportation and energy," Foster Brady wrote in a blog post. "Large regional developments will continue to support the growth in Malaysia. Employment is low; companies are challenged with finding and retaining good employees."

A common theme in Malaysia, says Imamovic, is construction and more construction. "Just driving around town, we got to see a lot of development and construction everywhere, including construction sites for new roads and buildings," she says.

On the group's visit to the Central Bank of Malaysia, they learned that the Islamic bank offers *sukuk* bonds and insurance options that are in compliance with Shariah law, which prohibits interest. "This way of banking is gaining ground in this part of the world and spreading into other regions," Imamovic says.

In Singapore, the students met with representatives of private equity firm Abraaj Group; PSA, the operator for the Port of Singapore Authority, where they were given a tour of the

shipping and receiving docks; the Bell Helicopter facility at the Changi airport; and a representative of the Iskandar Regional Development Authority.

## THE PAST AND FUTURE

**A**ccording to David Springate, the first trip Executive MBA students made was to Czechoslovakia and Hungary in 1994. "Both countries at the time were coming out of communism," he says.

To him, that recollection makes it all the more interesting that in January, the next Americas' trip the incoming class of Executive MBA students will make is to Cuba, where the travel embargo put in place in 1960 by President John F. Kennedy was lifted only recently. And the Class of 2016 Executive MBA students is scheduled to travel next April to South Africa, a country that struggled with apartheid for many years.

Meanwhile, GLEMBA's upcoming trip will be to India, with an economy that is well-positioned for rapid growth. And the first-year GLEMBA students will have their international retreat at University Pompeu Fabra in Barcelona, Spain.

"Our travel agendas keep up with changing times and changing needs," Foster Brady says. "Students expect relevant and engaging information. Our programs have to answer the needs of our students and satisfy the corporations that send us students. This is essential for them — and for us, too." ⌚

# NAVEEN JINDAL CHAIR APPOINTEE LEADS LIST OF NEW FACULTY

By Eric Butterman

A new professor appointed to an endowed chair name for the father of alumnus and benefactor Naveen Jindal, MBA 1992, tops the list of new faculty for the fall 2015 semester. The new chair, Dr. Vikram Nanda, the O.P. Jindal Distinguished Chair in Finance, is one of five new full-time members on the finance faculty. Information systems also gained five new hires.

In all, the Naveen Jindal School of Management now employs 262 full-time, adjunct and visiting faculty members. With Nanda's arrival, that number includes 24 professors appointed to endowed posts.

Sixteen newcomers are profiled here. Find profiles of other new arrivals, Joseph Mauriello (page 18), Debra Richardson (page 38) and Jeremy Vickers (page 13), elsewhere in this issue.



**VIKRAM NANDA**, appointed the O.P. Jindal Distinguished Chair in Finance, brings a strong base of knowledge for his subject and an enthusiasm for mentoring. His research delves into financial economics with a focus on corporate finance, intermediation and institutions.

"I think it's interesting to look at what drives people to do what they do and to assess the decisions they make," says Nanda, who previously held the Albert R. Gamper Chair in Finance at Rutgers University. "You learn so much about this in financial markets. The insight it gives you into human behavior can be surprising."

Nanda also has held appointments at the Georgia Institute of Technology, Arizona State

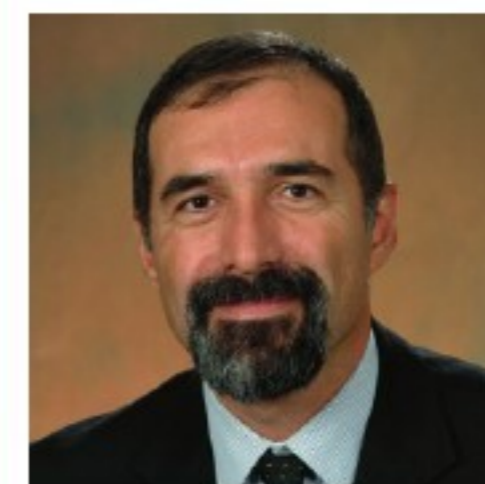
University, the University of Michigan and the University of Southern California.

He is a past editor of the *Journal of Financial Research*, and his works have appeared in numerous publications, including *The Journal of Finance*, *Journal of Financial Intermediation* and *Review of Financial Studies*.

Nanda also is co-author of *Finance for Strategic Decision Making: What Non-Financial Managers Need to Know* (Hoboken, N.J.: John Wiley & Sons, Inc., 2004), which he wrote with M.P. Naryanan of the University of Michigan.

Slated to teach PhD and MBA courses in corporate finance in the 2016 spring semester, he says he hopes to turn students of today into future colleagues.

He looks forward to being a resource for younger faculty members as well. "I'm glad to be at the school and want to be a part of it gaining even more recognition," says Nanda, who received his PhD in finance from the University of Chicago, an MBA from Yale University and a Bachelor of Technology degree from the Indian Institute of Technology Kanpur.



**KUTSAL DOĞAN**, has returned to JSOM as an assistant dean of graduate programs/special projects and clinical professor of

information systems and operations management. He previously served as an assistant professor between 2002 and 2009 and as a visiting associate professor in the 2013-2014 academic year.

His departures were for Turkey to help establish "a brand new research university — Özyeğin University — in the region," he says. In six years, it has become "one of the best research universities in Turkey," he says. "It consistently ranks in the top five to 10 in many aspects now.

"But my love for Texas in general and UT Dallas colleagues, students and community specifically," he adds, "makes this return feel like a homecoming."

Doğan earned his PhD at the University of Florida, an MBA at Virginia Tech University and a BS in managerial engineering from Istanbul Technical University.

His research interests are in management

information systems, economics and marketing. In management information systems, he focuses on the economics of information products and services. His work in marketing is on promotions and mainly deals with second-degree price discrimination and its effects on consumers and competition. "I was always interested in information technology and its impact on society," he says. "The dynamisms of the IT sector and constant change of almost everything in the landscape makes me excited and rejuvenated."

He is teaching Database Fundamentals and Database Systems.



**NAIM BUGRA OZEL**, assistant professor of accounting, joins JSOM after winning the George W. Robbins

Award for Teaching Excellence Award at UCLA Anderson School of Management last year.

Concentrating on empirical financial accounting, Ozel's research has focused on the uses of accounting information in capital markets, primarily by debt holders and banks. He also examines the usefulness of aggregate accounting data at the national and state levels of economies.

"Debt markets are interesting in that the amount an investor can lose in a bad situation is usually much larger than the amount she can earn in a good situation," he says. "Therefore understanding the risks and taking necessary precautions are the keys in debt markets. Accounting information has a bit to say about the risks debt holders face. Similarly, economic downturns cause a lot of hardship for many people, and it is important to have timely signals about the direction of the economy. I believe accounting data can help in this dimension, too."

He received an MPhil and a PhD in accounting from Columbia University and is teaching Accounting for Managers.

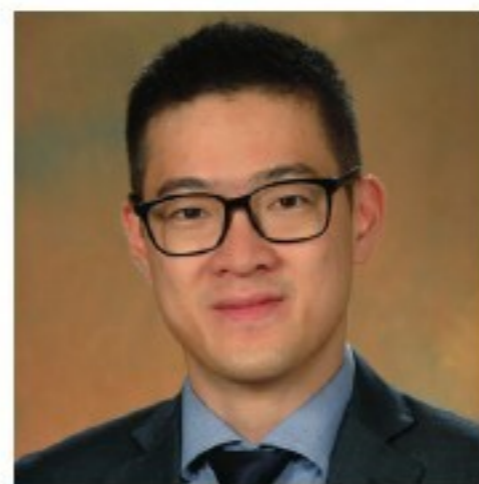


**ALEJANDRO RIVERA**, assistant professor of finance, earned a PhD in economics at Boston University,

finding inspiration for his research at the beginning of his third year of pursuing his doctorate. "I was lucky that [Princeton University Economics Professor] Yuliy Sannikov let me attend a course in dynamic contract theory that he would be teaching at Harvard that fall," he says. "I fell in love with the mathematical elegance and the important economic insights that his work uncovered."

Rivera's accomplishments include having been an International Baccalaureate at Lester B. Pearson United World College of the Pacific under a full scholarship and achieving First Class Honors in Mathematics and Economics at Simon Fraser University.

He hopes to make his own impact on students to achieve their goals but also continue to grow in his own scholarly pursuits, making a contribution to our understanding of financial decisions and asset prices. He is scheduled to teach Macroeconomics and Financial Markets in the spring.



**STEVEN XIAO**, assistant professor of finance, acknowledges he is more than a little excited by the group

he has joined. "The UTD finance faculty is a group of excellent scholars who work on the frontier of finance research," he says. "I can't wait to start working with my colleagues and contribute to the knowledge creation and dissemination at the UTD."

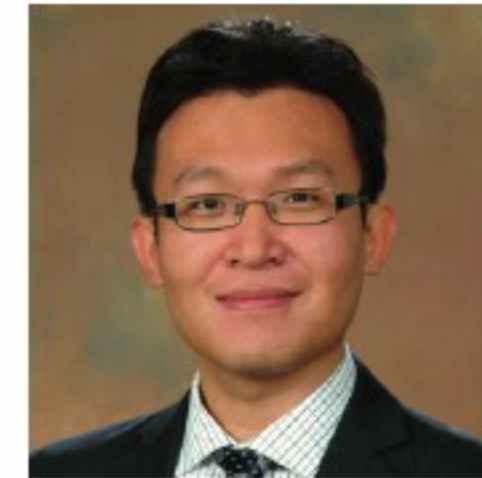
He earned both a PhD in finance and an MS in quantitative and computational finance from the Georgia Institute of Technology, and he earned a Bachelor of Business Administration degree from the Hong Kong University of Science and Technology. He previously was an assistant

professor of finance at Rutgers University.

Xiao's research interest is in empirical corporate finance. "Specifically, my current research focuses on the relation between financial markets and the real economy," he says. "For example, I study how secondary stock markets impact firms' real performance, technological innovation and decision making by supply-chain partners."

His curiosity in financial markets partly stems from growing up in China, noticing both challenges and opportunities the country faced in developing its financial markets.

He is teaching Financial Management and Systems Financial Management this fall.

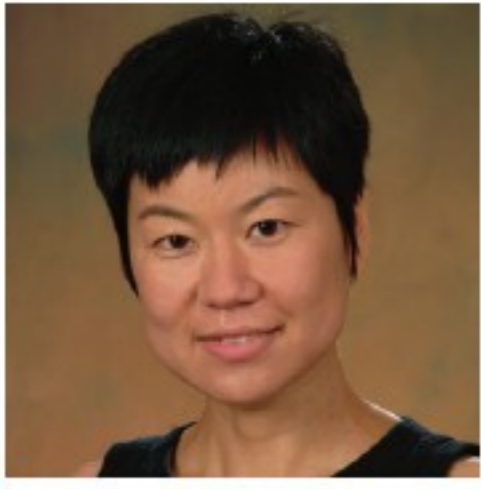


**ZHE (JAMES) ZHANG** has been named an assistant professor of information systems after his first year at

JSOM, one he found very rewarding. "I decided to come to UTD as a visiting faculty one year ago because UTD has one of the best information systems programs in the nation," he says. Now feeling a strong bond to JSOM, he says, "I am excited about becoming a full-time faculty member and being a part of its successful future."

Zhang earned his PhD from the University of California, Irvine, and his BS from the National University of Singapore. His research interests are in economics of information systems and business analytics, and he is fascinated by the evolution of information technology and its impact on society. With the success of Internet business, he became curious about the uniqueness of information technology products and wanted to discover the secrets of IT companies' strategies that have shaped the business landscape today.

"My first goal is to continue to be an effective lecturer in the subject of business intelligence," he says. "My second goal is to be productive in research. I will continue my research program in the area of electronic business strategy and collaborate with other faculty members."



**XIAOLIN LI**, assistant professor of marketing, is teaching Principles of Marketing.

While earning a PhD

in business administration from the University of Minnesota's Carlson School of Management, Li won the Henrickson Award for Excellent Performance and the McNamara Women's Fellowship.

She also holds an MA in economics from Peking University in Beijing, and a BS in information systems from Central University of Finance and Economics, Beijing.

Her core interest is B2B marketing, particularly salesforce compensation, marketing channels and procurement behavior. "Methodologically, I am an empiricist who uses observational data as well as field experiments to study these topics," she says. "I emphasize the use of structural econometric models to uncover the theoretical mechanisms."

Li sees strong value in joining the University. "UTD has a wonderful faculty group and strong support in research resources," she says. "This is a very research intense, but, at the same time, super open and friendly research environment."



**AHMET SERDAR SIMSEK**, assistant professor of operations management, worked as an instructor-researcher at Cornell University's School of Operations Research and Information Engineering the past two years. One highlight was co-supervising a group of master's degree students in a yearlong collaborative project with a major U.S. consumer products company. "Seeing how the materials that we teach in lectures help these students overcome the real problems of the company and how people with different backgrounds complement each other within the group dynamics was very satisfactory and lots of fun," Simsek says.

Simsek received his MPhil and PhD degrees in decision, risk and operations from Columbia

University Business School. His research includes understanding and improving pricing decisions when the field has discretion to negotiate the final prices offered to customers, and developing operational models and algorithms for incorporating complex consumer choice behavior into operations management models.

He is teaching Managerial Methods in Decision Making Under Uncertainty.

He will feel satisfied at UT Dallas, he says, "if I can conduct research that significantly contributes to the progress of my field and, more importantly, really matters for people," he says. "At the same time, it is of utmost importance that I help my students to gain the necessary skills to survive in their professions...and eventually lead them to a successful career."



**JEFFREY MANZI**, clinical professor of finance, is teaching Personal Financial Planning and taking

over as director of Comet Cents, a university-wide program geared toward helping students have greater financial knowledge in areas such as saving, money management and even being able to benchmark employee benefits when considering job offers.

Manzi has a PhD in finance from Kent State University, an MBA from the University of Akron, an MS in information technology from Kaplan University and a BS in engineering from Ohio State University.

Since the end of 2013, he says, "I have been teaching finance courses, live and online, at several colleges and universities. I have also been working as a consultant to professional education firms that develop and market licensure exam preparation products for professionals in the securities and insurance industries."

His area of research is wealth management. "The creation and management of wealth has always intrigued me," he says, "and what better way is there to learn more about it than to conduct research and teach in the area."



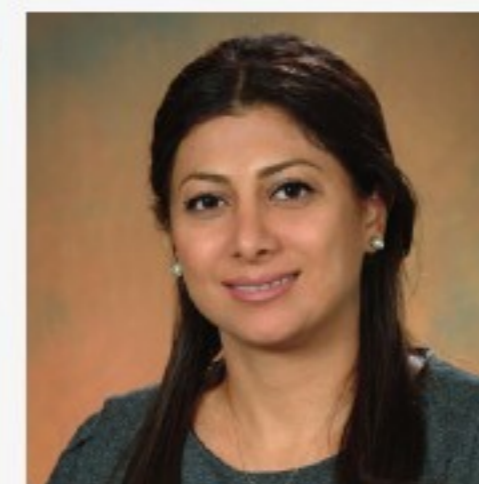
**WILLIAM (BILL) HEFLEY**, clinical professor of information systems, has successfully worked in human

capital management and sourcing IT-based services, skills he has used across many industries, from IT to pharmaceutical and beyond. Highlights of his career include being an executive consultant with IBM Global Services and a past faculty member at Carnegie Mellon University and the University of Pittsburgh.

He earned a PhD in organization science and information technology and an MS in engineering and public policy from Carnegie Mellon. He also holds an MS in systems management, a BA in psychology and a BS in computer science and political science from other universities.

Most recently a clinical associate professor at the Joseph M. Katz Graduate School of Business and College of Business Administration at the University of Pittsburgh, he was an affiliated faculty member with several knowledge and research centers there as well as faculty director for the supply chain and project management certificate programs.

He is teaching Information Technology for Management, Systems Analysis and Project Management, Agile Project Management and courses in the Executive Education Area.



**NASSIM SOHAEI**, clinical assistant professor of information systems, has a unique background that mixes

computing and science. "Fundamental discoveries are getting harder to make using observation and experiment alone," she says. "Most new discoveries will require leveraging big datasets and using advanced analytical methods. Big data and complex models require computational skills."

While doing postdoctoral work at UT Southwestern, she had an opportunity, she says, "to be involved in some cutting-edge research studies and work with scientists that appreciated my

computational skills in their research line.”

A senior lecturer at the University of North Texas from 2012 to 2015, she received a PhD in computer science from The University of Texas at Dallas and a PhD in mathematical science from The University of Texas at Arlington.

Sohaee is teaching Introduction to Programming, and she looks forward to sharing and delivering knowledge of computing to students and helping them have a greater appreciation of the skill set.



**PARNEET PAHWA**, clinical assistant professor of marketing, has a chance to take what she has learned

as an MBA and PhD graduate of JSOM and pass it on to the next wave of students. Pahwa earned her doctorate this year, her MBA in 2006 and a BS in architecture from Guru Nanak Dev University in India in 2002.

Formerly a marketing director at Alcatel-Lucent from 2006 to 2009, she is teaching Principles of Marketing and Social Media Marketing. With research in segmentation and targeting strategies in online and offline markets, she credits her PhD seminars at JSOM as part of the reason for this focus. Presently working on the research paper, “Online Advertising: The Role of Ad Networks,” she says she is happy to continue to build her strong ties to the UT Dallas community.



**PRITHI NARASIMHAN**, information systems senior lecturer, worked in manage-

ment and information security for 15 years. “I love teaching, and I have taught several IT courses in corporate trainings offered in my previous companies,” she says. “I have also created and taught training courses in my previous roles to help teams learn new technologies related to information security.”

Narasimhan earned an MS in Management and Systems degree from New York University and a BE in computer science and engineering from Madurai Kamaraj University in India. She also is a certified project management professional.

Her IT work focused on large-scale information security projects in the aviation, entertainment, healthcare, financial, insurance and banking sectors. She also has worked as a technical project manager and business systems analysis manager.

She is teaching Data Communications, Information Technology for Business, and Systems Analysis and Project Management.



**EDWARD MEDA**, marketing senior lecturer and a faculty member in the Professional Sales Center, is in his

second semester at JSOM. Formerly a lecturer at California State University, Chico — where he earned both an MBA and a BS — he is proud to say he designed and developed CSU, Chico’s Professional Consulting Certificate Program. He retired from the accounting firm KPMG in 2011, and he brings close to a half century of business experience. He hopes to share that knowledge by taking students to local and national sales competitions and by assuming the role of co-advisor for the JSOM student chapter of the American Marketing Association.

He is teaching Introduction to Professional Selling, Advanced Personal Selling and Principles of Marketing this school year.



**HUBERT ZYDOREK** won the JSOM Outstanding Adjunct Faculty Award in 2013 and now happily

reports he is no longer eligible for it. The reason? He is now a senior lecturer in organizations, strategy and international management and director of the BS in Global Business program.

Zydorek has an MA from the University of Nottingham in finance and investments, an MBA from Cleveland State University and a BA in international relations from Cleveland State University. From 2006 to 2015, he served as a project manager at Xerox Global Learning Services. “My duties included managing portfolios of blended-learning projects for the advisory practice of Ernst and Young,” he says.

After spending years analyzing performance needs of global consultants and creating training to address the performance gap, he says his goal is to start research in this area “as managing talent and its performance becomes more and more global.”

“It is a great pleasure to work with such outstanding researchers and lecturers who take pride in shaping our students’ futures,” he says.

Zydorek is teaching Global Human Resource Management and International Business this fall.



**LALE GÜLER** joins JSOM as a visiting assistant professor of accounting, having previously

served as an assistant professor of accounting at Baruch College and Koç University in Istanbul. She earned her PhD from Texas A&M University, MA in economics from UT Arlington, and a BA in management from Boğaziçi University in Istanbul.

Her research interests are corporate reporting issues, corporate governance, corporate social responsibility and equity valuation, the last two with an eye to determining the impact of firms’ corporate social responsibility performance on firm value.

Güler, who is teaching three sections of Auditing, say, “I have been enthusiastically following the momentum of the Jindal School in a wide variety of academic rankings in the past couple of years. I am very excited to be here.”

# Research an 'Intense Component' of the Jindal School PhD Experience

By Donna Steph Rian

F

rom helping hotels improve ways to target potential customers, to determining better methods for digital advertisers to promote their business. From studying how corporations use political strategies to influence governments to evaluating how managing intangible assets impact a firm's overall value.

These are a few of the research projects of the Naveen Jindal School of Management's doctoral students.

Complicated, complex and ultimately designed to attract potential employers' interest, graduate research endeavors are an intense component of the

Jindal School's PhD programs, with students striving to continually set themselves apart in today's competitive marketplace.

"Student research has become more progressive and sophisticated during the past few years. We also are getting much more competitive in terms of being published in some of the industry's premier journals," says Dr. Sumit Sarkar, Charles and Nancy Davidson Chair of Information Systems and

director of JSOM's PhD programs.

"We have created an environment that has enabled students to compete in this tight marketplace in numerous ways," he adds. "We are offering more PhD level courses than in the past so that students get trained in current and innovative methodologies. We also are providing more flexibility in our curriculum, given the diverse nature of what people are doing nowadays, which enables our faculty to customize our programs to fit student interests."

Following are four graduate students and their research projects:

## Bharadwaj Kadiyala

Bharadwaj Kadiyala, who studies operations management, spent last summer as a data science intern at Sabre Corp., a technology provider for the global traveler and tourism industry, operating offices in 160 countries.

Kadiyala helped build a model that allows the company to draw insights from customer shopping and booking behavior when they are searching for hotels. In addition, he developed a decision support tool that utilizes this model to determine relative positioning of hotels in search results, based on



Sumit Sarkar



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customer preferences, and a second product that recommends relevant ads depending on hotel search requests.

“Booking behavior at a hotel can be impacted by factors such as amenities, like free shuttle, breakfast and parking, offered by the hotel; where the hotel is listed on the search results page; location of the hotel in the city, and more,” Kadiyala says. “My research answers these questions using advanced econometrics tools. One way hotels can leverage this information is by offering the right promotions to the right customers at the right time, thus improving customers’ shopping experience and chances of a booking – which is what I have helped do at Sabre.”

Kadiyala’s work for Sabre is one of several research projects he has undertaken. His interests include research in inventory control and management, assortment planning for

e-tailers, pricing mechanisms and more. He has made research presentations at industry/academic conferences around the world and submitted research papers to various academic journals. Kadiyala also is an instructor and teaching assistant at JSOM.

“Advising Bharadwaj has been a pleasure. He is rigorous and proactive,” says Dr. Özalp Özer, Ashbel Smith Professor and PhD coordinator for the Operations Management Area. “I work closely with our PhD students to ensure they learn how to contribute knowledge and solutions to relevant and high-impact business problems faced by firms competing in connected global markets. Bharadwaj’s recent work is an excellent example. With his research, Bharadwaj also is contributing solution methodologies required to study complex business problems. I expect him to be a highly sought-after faculty candidate upon his graduation.”

Originally from India, Kadiyala chose to pursue his PhD at UT Dallas after earning a Bachelor of Technology degree from Dhirubhai Ambani Institute of Information and Communication Technology in India, an MS in applied mathematics from Purdue University and an MS in industrial engineering from Bilkent University in Turkey.

“For my PhD, I wanted to use some of the theoretical concepts I have learned, to solve some real-world business problems,” he says. “A PhD in operations management seemed a natural choice. The PhD program at UT Dallas is world-class in OM. We not only have faculty who are experts in a wide range of topics, but also the faculty actively guide PhD students. We are among the largest OM programs in the world, in terms of the number of OM PhD students.”



Bharadwaj Kadiyala (above)

Özalp Özer (right, center)





Zhen Sun  
(above)

Vijay Mookerjee  
(right)



### Zhen Sun

A management science doctoral student specializing in information systems, Zhen Sun is working on a research project involving digital advertising. Her project also combines elements included in her other research interests: data-driven decision making, business intelligence and crowd sourcing.

"Moments after we open a Web page, we see an advertisement," Sun says. "For a Web page to be able to show that advertisement to us, there is a whole ecosystem behind it. This includes advertisers who want to approach online consumers to promote products. It also includes publishers — that is, owners of websites — who want to monetize extra Web page space.

"To efficiently match advertisers with publishers, there also are other parties involved in the ecosystem," she says. "For example, there are ad networks who work as agents of advertisers to help advertisers find online space to place ads. In addition, there are ad exchanges acting as marketplaces to sell ad space provided by publishers through real-time auctions."

Sun's research involves analyzing "the multiple problems inside this ecosystem, because of so many stakeholders involved."

"They all face different problems," she says. "My ultimate goal is to see how this whole ecosystem can work more efficiently and build a better ecosystem that makes every stakeholder happier. Plus, as consumers, we also can feel that we are not being pitted against those advertisers, so that we want to click on ads and look at them. Only when we click on an ad, can it be effective."

Sun received her BE degree in engineering from Tianjin University in China and an MBA from UT Dallas. She is an instructor and teaching assistant at JSOM and expects to earn her PhD next spring. Sun has made research presentations at conferences around the globe and has submitted research papers to numerous academic journals.

"Zhen has developed tremendously as a doctoral student in the last year or so," says Dr. Vijay Mookerjee, Charles and Nancy Davidson Chair and PhD coordinator for the Information Systems Area. "She has shown independence and imagination to formulate problems, and the skill and discipline to produce high-quality papers. She is poised for a great career in academia."

Sun was attracted to the digital advertising field because of its rapid growth and continued expansion potential.

"The ecosystem is getting more and more complex, and there are many problems to be solved with new problems continually being generated," Sun says. "Since many parties are involved, it is fascinating to study different problems faced by different parties and how these parties will react to the technology improvement in this area."

### Jinsil (Jean) Kim

Jinsil (Jean) Kim's current research project focuses on corporate political strategies, such as corporate lobbying, in both domestic and international settings. Specifically, she looks at how firms react when they find out that their competitors have been trying to influence the government to write policies that favor them. On the flip side, she also studies how corporations engage in "state capture" — using illicit influence on governments to impact political decisions, laws, regulations and rules.

"I am interested in observing how firms strategize in terms of trying to influence their political environment," Kim says. "Additionally, I also have developed a research stream focusing on how firms compete and the competitive dynamics aspect in specific industries.

"Merging these two broad research streams, my current research project hinges on observing how firms deploy corporate political strategies when faced with politically active industry competitors, especially in the transition economy setting," she says.

Majoring in international management studies, Kim says, "Transition economies include countries such as those in the former Soviet Union that are moving from one type of economy to free-market economies."

Organizations, Strategy and International Management Professor Seung-Hyun Lee, the PhD coordinator for all international management studies



Jinsil (Jean) Kim  
(above)

Seung-Hyun Lee  
(right)







The hooding ceremony, now a UT Dallas tradition shining the spotlight on students earning doctoral degrees, began in the summer of 2008. Before then, successful PhD candidates participated in graduate-level graduations but were not otherwise singled out for recognition.

The hooding ceremony dates back to the Middle Ages, a time when many academicians were also religious clerics, and the garb and regalia for both were similar. The gowns, caps and distinctive hoods — which are placed over graduates' heads at the ceremony — remain hallmarks of the tradition and connote scholarly achievement.

The first dean of the Naveen Jindal School of Management, Dr. Ray Lutz, seated front row center in the photo, was the featured speaker at the 2008 ceremony. He recounted the history of UT Dallas and explored what the students could expect in their futures as doctoral graduates.

concentrations, says that “Jinsil is an exemplar doctoral candidate in the OSIM Area. She joined the OSIM PhD program with a political economy background, which gave a strong basis for her study in firm political strategies. Having seen her excel for the past two years, I have no doubt that she will only get better in her research and teaching.”

Originally from Korea, Kim grew up overseas. She earned her BA from Cedarville University in Ohio, an MA from Seoul National University in South Korea and an MBA from ESSEC Business School in France.

“I chose to come to UTD because it offered a program that suits me and also because of the prestigious faculty here that I wanted to learn from and work with,” Kim says.

Kim has served as a JSOM instructor and presented research papers at conferences around the world.

### Jong-Min Oh

A recent PhD graduate of the Jindal School, Dr. Jong-Min Oh researches corporate finance and empirical asset pricing with primary focus on corporate investments in intangibles, such as innovations and corporate social responsibility.

Oh recently accepted a position at the University of Central Florida, where he serves as an assistant professor of finance. “Unlike valuing tangible assets, such as physical investments like plants, property and equipment, valuing intangible assets is a relatively difficult task due to high uncertainty in their future values. I would like to explore, for example how managing a firm’s R&D [research and development] investments impacts that firm’s value. So I am interested in how value-relevant information influences the effects of intangible investments on a firm’s value.”

While at the Jindal School, Oh and 2014 PhD graduate Seong Byun — now an assistant professor of finance at the University of Mississippi — earned the First Place Doctoral Student Outstanding Paper award at the 2013 annual meeting of the Southern Finance Association. Oh also served as a JSOM instructor.

“In one of my studies, I examine the dual role of a firm’s R&D investments,” Oh says. “I demonstrate that a firm’s investments in R&D not only contribute to innovation per se, but also its ability to effectively absorb useful innovative

activities of peer firms, namely technology spillovers. High R&D investments therefore likely create extra value for a firm going forward.

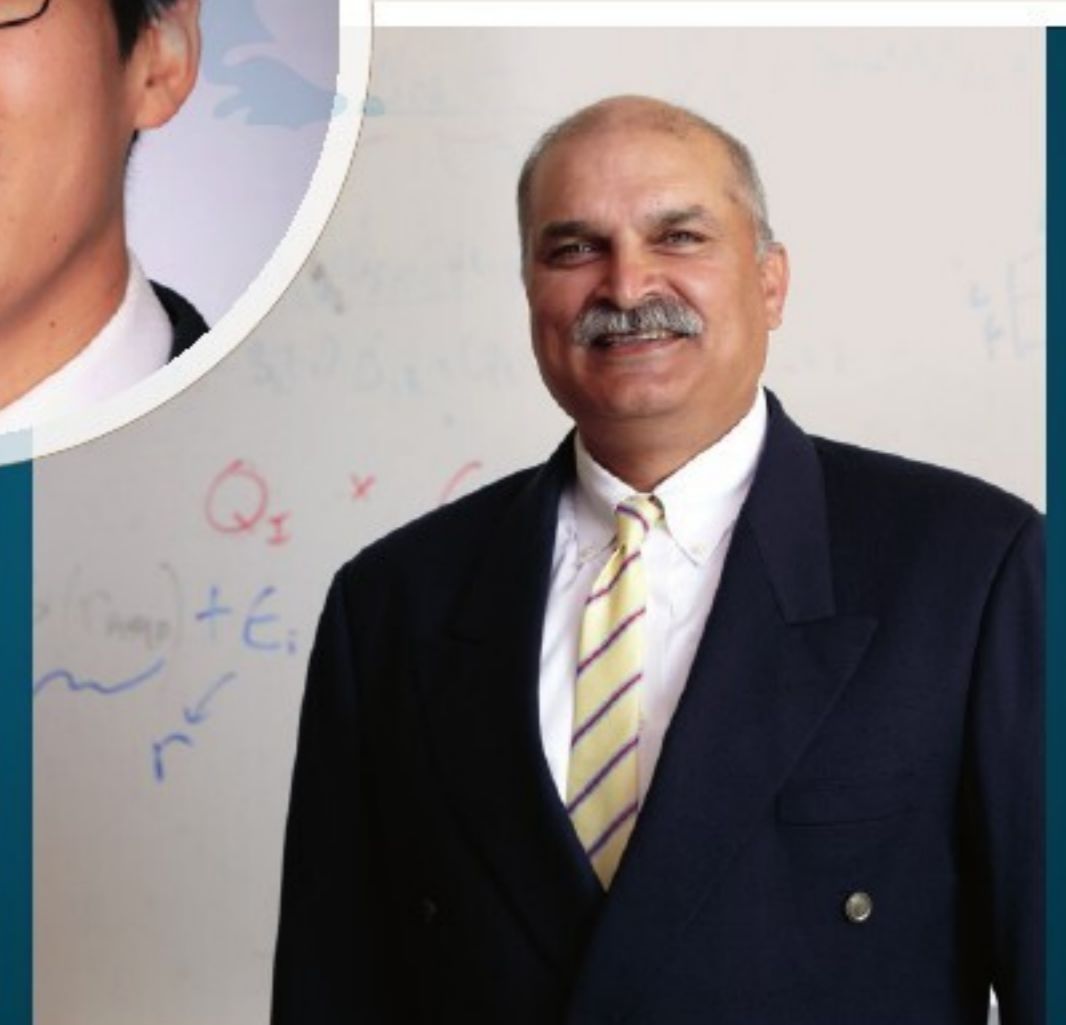
“However, I find that the stock market does not fully recognize the value of R&D and thus cannot incorporate this value-relevant information into stock prices immediately, leading to the undervaluation of firms with high R&D investments and high spillover exposure,” he says.

Dr. Michael Rebello, Susan C. and H. Ronald Nash Distinguished Professor and PhD coordinator for the Finance and Managerial Economics Area, lauds Oh’s work. “Jong-Min was a pleasure to work with,” he says. “His dissertation, which includes two promising papers, is entirely the result of his creativity and hard work. All my colleagues join me in wishing him well and have high expectations of him.”

Oh earned a law degree from Korea University and an MS from the University of Rochester before completing his PhD. He also served as an economist at the Bank of Korea from 2006 to 2009, during which time he published several research papers. Oh also has presented research papers at numerous national and international conferences. ⌚



Jong-Min Oh  
(above)



Michael Rebello  
(right)

# WELLS FARGO'S EDWARDS A WELCOME ADDITION TO THE ADVISORY COUNCIL

{ *by* Eric Butterman }

**Cecil G. Edwards Jr.**, senior vice president and regional manager of the Wells Fargo Regional Commercial Banking Office, has had many opportunities in the Metroplex since moving here after business school. He considers joining the Naveen Jindal School of Management Advisory Council to be one more.

Presently managing commercial banking professionals who provide financial services to middle-market companies with annual sales greater than

\$20 million, Edwards also was part of a startup banking leadership team for Wachovia that covered the central banking region.

He has long tried to be a helpful voice in the area, serving on boards for the Dallas Central Business District, Baylor Health Care System Foundation, the African American Museum of Dallas and the Health Industry Council of the North Texas Region. "Being entrenched in the community is what should come with being a business like ours," he says.

He joins the advisory council based on the view that the University is nothing short of "a jewel in the city" and believes it will become even more of a central location for business thought leaders.

"This is also an attractive place to recruit from," Edwards adds. "We've hired three UTD grads in my division alone in the last few years. It's a source of well-trained, smart, diverse young people that are connected to the Metroplex and likely to stay here. They are clearly on the leading edge of what's happening in the business world."



Cecil G. Edwards Jr.

But that doesn't mean he will try to keep all student standouts hired from getting outside the local office. "I'm very interested in connecting students with our employers all over the U.S. because I know the difference they can potentially make," he says.

Edwards looks forward to offering insight from his own experience and hopes to compare notes with other business leaders on the council. "We can all learn from each other, and it's great that it happens at one of the top educational centers in our area."

**Edwards joins the advisory council based on the view that the University is nothing short of "a jewel in the city" and believes it will become even more of a central location for business thought leaders.**

## Business Communication Director Honored for Outstanding Teaching



McClain Watson

**McClain Watson**, director of the Jindal School's business communication programs, was honored for his dedication to helping students with their writing and speaking skills inside and outside the classroom with a President's Teaching Excellence Award presented during the Spring 2015 Honors Convocation in May.

A clinical associate professor in the Organizations, Strategy and International Management Area, Watson received a medallion and a monetary award.

He directs the Business Communication Center and leads six full-time faculty members who teach three courses required of JSOM undergraduates. Enrollment in these classes reaches as many as 1,500 students per semester.

In their nomination letters, students called Watson, "down to earth," "approachable" and "very thoughtful." They wrote of Watson keeping his door open to them, challenging them to do better projects and making sure they absorbed information, rather than relying on memorization.

"He has a way of communicating effectively that makes learning fun and

interesting," another student wrote.

Watson said that although UT Dallas and the Jindal School focus a lot of energy on helping students prepare for getting a job, instructors should remind students that a job is not the end itself, but only a means to an end.

"The larger end is being happy and living a life where you're challenged by your work and able to do things that interest you away from work," Watson said. "I try to bring a little bit of that liberal arts mentality into a business school context."

McClain Watson (left) receives his award honors from then-UT Dallas President David E. Daniel



# THOUGHT YOU SHOULD KNOW



Suresh Sethi

Sethi received the honor August 30 in a ceremony that has become part of the school's annual Welcome and Awards Reception. Additionally, Sethi gave a guest lecture on campus the following day.

A member of the Jindal School faculty since 1997, Sethi established the Operations Management doctoral program, which is now recognized worldwide. He is the founder and director of the UT Dallas Center for Intelligent Supply Networks, which offers solutions to supply chain challenges at regional companies using faculty research and the work of students. He also is internationally recognized for applying quantitative methods to areas of manufacturing and operations management, finance, economics and marketing.



Milind Dawande

**Suresh P. Sethi**, Eugene McDermott Chair of Operations Management, received the 2015 Alumni Achievement Award from the Tepper School of Business at Carnegie Mellon University in August. Sethi earned a Master of Science in Industrial Administration degree and a PhD in Operations Research from Tepper.

Given annually, the award recognizes an alumnus who has achieved extraordinary success in his profession, which brings honor to Tepper and upholds the highest values and traditions of the school.

Jindal School Operations Management Area Coordinator and Ashbel Smith Professor **Milind Dawande**, a fellow Carnegie Mellon MS and PhD alumnus, nominated Sethi for the recognition.

"Professor Sethi has made outstanding and sustained contributions to the field of operations management and its interfaces with finance, marketing and engineering. It was my pleasure to nominate him for this award," Dawande said.



Stan Liebowitz

**Stan Liebowitz**, Ashbel Smith Professor of Finance and Managerial Economics and director of the Center for the Analysis of Property Rights and Innovation, and Stephen E. Margolis, Alumni Distinguished Professor at the Poole College of Management, North Carolina State University, wrote the introduction and several of the articles in their edited volume *Path Dependence and Lock-In* (Edward Elgar Publishing, 2014), which is part of the International Library of Critical Writings in Economics series. Path dependence and lock-in, discussed in

the social sciences over the last three decades, are concerned with how products and standards come to be adopted in markets. Lock-in refers to claim that inferior products can come to dominate a market — although the term is often used imprecisely, and empirical support for this claim is scant. The book contains leading articles introducing these topics and examining both sides of debates about the role of history and the efficiency of market choices.



Kathryn Stecke

**Kathryn Stecke**, Ashbel Smith Professor of Operations Management, has signed on to chair the 2017 annual meeting of the Decision Sciences Institute, an international multidisciplinary professional association for academicians, graduate students and practitioners interested in researching decision processes and improving instruction in all business and related disciplines.

Long active in the Houston-based association, Stecke for several years has served as an associate editor of *Decision Sciences*, a quarterly journal of the institute that publishes peer-reviewed scholarly research about business decision making within organizations and across firms.

Stecke already has booked one keynoter, Dr. Ralph L. Keeney, for the November 2017 meeting, which will be held in Washington, D.C. Keeney,

who is a research professor emeritus at Duke University's Fuqua School of Business, is an authority on decision making with multiple objectives.

Stecke also has enlisted one of her former students, Dr. Xuying Zhao, PhD 2007, to serve as meeting co-chair (see Alumni Notes, page 47).



Özalp Özer (left)

**Özalp Özer** (left), Ashbel Smith Professor of Operations Management, recently received a National Science Foundation grant to design and create games covering core skills taught in business schools. Özer is interested in bringing more action-based learning to students by developing a scientific approach to "gamification" in higher education.

Having previously designed a forecast sharing game (FSG), Özer assembled a research team that includes private-sector participant Ozan Gursel (above, center), a Jindal School Advisory Council member and chief operating officer at Export Now, and visiting researcher Brendan Kennedy (above, right), a former Özer student who reunited with him at the MIT Sloan School of Management last year. The team will use FSG principles to create games in finance, marketing, operations management and other core business disciplines.

Their \$50,000 award came from NSF's Innovation Corps, a division focused on entrepreneurship

and technology commercialization. Part of a cohort of grant recipients, Özer's team participated in a rigorous Innovation Corps curriculum that combined an accelerated startup launch course with activities meant to gauge commercial viability by involving research teams with industry, potential customers and investors.

At a final cohort gathering in Washington, D.C., in June, all grantees gave business-pitch presentations, and Özer's team was named a top team, ahead of researchers from other top schools including New York University, the University of Michigan at Ann Arbor and the University of California at San Diego.

Urged on by their NSF mentors, the team immediately applied for more federal funding from the Small Business Innovation Research Program.

Beyond that, Özer said, "the venture capitalist community in Silicon Valley has expressed significant interest in investing in our idea, and my team is in talks planning the next steps."



David Ford Jr. (second from left)

**David L. Ford Jr.** received the Educator of the Year Award in April from the National Forum for Black Public Administrators. Based in Washington, D.C., the forum is dedicated to the advancement of black public leadership in local and state governments. Ford was recognized at the forum's annual meeting, which was held in Tampa, Fla.

In June, Ford, a professor in the Jindal School's Organizations, Strategy and International Management Area, served as conference coordina-

tor and presented two papers at the Eastern Association of Management International meeting in Lima, Peru. A regional affiliate of the Academy of Management, EAM every other year holds an international meeting intended to open and continue dialogue between U.S. management scholars and executives and their colleagues abroad.

Ford and **Laurie Ziegler**, a clinical professor on the OSIM faculty, presented "Exploring Knowledge Sharing in a Professional Network: A Central Eurasian Example" with Dr. Oscar Holmes IV, of the Rutgers University School of Business, and Ray Fang, a Jindal School 2013 MBA who is now a doctoral student at the University of Toronto.

Ford and Hao Chen, a JSOM 2011 PhD alumna who is now an assistant professor at Tsinghua University in Beijing, presented "Team Cohesion in Chinese Entrepreneurial Firms: A Goal Theory Perspective."

**Habte Woldu** (at left in group photo), director of the MS in International Management Studies program, served as a facilitator at two sessions on human resources. **Orlando Richard** (second from right in group photo), associate professor of organizations, strategy and international management, and PhD student Cristina Vlas (at right in group photo) also attended the conference.

"Research also should help Congress and the U.S. Patent Office to update policy in regard to both intellectual property rights and patent trolling."

— Umit G. Gurun



Seung-Hyun Lee



Mike W. Peng



Shawn Carraher

**Seung-Hyun Lee** was elected vice president of the Asia Academy of Management in early June. A global organization, the academy encourages research, education and knowledge dissemination relevant to business management in Asia. Lee took office in late June following the joint conference the Asia Academy held with the Taiwan Academy of Management at the Chinese University of Hong Kong. At the Jindal School since 2002, Lee recently was promoted from associate to full professor in the Organizations, Strategy and International Management Area.

Area coordinator and Lee's colleague **Mike W. Peng**, O.P. Jindal Chair of Management, participated in a panel on Emerging Themes in Asian Management Research at the joint conference. His paper, "How History Can Inform the Debate Over Intellectual Property," which he co-authored with JSOM colleague **Shawn Carraher**, David Ahlstrom of the Chinese University of Hong Kong and Weilei Shi

of Baruch College — City University of New York, earned the conference best paper award.

At the Academy of Management conference in Vancouver in early August, Peng won a Citation of Excellence from Emerald Group Publishing for the 2012 paper, "A Comparative Ownership Advantage Framework for Cross-Border M&As: The Rise of Chinese and Indian MNEs," that he co-authored with JSOM 2010 PhD graduate Sunny Li Sun of the University of Missouri at Kansas City, and Bing Ren and Daying Yan of Nankai University in Tianjin, China. The study was published in the *Journal of World Business* (Volume 47, Issue 1, pages 4-16).



Umit G. Gurun

The National Science Foundation has awarded a \$385.5K grant to **Umit G. Gurun**, an associate professor of accounting, and his Harvard University colleagues Lauren H. Cohen and Scott Duke Kominers, to continue research into the acquisition and use of patent rights.

The trio previously worked together investigating nonpracticing entities (NPEs), companies that accumulate patents not to manufacture goods or products but rather to collect license fees and/or go to court for patent infringement. NPEs have been dubbed "patent trolls," both a nickname and the title of the researchers' working paper, "Patent Trolls: Evidence from Targeted Firms."

Patent trolls have become "a major driver" of intellectual property lawsuits, the grant award abstract says.

Gurun, Cohen and Kominers' NSF grant charges them to "systemati-

cally investigate the behavior and impacts of NPEs,” the award abstract says. “The work will provide the first large-sample evidence on precisely which corporations NPEs target in litigation, when NPE litigation occurs, and how NPE litigation impacts targeted firms’ innovative activity.”

The NSF anticipates the research, funded through 2018, will reveal how NPE legal action affects innovation both for individual firms and whole industries.

“Research also should help Congress and the U.S. Patent Office to update policy in regard to both intellectual property rights and patent trolling,” Gurun says.



Jianqing Chen

**Jianqing Chen**, associate professor of information systems, won the best paper award from the Ninth China Summer Workshop on Information Management (CSWIM), held in Hefei in June. His paper, “Frenemies in Platform Markets: The Case of Apple’s iPad vs. Amazon’s Kindle,” co-authored with Ron Adner of Dartmouth College and Feng Zhu of Harvard University, studies platform openness and platform compatibility when competing platforms generate profits through both hardware sales and royalties from content sales.

Chen and his colleagues studied the e-reader market, in particular Apple’s iPad and Amazon’s Kindle, which compete against each other. The authors noted that the rival companies tend to focus differently on profits: Amazon concentrates more on royalties from e-book sales while hardware profits are more

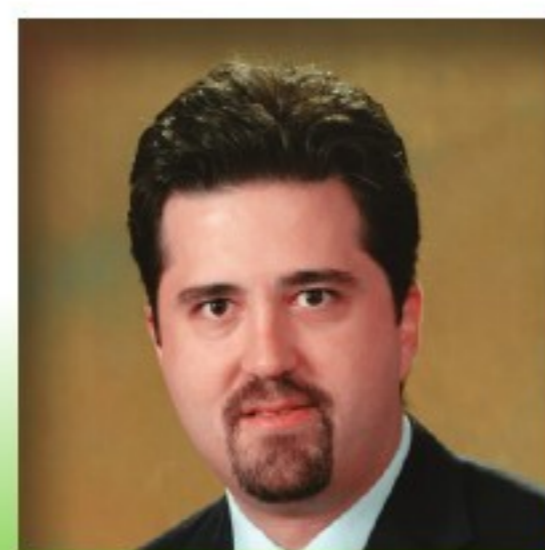
“How to transfer knowledge effectively from one organization to another is a research topic with far-reaching managerial implications.”

— Eric W. K. Tsang

important to Apple.

The researchers created a model showing that competing platforms may have incentives to cooperate and become “frenemies” — friendly enemies — under certain conditions.

Although their model was specific to the e-reader market, “the insight that competing platforms with different profit foci may have incentives to cooperate applies in other settings,” they concluded, and they recommended that platforms “should actively seek opportunities to cooperate with rivals with different approaches to value.”



Huseyin Cavusoglu

**Huseyin Cavusoglu**, associate professor of information systems, is co-chairing workshops and tutorials for the 2016 European Conference on Information Systems to be held in Istanbul next June on the campus of Boğaziçi University. Cavusoglu earned his bachelor’s degree there in 1999 before earning his MS and PhD from UT Dallas in 2003. The conference theme is Information Systems as a Global Gateway, and the confer-

ence is affiliated with the Association for Information Systems, an international professional organization that advances knowledge and promotes excellence in the study of information systems.



Eric W. K. Tsang

The long-lasting impact of **Eric W. K. Tsang’s** research was recognized at the Academy of Management’s annual meeting in August when he was presented a Decade Award honoring the influence of his work.

In January 2005, the *Academy of Management Review* published “Social Capital, Networks and Knowledge Transfer,” a paper by Tsang and co-author Andrew C. Inkpen of the Thunderbird School of Global Management. Their work examined how personal and organizational relationships affect the diffusion and sharing of business knowledge and resources. Ten years later, the study, referred to more than 2,200 times in other scholarly works, has emerged as the most-cited paper of all that *AMR* published in 2005.

“Knowledge is unquestionably the most important resource of many organizations,” Tsang says. “How to transfer knowledge effectively from one organization to another is a research topic with far-reaching managerial implications.”

“This paper laid the theoretical foundation concerning the influence of social capital characteristics on knowledge transfer in different organizational network types, and thus stimulates subsequent empirical research in this domain.”

Tsang was at Wayne State Univer-

sity when the paper was published; he came to UT Dallas two years later. Now a professor in JSOM’s Organizations, Strategy and International Management Area, he is the Dallas World Salute Distinguished Professor in Global Strategy. His current research interests include organizational learning, strategic alliances, corporate social responsibility, entrepreneurship and philosophical analysis of methodological issues.

Tsang also recently earned the 2015 Best Paper Award from the *Journal of Strategic Information Systems* for “Case Studies and Generalization in Information Systems Research: A Critical Realist Perspective” and was named 2015 best senior editor of *Management and Organization Review*.

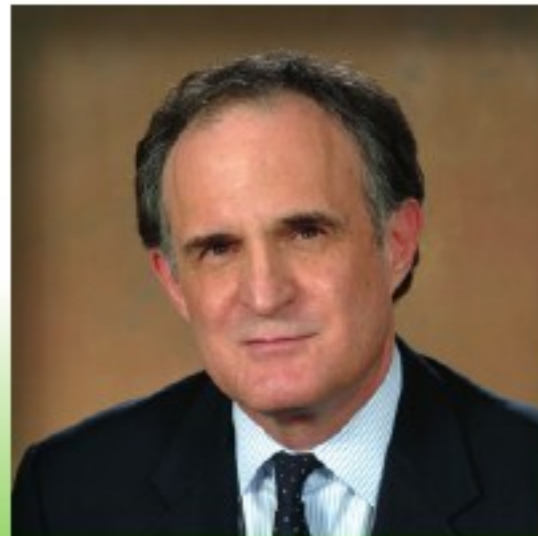


Kelly Slaughter

In June, **Kelly Slaughter**, director of the Center for Information Technology and Management, was a featured speaker at the First Collaborative Data Science Symposium, a two-day event in New Jersey organized and sponsored by TD Ameritrade. Slaughter shared insights from the work he performed over the last year with Ron Bose, a research professor in the Erik Jonsson School of Engineering and Computer Science, on a financial analytics project.

Slaughter recently was elected academic liaison and member at large on the board of directors of the Dallas-Fort Worth chapter of the Society for Information Management. The SIM chapter is the regional professional organization for information technology executives in North

Texas and draws members from more than 140 local private and public industry organizations, government agencies and universities.



John Gamino

**John Gamino**, an accounting assistant professor who specializes in taxation issues, examined the growing business of third-party litigation funding in research that recently won an Outstanding Paper Award from the American Accounting Association.

Gamino was recognized during the association's annual meeting in Chicago in August. His work, "Taxing Nonrecourse Litigation Funding," appeared in the December 2014 issue (Volume 2, Issue 2, pages 85-104) of the *Journal of Legal Tax Research*.

An editorial board reviews articles in contention for the award "for relevance, contribution and value," Dr. Anthony Curatola, editor of the journal, said. "John's paper had the most number of voters for best and second-best article of the year. This is quite an accomplishment."

Gamino's article investigated the federal tax implications of the commercial side of litigation funding, whereby companies advance money to business complainants in civil lawsuits before the suits go to court. Gamino wrote that the Internal Revenue Service to date has not acknowledged the existence of third-party funding, which has "resulted in a lack of administrative guidance in the face of elemental federal income tax issues." Gamino recommended that for federal income tax purposes, the IRS should treat all commercial litigation-funding transactions as

loans, and he included a proposed two-question IRS ruling that funding providers could use to quickly determine their status.



Sheen S. Levine

The New York City comptroller recently directed the city to formally consider diversity when choosing investment firms to manage the city's pension funds. "Diversity is not merely a social value; it has strong economic value," Comptroller Scott Stringer said.

One supporting piece of research Stringer cited was "Ethnic Diversity Deflates Price Bubbles," which found that when markets were composed of racially or ethnically diverse traders, prices were 58 percent more accurate, compared to markets in which diversity was lacking. **Sheen S. Levine**, a Jindal School assistant professor of organizations, strategy and international management, headed that study while on the faculty at Columbia University. The results were published last December in *Proceedings of the National Academy of Sciences* (2014: Vol. 111, No. 52, pp. 18524-18529).

To investigate the origins of price bubbles, Levine assembled a team of six researchers — sociologists, economists, psychologists and busi-

"Diversity is not merely a social value; it has strong economic value."  
— New York City Comptroller Scott Stringer

ness scholars. "Bubbles emerge when traders err collectively in pricing, causing misfit between market prices and the true values of assets," the researchers explained, concluding that "bubbles are affected by ethnic homogeneity in the market and can be thwarted by diversity."

Reporting on the directive, *The Wall Street Journal* noted that "New York City has contracts with more than 300 investment managers who collectively oversee \$160 billion in assets for its five pension funds, making it the fourth-largest pension system in the U.S."

The new guidelines will require the management firms to report on the composition of their boards and investment professionals.



John Barden

**John Barden**, clinical professor and director of the BS in Accounting program, attended the 2015 Ernst & Young Academic Resource Center Colloquium on Analytics in the Accounting Curriculum. Held in Dallas in June, the colloquium provided insight into what an analytics mindset looks like in the world of accounting, audit and tax, both today and in the near future. EY professionals, along with clients, discussed:

- How this skill set plays in professional service
- Big data analytics and the changes coming;
- What is happening in the lives of EY clients, and
- Methods and approaches for integrating analytics into accounting curriculums.



Carolyn Reichert

**Carolyn Reichert**, director of the MS in Finance program, offered car-buying and car-financing tips as a contributing expert to a WalletHub.com 2015 Auto Financing Report that appeared online in mid-May. Responding to a question on making the car-buying process more transparent and hassle free, Reichert said, "Buyers need to do their homework. They need to know how much they can spend on a vehicle. This includes down payment, the monthly payments, insurance, fuel and maintenance. This tells them how much car they can afford." Doing your research, Reichert said recently, "makes for a smooth ride down the road."



Richard Bowen

**Richard Bowen**, senior lecturer in accounting, was the honored guest and keynote speaker at the 59th annual reunion dinner of the Southwest Graduate School of Banking at SMU on May 28. He also delivered the keynote address at the 20th Annual Ethics Research Symposium that was part of the annual conference of the American Accounting Association in Chicago in August and made that address the subject of an Aug. 6 post ([richardm-bowen.com/behavioral-ethics-too-big-to-fail-and-the-financial-crisis](http://richardm-bowen.com/behavioral-ethics-too-big-to-fail-and-the-financial-crisis)). He is scheduled to deliver another keynote speech at an ethics conference at Colorado State University on Nov. 6.



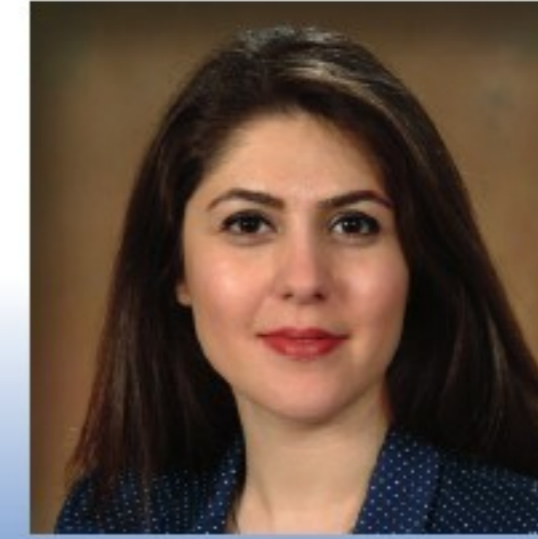
Varghese Jacob



Monica Powell



Shawn Alborz



Athena Alimirzaei



Gil Sadka

## CHANGES THAT HAVE TAKEN PLACE IN THE JINDAL SCHOOL SINCE SPRING HAVE PUT SEVERAL ADMINISTRATORS IN NEW POSTS, INCLUDING:

**Varghese Jacob**, formerly senior associate dean, has been promoted to vice dean.

**Monica Powell**, formerly associate dean of graduate programs, has been promoted to senior associate dean.

**Shawn Alborz**, formerly an assistant dean, is now associate dean of Web and special projects. He continues as director of the MS in MAS program but has turned over directorship of the MS in Supply Chain Management program to **Athena Alimirzaei**. She also is assistant coordinator for the Operations Management Area.

**Gil Sadka** is the new PhD Area coordinator for accounting, taking over from **Daniel Cohen**, who resumes teaching and research.

**Mary Guan** is now director of the MS in Accounting program, having succeeded **Jennifer Johnson**, who has resumed full-time teaching duties. A certified public accountant, Guan earned both her BS and MS in accounting from The University of Texas at Austin.

Associate Professor **Surya Janakiraman** has been named academic director of the

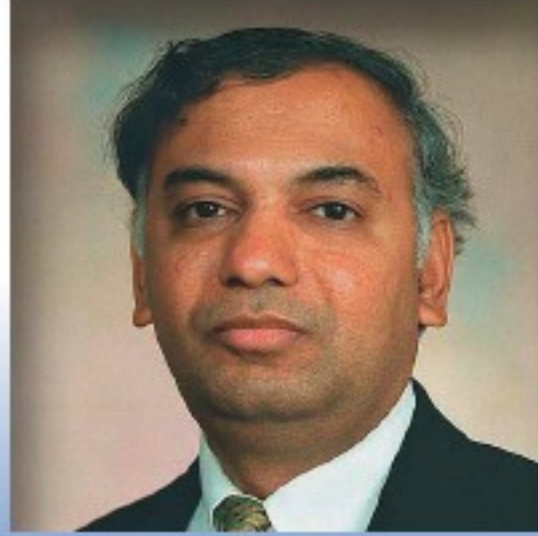
MS in Accounting program.

**Amy Troutman**, senior lecturer in accounting, has become director of the Professional Program in Accounting. Formerly associate coordinator of the Accounting Area, Troutman has turned over that job to **Tiffany Bortz**, an accounting senior lecturer who was formerly associate director of the BS in Accounting program.

Associate Professor **Nanda Kumar** is now coordinator of the Marketing Area, taking over from Professor **Ernan Haruvy**, who resumes teaching and research.



Mary Guan



Surya Janakiraman



Amy Troutman



Tiffany Bortz



Nanda Kumar

The Naveen Jindal School of Management's 2014-2015 Outstanding Faculty and Staff Award winners were feted at a reception September 18. A teaching awards committee determined winners of the teaching accolades, and a separate committee of school staff members selected the Outstanding Staff Award recipient. All winners received a plaque and a grant of \$1,000.

Honorees, standing with Dean Hasan Pirkul (center), were:

**Aidin Namin**, outstanding teaching assistant; **McClain Watson**, winner of the President's Teaching Excellence Award (see *Business Communication Director Honored...* on page 32), **Shawn Alborz**, outstanding undergraduate teacher; **Elizabeth Bruce**, outstanding staff member; **Amy Troutman**, outstanding graduate teacher; **Ying Quan**, outstanding teaching assistant; **Semiramis Amirpour**, outstanding online teacher; **Kashif Saeed**, outstanding adjunct faculty teacher.



### RMI Director Brings Industry and University Experience

Finance Senior Lecturer Debra Richardson says having the opportunity to build a risk management and insurance program from the ground up is an exciting challenge. She comes to JSOM from the University of North Texas, where she directed the RMI program and launched and served as faculty advisor to a chapter of Gamma Iota Sigma, an international business fraternity for insurance, risk management and actuarial science students.

Richardson earned an MBA from UNT and a Bachelor of Business Management degree from Dallas Baptist University. Her corporate experience includes past service as regional vice president in Dallas of The Hanover Insurance Group and director of commercial middle markets underwriting for St. Paul Travelers Companies.

For her, a top goal is to help students find their passion and path in the international business community, and to understand how RMI provides the infrastructure for whatever business area they choose.

### New Risk Management and Insurance Concentration Arrives Ahead of Looming Labor Shortage

The Naveen Jindal School of Management has launched a concentration to train brokers, appraisers, risk managers, underwriters and other professionals in the high-demand field of risk management and insurance.

New within the Bachelor of Finance degree program, the Risk Management and Insurance (RMI) concentration comes at the right place and the right time for North Texas, says Debra Richardson, who joined the Jindal School faculty to start the new program.

Richardson previously directed the RMI program at the University of



Debra Richardson

North Texas. She brings 30 years of experience in the field of RMI and six years in higher education.

“The key to a successful risk management and insurance program is to partner with industry, and we have potential partners all around us — State Farm, Liberty Mutual, AIG, Chubb Group, just to name a few,” Richardson says.

The timing is ideal, she says, because a labor shortage is looming in the insurance industry as baby boomers retire. Experts believe there will be a serious deficit in qualified professionals and are predicting that insurers will have 400,000 job



The first recipient of the **Stephen E. Guisinger Memorial Scholarship** is Peter Bellino (center), holding a photo of Guisinger and flanked by Pamela Foster Brady (left), director of the Executive MBA and Global Executive MBA programs, and Dr. David Springate, academic director of the EMBA and GLE MBA programs. Bellino is closing in on graduating with dual graduate degrees, an MS in finance and an MBA. Guisinger (1941-2001) pioneered international studies and online learning at the Jindal School. The \$1,000 scholarship, announced in January and awarded in July, was created from an endowment established in Guisinger's name. Bellino, who was born overseas but raised in Texas, says one of the best actions “I have taken in my graduate studies has been to sign up for international trips as they provide an experience that cannot be learned in the classroom.”



openings by 2020.

“Insurance and risk management is a booming industry and growth market with tremendous opportunities,” Dr. Hasan Pirkul, Jindal School dean and Caruth Chair of Management, says.

This fall, Richardson is teaching Principles of Risk Management and Insurance as well as Business Liability Risk Management and Insurance. Because the courses teach students essential skills to manage risk, Richardson says she recommends them for all business majors.

## New Accounting Course Helps With QuickBooks Certification

By Jeanne Spreier

QuickBooks is the software workhorse of accounting offices across the nation, so the Jindal School has piloted a new course to help accounting students master the program.

“It’s a very tangible skill,” Jennifer Johnson, accounting senior lecturer, says. “A lot of accounting jobs require you to have experience with QuickBooks.”

The new course, Survey of Accounting Systems, is a 3 credit-hour elective for accounting majors. That itself is a plus, Johnson says, because many universities that offer QuickBooks training do it in a non-credit professional development class.

Johnson has taught the course, open to accounting undergraduates and other undergraduates who have completed several prerequisite accounting classes, in JSOM’s computer labs. Last spring semester, 11 students in the class took the QuickBooks Certified User exam, and eight of them earned the nationally recognized certification.

Tom Kim, assistant dean for the Jindal School’s Career Management Center, says employers are eager to have their accounting hires versed in QuickBooks, even if their offices use a different platform. “Accountants who have fluency in QuickBooks, even if they don’t use it daily, will have an advantage in seeking a job over those who don’t,” Kim says.

The class prepares students “for all opportunities, not just corporate or the Big Four,” says Michael White, CPA and managing partner of M. White & Associates, a Plano, Texas-based public accounting firm. “There

are many opportunities with small business, small public accounting practices and entrepreneurs within [The University of Texas at Dallas] student base.”

Spring 2015 BS in Accounting graduate Stephanie Tran, took and passed the QuickBooks exam. “This certification will help open more doors to opportunities in the accounting field,” says Tran, who now works at Cravens Brothers, a private wealth-management firm, “and will be useful in maybe one day running my own business.”



## DMHP: Australia, Been There

The Davidson Management Honors Program took its first international trip in May, immediately following graduation. DMHP Director and Undergraduate Programs Associate Dean Matt Polze and DMPH Program Specialist Elise Smith, led 20 DMHP members, a mix of rising sophomores to just-graduated seniors, to Sydney. The travelers took in Australian commerce as well as culture. Business appointments included BBC Worldwide, Deloitte Australia, Fulton Hogan, a New Zealand-based construction supply company; and the U.S. Commercial Service, a trade promotion agency within the U.S. Department of Commerce. Cultural visits included an Aboriginal cultural day, Bondi Beach, a private tour of the Sydney Opera House, a boat cruise around Sydney Harbor, an excursion to the Blue Mountains and a visit to Featherdale Wildlife Park.



Davidson Management Honors Program international travelers posed in front of Sydney Harbor and the city’s skyline.

## Scholarship Winner Sees Entrepreneurial Opportunities in Sustainability

By Kris Imherr

Full-time MBA student Hazem Elshorbagy has refined biodiesel from algae, designed an environmentally friendly method for heavy crude oil extraction and is currently using the UT Dallas campus as a testbed for his ideas to improve the efficiency of trash hauling.

Driven by a commitment to energy conservation and environmental sustainability, Elshorbagy has developed a singular entrepreneurial passion: He wants to turn sustainability in the energy sector into a money-making proposition. "I call it monetizing sustainability," Elshorbagy says. "What I want to do is make it cost effective for the oil and gas industry to be more environmentally friendly."

Impressed by Elshorbagy's ideas and achievements, the Texas Business Hall of Fame Foundation recently named him to receive one of its \$15,000 scholarships, which will be presented Oct. 28 in

Houston. The competitive awards go to graduate business students across Texas who have demonstrated leadership and entrepreneurial skills.

Elshorbagy has worked as a field engineer on drilling rigs in Abu Dhabi and the United States, and in school, he has maintained industry ties in part by serving as the president of the student organization The Energy Association - UT Dallas.

He says his entrepreneurial vision started when he decided to earn a degree in mechanical engineering. American-born, he grew up in the United Arab Emirates and earned both a BS and an MS in mechanical engineering from UAE University.

For his master's thesis, he developed a method that uses nanoparticle-assisted electromagnetic heating rather than steam injection to move heavy crude oil out of the ground.

Earlier, in a capstone project to earn his undergraduate degree, he and teammates placed third in a regional competition for their design of an automated system for producing renewable biodiesel from algae grown in wastewater. Harvesting biodiesel from algae was not a new idea, Elshorb-



Hazem Elshorbagy

agy acknowledges. "What we did new is we proved that as a business concept, it's very feasible for the UAE."

Also during his undergraduate years, Elshorbagy and two teammates designed a foot-controlled car. The team earned a U.S. patent and recently received a \$10,000 young inventors' award from UAE University.

At UT Dallas this year, Elshorbagy joined a team that placed third in the inaugural national Future of Transportation Case Competition by developing a system for rating fuels according to their environmental cleanliness.

Elshorbagy has approached cleanliness from a different vantage via his startup, Know Your Waste, which keeps a watchful eye on dumpsters.

On average, waste dumpsters are only 40 percent full at the time trash haulers empty them, according to Elshorbagy. "Know Your Waste monitors fill levels to trigger hauling only when dumpsters become full," he says. "Our innovative solution could save up to 50 percent of the transportation costs incurred in the \$35 billion U.S. waste-collection industry while increasing recycling by 40 percent."

## JSOM NETS FIVE TOP PHI BETA LAMBDA AWARDS AT NATIONAL COMPETITION



Top UT Dallas Phi Beta Lambda winners at the National Leadership Conference in June: (front row, left to right): Mounika Mutyala, Nousheen Karimi and Sara Ho; (back row, left to right): Nidhi Gotgi, Harshita Guduru, Bethany Salgado, Phimlamphay Merry Dimanh, Saishreya Peramanki, Syeda Noor Ul Ain and PBL advisor Dr. Michele Lockhart.

- Seventh in Impromptu Speaking — Sara Ho
- Eighth in Marketing Analysis and Business Decision Making, —Nousheen Karimi and Mounika Mutyala.

"This is a first for UTD JSOM — PBL has never won first place in a category at nationals," said Dr. Michele Lockhart, a senior lecturer in organizations, strategy and international management and the group's advisor.

Top finishers qualified for nationals at PBL's Texas State Leadership Conference, held at the Jindal School in April. At both state and national levels, competition events testing knowledge were open in subject areas ranging from accounting analysis to website design.

"Results were excellent. My congratulations to all our students," Dr. Hasan Pirkul, Jindal School dean and Caruth Chair of Management, said. "I already am looking forward to next year, when the Jindal School will once again host Phi Beta Lambda's state leadership conference."

The collegiate division of the Future Business Leaders of America, Phi Beta Lambda focuses on preparing students for careers in business and business-related fields. On the college level, more than 11,000 students nationwide participate in the organization.

Members of the business-career student group Phi Beta Lambda earned several top honors at the organization's National Leadership Conference in Chicago in June.

The Jindal School competitors placed:

- First, with a \$1,000 cash award, in the Social Media Challenge — Phimlamphay Merry Dimanh and Bethany Salgado
- Second, with a \$200 cash award, in Business Law — Nousheen Karimi and Mounika Mutyala
- Sixth in Job Interview — Bethany Salgado

## JSOM Student Earns Collegiate Marketer of the Year Award

By Kris Imherr

The week before he earned his bachelor's degree in May, Jindal School senior Josh McKinley capped his college career by earning the 2014-2015 Collegiate Marketer of the Year award from the Dallas/Fort Worth chapter of the American Marketing Association.

The award recognizes excellence in collegiate marketing leadership, and McKinley, now a BS in Marketing alumnus, is the third Jindal School student to earn it since 2011.

A marketing campaign that McKinley and a team of fellow JSOM students implemented for independent-study credit was the basis of his award application.

McKinley took part in one of the annual AT&T Campus Brand Challenges, which pit university teams against one another in efforts to increase awareness of various AT&T products and services. The 2014 challenge

focused on AT&T student discounts, and for the JSOM team, McKinley managed a website, took charge of surveys for pre- and post-campaign research, and oversaw a raffle that required students to interact with new technology.

McKinley looked for support from fellow team members Ganapath (Ramu) Velu — the 2013-2014 DFW AMA Collegiate Marketer of the Year award winner — Evan Allen; Amy Dollin; Cody Mains; and P.K. Premvetty.

McKinley's Collegiate Marketer of the Year bio noted that "at the start of the campaign only 15 percent of students were aware" of the student discount. Post-campaign surveys showed that awareness had increased to 40 percent.

Now a business development rep at AppDynamics, a San Francisco-based application performance-management company,



In her role as collegiate liaison to the DFW chapter of the American Marketing Association, Jindal School marketing alumna Ruffy Garcia (left), BS 2011, presented JSOM marketing student Josh McKinley the organization's Collegiate Marketer of the Year Award at a ceremony May 7.

McKinley said his role is to grow business within the managed-service space, working with companies large and small while also building relationships with both existing clients and prospective ones.

## Savvy Enactus Team Helps Restaurant, Finishes in TOP 10 of Program

By Jill Glass

A team from Enactus, a student organization based in the Jindal School of Management, was selected this past spring as a top 10 finalist in a yearlong national program that encourages the use of entrepreneurial skills and business savvy to improve a small business.

The Enactus team made the finals in the 2014-2015 Sam's Club Step Up for Small Business Project Partnership. Using a \$1,250 grant from Sam's Club, the team helped enhance the fundamental business skills and ensure the long-term sustainability of Nandhini Indian Restaurant in Plano, Texas.

The students created a custom business plan to strengthen restaurant operations in such areas as website management and customization, ambiance, advertising, kitchen inventory manage-

ment, menu enhancements and customer service.

The team used various marketing techniques, including customer surveys, market research, website and menu redesign, social media, search engine optimization, website promotions, online marketing, coupons and fliers.

The owners welcomed the help and put the students' ideas to work. Within a few months, the restaurant's customer base increased 15 percent, and profits rose 10 percent. The team also helped Nandhini become an approved UT Dallas food vendor.

The project's success helped propel the team into the top 10 of the Step Up for Small Business Project Partnership. The team earned \$1,000, and Nandhini received \$2,000.

It was almost as if the restaurant owners didn't see the Enactus team "as students working on a project, but more as business consultants whom they completely trusted," Dr. Jeanne Sluder, senior lecturer and advisor to the group, said.

Enactus is an international nonprofit that brings together student, academic and business leaders committed to using entrepreneurial action to improve the quality of life and standard of living for people in need.

In 2014-2015, JSOM Enactus students completed 14 projects, according to Sluder, including a 5K run to promote seat-belt awareness that attracted about 140 runners and a fundraiser that netted \$500 for the medical staff at Texas Health Presbyterian Hospital in Dallas, where the nation's first Ebola diagnosis and death occurred in 2014.



Enactus students hosted a 5K run in April. Pictured left to right are: Divya Chandramouli, Nikhilkumar Sundaragopal, Shashank Jain, Vinaya Bellamkonda, Spoorthi Soanker and Sayan Nandi.

## Sophomore Puts DECA Student Group in Spotlight

By Donna Steph Rian

Sophomore Rebecca Raymond, who is double-majoring in business administration and accounting, already has an impressive résumé of collegiate accomplishments, but she says the most rewarding lately have been get-



ting elected state president of Texas Collegiate DECA and leading the fledgling UT Dallas chapter of the student group to an outstanding

UT Dallas DECA officers, clockwise from top center: Aman Vakharia, historian; Ola Saleh, vice president and Texas DECA vice president; Anishka Kappalayil, fundraising chair; Rebecca Raymond, UT Dallas and Texas DECA president; Diana Pinzon, treasurer; Jasmine Chemplanikal, fundraising chair; and Saachi Minocha, marketing director (in green)

showing at DECA's international competition.

A not-for-profit student organization with high school and college divisions, DECA's goal is to prepare emerging leaders and entrepreneurs for careers in marketing, finance, hospitality and management.

Raymond is chapter president of DECA at UTD, which she helped launch last year. She was elected statewide president in February.

In April, Raymond traveled with 18 other UT Dallas students to Orlando, Fla., for a collegiate division career-development conference, where participants competed in various business challenges individually and in groups.

In the business research category, one UT Dallas team earned second place, and another placed fourth. In individual competitions, 11 Jindal School students advanced to the finals, with 10 of those placing in the top 10 of their categories.

"I am so proud of how well UTD participants performed at a competition that included countries from around the globe, as well as 25 U.S. states," Raymond said.

### 2015 Collegiate DECA International Career Development Conference Winners

Event	UT Dallas Contestants	Results
Business Research	Team: Nousheen Karimi Mounika Mutyala Jasmine Chemplanikal	2nd
Business Research	Team: Mariam Allahrakha Jyothi Navaneeth Nidhi Gotgi	4th
International Marketing	Team: Ola Saleh Rebecca Raymond	Placed in Top Ten
Emerging Technology Marketing Strategies	Team: Aman Vakharia Aaryamaan Atriwal	Placed in Top Ten
Retail Management	Sejal Mali	Finalist

## JSOM Student Named UT Dallas Outstanding Undergraduate Student

By Brittany Magelssen

Jindal School senior Zachary Evans received the UT Dallas Outstanding Undergraduate Student Award at the annual Honors Convocation ceremony the day before he earned his diploma in May.

The honor recognizes leadership, commitment, perseverance, creativity and service to the community. The winner receives a diploma frame and \$5,000, which is funded as a gift from an anonymous donor.

Evans, who dual-majored in finance and marketing, was nominated by Julie Haworth, director of the undergraduate marketing program. Haworth, who met Evans in her honors marketing class when he was a sophomore, wrote in a nomination letter that "of

all the students I have been exposed to while teaching at the University, Zac is one of the most skilled in marketing I have seen. I fully expect him to one day be the chief executive officer or chief marketing officer of a major corporation."

Post-graduation, Evans works as a management development professional at the Federal Reserve Bank of Dallas, where he previously interned. He says he rotates between business units, cultivating management skills and working alongside senior leadership on challenging projects.

"Going to UTD is one of the best decisions I've made in my life," Evans says. "The faculty, the staff and my fellow students changed how I view learning. I will be an eager, curious student for as long as I live."

## Student's **Crowning Achievements** Include Capturing Miss Corporate America Teen Title

By Donna Steph Rian

Last March, Rebecca Tjahja was crowned Miss Corporate America Teen 2015, a title that translates into her traveling the country for a year as an “ambassador for young women in the business world.”

She fits that travel into a schedule that includes pursuing a double major in finance and information technology and systems at the Naveen Jindal School of Management, serving as president of a nonprofit that empowers underprivileged children, and interning at AT&T Inc. last summer.

Tjahja also was a top 16 finalist in the 2015 Undergraduate Research Grant Competition and a 2014 Eugene McDermott Scholar. She is a Davidson Management Honors Program member, in the Collegium V Honors Program, in the Association for Information Systems, executive chair of the Communications Committee of Student Government and the philanthropy chair of the Pi Sigma Chapter of the Delta Zeta Sorority.

Having a full plate doesn't faze Tjahja, who has been this busy all her life, she says.

As a young teen in California, Tjahja began working through her church's goodwill program with underprivileged children who lived in motels. She was dismayed at many of the children's adverse living conditions and decided she needed to

do more than serve them breakfast once a week. At age 15, she founded her own nonprofit organization: Truly Absolute, Inc.

“I am still very involved in the organization, as I currently serve as president,” she says. “I actually am more active than I was in high school.

Within the three years that we've been active, Truly Absolute has expanded to four countries, seven cities and 11 programs. It's been an amazing experience.”

Growing up in Cerritos, Calif., a suburb of Los Angeles, Tjahja says she was influenced most by her parents and several high school mentors.

“They provided so many valuable resources, and most importantly, support for everything I wanted to accomplish and do.”

Accepted at numerous universities — including Cornell, UC Berkeley and the University of Southern California — Tjahja selected UT Dallas.

“I chose UT Dallas because of the McDermott Scholarship Program and because UTD is growing so fast and has so much potential to become one of the

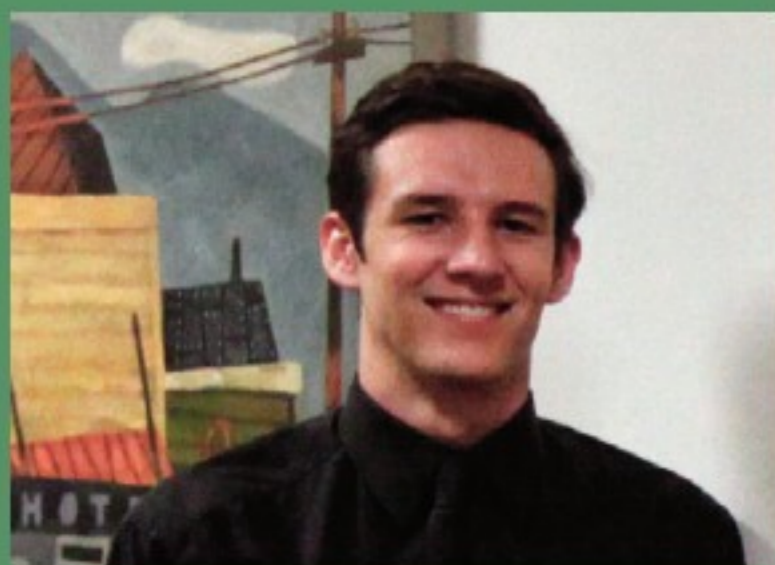
greatest universities in the nation,” she says. “Becoming a McDermott Scholar has been one of the most rewarding achievements of my scholastic career, as it is one of the most prestigious scholars programs in the nation.”

Competing for and winning Miss Corporate America Teen also was a major coup. The pageant is designed for teens to strengthen their leadership skills, establish personal and professional goals, and establish friendships with other professional women.

“My reign is for a year, and I make year-round appearances at various events nationwide to spread my platform of empowering teenage girls in the business world,” she says.

After graduation, Tjahja hopes to be accepted into Harvard University's 2+2 Program, in which students spend two years in the workforce followed by two years in Harvard's MBA program.

“I most likely want to go into ITS consulting within those two years in the workforce, but the future afterward is still excitingly unclear,” she says.



Zac Evans



Julie Haworth

### Evans' Achievements and Activities at UT Dallas

- » Student Union and Activities Advisory Board - Activities board marketing manager
- » Chi Phi - Psi Zeta Chapter- President, treasurer
- » Naveen Jindal School of Management C.R.E.W. Team - Team leader
- » Comet Cents Financial Success Program - Marketing assistant
- » JSOM Dean's Council - Undergraduate council member
- » 2014 GEICO Achievement Award recipient
- » Chi Phi Educational Trust Scholarship recipient
- » Beta Gamma Sigma International Business Honor Society inductee
- » Sparks Memorial Medal awardee
- » 2013 UT Dallas Business Idea Competition - Ericsson Innovation Award Undergraduate Division recipient
- » JSOM Dean's Cup winner
- » 2014 Davidson Management Honors Program Scholarship recipient
- » 2012-2013 Federal Reserve Bank of Dallas' "On My Own Time" Employee Art Show - First-place winner

PHD STUDENT'S AWARD-WINNING RESEARCH STUDIES MINORITIES' COMPETITIVE CAREER BEHAVIOR

By Jeanne Spreier

Jindal School doctoral student Carliss Miller's award-winning research finds that, counterintuitively, minorities can be each other's worst enemies in efforts to get ahead. Her paper earned first place for the Delores P. Aldridge Graduate Student Research Award at the Association of Social and Behavioral Scientists annual conference in March.

Her study, "The Crabs in a Barrel Syndrome: Structural Influence on Competitive Behavior," borrows its title from old fishing wisdom: You don't need to put a lid on a bucket of crabs to keep them from escaping. As one crab starts clawing

its way to freedom, others below will pull it back into the bucket, ensuring no crab is successful. Miller's research takes on real-life issues minorities face in climbing the career ladder.

Miller, working on a PhD in international management studies, has used a newly developed tool for uncovering biases, called "netnography." She culls Internet blogs and posts to find narrative data and people "venting how they feel."

One issue Miller faces is how minority is defined. Another is the perception that resources, whatever they may be — a better job, bigger office, higher pay, better educational opportunities — are limited in availability to those in the minority.



Carliss Miller

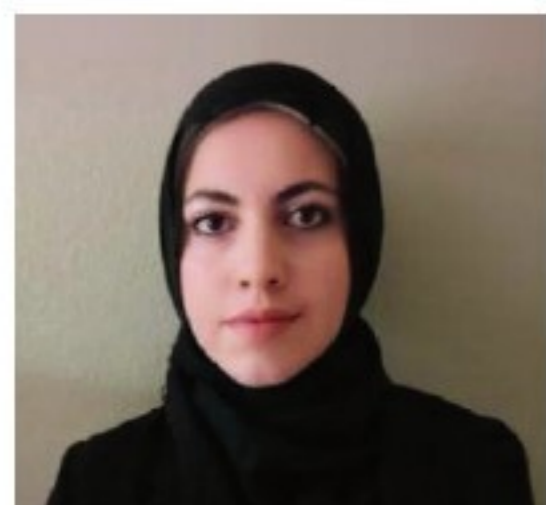


David L. Ford Jr.

Dr. David L. Ford Jr., Miller's mentor for this research, said her work "is breaking new ground in the study of workplace incivility since it examines a key violation of workplace norms."

"In other words," Ford said, "there's an expectation of collaboration and in-group solidarity among persons belonging to an organizationally marginalized group."

Miller presented her research again in August at the Academy of Management's annual meeting, which convened in Vancouver. While there, she also was elected secretary of The PhD Project Management Doctoral Students Association.



Erva Kan

Three Jindal School undergraduates won first- and second-place best student paper honors at the China Association for Management of Technology (CAMOT) 2015 International Conference in July.

Global business senior Erva Kan placed first with "Business Etiquette: Understanding the Differences and Similarities of Business Etiquette in Russia, Turkey and the United States of America." Jennifer Grantham, who earned a BS in Information Technology and Systems degree in May, and her research partner, senior finance major Eliazar Garcia, took second place with "Values Matter: Cultural Considerations for Establishing Agile Development Methods for Offshore Business Units in India and China."

CAMOT, an international professional organization that encourages and supports research in strategic management of technology and innovation in China, held the conference at LaRochelle Business School in France. The best papers of the conference will be invited for publication in a special issue of the *Journal of Technology Management in China* (JTMC).

Seniors Win First CITM Data Science Competition

Meaningful insights coupled with meticulous and readable graphics earned a winning team of two undergraduate students prize money in the Center for Information Technology and Management's (CITM) inaugural Data Science Competition last spring.

Information technology and systems seniors Maxine Mwazaka and Trang Nguyen won the \$1,250 first prize in the contest, which centered on data visualization.

CITM Director Kelly Slaughter created the competition as a way to showcase the talents and skills undergrads acquire. Contestants were provided four energy-sector data sets, challenging them to analyze the information, then



Maxine Mwazaka

present their insights through graphs. Students who entered worked with data on energy price futures, macro-economic projections, existing and past oil supply stocks and past crude oil reserves.

"The objective was to give students a real-world opportunity to apply the knowledge of visualization practices and tools as one skill set in a broader set of data analysis skills offered by the ITS area," Slaughter, an information systems faculty member, said.

Visual BI, a Plano, Texas, business intelligence and analytics firm, sponsored the competition, provided the initial data set, donated \$1,500 in prize money and picked the top three winners from a field of five finalist teams. CITM matched this donation for a total of \$3,000 in prize money.

The first competition attracted 30 entrants, a number Slaughter hopes will grow. He says CITM looks forward to working with other co-sponsoring firms for the Fall 2015 contest, which will focus on analytics, and for the Spring 2016 competition, which will involve big-data technologies.

# FIRST JINDAL SCHOOL PHD GRADUATES REFLECT ON THEIR EXPERIENCES AND PASSION FOR EDUCATION

BY RAY WILLHOFT

Earning a PhD requires hard work and dedication and often results in the desire to teach others. For Howard B. Hamilton Jr., MS 1975, PhD 1978, and Hossein Shafa, PhD 1978, the first PhD graduates of the Naveen Jindal School of Management, their UT Dallas experiences instilled in them a passion for education that has permeated their careers.

After receiving his bachelor's degree in applied mathematics from Lafayette College in 1960, Howard Hamilton served in the Army to fulfill his volunteer services requirements for ROTC. He was stationed in Germany and, during the Vietnam War, in Korea.



Howard Hamilton

Upon being released from active duty, Hamilton moved to Dallas. He worked for the City of Dallas as an operations research analyst for the water utilities department and decided to pursue graduate education at UT Dallas, thanks in no small part to his wife.

“My wife found UT Dallas and convinced me to attend,” Hamilton says. “I’m glad she did because UT Dallas is a great place to get an education.”

While receiving his master's degree, Hamilton became a lecturer and discovered a passion for teaching, which he would continue to do on and off for more than 30 years at UT Dallas, the University of Dallas and Collin County Community College.

“I loved teaching,” Hamilton says. “I especially enjoyed when students began to comprehend difficult concepts and processes.”

Hamilton continued his academic studies and in 1978 became the first graduate to receive a PhD in management science from UT Dallas. In addition to his academic career, Hamilton worked for Rockwell/Collins and then Alcatel Network Systems for 20 years. Upon retiring, he decided to devote his time and skills to volunteer service, serving as a member of APICS, the premier professional association for supply chain and operations management. Putting his passion for teaching to good use, he taught certification review classes for APICS and serves as an education and training consultant in the areas of operations research, forecasting, planning and scheduling,

and MRP/ERP systems training and implementation.

Like Hamilton, Hossein Shafa discovered a passion for education during his academic career. He earned his bachelor's degree in economics and finance from Tehran University in 1971 and his MBA in finance from Oklahoma City University in 1973 before coming to UT Dallas for his doctoral studies. Once he arrived on campus, he knew he would have an outstanding educational experience.

“I was extremely impressed with the faculty at UT Dallas,” Shafa says. “The chance to learn from the brilliant professors, especially [the late] Stephen Guisinger, Larry Merville and Dean Ray Lutz, who served on my doctoral dissertation committee, was an opportunity for which I will always be grateful.”

In 1978, Shafa became the Jindal School's first PhD in international management studies graduate. He returned home to Iran to work for the Ministry of Finance and Economic Affairs before eventually coming back to the U.S. to teach at UT Dallas. He later went on to develop and administer global business programs at Oklahoma City University and several other universities around the world. Shafa also taught international finance and global business strategy in several countries, allowing him to combine his passions for education and economic development.

“I have always been a student of economic development, and I believe education is the best tool of foreign policy for the U.S.,” Shafa says.

Shafa currently is Emeritus Professor of International Finance and the James Burwell Endowed Chair of International Management at Oklahoma City University and regularly delivers speeches on issues related to globalization of world economy, the international financial markets and international risk management. ⌚



Hossein Shafa with a photo of the late Stephen Guisinger

## CEO ALUMNUS PRANAV TYAGI SUPPORTS UT DALLAS AT HOME AND AT WORK by Eric Butterman

A good portion of this country has had a taste of what Pranav Tyagi can do. As president and CEO of Tango Management Consulting, he leads its mission of helping retail and restaurant companies assess, through analytical and statistical models, where expansion is possible. Tango and Tyagi study everything from how many stores can be created to what kind of real estate deals could happen, and then help clients execute that strategy.

A Dunkin' Donuts/Baskin Robbins out West? Tango might have helped with that. New Starbucks locations in China? Tango has assisted the Seattle coffee superstar with that expansion.

Tango, based in Irving, Texas, and co-founded by Tyagi, also has benefited from a recent \$30 million investment by Frontier Capital.

Of course, times weren't always so good. A huge downsizing seemed in the offing during the last big financial crisis. But Tyagi wouldn't do it.

And, from his vantage, he couldn't. "We had so many employees who had trusted in the company," he says. "They could have chosen other opportunities instead of going with us. It was risky financially not to cut costs, but it was a test of who we were."

Tyagi credits much of his success and persistence to JSOM. He earned an MBA with a focus on strategy and market research in 1998 and then came back for an MS in Management and Administrative Sciences in 2000. "My MBA went so well, and I wanted to come back for courses like market research and database marketing," he says. "It was very helpful from a career perspective and also for my ability to manage people more technical than I was. I connected with faculty

"I've hired over 50 people from UTD over the past 15 years, and about 30 UTD alums work for me today."

– Pranav Tyagi



and could ask them if a certain methodology was correct. That reinforcement of my thinking meant a lot."

Lisa Shatz, assistant dean and director of MBA Programs at JSOM, has long been impressed by Tyagi's support of the school. "I remember when Pranav was a brand new consultant at Deloitte, and they were talking about MBA programs that they were going to hire at," she says. "UT Dallas was not on the list, and he stood up and said, 'I think we should add UT Dallas. If you got me there, and I'm good, why wouldn't you go back?'"

He has come back to JSOM, both to serve on an industry advisory board and to teach a graduate-level course.

"Pranav has been a great addition to our Morris Hite Marketing Analytics Board, having also jointly taught with Dr. [B.P.S.] Murthi a marketing projects class on retail analytics," says Alex Edsel, MS in Marketing program director. "Today key decisions such as retail site selection involve customer and loca-

tion predictive analytics and retail geographic information systems."

Tyagi also has made attending JSOM a family affair. "I've had five members of my immediate family attend the [Full-Time MBA] program," he says. "I've hired over 50 people from UTD over the past 15 years, and about 30 UTD alums work for me today."

He says the hiring has been particularly satisfying. And that would make sense since that is what his company helps other entities do. Driving along, he says, "My 10-year-old daughter sees a business and says, 'Hey, that's your client....That's another client....' Many analytical and technical people don't get to see the results of what they're doing. I feel very fortunate to say that we do." ⌚



# { ALUMNI NOTES }

## 1980s

**Roopa Amin**, BS 1985, is the business intelligence director of Plano, Texas-based Dr Pepper Snapple Group (DPSG), where she recently served as project director for implementation of a SAP HANA database. She was a finalist for a Metroplex Technology Business Council 2015 Tech Titan Award in the category of Technology Adopter.



She joined the DPSG information technology (IT) department in 2003. In 2002 she was an independent consultant for Valero Oil; and from 1985 to 2002 she held various IT roles at Mobil Oil, United Technologies and ExxonMobil.

Born in New Delhi, she migrated to the United States. She is married and has two children. Her daughter, Anisha, is at UT Dallas freshman, and her son, Akhil, is a senior in high school.

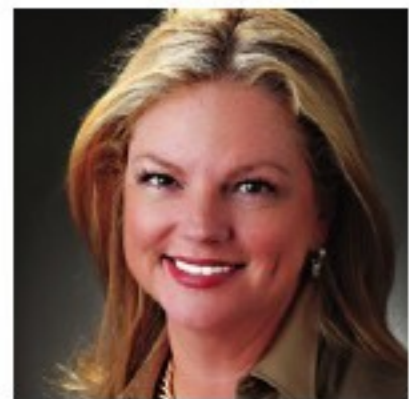
**Charles J. Bangert**, MA 1985, recently relocated to Washington, D.C., and is now the treasurer and director of finance for Bank-Fund Staff Federal Credit Union (BFSFCU). As part of the senior management team, Charles manages the cash and investment



portfolio and interest rate risk. BFSFCU is a full-service financial cooperative that was organized and chartered in 1947 as a convenient place for employees of the World Bank Group and International Monetary Fund and their families to save and to obtain credit. In the past 68 years, BFSFCU has grown from 96 members and \$3,000 in assets to nearly 82,000 members and more than \$4 billion in assets. Prior to relocating, Charles was the senior vice president and director of treasury and finance for ViewPoint Bank in Plano, Texas, for nearly 10 years.

## 1990s

**Michelle Corson**, BS 1991, is CEO and founder of Champion Impact Capital, an impact investment finance organization. The company, which she started in 2010, specializes in social impact bond development. Michelle also is founder of On the Road Lending, which assists low-income people, mostly single moms, with obtaining reliable transportation so they can avoid taking out payday loans. Michelle offers her investors an opportunity to do good with a small financial return, known as "impact investing." Prior to founding Champion, Michelle was CEO of The Real Estate Council (TREC), a commercial real estate organization based in Dallas. Michelle serves on the advisory board of Texas Women Ventures Fund, which is an investment platform for women-led businesses. She started her career at Southwest Venture Partners in Dallas in the early 1980s. Michelle became a ven-



ture capital analyst at age 19 following her graduation from Berkner High School in Richardson. She worked full time at Trammell Crow Co. while earning her UT Dallas degree at night. Today, Michelle resides in Westlake with her husband, Larry, who is a real estate developer.

## 2000s

**Robert (Brian) Livingston**, MBA 2001, MS 2002; is president of the Quintessence Corporation, franchiser of the 11-unit (and growing) Texadelphia "The Original Texas Cheesesteak" brand, as well as CEO of the four-unit Celebrity Cafe & Bakery. He is a member of the 2013 class of "40 Under 40," an annual roster of 40 accomplished professionals under the age of 40 compiled by the *Dallas Business Journal*. From 2011 to 2014, Brian was president of Sunrise Foods and the chief financial officer and treasurer of the Firebird Restaurant Group, overseeing El Fenix, Meso Maya and Snuffers. Before getting involved in restaurants, Brian worked as a commercial lender in the DFW area for almost a decade. He earned a BBA in finance at The University of Texas at Austin.



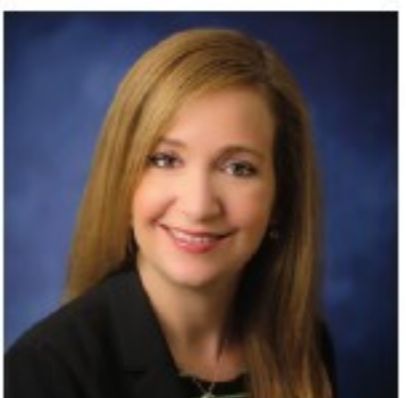
**Joseph (Joey) M. Sudomir**, MS 2002; was recently appointed chief information officer for Texas Health Resources. He has served as Arlington-based Texas Health's deputy CIO since 2014. He now oversees all information technology systems for Texas Health, one of the nation's largest faith-based, nonprofit health systems. Joey joined Texas Health in 2013 as vice president over IT operations. Before that he was the vice president of IT for Texas Health Partners beginning in 2008. He earned a Bachelor of Business Administration degree from Texas A&M University in 1997.



**Jonathan Seyoum**, MBA 2003, is partner and chief operating officer of The Original Pancake House. He has experience in many areas of the restaurant industry, from cooking, to designing, financing and building new state-of-the-art facilities. He has managed and operated multiple locations. Last year, he appeared on several TV morning shows, including *The Broadcast*, *Good Morning Texas*, and *Good Day*. He earned a BS in hotel restaurant management from the University of North Texas in 1990.



**E. Michelle Miller**, MS 2005, EMBA 2015, is the research operations manager for CBRE's Texas/Oklahoma region. CBRE is a global leader in real estate services and investment. Michelle oversees a team of research professionals who produce material for internal



and external clients. Before joining CBRE, she was the director of corporate relations and corporate community contact and liaison for the Naveen Jindal School of Management. Prior to this, she worked in domestic and international commercial real estate, including 12 years at Goldman Sachs' Realty Management Division. She earned her BS from the University of North Texas in 1996.

**David Smithen**, MBA 2005, is a senior adviser with JLL



Retail Corporate Services in Dallas. Prior to this, he was the Americas transactions manager for Cushman & Wakefield. David has had a career in commercial real estate for nearly 20 years, working with national end users such as Blockbuster and Comerica Bank. He reports he is happily married to Michelle, his wife of 19 years, and together they are extremely busy with their three children ages 11, 10 and 4.

His advice for students? "Be patient, have fun and work hard in your 20s, but don't get too excited about being in a position of influence too quickly. Certainly there are exceptions, but rarely will you be entrusted with significant responsibility prior to 40."

He earned a BS in Sociology from Howard Payne University in 1996.

**Dustin Gadberry**, BS 2007, is the chief executive officer of Gadberry Construction Inc., which he launched in 2000. He began the business while simultaneously earning his degree. Today, the company has offices in Dallas and Houston, and plans to open an Austin office by the end of the year. Last year, the company was named No. 37 on the Dallas 100 Entrepreneur list of fastest-growing private companies. This year, Dustin was named by the *Dallas Business Journal* to its "40 Under 40" roster, a list of 40 high-achieving professionals under the age of 40.



He says the best advice he ever received was from his grandfather who told him: "Never work in a job that does not make you happy." His own advice to current students: "Network. Get a mentor. Network. Get another mentor. And, network."

Outside work, Dustin was appointed by Dallas City Council District 2 member Adam Medrano to sit as landmark commissioner for District 2. This role allows him to help preserve the historical fabric of Dallas, which he considers to be a "priceless experience."

**Xuying Zhao**, MS 2007, PhD 2007, is an associate professor with tenure at Notre Dame University, where she has taught since 2007. She recently signed on to serve as co-chair of the 2017 annual meeting of the Decision Sciences Institute with her former JSOM advisor, Dr. Kathryn Stecke (see *Thought You Should*



Know, on page 33). Xuying teaches core courses on business process analytics. She conducts research on supply chain management and service operations management. Her recent papers include work on theoretical models of channel competition and coordination, advance selling strategy, time-based competition in the service industry and inventory management with limited demand information. Prior to her time at Notre Dame, Xuying was a software engineer for Microsoft. She earned a BA in computer science in 2000 from Zhejiang University in China.

**Brad Perkinson**, BS 2008, MS 2009, is the founder, CEO and brewer of FireWheel Brewing Co., LLC. The company offers a large selection of ales as well as specialties and non-alcoholic sodas and root beers. FireWheel brews are sold in the DFW area, and tastings are available at the onsite Brewery TapRoom. Brad says that being his own boss has always been his dream. When Brad isn't at the brewery, he hangs out with his labradoodle, Amber, who is the unofficial "brewery mascot."



## 2010s

**Corey Egan**, MBA 2010, and **Swapnil Bora**, MBA 2011, entrepreneurs who invented an LED smartbulb they call "ilumi," hit it big in April 2014 on the ABC investment TV show *Shark Tank* when Mavericks owner Mark Cuban purchased 25 percent (\$350,000) of their company. Since then, the Plano company has received five patents, gone from three to 10 employees and sold tens of thousands of smartbulbs across the globe. Egan and Bora's company just released a new version of ilumi on Kickstarter, pre-selling more than \$365,000 worth of bulbs in three weeks, they say. The original ilumi smartbulb can be purchased now at Amazon.com, HomeDepot.com and Fry's, and the new ilumi smartbulb is scheduled to hit the shelves of major retailers this fall.



**Rufy Garcia**, BS 2011, is an associate community manager in the Dallas office of public relations firm Golin, where she is a team member of The Bridge and supports a leading luxury spirits brand. The Bridge is a network of 20 international command centers that pairs mainstream and digital media experts with creative teams of copywriters, designers and video producers.



In her role as collegiate liaison to the DFW chapter of the American Marketing Association, Rufy presented marketing student Josh McKinley the organization's Collegiate Marketer of the Year Award at a ceremony May 7 (see page 41).

**Matthew A. Thompson**, BS 2012, serves as the automation marketing manager for Structured-Web, a New York City-based channel marketing company. Previously, Matthew was in the corporate marketing department at ALM, an award-winning B2B media company. At ALM, he played a pivotal role in providing marketing



support for a portfolio of national brands and developing the corporate social media strategy.

Matthew has launched the UT Dallas alumni chapter in New York. "The chapter has been an incredible opportunity for alumni and students alike to network, participate in a dynamic community and further enrich the UT Dallas brand," he says. Outside the chapter and professional engagements, Matthew is an active long-distance runner, enjoys traveling and puts an emphasis on continuing education.

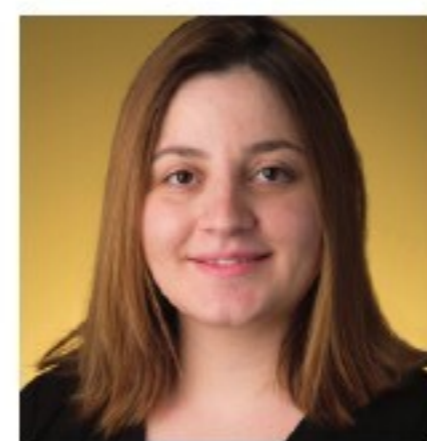
**Paloma Alvarado**, BS 2013, has been a licensed agent with New York Life Insurance and a registered representative with NYLIFE Securities LLC, a member of the Financial Industry Regulatory Authority/Securities Investor Protection Corporation that provides financial services and insurance products to individuals in the DFW area.



Previously, Paloma worked as a merchant solutions specialist with Bank of America Merchant Services.

She also has been president of the Richardson (Texas) Hispanic Chamber of Commerce since last December. Paloma also gives back to the community by giving free seminars about financial education to Hispanic groups.

**Canan Mutlu**, PhD 2015, is an assistant professor at Coles College of Business at Kennesaw State University in Georgia. She teaches strategic management, and her research is on comparative corporate governance and competitive dynamics across different institutional settings.



**Craig Shacklett**, MS 2013, and **Cale Sherry**, BS 2010, of the Erik Jonsson School of Engineering and Computer Science, co-founded UrComped, a hospitality tech company that helps casino players get complimentary — comped — travel offers at casinos and cruise lines around the world.



"The problem for most players is that the offers they receive only come from casinos they have played at before. UrComped acts as an independent casino broker, helping its players maximize their comps and access amazing casino offers worldwide," says Shacklett, who worked in the casino industry for several years after receiving his undergraduate degree.

Aiming to be the "Expedia of Casino Travel," the company, which launched in 2014, now has 70 casinos and several thousand players in its database, according to Shacklett. In June, UrComped became a part of the Revtech Accelerator, where the company receives funding, co-working space and mentorship.

With a master's degree in marketing, Shacklett provides the marketing support while Sherry, who received a bachelor's degree in computer science, contributes the technical expertise behind the venture.

**Nan Griffith Smoot**, BS 1988, died June 16. Born Sept. 19,



1966, to David and Patricia Griffith, she married Glen Smoot on Oct. 30, 1993. She worked for Mary Kay Cosmetics for 25 years. Her most recent position was as director of U.S. tax operations. She was well-regarded in the local and national CPA communities.

Family members say she enjoyed spending time with friends and families, reading good books and rooting for "her Texas Rangers." She is survived by her husband, children Caleb and Alexandria (Lexie) Smoot; parents, sister, brother and grandfather, Clarence W. Griffith. A celebration of her life was held June 22 at RockPointe Church in Flower Mound, Texas. The family requests gifts be made toward Caleb and Lexie's college educations through the Las Colinas Federal Credit Union in care of the Nan Smoot Children's Fund. Contact Susie Mayes or Christie Woodson with LCFU at 214-273-5094.

**Harry (Beau) Lucas Jr.**, MBA 1992, died of colorectal cancer on May 5 in Dallas. Born in 1949 to Harry B. and Phyllis Siegrist Lucas, he attended St. Mark's School of Texas on scholarship and graduated as a National Merit Finalist in 1967. He graduated from The University of Texas at Austin. A member of Delta Kappa Epsilon fraternity while at UT, he



also was a member of the championship intramural swim team and met his future bride, Anna Deinken. Following college, he entered the Air Force and became an F-4 fighter jet weapons systems officer. He joined an Air Force Reserve squadron following active-duty service. Out of the military, Harry joined his father in the real estate business and later became president of the Carrollton, Texas-based family venture, HBL Company. Family members say he was most proud of projects that "cleaned up neighborhood landmarks and delivered environmental benefits." Preceded in death by his father, his survivors include his mother, wife, daughter, Fonda; sisters, Teresa and Gail; and brothers, Tom and Jay. He was a member of Preston Hollow Presbyterian Church, where a celebration of life was held May 23.

**Ruben (Ben) Mesa**, EMBA 2015, died in a boating accident on Lake Grapevine (Texas) June 8. Ben, 44, served as the director of accounts payable at Heartland Automotive Services in Dallas. He received his accounting degree from the University of Utah and had recently graduated from the Executive MBA program with the Class



of 2015. Ben is survived by his finance, Joanne Blanchette, and his sons, Zachary and Aiden.

EMBA Program Director Pamela Foster Brady and Academic Director Dr. David Springate and Mesa's EMBA class attended a June 14 service for him at the Rolling Oaks Funeral Home in Coppell, Texas.

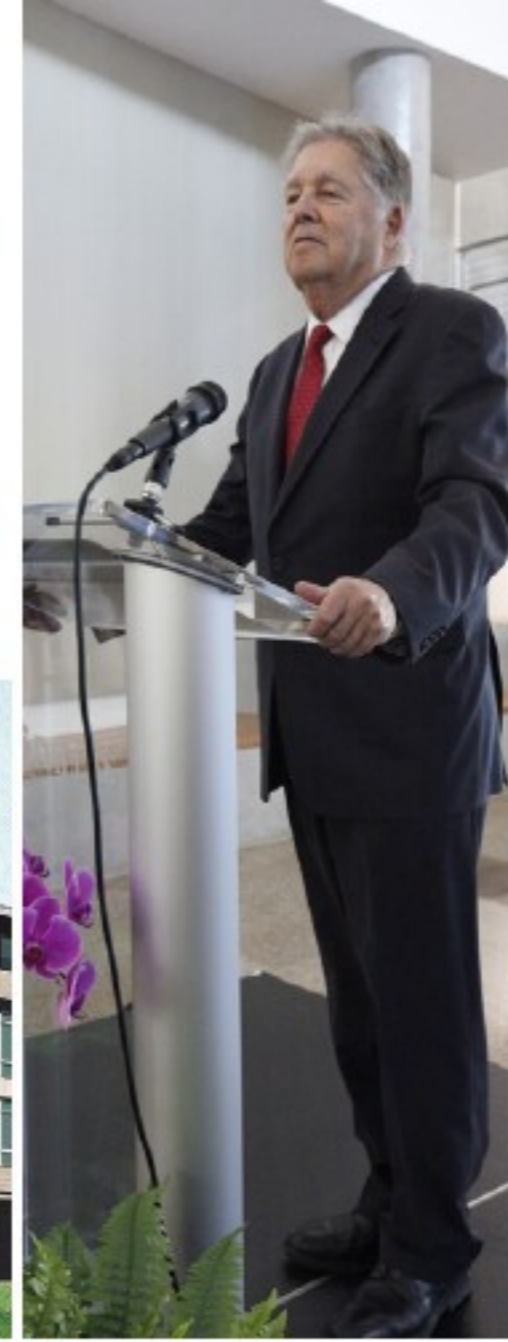
The EMBA Class of 2015 has started a UT Dallas Impact fundraising effort to establish an endowed memorial scholarship in Ben's name. The scholarship will be for full-time students with at least 10 years of working experience who are pursuing an undergraduate or graduate degree at the Jindal School. To learn more and make a contribution go to: [impact.utdallas.edu/project/822](http://impact.utdallas.edu/project/822).



From far left: The JSOM Building under construction in 2002; then UT Dallas President Franklyn G. Jenifer; current UT Dallas President Ad Interim Hobson Wildenthal; the school construction site, 2002

Below left: The first issue of *Management*, Autumn 1997, featured Dallas information technology pioneer Max D. Hopper, then the new chairman of the school's advisory committee

Below right: An architectural rendering of the school



Above: An architectural rendering of the Jindal School Building  
Right: Then UT Dallas President David E. Daniel speaking at the Oct. 7, 2011, naming ceremony where the School of Management became the Naveen Jindal School of Management  
Below: Alumnus and benefactor Naveen Jindal, MBA 1992, at the naming ceremony



# Forty Years

A JSOM Picture Book



Above: Current JSOM Dean Hasan Pirkul with students  
Left: An aerial view of the Jindal School Building  
Below, from left: Dean Pirkul, alumni and benefactor couple Charles, MS 1980, and Nancy Gundy Davidson, BS 1980, and then UT Dallas President David E. Daniel at the 2013 Scholarship Breakfast  
Bottom: Alumnus H. Ronald Nash, MS 1979, and his wife, Susan C. Nash, long-time supporters of the school



Clockwise from left: The new JSOM Building addition under construction in 2014; a new addition construction photo by John Fowler that was exhibited at the *Artistic Impressions of Management* event on April 26, 2014; the atrium, the hallmark entry on the first floor of JSOM Building I; balloons at the naming ceremony in 2011



