

THE NAVEEN JINDAL SCHOOL OF
MANAGEMENT

THE UNIVERSITY OF TEXAS AT DALLAS

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ENGAGE
WITH THE
JINDAL
SCHOOL





Hasan Pirkul
Dean and Caruth Chair
of Management

Another exciting academic year is under way, and I have a lot of good news to report, starting with continued growth. We have had another year of solid growth. This fall, student enrollment is up nearly 11 percent from last year. The student population now tops 9,100, with almost even numbers of undergraduates and graduates — 4,283 bachelor's degree-seekers and 4,289 master's degree-seekers. Our PhD candidates and Executive Education students round out the headcount.

The growth is led by a relatively new program, MS in Business Analytics, which registered a phenomenal increase, up 131 percent from a year ago. This isn't a high percentage hiding low numbers. The enrollment in fall 2015 stood at 202; this year, it stands at 466. Both the BS and MS in Healthcare Management programs also recorded impressive gains. The undergraduate program grew by 37 percent; the MS program, by 19 percent. The BS in Global Business program increased by 24 percent, and the bachelor's program in Supply Chain Management grew by 23 percent.

Every year, we add to our faculty strength. This year, we added 15 new faculty members, led by Dr. Sanjay Jain. He is appointed to an important endowed post, our fourth O.P. Jindal Distinguished Chair. We looked carefully and deliberately for a long time for a scholar of import to fill this position. Dr. Jain, a marketing authority who has done award-winning research, is an excellent choice. Among the other new hires are Dr. Ching-Chung Kuo and Kashif Saeed, new program directors for BS in Supply Chain Management and MS in Business Analytics, respectively. The new faculty profiles begin on page 20.

We continue to improve our national visibility through rankings. A majority of our programs are now nationally and internationally ranked, so many that they are too numerous to list here. I will simply report that *U.S. News & World Report*, one of the oldest and most well-regarded ranking organizations, shows our Full-Time MBA program ranked 16th among public universities and 37th overall. Our Professional MBA was No. 16 among public university programs and 26th overall. Our Online MBA programs were ranked No. 9 overall, and all other online graduate business programs were ranked No. 4.

We continue to innovate by developing new programs to meet the demands of the DFW business community. Dr. Keith Thurgood, another new faculty member, is in charge of a new executive MS in Healthcare Leadership and Management for Healthcare Professionals program (see page 32) that will debut in January. The program is tailored to those already in the medical care industry who want to advance their careers or enhance their management credentials.

Our faculty members in microeconomics are launching a new concentration in business economics (see page 33) for our BS in Business Administration majors. Our longtime colleague, Dr. Peter Lewin, is in charge of the concentration. We are offering this new concentration because there is clear evidence that business students with a strong background in economics start off stronger and fare better in the job market than many of their peers who lack that training.

Our dedicated faculty colleagues continue to make us proud. Dr. McClain Watson, director of the school's business communication programs, earned a Regents' Outstanding Teaching Award (see page 25). He was one of only two faculty member from UT Dallas to be recognized by the UT System Regents. Another of our faculty members, Accounting Senior Lecturer Mary Beth Goodrich, was recognized last May with the campus Advisor of the Year Award (see page 27).

Dr. Ashiq Ali, Charles and Nancy Davidson Distinguished Chair in Accounting, and Dr. Bin Li, an assistant accounting professor, earned the Best Paper Award in June at the Multinational Finance Society's annual conference for their study of "Accounting Profitability and Takeover Likelihood." Dr. Daniel Rajaratnam, a marketing clinical professor, last year earned the Jagdish N. Sheth Award from the Academy of Marketing Science for the best article published in 2014 in *Journal of the Academy of Marketing Science*. Dr. Han Xia, an assistant finance professor, won the Best Paper Award at the sixth annual Entrepreneurial Finance and Innovation Conference for "Deterring 'Creative' Innovators: A Potential Negative Externality of Technology Spillovers," a study co-authored with two of our PhD graduates, Dr. Seong K. Byun, now at the University of Mississippi and Dr. Jong-Min Oh, now at the University of Central Florida.

Among student achievements chronicled here is the success of the three entrepreneurial students (pictured on the cover) in earning prestigious Texas Business Hall of Fame Foundation scholarships. Their story is but one example of how the involvement of businesses interested in our educational efforts benefits students.

We continue to engage actively with industry and the community. The opening story reports the various ways the school invites and encourages our business friends and neighbors to partner with us. As of September, companies and individuals endorsing our work account for the 124 endowments that have been established within the UT System to the benefit of the Jindal School. September market value of those funds was \$46.7 million. Thank you, corporate friends and individual benefactors for placing your trust in the Jindal School. Your investment pays dividends in terms of scholarships awarded to worthy students. Your investment also provides for better programs and outstanding faculty members who teach in those programs.

This year, our faculty is ranked 11th in North America in research. We invite community and business friends to tap into our faculty research expertise. Also, please help us develop curricula that will make it possible for us to produce graduates who meet the needs of your organizations. Recruit top interns and employees from our student and alumni talent pool. We never forget that as a public school, we are here to serve you.

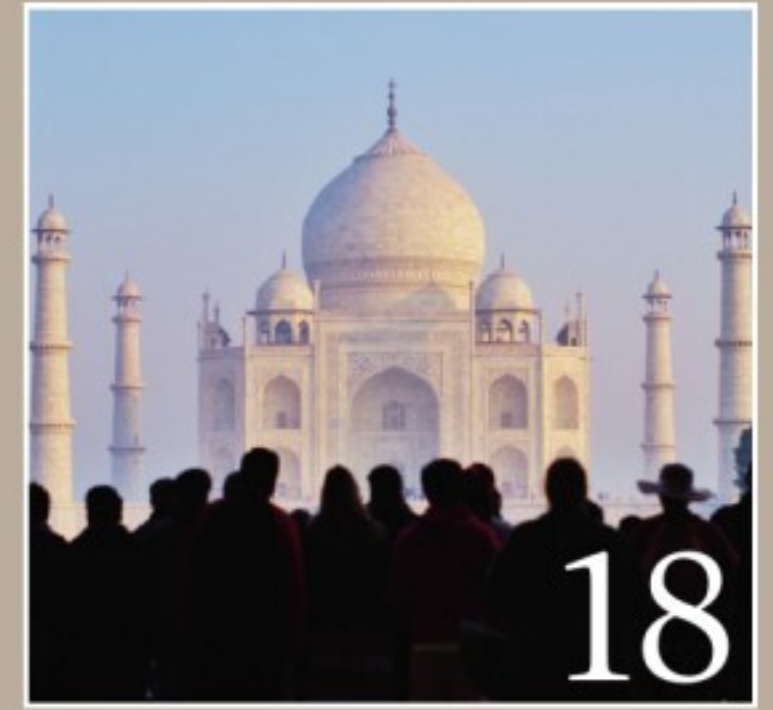
We are grateful for all the support you have given us over the years to make the Jindal School excellent. I look forward to your continued cooperation, collaboration and friendship.

Best Wishes,

Hasan Pirkul

Visit our site on the worldwide Web

jindal.utdallas.edu



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'WE BELONG TO YOU'

THE JINDAL SCHOOL BUILDS CORPORATE RELATIONS THROUGH

RECRUITING,

RESEARCH,

EDUCATION

AND ENGAGEMENT

The Naveen Jindal School of Management and its corporate partners expect to play meaningful roles in local and global economies that are complex and knowledge-based, involve high stakes, are focused on technology and change rapidly. To work significantly and win cumulatively in these economies, the Jindal School continuously reaches out to business leaders to build mutually beneficial partnerships. These collaborations match corporate needs with school resources and bring business expertise to bear on academics, student hiring, faculty research and more.

"We are the Cisco, Amazon and Google of higher education," Jindal School Dean Hasan Pirkul recently told a group of executives attending a seminar in the school. "There isn't another university that has grown this fast with this quality."

And that quality does not exist in a vacuum. "We belong to you," the dean

added. "We are a public institution. We are here to serve everybody. We are here to serve you....Please look to us when you are looking for new colleagues."

The relationships that result when corporate associates turn to the school, Jindal School Director of Corporate Relations Laura Madden says, "tie students to faculty, and faculty to companies, and companies to students in a circuit of linked associations."

Madden says the Jindal School's corporate relations strategy is to spark these ties in one of four ways — through recruiting, research, education or engagement.

"Each one can serve as starting point for a business interested in getting acquainted with the Jindal School and its students," Madden says.

"Each can help both a company and the school make the most of budding relationships; and each can put the school and UT Dallas resources to work for community and corporate partners."



LAURA MADDEN



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ENGAGEMENT THAT SURPASSES EXPECTATIONS

Engagement with the Jindal School comes in many shapes and colors. This past spring, when Intuit project managers Chris Hodge and Amber Zable were looking for undergraduates to help them do research for a new tax-preparation software project they were trying to develop, the school put them in touch with Marketing Clinical Professor Daniel Rajaratnam, who went to work putting together a team of 49 students.

"With projects like this one, students get exposure to business leaders," Rajaratnam says. "They also get an opportunity to make an impression, which can lead to internships, jobs and scholarships. On the other side of the

equation, the business leaders who interact with the Jindal School gain a new appreciation for how impressive our students and faculty are."

When Hodge reached out to UT Dallas, he did not know much about the University. His perception was that it might be a community college that would be able to provide him with some project members who could observe software users, compile data and take raw numbers back. By the end of the project, he was so impressed that he wanted to offer some of the



DANIEL RAJARATNAM

students an internship or a job.

"Dr. Dan can connect dots better than most people I've ever met," Hodge says. "Not only that but he made Amber and me feel incredibly comfortable in his classes."

As for the students, Hodge and Zable were so impressed with their critical thinking skills that they asked them to do some analysis and make some business recommendations.

"We asked them how, as a business, we could capitalize on the trends they saw," Hodge

says. "They jumped all over that opportunity. We got some great feedback."

Zable, being more familiar with UT Dallas because of Intuit's recruiting relationship with the Jindal School, had higher expectations going into the project.

"I expected the talent and the intellect of the students to be good," she says. "I was not disappointed. I was really impressed with Dr. Dan, too. He really cares about his students and was really invested in making sure it was a good experience for everyone involved."

Some of the team of 49 students who helped Intuit Project Managers Amber Zable (center, in striped top) and Chris Hodge (behind Zable) research new tax-prep software at the request of Marketing Professor Daniel Rajaratnam (next to Hodge on the right) last spring commemorated their efforts in this group photo.



CONSISTENT, HIGH-QUALITY RECRUITING

When asked to explain why his company values its relationship with Jindal School, Skip Moore, a partner at Deloitte Services LP, enthusiastically describes the students his company recruits. What he says speaks to the success the school has had in its employment outreach on behalf of students.

"I've been around the Jindal School for 10 to 15 years," Moore says. "Their output in terms of students is very, very consistent. Three characteristics stand out: high-quality people that have a great work ethic and are high on the maturity scale when it comes to work and life experience."

Deloitte takes advantage of multiple recruiting channels offered by the University, including

the JSOM Career Management Center, interviews, internships, mentoring and on-campus events that help Deloitte build its brand among student prospects.

"UT Dallas is absolutely the best I've seen in terms of their outreach programs and their willingness to incorporate feedback from the business community into their curriculum," Moore says. "It's a core strength and a differentiator."

One reason for the school's consistent output of talent is Moore's role as Jindal School Advisory Council member and past

council chairman. His involvement gives him an opportunity to interact and build relationships with faculty members and to suggest curriculum changes so that the programs can not only keep up with fast-paced changes in the marketplace but stay ahead of them. As a bonus, professors with whom he has built relationships frequently call him to suggest that Deloitte pursue high-quality students that they come across.

"Relationships with the faculty from a recruiting standpoint are incredibly important," Moore says.



SKIP MOORE



- 1 Eric Evans (left), president of Tenet Healthcare Corporation's Hospital Operations, spoke at the Healthcare Management Association's Fall 2015 Seminar Series.
- 2 Dallas businessman and *Shark Tank* celebrity Mark Cuban served as a judge in the UT Dallas Business Idea Competition last year.
- 3 AT&T Senior Executive Vice President John Donovan delivered a keynote address at the Workshop on Information Technology and Systems at the Jindal School last December.

COLLABORATIVE, INNOVATIVE RESEARCH

World-class faculty members at the Jindal School bring and produce a wealth of intellectual capital from which corporations and the community can greatly benefit. The scholarly research conducted by the faculty is so exceptional in terms of both quality and quantity that the *Financial Times* ranks the Jindal School 18th in the world based on publications in the leading business journals.

Dr. Özalp Özer, Ashbel Smith Professor of Operations Management, and Dr. Mehmet Ayvaci, a Jindal School assistant professor of information systems, provide a recent example of how organizations can take advantage of this expertise. Özer and Ayvaci are working in collaboration with University Hospitals of Cleveland to develop technology that can more easily extract valuable information from electronic medical records. Funding from University Hospitals will allow Özer to spearhead a research project to study how healthcare providers can better use technology to optimize medical decisions that can improve healthcare outcomes while also improving operational efficiencies.

Özer looks forward to maintaining a long-term, mutually beneficial collaboration with UH that will advance scholarly inquiry and innovative teaching at the Jindal School, in return providing the world-class, Ohio-based nonprofit health system with a wealth of intellectual capital that will help forge medicine's future. The current funding has been earmarked for a specific value chain innovation initiative. The research project involves mining data to develop a more effective algorithm that will alert physicians and nurses in real time when life-threatening conditions arise during care.



ÖZALP ÖZER



MEHMET AYVACI



- 1 JSOM benefactor and advisory council member Dr. Sydney Smith Hicks (left) mentored local high school girls at the Girls Going Places Entrepreneurship Conference in April 2015.
- 2 Deloitte U.S. Senior Manager Charles Chow (far right) spoke to a near-capacity crowd of Jindal School students September 2 about employment opportunities available through the Deloitte China Initiative.
- 3 JSOM advisory council member Curtis Ludwig (second from left) hosted the Ericsson table at the 2015 Scholarship Breakfast.

TRADITIONAL – AND INNOVATIVE – EDUCATION AVENUES

The Jindal School and its partner companies provide one another with essential, collaborative engagement that leads to solutions for the business education needs of corporations in an innovative,

global marketplace. The corporation plays a key role in providing the University with key insights into a future-oriented curriculum – all of which are returns on mutual investments.

The Jindal School delivers a multitude of

traditional avenues for business education and professional development. This includes highly ranked undergraduate and graduate degree and certificate programs, executive MBA and master's programs, customized corporate programs

and specialized conferences and seminars.

It also provides some interesting alternative business-education avenues — as one might expect from an institution that places a high premium on continual engagement with business leaders.

Case in point: From the moment Dr. Howard Dover joined the Jindal faculty and became director of the Professional Sales Concentration, he set out to recruit and cultivate a sales advisory board of nationally recognized industry experts.

He soon accomplished his goal of gaining membership into the prestigious University Sales Center Alliance, which requires that a sales

Sales Advisory Board member Greg Lewis listens to a student's two-minute elevator pitch about herself and her qualifications at the Speed Sell event in January.



center have a high-caliber advisory board. Since then, Dover has developed one of the best professional sales programs in the nation; graduates have gone on to become top producers at Fortune 500 companies.

It is no coincidence that the sales program benefits directly from the advisory board's expertise. To join the advisory board, potential

members "have to be thought leaders of their industry or job," Dover says. "It becomes a place where we all get together and we learn from each other."

In return for the board members' investment, their companies benefit by gaining an inside track to hiring JSOM graduates who are prepared and experienced enough to make an immediate impact as interns and new-hires.

This symbiotic exchange differentiates Dover's advisory board from many other boards across the country that offer only a one-way inbound board-to-school information dump that can quickly become stale.

Since Dover's advisors find themselves at the edge of innovation in sales, they frequently challenge him — and each other — by bringing up new sales trends, concepts such as sales automation and social selling. The newer ideas quickly find their way into Dover's curriculum — and into each board member's sales strategies.

"It's not a docile group," Dover says. "They bring new ideas so frequently that, invariably, one of them is creating the agenda for the next meeting."

Greg Lewis, executive vice president of Texas Capital Bank's Strategic Sales and Marketing division, exemplifies the high caliber of the team. He considers serving on the Sales Advisory Board an honor — and a rewarding experience that allows him and fellow members an opportunity to shape the sales curriculum and program so that it aligns with the needs of the current and future marketplace.




HOWARD DOVER

"Serving on a business school advisory board has given me an opportunity to build strong connections with fascinating professors, professionals and students, while making a positive impact on my company, my community and my industry," Lewis says. "I have found that the time I have invested in the advisory board has paid me back tenfold."

Lewis and other board members help keep the sales curriculum fresh and relevant by introducing new ideas, reviewing research, analyzing industry challenges and debating strategies. In the past, they have introduced relevant sales technologies like Salesforce into the program. Discussions about new industry trends such as the pros and cons of social selling are common, and the board has played a key role in structuring numerous student/business partner events like speed-selling and sales challenges — activities that give students real-world interactions and experiences.

Dover's board members, being at the leading edge of sales innovation, also add value to the school by frequently serving as keynote speakers at executive seminars, discussing their strategies with fellow board members and other members of the Jindal community who are invited to participate.

In addition, they often spearhead individual, foundation and corporate contributions that provide for numerous scholarships, programs and events to benefit both the academic community and the community at large. 

'PLEASE LOOK TO US'

Corporate Relations Director Laura Madden is happy to learn about your needs and projects and then introduce you and your company to JSOM.

- » **Recruit** our students. **Provide** internships. **Hire** our graduates. Tell us the skill sets you need.
- » Faculty research can be insightful to industry. **Learn how** you can benefit from our insight and expertise.
- » **Enhance** your project load by using our excellent students to work on real-life problems your corporation is facing.
- » **Provide** your employees with training that our faculty can deliver. **Share your knowledge** with our students.
- » **Offer** your experience, expertise, your portfolio of professionalism. **JSOM always has a place** for mentors, advisory board members, guest speakers and more.

Your needs can be met at the Jindal School. Your help will be welcome. Contact Laura Madden at 972-883-5052 or Laura.Madden@utdallas.edu to make it happen.

'SUPER FALL' FILLS JINDAL SCHOOL CALENDAR WITH SPECIAL EVENTS

The Naveen Jindal School of Management is an increasingly busy hub of events. Internally, the inaugural 2016-2017 semester has been dubbed "Super Fall" for the number and scope of special occasions being observed by and about the school. The Andrew R. Cecil Lecture (see page 8) was one highlight. The following were other noteworthy events.

By Jill Glass

Sept. 8 and 9

SALES EXECUTIVE ROUND TABLE



Jill Konrath

Nationally acclaimed sales expert Jill Konrath, author of *Agile Selling*, *SNAP Selling* and *Selling to BIG Companies*, gave an address on fresh strategies and techniques for salespeople.

The following day, JSOM's Sales Executive Round Table members were invited to a Konrath workshop. The Jindal School's Center for Professional Sales sponsored both events.

Sept. 23

FACULTY AWARDS AND NEW FACULTY RECEPTION

Dean Hasan Pirkul welcomed new faculty and staff at an annual reception where he also presented awards for excellence in teaching as well as one to an outstanding staff member.

Sept. 29 to Oct. 2

EAST AFRICA CONFERENCE



Donald Kaberuka

The Jindal School and the East Africa Chamber of Commerce sponsored a conference featuring speakers who were government and business leaders from East Africa and the U.S. The keynote speaker was

Dr. Donald Kaberuka, a Rwandan economist and former president of the African Development Bank, and the theme was Accelerating Growth and Opportunities.

Oct. 5

HEALTHCARE REALIGNMENT: THE BRAVE NEW WORLD



Paul Hain

The Jindal School's healthcare management programs co-sponsored this seminar with the DFW Hospital Council.

Guest panelists gave presentations on the evolving



Jim Walton

role of their component of the healthcare industry. Speakers included Dr. Jeffrey Canose, chief operating officer and senior executive vice president of Texas Health Resources;

Dr. Jim Walton, president and CEO of Genesis Physicians Group; and Dr. Paul Hain, market president, North Texas, Blue Cross and Blue Shield of Texas.

Oct. 13 and 14

SALES EXECUTIVE ROUND TABLE



Jason Jordan

Jason Jordan, speaker and author of *Cracking the Sales Management Code*, gave a keynote address on Oct 13.

The following day, members of the school's Sales Executive Round Table were invited to a Jordan workshop. The Jindal School's Center for Professional Sales sponsored both events.

Oct. 21

2017 ECONOMIC FORECAST: RESILIENT



Mine Yücel

Texas CEO Magazine and the Jindal School hosted a session of economic crystal ball-gazing at the Dallas Federal Reserve Bank. Top executives, economists and faculty

members gathered to exchange information on how they foresee the coming year unfolding for state and local economies. Speakers included Mine Yücel, senior vice president and director of research at the Federal Reserve Bank of Dallas; Lee Bird, CEO and president of At Home, who addressed the retail outlook; Will Hodges, president of Cadence McShane Construction, who reviewed construction; and Jay (Bud) I. Applebaum, partner at Wingate Partners, who discussed private equity.

Oct. 27

MARKETING LEGENDS



Stan Rapp

Stan Rapp, co-founder of Rapp & Collins (rebranded as RAPP), a direct-marketing agency that rose from startup in 1965 to become one of the top 10 agencies in the world,

is an ongoing influencer. Rapp spoke about the Entangled Marketing™ approach he and Sebastian Jespersen, CEO of the global digital agency Vertic, have developed and introduced in their new book.

Nov. 2

2016 SCHOLARSHIP BREAKFAST



Angel Ruiz

Angel Ruiz, Ericsson's chairman for the Americas, engaged in a conversation with Richardson Chamber of Commerce CEO Bill Sproull about Disruptive Leadership in a Global

Economy at this annual event, the Jindal School's chief fundraiser of the year. As of 2015, the breakfast had raised nearly \$600,000 and funded more than 300 new scholarship awards for Jindal School students.

Nov. 4

POLAND DAY



Aleksander Poniewierski

Different aspects of doing business in Poland were discussed in a one-day off-campus event. Featured speakers included Emil Pietras, Polish representative to the EU; and JSOM

Global Business Advisory Council member Aleksander Poniewierski, managing partner of EY Poland.



Andrew R. Cecil Lecture a Standout Among Many Jindal School 'Super Fall' Special Events

By Glenda Vosburgh

The Andrew R. Cecil Lecture has long had a reputation for prompting both questions about and insights into our collective psyche. This fall the Naveen Jindal School of Management played host to the lecture, which returned to its roots of closely scrutinizing the current state of ethics and social justice in our society.

Enron whistleblower Sherron Watkins added her name this year to an impressive list of campus scholars, business professionals and public officials who have served as headline speakers at the Andrew R. Cecil Lecture Series.

Watkins, former vice president of corporate development for Enron, exposed accounting fraud at the Houston-based energy company that ultimately led to its demise and the sentencing of several of its executives to prison. At the time, it was the largest bankruptcy in U.S. history.



Sherron Watkins

Watkins, who spoke Oct. 26, joins a long list of notable speakers in the 37-year history of the lecture series. It was established in conjunction with and named for the late Dr. Andrew R. Cecil, a Distinguished Scholar in Residence at UT Dallas, who wrote and taught about social justice and ethics in Dallas for 38 years.

He was a speaker at the series every year until his death in 1996.

Teaching ethics is more important than ever, according to Dr. Gregory Dess, an organizations, strategy and international management professor in the Naveen Jindal School of Management, and the Enron case is still relevant because of the lessons it teaches about what can happen when ethical business practices go out the door.

"Before the company's collapse," says Dess, who holds the Andrew R. Cecil Chair in Applied Ethics, "all of the experts were talking about what a well-run company Enron was, and then they learned there were things going on there that caused \$80 billion in assets to evaporate, not to mention the human costs in lost jobs and retirement savings."

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ENRON: TELLING THE STORY TO THE NEXT GENERATION

The focus of Watkins' lecture was leadership and ethics in business, and how the tone set at the top of a company sets the tone for the entire organization.

But in an interview in advance of her appearance, Watkins said she also expected the lecture would also focus on the Enron story.

"Even when I speak on other topics, the audience always wants to hear about Enron," she said. Watkins says her speaking engagements happen because organizations approach her. "I'm not out there marketing myself."

The Enron scandal blew up in October 2001 and dominated headlines for several years. Its downfall also brought down its auditor, Arthur Andersen, which at the time was one of the largest audit and accountancy partnerships in the world.

Enron executives Jeffrey Skilling, former CEO, and CFO Andrew Fastow (who spoke at the annual conference of the Jindal School Institute for Excellence in Corporate Governance last April) and others were sentenced to prison. Chairman Kenneth Lay was convicted on several counts of fraud and conspiracy. He died in 2006, before being sentenced.

Watkins likens the Enron story to the Hans Christian Andersen children's story, *The Emperor's New Clothes*. The story is about two weavers who promise an emperor a new suit of clothes that is invisible to those who are unfit for their positions, stupid or incompetent. When the emperor "dresses himself" and parades before his subjects in his new nonexistent clothes, no one dares to say that they do not see any suit of clothes, until a child points out the emperor is not wearing anything.

"At Enron, we had situations where maybe someone is promoted to a position that is beyond their abilities," Watkins said. "Maybe they don't really know what they were doing, but they think that everyone else does, so they just go along."

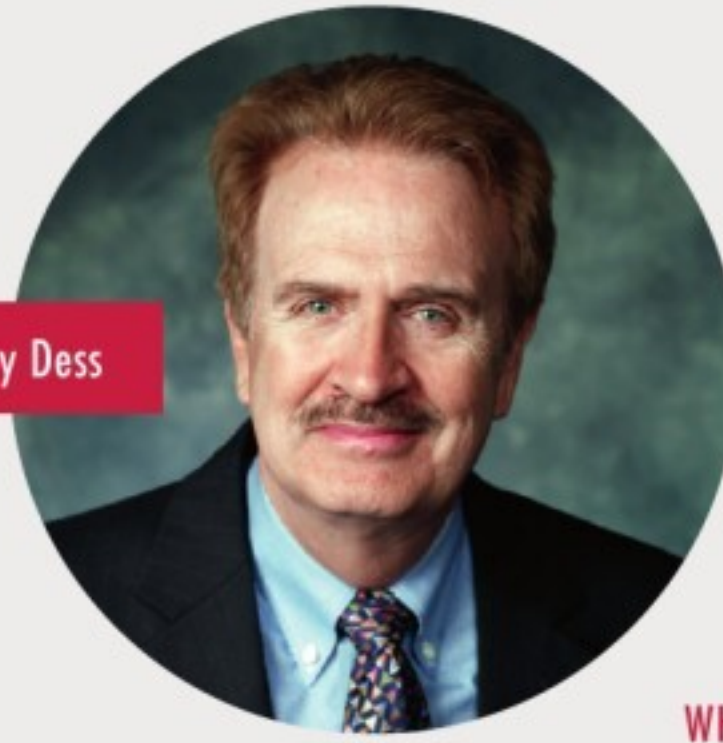
In the years after Enron's collapse, most of Watkins' speaking appearances were for businesses and business organizations, she says. Today, she most often speaks at colleges and universities.

"Even though these students were in elementary school when this happened, enough time has passed for it to now be in their textbooks, and they want to know about it," she says.

The questions she is most often asked by students are, "Why did no one involved in the 2008 financial crisis go to jail?" and "Is Ken Lay really dead?"

"They are also concerned that we really haven't fixed anything since Enron," she says.

Gregory Dess



Part of the lesson of Enron for those in the workforce is to "pay attention to the water-cooler talk," Watkins tells her audiences. "The water-cooler talk at Enron was that the company was going to die young. It wasn't going to last."

WATKINS: NOT THE FIRST WHISTLEBLOWER HEADLINER

Dess, an internationally recognized expert who has been recognized by the Academy of Management Perspectives as one of the top 20 most influential researchers in the field of management, says the Cecil lectures are always well attended, even though they are not held annually.

In 2012, Dess secured JSOM Senior Lecturer of Accounting Richard (Dick) Bowen as the series keynote speaker. Bowen focused on his experience as a whistleblower while he was a senior vice president for Citigroup. The lecture was given shortly after Bowen's story was featured on the CBS television program, *60 Minutes*.

In 2006 and 2007, Bowen repeatedly tried to warn Citigroup management and its board of directors that a large number of the mortgages being bought and later sold by Citi were highly risky and created huge potential risk for the company. His warnings went unheeded, and Citigroup's woes eventually contributed to the collapse of the housing market and the 2008 financial crisis in the U.S.


In 2008, before the collapse, Bowen testified before the Securities and Exchange Commission, warning the commissioners about the fraudulent mortgage securitizations, and in 2010, he testified about his experience before a nationally televised Financial Crisis Inquiry

Commission hearing. He continues to speak out about wrongdoing by big banks.

He is a co-founder of Bank Whistleblowers United, an organization with a stated mission of "holding the elite financial leaders who led the fraud epidemics that caused the financial crisis and the Great

Recession personally accountable and to helping to implement the urgent changes necessary to prevent or at least reduce the frequency and harm of future crises."

In the wake of the Enron collapse and the 2008 financial collapse, laws like Sarbanes-Oxley and Dodd-Frank were enacted with the aim of preventing similar meltdowns in the future, but many challenge whether they have had any positive impact.

"The large banks still have a stranglehold on this country," Bowen says. "Dodd-Frank is driving community banks out of business because they can't deal with the rules. Any sitting president can fix this by restoring the rule of law to banking. That is why I continue to speak out." 

Richard Bowen





RECRUITING TODAY'S STUDENTS TO BE TOMORROW'S BUSINESS LEADERS

BY RAY WILLHOFT

The majority of freshmen entering college today "have never licked a postage stamp, have assumed that Wi-Fi is an entitlement and have no firsthand experience of Princess Diana's charismatic celebrity," according to the Beloit College Mindset List (www.beloit.edu/mindset), which defines characteristics of each fall's entering college class. Knowing that, the Naveen Jindal School of Management's recruitment team has the sometimes daunting challenge of convincing high school students to pursue business studies, often not the first choice for prospective college students. However, the team is responding to the challenge through outreach education and by using the Jindal School's resources.

"We are trying to do two things – provide an outreach component to educate high school students on what business is and recruit students who are interested in attending UT Dallas to the Jindal School," says Chad Decker, JSOM's director of recruitment.



Chad Decker



INITIATIVE 1: GET THEM EXCITED ABOUT BUSINESS

To educate, Decker and his staff have created Biz 101, an interactive presentation that introduces high school students to various business fields, engages them with the subject matter through videos and activities, and excites them about a future in the business world. High school teachers have welcomed the presentation into their classrooms since it focuses more on education and less on recruiting.

"We want to get students talking about business and show them how interesting and fun it can be," says Sherice Hogan, recruiter for the Jindal School and presenter of Biz 101. "Often students think that business is boring, but once we start showing them the different ways you can use business, they become engaged and begin to ask questions."

Another Jindal School outreach effort that began this year is the ITS Academy summer camp, held June 20 to June 24. High school students spent a week on campus interacting with current

Recruiter Sherice Hogan guides high school students at the ITS Academy summer camp through some Biz 101 activities in one outreach effort to introduce them to and interest them in business.



Jindal School information technology and systems (ITS) students and faculty members. Activities included building a functioning computer, learning to safeguard information and "digital identity" and exploring object-oriented programming. Two corporate site visits and an information session on planning a college career in ITS allowed students to explore a facet of business they might not have known existed. They also experienced the Biz 101 presentation and were given a tour of JSOM to familiarize them with the school.

"The ITS Academy summer camp was a way to educate high school students and their parents about the unique opportunity that ITS provides," says Dawn Owens, director of the undergraduate ITS program. "Overall, the summer camp was a huge success. We created a lasting impression on these students and gave them a view into the exciting world of information technology."



Sherice Hogan



**INITIATIVE 2:
GET THEM
TO CAMPUS**



Dawn Owens

**MOST
EFFECTIVE:
DEPLOY
THE NOVAs**



Getting prospective students to campus plays a major role in the recruitment team's second initiative of recruiting prospective students to the Jindal School. The team holds several on-campus events each year, including a DECA Mock Tournament, a banquet for scholarship recipients and, most importantly, Comet Experience. An open house, Comet Experience allows prospective students to meet with Jindal School faculty and staff, explore majors and get a snapshot of student life on campus.

"A prospective student who visits campus is 66 percent more likely to enroll," says Hilary Freeman, Jindal School recruiter and organizer of Comet Experience. "The perception is that UT Dallas is only a commuter school, so when we get prospective students on campus, we are able to show them our residence halls, talk about our Living Learning Communities and convince them that they can have a great college experience here."



Equally important is getting the parents of prospective students to campus in order to address their concerns and show them the smart investment they will be making in the Jindal School. "Both students and parents are involved in the process of choosing a college," says Decker. "Prospective students know how to find the information they want online, so our job is to show them and their parents all of the features, benefits and resources we offer that will help them be successful."

Perhaps the most effective tool employed by the recruitment team is current Jindal School students, who serve as student ambassadors called NOVAs. The NOVAs assist with events on campus and conduct Executive Tours of the Jindal School, which allow prospective students to customize a schedule for a visit based on their interests, questions and intended major. Having recently gone through the college selection process themselves, the NOVAs are able to relate to the prospective students and address their concerns using their own experiences.

"UT Dallas wasn't initially on my radar when I started looking at colleges," says Rebecca Raymond, accounting/business administration major and NOVA. "But, when I learned that the University offered attractive scholarships, a great location with internship and career opportunities and a small-school feel with big-school resources,

I knew it was the perfect fit for me, and that's what I tell prospective students." Finding that perfect fit is a major concern for high school students. "In choosing UT Dallas, I had to ask myself: Do I fit in here and see a future at this university?" says Sam Rajan, accounting

junior and NOVA. "Prospective students want to know if they will fit in, so I tell them about the different student organizations and all of the interactions and experiences you get to have."



"What impressed me about the Jindal School, and what I convey to prospective students, is the massive growth that has taken place," says Chad Fiorentinos, marketing junior and NOVA. "It's important for prospective students to know that the school is going somewhere, and that they can be a part of it. I tell them to think about where the school can take them — not just in four years, but beyond — into their careers. Everyone here helps to prepare you."

The Jindal School recruitment team's efforts have been successful, as evidenced by the increasing enrollment the past few years, but the team continues to push forward with new ideas.

"Since fall 2012, the number of applications that the Jindal School has received from outside of the DFW Metro area has grown by 77 percent, and the number of students enrolling from outside the DFW area has increased by 97 percent," says Decker. "We are always interested in having a diverse campus, so we're looking to recruit more heavily from Austin, Houston and several places in Oklahoma. We are constantly adopting new ideas and refining our processes to continue to bring great students to the Jindal School."



Hilary Freeman



IT Know-How: Approachable, Attainable — and Maybe Even Comfortable |



By Eric Butterman

Getting ahead in business often means delving into information technology and systems beyond some people’s comfort zone. That can lead to confusion mixed with those painful feelings of intimidation and frustration. Just because students dream of making deals and taking meetings, doesn’t mean they also summon images of writing code. The Naveen Jindal School of Management is out to pull the curtain back so that IT knowledge is approachable, attainable — and maybe even comfortable.

New Class Offers Website Building Skills |

Vivek Arora, JSOM director of Web and Social Media Services, launched a new undergraduate course last summer to empower online trailblazing in business. Web Design and Development for Business Applications deals with one of the largest barriers a businessperson can face — building a truly professional and helpful website. Arora, who joined the Information Systems Area faculty as a senior lecturer this past June after previously having served as an adjunct, earned his MS degree in computer science from UT Dallas and his BS in computer science from Maharshi Dayanand University in India.

© ALEXANDR PASTUKHIN/ISTOCK

"It's a huge advantage when you're not scared off by a website you need to build for a business or company," Arora says about the career-building rationale behind the course. "You want students to see it as an opportunity and not something to avoid. I wanted to give the class a true understanding on how Web pages are built and creating those Web pages. Learning HTML and CSS (cascading style sheet) will give students the confidence to make websites work for them."

In the first class, he was surprised by how many students were starting from scratch.

"But we'll build their knowledge, and one highlight will be presenting a website near the end of the semester," he says. "It's been fun to see students becoming more and more comfortable with the material."

The class also looks at search engine optimization and analyzing Web page visits and making changes based on analysis.

"There are many tools for creating websites now that are drag and drop, but understanding what goes behind the scenes is important," Arora says. "If they find themselves working on something in the real world that others created, they would now have an easier time making changes that they think would be beneficial. This can help email marketing, social media marketing, website creation and more."

Course feedback has been encouraging. "Some have designs on even more complex know-how with websites they'd like to launch," he says. "The idea is to provide a strong base."

A New Set of High-Tech Tools |

Kashif Saeed, a senior lecturer at JSOM, also is out to make a teaching impact with a high-performance analytics class that he created and debuted last spring semester. Partly based on in-memory tools used for databases or business intelligence, the other portion of this master's level course focuses on the architecture of business-intelligence tools.

"The course covers QlikView and SAP HANA because of the demand these tools have in the job market," Saeed says. "In addition, the business-intelligence concepts that I cover in the class are things that I learned when I worked as a business-intelligence architect. Learning these concepts will allow the students to showcase



Kashif Saeed




Teammates Austin Endo (left) and Rakshit Bankar demonstrate their final projects to the class.

their understanding in business intelligence when they interview for jobs."

QlikView work starts with the basics, such as data exploration and data modeling. The class, which has a business data warehousing class prerequisite, later has students build two dashboards. For SAP HANA, part hardware, part software — an in-memory database server that can perform advanced analytics — the focus is on areas such as pivot tables and creating views inside the program.

Saeed, who holds an MS in computer science from the University of Houston and a bachelor's degree in electrical engineering from the NED University of Engineering and Technology in Pakistan, is the new director of the MS in Business Analytics program. "I'm looking to enhance the program offerings in Big Data and data science areas," he says. "Once approved, the new offerings will result in more jobs and internships for the students. I'm also working on several new initiatives that will help my students tremendously."

But Saeed is impressed with what the program already offers. "Among the positives are the talented student base and the way the program has structured the elective setup," he says. "It has six core courses, and then students can take different courses from different elective tracks — marketing, finance, healthcare, operations and more. These electives make the program very well-rounded and, along the same lines, I'd like to add the data science elective track to the offerings."

Saeed also says he is thrilled about having a chance to be more involved with students. "I've always enjoyed interacting with students. I came to the United States as an international student myself, and I can relate to the difficulties the students go through. Most of my students have my cell number, and they call me about picking offers or having interviews," he says. "I want my students to know that I am always available for them." 



IIE BRANCHING OUT WITH BLACKSTONE LAUNCHPAD

By Donna Steph Rian



JEREMY VICKERS

Promoting entrepreneurship by providing education, business tools, management skills and mentoring programs is an integral part of the Naveen Jindal School of Management’s focus. The school also serves as home base for the Institute for Innovation and Entrepreneurship (IIE), a campus-wide initiative that supports students and faculty with entrepreneurial training and resources.

This fall, a highly esteemed, nationally recognized entrepreneurial program debuts at UT Dallas, funded by a \$1 million,

three-year grant to the IIE from the Blackstone Charitable Foundation.

The grant funds Blackstone LaunchPad, a cross-campus entrepreneurship program designed to introduce entrepreneurship as a viable career path and develop entrepreneurial skills and mindsets through individualized coaching, ideation and venture creation support. The program supports and mentors students, staff and alumni — regardless of major, experience or discipline. UT Dallas is one of three universities in Texas — and the 20th in the nation — to receive funding for the program.

It was developed as part of the Blackstone Charitable Foundation’s Entrepreneurship Initiative and modeled after a successful program at the University of Miami. Currently available to more than 500,000 students, all the launchpads are designed to help drive economic development in communities around partner universities, increasing the likelihood that students remain and develop their

ideas within those regions. They also prepare students to enter the workforce with a flexible, entrepreneurial mindset.

“Blackstone LaunchPad will create a new physical location where students can collaborate, work on ideas and have access to mentorship from peers and entrepreneurs from the community,” says Jeremy Vickers, IIE executive director.

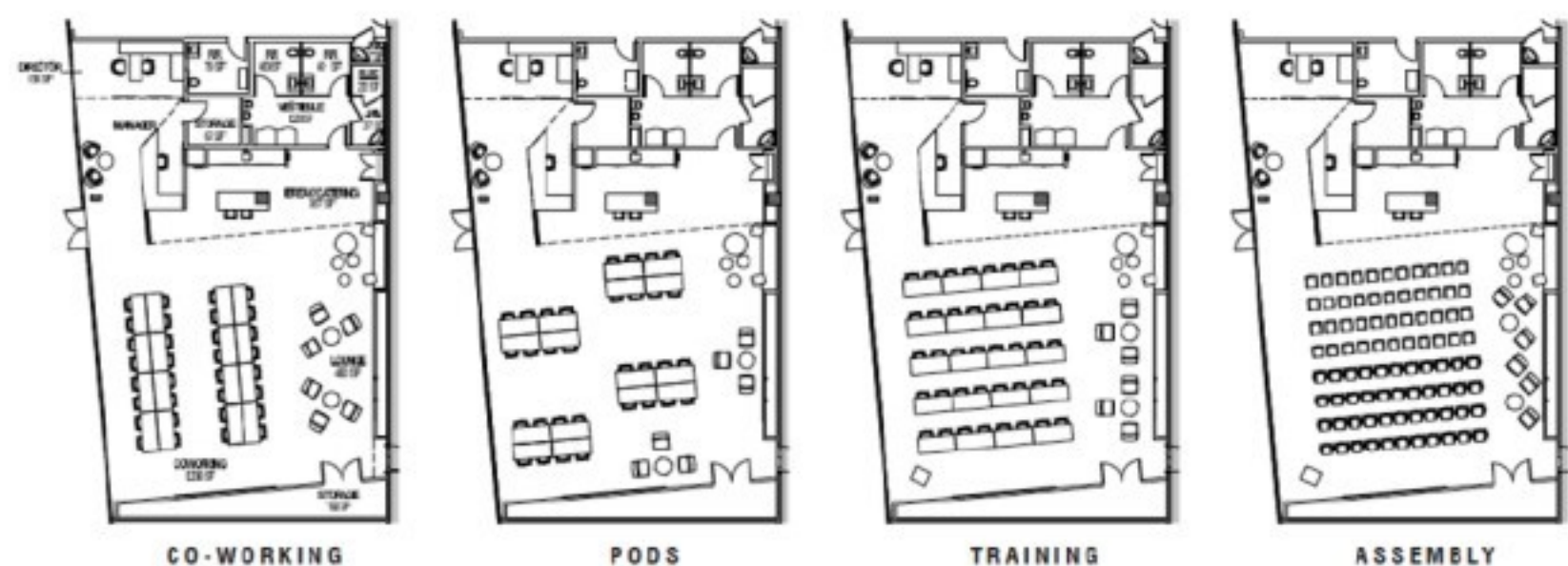
Besides newly hired Program Director Bryan Chambers, Blackstone LaunchPad “will add another full-time staff member to promote and engage students in developing their entrepreneurial ideas,” Vickers says.

“Blackstone LaunchPad additionally will give us access to a cloud-based collaboration software system called VentureBoard, a national network available through Blackstone that will allow students to collaborate with peers...and have access to...resources to assist them with their entrepreneurial endeavors.”

Blackstone LaunchPad will be housed in 2,500 square feet among retail spaces on the ground floor of Parking Structure 3 (PS3) on the north side of campus. Blueprints depicted below show various ways the space can be configured. It is expected to open early next year.

“It will be place where entrepreneurship happens on campus. Where people who have ideas can get advice. Where entrepreneurs can work with others. Where the Entrepreneurship Club can meet and hold events,” Vickers says. “JSOM offers a robust academic program through undergraduate minors and concentrations, and an MBA and MS through the IIE. We have a series of startup programs that assist students in going from the idea phase to the physical launch of their own business.

“Blackstone LaunchPad will work hand-in-hand with the Jindal School and other schools on campus,” he says.



NEW CHAIRMAN WELCOMES TWO NEW MEMBERS

{ by Eric Butterman }



Jindal School advisory council member Ray Hemmig (left) stepped into his new role as chairman at the Sept. 14 meeting of the group, which welcomed new UT Dallas president, Dr. Richard C. Benson, as a special guest.

Recent changes in the Naveen Jindal School of Management Advisory Council begin at the top. Ray Hemmig, a council member since 2012, succeeds Steve Penson as chairman. Penson, who advanced from regional manager of Austin Commercial, the building arm of Austin Industries, to vice president during his tenure as chairman, remains on the council. Hemmig welcomes two new executives, Matthew Zuraw and Curtis Ludwig.

RAY HEMMIG: SEEKING BROADER IMPACT

Ray Hemmig has a track record for recognizing an opportunity. Though it was a risk to leave his position as COO of Hickory Farms of Ohio, Hemmig relocated to Dallas in 1980 to join, as vice president of operations, what was then only an eight-restaurant company. You know it as Grandy's. He later formed a consulting company and became an investor in a restaurant with only two units. You know it as On the Border.

In 1988 he joined a small investor group to acquire a 34-unit financial services chain from Associates Corp as its chairman and CEO. That was Ace Cash Express.

In 1994, he invested in a four-store California retailer and helped form its board of directors. That was Restoration Hardware.

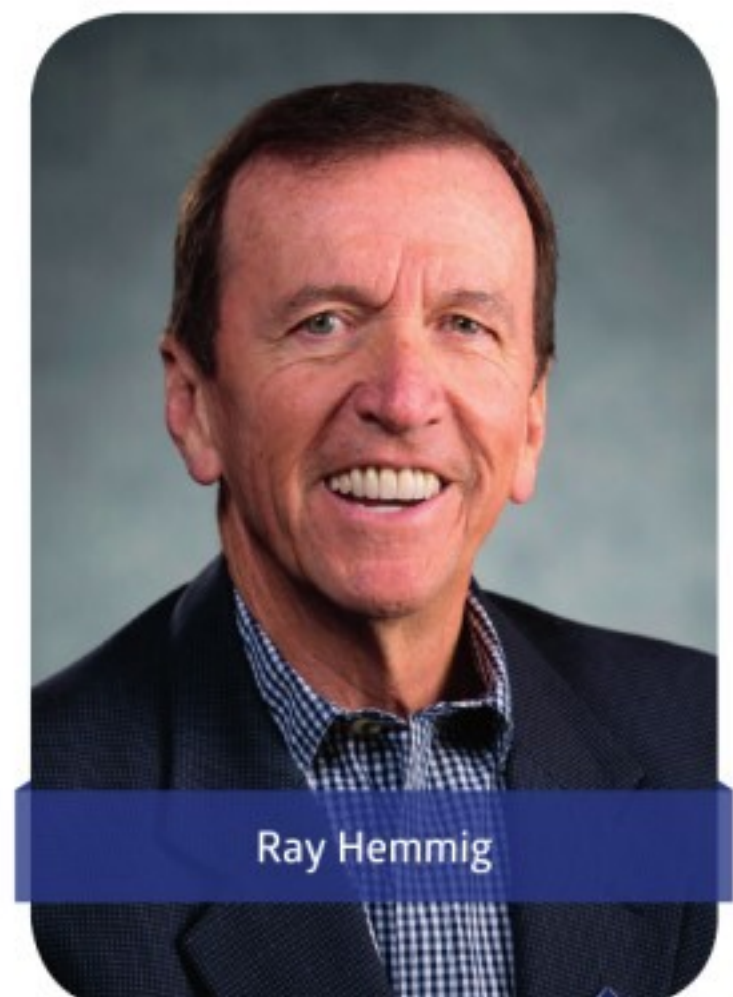
In 1995, he founded the first licensed small-business investment company focused on the retail and restaurant industries, Retail & Restaurant Growth Capital.

Hemmig feels becoming chairman of the Jindal School advisory council is yet another strong opportunity. The late JSOM professor Constantine (Connie) Konstans (1935-2013) "had the vision to focus on corporate governance in education. That really resonated with me, and I got involved with UTD through Connie's actions in this area in 2009," Hemmig says. "I see this new opportunity

as a chance to have a broader impact when it comes to the Jindal School of Management.... I have learned just how many terrific benefits the school provides to both students and the community."

Hemmig says his goals for the council include continuing to improve the state of internships and employment opportunities for its graduates, along with further growing the Jindal School's place in the business community through engagement of relevant business and thought leaders with UT Dallas.

"The council has already accomplished many things in its history, and we have to continue the council's primary role, which is the promotion of UTD and JSOM," he says. "It's important for the school to continue its rise nationally, but there are so many local opportunities within the DFW area. I want to encourage advisory council participation that can create connections with people who need the immense talents our students



Ray Hemmig

have to offer; along with helping the AC continue to engage the members in helpful classroom involvements; and enhance the inroads for opportunities for undergraduate and graduates alike...to help make the path easier for JSOM alumni to recognize and realize their own exciting opportunities and careers."

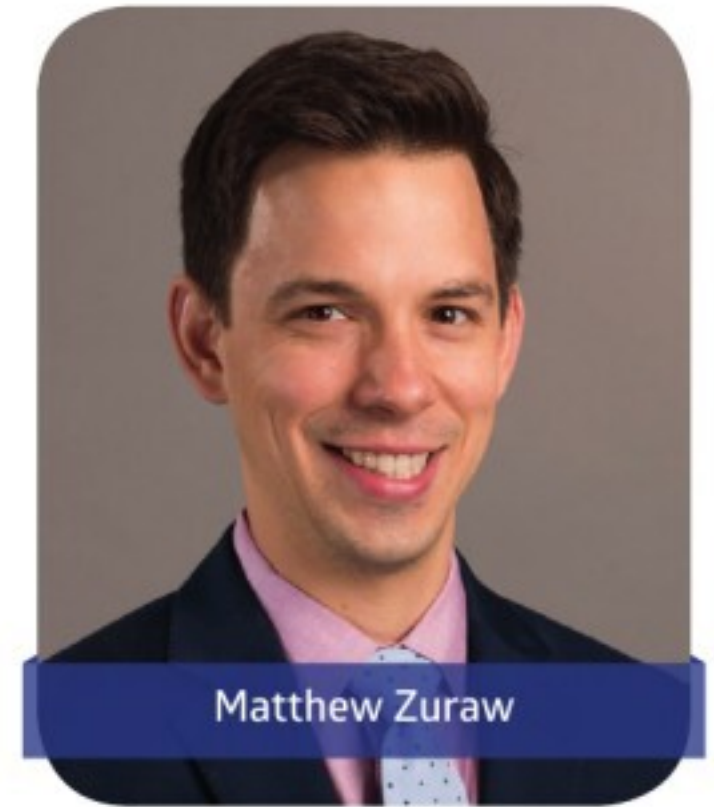
MATTHEW ZURAW

Starting with GEICO as an intern, **Matthew Zuraw** has taken advantage of his many opportunities with this insurance leader. Stops along the way have included product manager in the Washington, D.C., office, director of customer sales and service for the Iowa office, overseeing 450 workers, and his present role, underwriting assistant vice president.

In this position, he is responsible for profit and loss and growth for his region, covering many states, including Texas and reaching to the Dakotas, responsible for just under a thousand associates in all.

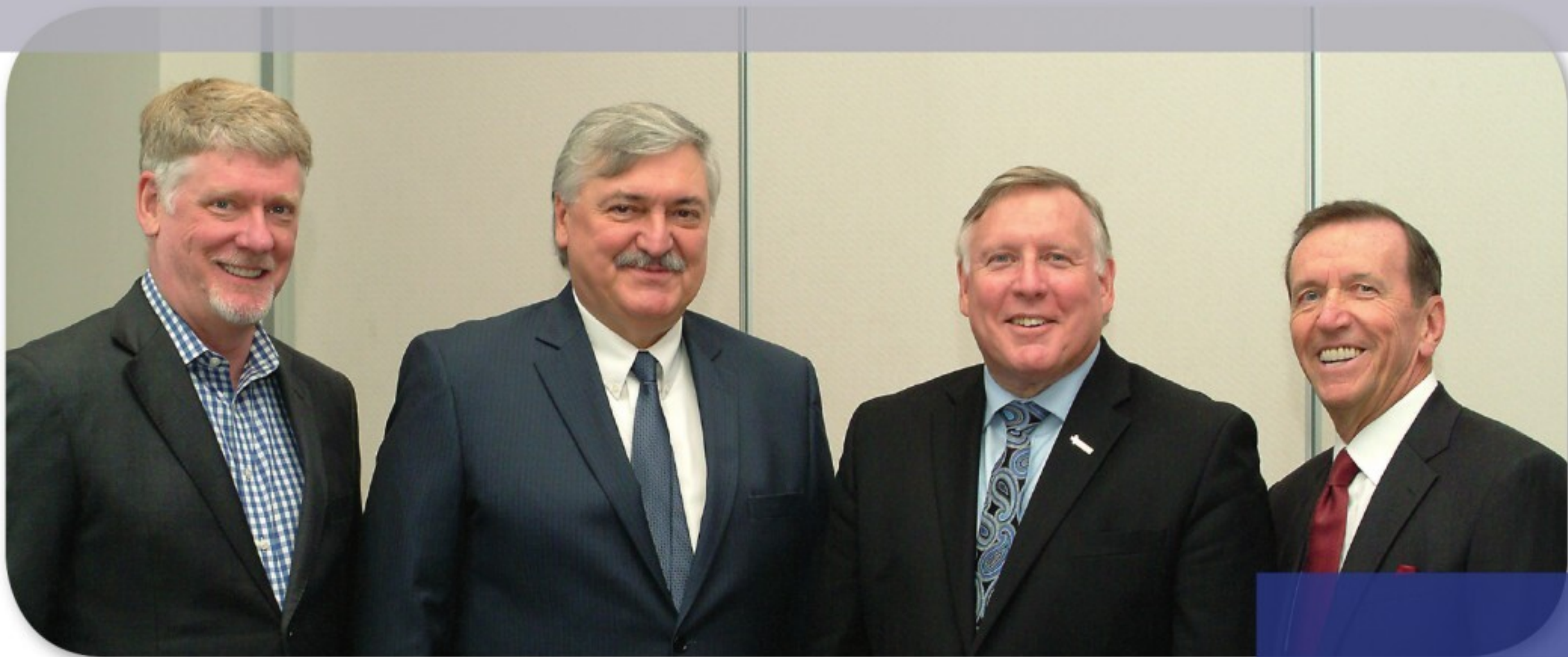
With his office having moved to Richardson, Zuraw sees council membership as a chance to further improve ties. "We are practically in each other's backyards, and we have grown our focus in our hiring efforts around The University of Texas at Dallas," he says. "GEICO and the school have similar philosophies in how we approach business — we believe in helping the leadership of individuals and finding valuable experiences to help them grow. We're also interested to see what students are up to in areas such as healthcare and risk management."

GEICO recently awarded two \$2,500 GEICO Achievement Awards to



Matthew Zuraw

NEW BEGINNINGS AND A HEARTFELT THANK YOU



Above: (From the left) Outgoing Jindal School Advisory Council Chairman Steve Penson, Dean Hasan Pirkul, UT Dallas President Richard C. Benson and incoming Jindal School Advisory Council Chairman Ray Hemmig at the Sept. 14 council meeting

Left: Ray Hemmig (left) is welcomed into the chairman's role by Dean Pirkul.

Right: Dr. Benson, officially the new UT Dallas president since July 15, recapped for council members some of his first impressions and plans to move forward.

JSOM students.

The company was “thrilled to recognize two outstanding students for their accomplishments,” Zuraw said at the time. “We are proud to be a workplace where achievement matters the most.”

CURTIS LUDWIG

Although he was educated in accounting at TCU and passed the CPA exam, **Curtis Ludwig** has spent the majority of his career in talent acquisition. He began on the agency side with Robert Half International, where he spent 15 years, ultimately becoming metro market manager in Dallas. He continued on the agency side for several years with Hudson Global Resources and Vaco.

Starting out at Ericsson as an internal recruiter, he later oversaw university relations in North America and last year became global university relations program manager, in charge of all campus activity.

“My philosophy towards my current role is that it’s my job to bring in the next generation of leaders and innovators into Ericsson,” he says. “The best part is the interaction you get to have with the students from working with them when they’re interns and hearing them discuss their ideas.”

Part of the reason Ludwig is excited to join the advisory council is to learn more about JSOM students and their unique visions. “This allows us to be even more connected to a top university like The University of Texas at Dallas,” he says. “Ericsson is a leader – and we see the school in the same way.”



Curtis Ludwig



Left: Steve Penson (left) accepted Dean Pirkul’s congratulations for a job well done.

Right: Associate Dean Diane McNulty (left), who recruited Penson for the chairmanship, offered her thanks.

Below: Benson and the council’s leadership transition attracted a sizable turnout of council members as well as school faculty and administrators.





Above: Led by Assistant Director of Executive MBA Programs Rhonda Bush (far left, middle row) and Academic Director of Executive MBA Programs David Springgate (center), the GLEMBA Class of 2016 visited the Head Held High Foundation in Bangalore. Center: School alumnus and benefactor Naveen Jindal (center) talked with incoming JSOM students at a reception in Delhi. Right: Assistant Dean for Development and Alumni Relations Erica Yaeger (far right, bottom row), a JSOM MBA graduate, joined fellow alumni in doing the Whoosh, the UT Dallas signature sign, at the reception in Bangalore.

TRIPS TO INDIA STRENGTHEN NATURAL CONNECTIONS

By Harriet L. Blake

Last April, Erica Yaeger, Naveen Jindal School of Management assistant dean for development and alumni relations, spent a week in India, cultivating alumni there as well as welcoming incoming students.

In all, students from India account for 26 percent of those enrolled in Jindal School graduate programs. And the school is named for Indian industrialist, former member of Parliament and education advocate Naveen Jindal, a 1992 MBA graduate.

Yaeger's mission was to strengthen alumni relations and promote the status of UT Dallas as a global education leader, something she also did on a 2015 trip to China. Yaeger says 30 percent of UT Dallas graduate students are international, most coming either from India or China.

Dr. Kyle Edgington, the University's associate vice president for development and alumni relations, joined her in Delhi. They hosted three receptions in the cities of Delhi, Hyderabad and Bangalore.

"Our purpose," Yaeger says, "was to bring the alumni and incoming students together; to update them on campus activi-

ties; and to introduce incoming students to each other."

At about the same time, Dr. David Springgate, the founder and academic director of the Jindal School's Executive MBA program, took the Global Leadership Executive MBA Class of 2016 to India to meet leaders of many of the country's largest companies. The two groups intersected at the receptions in Bangalore and Delhi.

Naveen Jindal also joined the groups at the Delhi reception, where he talked about the impact UT Dallas had on him. While at UT Dallas, he served as student government president and earned the Student Leader of the Year Award.

Yaeger says the receptions were well-attended. About 60 participants came to each event, and more than half of them were incoming students and their families.

"Many of these students have never been to the United States," she says. "We had lots of questions on American culture, housing at UTD and student life in Dallas, Texas."

Many were particularly interested in the campus Indian Students Association, she adds.



A FIRSTHAND VIEW OF MODERN INDIA'S ECONOMY

Springate's 10-day India visit was an international study tour for the 10 students who made up the 2016 GLE MBA class. Their first visit was to the Federation of Indian Chambers of Commerce and Industry, where developments during the last 20 years were recounted to them by the organization's chairman, a former Springate student.

The class also went to:

- Maruti Suzuki, the largest car manufacturer in India
- Lightspeed Venture Partners
- Jindal Steel Group
- Fluor Daniel India, a well-known international project management group
- Safran, a French company that makes aircraft and electronic parts
- Flatworld Solutions, an Indian outsourcing company
- Strides Shasun, a pharmaceutical manufacturer
- Artemis Hospital, a privately owned institution that attracts many international transplant patients; and
- Head Held High Foundation, a not-for-profit that helps educate rural Indian youth and find them meaningful work.


At Jindal Steel Group, Naveen Jindal talked about the business environment in India. He also helped arrange for the students to see the Indian Parliament in action.

The study trip took a lot of planning, Springate says. Fortunately, several target companies already had a connection to the Jindal School. At Safran, one of executives was an Executive MBA alum. At Flatworld Solutions, the CEO was a friend

of one of the students. Two other introductions were made by members of the school's advisory council.

"My goal for the trip," says Springate, "was to show my students what is happening in the high-tech area of India, much of which is centered in Bangalore. In New Delhi, we visited venture capital, government and more traditional companies, such as the steel, auto and program management industries."

"The idea was to see and talk about modern India as we saw significant segments of their economy firsthand," he says.

UT Dallas' attraction for Indian students is a natural, Springate says. "In Dallas, we've got a lot of high-tech IT companies. This has led many Indians to make their home in Dallas. There is a lot of word of mouth happening. Prospective students know people who have attended UTD and have heard of the school's reputation." 



UT Dallas travelers gifted Naveen Jindal with a commemorative UT Dallas license plate. The plates, available for use on vehicles in Texas or as a specialty souvenir, became available early this year.

ENDOWED CHAIR APPOINTEE TOPS LIST OF NEW FACULTY

By Jill Glass and Jeanne Spreier

A marketing professor, Dr. Sanjay Jain, this fall completed the roster of four professors appointed as O.P. Jindal Distinguished Chairs. Jain, whose bio follows below, joins Professor of Managerial Economics Gary Bolton, Professor of Finance Vikram Nanda and Professor of Organizations, Strategy and International Management Mike Peng. Alumnus and school benefactor Naveen Jindal, MBA 1992, created the chairs in June 2011. Their endowments support the research and scholarly activities of the four appointees.

Jain's appointment brings to 25 the number of Jindal School faculty serving in named and endowed posts. He joins 14 other faculty members new to the school. In all, the Jindal School now employs 287 full-time and adjunct faculty members.



SANJAY JAIN joins the Jindal School as the O.P. Jindal Distinguished Chair of Marketing. Previously, he was a professor of marketing and holder of the JCPenney Endowed Chair in Marketing and Retailing Studies at the Mays Business School at Texas A&M University.

Jain served at TAMU from 2006. Prior to that, he held appointments at the University of Maryland and at Purdue University.

He earned his PhD in marketing at the University of Arizona and a bachelor's degree in industrial engineering from the Indian Institute of Technology Roorkee in India. His research interests are in the areas of competitive strategy and experimental game theory.

"I am particularly interested in understanding how consumer psychological and sociological phenomena can affect a firm's behavior," Jain says.

Jain's research has been published in the *Journal of Marketing Research*, *Marketing Letters*, *Marketing Science* and *Management Science*. His work was a finalist for the INFORMS Society of Marketing Science Long-Term Impact Award in 2011. He also was the winner of the INFORMS Society for Marketing Science Practice Prize in 2009, and he was awarded the Outstanding Service Award from *Management Science* in 2009, 2010 and 2011.

Jain is associate editor for *Management Science* and *Quantitative Marketing and Economics*. He sits on the editorial review board of the *Journal of Marketing Research* and *Marketing Science*. He will be teaching Marketing Management in spring 2017.

"UT Dallas is a dynamic school with a focus on high-quality research. I am excited at the possibility of interacting and collaborating with colleagues who share my passion for research," Jain says.



AMIT MEHRA, an associate professor in information systems, arrived at the Jindal School in January. He already is impressed with the students he has met here. "The students at UT Dallas are very curious and interested in learning," he says. "I get so many emails from students who are interested in analytics and interested in knowing more."

A decade ago, Mehra earned his PhD in computers and information systems with a minor in management science from the Simon School of Business at the University of Rochester. That degree led him to research in business opportunities and challenges "that are coming with connectivity-on-the-go and increasing use

of analytics, especially real-time analytics.”

This combination is making it possible to personalize services to individuals in myriad different ways that could not be done before. “I am studying the business implications of these technological changes, such as personalization of display advertising, personalization of education and showroom behavior of customers,” he says.

Prior to his Jindal School appointment, Mehra was at the Indian School of Business in Hyderabad. “I really enjoy working with the industry to make my teaching and research more relevant and accessible,” he says. “At ISB, I created an industry-academia conference called the Digital Summit, where scholars and practicing managers would come together to discuss how connectivity and analytics were driving the new economy. It was indeed very satisfying to create this successful industry-academia interface.”



After working as an audit senior with Deloitte for three years, **NATHAN GOLDMAN** decided

to return to school in 2012 to start work on his PhD in accounting, which he earned at the University of Arizona last May.

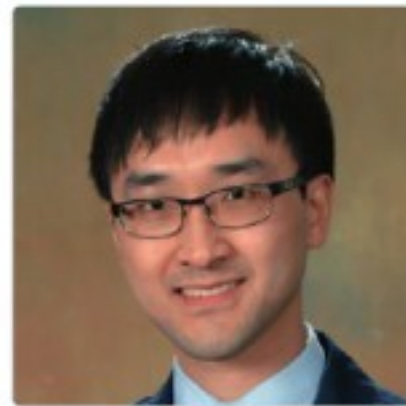
However, it was his Deloitte experience that influenced his research into corporate taxation, financial accounting and auditing. “I became interested in this line of research through my work...specifically, the time I spent auditing income taxes for my clients,” he says. “My interest in researching taxation heightened while learning from my adviser, Dr. Dan Dhaliwal, who is a leading researcher in the field.”

Goldman, who is a Jindal School assistant accounting professor, had his first two research studies published in *The Accounting Review* and *The Journal of the American Taxation Association*.

He also was selected by the University of Arizona Eller College of Management Student Council for excellence in teaching. He also was

selected by the American Accounting Association to be its PhD student representative to the European Accounting Association. He is a CPA in North Carolina.

“I am excited to return to my hometown of Dallas,” he says, “and to teach at such an excellent and up-and-coming university.”



SHOUQIANG WANG, who joins the Jindal School as an assistant professor of operations management,

realized when he was an undergrad studying mathematics and economics that he wanted to do research in an area that allowed him to explore the “power and beauty” of the math behind analyzing business models. That desire led him to his doctoral studies in the Duke Fuqua School of Business Decision Science program, “one of the few places in the world that uniquely consists of diverse enough intellectual capacity to provide what I wanted,” Wang says.

That is where he became serious and determined to pursue strategic decision-making problems in business sectors as his area of research. Now he is at UT Dallas teaching Spreadsheet Modeling and Analytics, and Quantitative Introduction to Risk and Uncertainty in Business.

Previously, Wang was an assistant professor in the Department of Management at Clemson University.

Wang earned his master’s degree in statistics from Duke University and received dual bachelor’s degrees in mathematics and economics from Peking University.

Something that excites Wang about teaching at UT Dallas is: “Diversity, diversity and diversity!”



KEITH THURGOOD, a retired U.S. Army major general and most recently president of MedAssets’

Spend and Clinical Resource Management, is starting his third career — this one in higher education. Thurgood is wearing several hats at Jindal School as he fills the role of director of the MS in Healthcare Leadership and Management for Healthcare Professionals program in Executive Education and as a professor in marketing and in entrepreneurship.

These are roles he eagerly assumes. “When I see the ‘aha’ moment in a student who has connected the dots, developed a point of view based on that moment, and then seeks to teach others — that makes me smile,” he says.

Thurgood earned his doctorate in organizational development and leadership in 2008 from Capella University. Prior to that, he earned a master’s degree and an MBA.

Leadership development, trust and collaboration are areas of research. “Leaders are needed at every level of organizations,” he says, “more specifically, leaders of character that deliver sustainable results. I’ve seen the need for effective leadership at senior levels of the U.S. government, large and small for-profit entities and not-for-profit organizations.”



CHING-CHUNG KUO joins the faculty as a clinical professor of operations management and director of

the BS in Supply Chain Management program.

Most recently a professor of operations management and director of the supply chain management undergraduate program at the University of North Texas, Kuo is teaching Supply Chain Management and Quantitative Introduction to Risk and Uncertainty in Business this fall and next spring. He also is teaching Prescriptive Analytics this semester and

Purchasing, Sourcing and Contract Management in the spring.

Kuo earned a PhD in industrial engineering and management sciences from Northwestern University. He also holds an MBA in management science from Tamkang University in Taiwan and a BBA in industrial management science from Cheng Kung University, also in Taiwan.

His main area of research is in mathematical modeling and solutions of problems in the private and public sectors. "It is always challenging to develop optimization models for decision problems in manufacturing, service as well as governmental organizations," he says. "It can be a very rewarding experience if and when the solutions are obtained to help engineers, managers and policymakers make good decisions."

Highlights of his career include receiving the Honor Professor Award for outstanding teaching from UNT and four best-paper awards from professional organizations.



JEFF WEEKLEY joins the Jindal School faculty as a clinical professor in Organizations, Strategy and International Management. He is spearheading the efforts to launch a new human resource management program.

Weekley is returning home, in a way, as he earned his doctorate in organizational behavior at UT Dallas in 1986. He earned BS and MS degrees in psychology from Texas A&M University. Most recently, he was the global leader for talent management at IBM Kenexa. Kenexa is part of IBM Smarter Workforce, which offers products to recruit, onboard, gain analytic insights and engage employees.

"I enjoy helping others learn and grow, so the opportunity to start a program enabling people to learn about human resource management was a terrific fit," he says. His research focuses mostly on talent acquisition issues, "particularly in the realms of situational judgment testing, interviewing, faking, and talent

flows through organizations."

Weekley was named a fellow of the Society for Industrial/Organizational Psychology. He is teaching several organizational behavior classes in the fall and spring, including Organizational Behavior and Talent Acquisition and Management.



As clinical assistant professor in Information Systems, **RUSSELL R. TORRES** has a full plate this fall

teaching undergraduate and graduate classes in information technology, database management and business analytics.

"I particularly enjoy the opportunity to connect my students with business leaders across multiple industries," says Torres, who most recently was a visiting assistant professor at the University of Mary Hardin-Baylor.

Torres, who last year completed his doctorate in business computer information systems at the University of North Texas, focuses his research on organizational impacts of business intelligence and analytics. "I spent a considerable number of years in industry helping organizations modify their business processes to exploit new opportunities," he says. "As I considered how companies became aware of such opportunities, I developed a deep interest in business intelligence and analytics as a means to monitor the organizational environment."



CHRISTINA (KRYSTA) BETANZOS, who joins the accounting faculty as a senior lecturer, has professional interests that fall in the intersection of accounting, law and communications.

Betanzos has been an adjunct faculty member for several years at the Jindal School. She has taught business law courses involving a wide variety of topics including contracts, torts and constitutional law. She also has

taught the graduate Accounting Communications course. In 2014, she was the recipient of the Jindal School's Outstanding Teaching by an Adjunct Faculty Member Award. She comes onboard to teach business law and business communication to graduate and undergraduate students.

An avid tennis player, Betanzos is a member of governing boards at Brookhaven Country Club and Tennis Competitors of Dallas. She has practiced law with several area firms as well as having a solo practice. She earned a BS from The University of Texas at Austin, an MBA at Vanderbilt University and her Juris Doctor degree from SMU.



JULIANN CHAPMAN, senior lecturer of finance, is excited about teaching at UT Dallas because

it fits closely with her diversified background in teaching, real estate and financial planning. A certified financial planner, she also holds a Texas real estate broker's license, and insurance agent and securities licenses in Texas and many other states. She has been a financial advisor with The Legacy One Group, helping clients with investments and planning for retirement, since 2004.

"I typically work with folks at the end of their financial earnings path. What a privilege to help influence students who are just beginning their journey," Chapman says. "I believe strongly in preparing students for the myriad of practical personal financial issues they will face upon graduation."

Chapman earned a BS in business administration from Texas Tech University and an MBA from Louisiana Tech University. While at Sunset High School in Dallas, she says she taught the first business management class taught in Dallas.



VIVEK ARORA, director of the Jindal School's Web Services and Social Media, has taken on an

additional role, senior lecturer of information systems. He is once again teaching Web Design and Development for Business Applications, an undergraduate course he introduced last summer (see *IT Know-How: Approachable, Attainable – and Maybe Even Comfortable* on page 12).

Arora earned BS and MS degrees in computer science, the BS from Maharshi Dayanand University in India, and the MS from UT Dallas.

Passionate about planning, designing and developing applications to enhance a high-quality user experience, Arora leads Web- and mobile-application development projects from conceptualization to launch and manages day-to-day operations of the Web services team.

He is enthusiastic about his new classroom role. "My teaching philosophy is to teach students with dignity and create a fun and student-centered learning environment," he says. "My classes will be interactive with lots of in-class exercises to make sure students get enough practical knowledge."



KASHIF SAEED joins the Jindal School as a senior lecturer in information systems and director of the

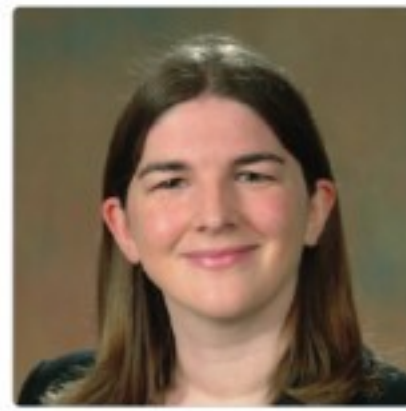
MS in Business Analytics program (see *IT Know-How: Approachable, Attainable – and Maybe Even Comfortable* on page 12).

"Nothing gives me more satisfaction than helping my students," he says. "Although awards are important, a word of appreciation from my students is bigger and more satisfying than any award that I can ever receive."

Saeed previously served as an adjunct and received the 2015 Outstanding Teaching by an Adjunct Faculty Member Award. Off campus, he was data architect/business intelligence architect at Parkland Hospital in Dallas. He holds an

MS in computer science from the University of Houston and a bachelor's degree in electrical engineering from the NED University of Engineering and Technology in Pakistan.

Graduate students are able to tap into Saeed's experience in one of the classes he is teaching in business data warehousing, high-performance analytics or in his analytics practicum. "Teaching is my passion," he says, "and I get a sense of accomplishment when I see my students grow in their careers."



KATHRYN LOOKADOO joins JSOM's growing Business Communication department faculty as a senior lecturer. She

is teaching sections of Business Communication and Advanced Business Communication classes.

She is a true communications junkie, having earned an undergraduate and master's degrees in communication with plans to complete her doctorate in the same discipline this fall at the University of Oklahoma.

Her research focuses on risk and health communication and persuasion within mass media, particularly in entertainment. "As an avid television watcher, I have always been interested in how I connect to certain characters," she says. "People actually study these connections... and how they can positively impact attitudes and behaviors. I love the idea that something entertaining can be educational as well."

Lookadoo is returning to the area where she grew up. "I've always known about UT Dallas' excellent reputation," she says. "I look forward to being part of the vibrant and growing campus. Go Comets!"



SARAH E. MOORE has been teaching Rhetoric and Masterpieces of World Literature classes as she works

to complete her doctorate in Humanities – Studies in Literature at the UT Dallas School of

Arts and Humanities. She anticipates completing that degree next spring.

At JSOM, where she is a senior lecturer, Moore teaches and serves as co-coordinator of the Professional Development course offered in Business Communication.

"As a UT Dallas alumna, I am aware of the University's commitment to excellence... I particularly admire the foundation set for the Business Communication courses as they target a real, practical need, and they provide skills that students can immediately implement," she says.

UT Dallas is a family affair for Moore. "Personally, I am proud to have finished graduate school while having two wonderful children and supporting my husband as he finished his master's degree in criminology at UT Dallas while working full time in law enforcement."




YING (AMY) QUAN, joins the Jindal School as a visiting assistant professor of accounting, after completing

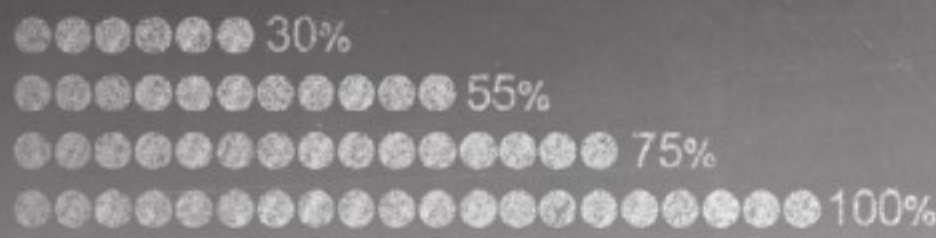
her PhD in August at UT Dallas. She is teaching Cost Management Systems.

Quan earned an MS in finance and accounting from UT Dallas and a bachelor's degree in economics and business as well as mathematics from Lafayette College in Easton, Pennsylvania.

Quan's area of research is empirical financial accounting with a focus on accounting method change and goodwill accounting.

"In the last decade, the most frequent accounting method changes are changes in the dates that firms selected to perform annual goodwill impairment tests. This spurred my interest in goodwill accounting. My dissertation...examines why firms choose a specific test date for goodwill assessment and when they change the dates," Quan says.

Quan received the Jindal School's Outstanding PhD Student Teacher of the Year Award in 2015. She says she has benefitted immensely from Jindal School faculty and staff and sees her new role as an opportunity to "pay it back." 



RESEARCHER HAS KNACK FOR SPOTTING UNDERHANDED BEHAVIOR IN MARKETPLACE

BY: JIMMIE R. MARKHAM

While pursuing his undergraduate degree in Turkey during the early 1990s, Umit Gurun quickly developed the calculation muscles needed to adapt to inflation rates that were as high as 120 percent.

That environment nurtured a future research economist whose academic pursuits focus on exposing companies and individuals seeking to gain unfair advantages over unsuspecting consumers and investors. He does so by drawing on unique identification strategies and data sets that uncover unscrupulous behavior.

"It is exciting to work on data to identify who is being fooled and who is taking advantage of the system," Gurun, a Jindal School accounting professor, says. "One can find patterns in the data if you know incentive structure and also the history of how that system evolved over time."

Gurun offers an illustration of how his background as an industrial engineering student trained to spot opportunities to eliminate factory waste and increase productivity helped attune him to detecting such patterns:

"During high inflationary times, managers often seek short-term profits over improving productivity," he says. "For example, they can speed up collections of receivables from customers, delay payments to suppliers and invest the proceeds in securities that offer a high interest rate. Doing so effectively converts a widget producer into a financial institution. I was surprised to see that significant profits were coming from financial activities in a manufacturing facility."

The perspective Gurun gained during his undergraduate years opened his eyes to detecting and scrutinizing hidden quid-pro-quo

relations between otherwise unrelated entities. His ongoing interest led him to investigate the implications of these relationships on asset prices, firm disclosure policies and uninformed investors. His work has been fruitful.

Gurun's latest research focuses on discovering new patterns in the ripple effect caused by the massive Bernie Madoff Ponzi scheme.

Gurun and fellow researchers Dr. Noah Stoffman of Indiana University and Dr. Scott E. Yonker of Cornell University obtained court documents that listed home addresses of more than 11,000 victims of Madoff's fraud and then created a map to identify which areas in the U.S. had highest exposure to the biggest Ponzi schemes on record. They also made a request via the Freedom of Information Act to the Securities and Exchange Commission and Federal Deposit Insurance Corp. to obtain detailed information on the assets managed by registered investment advisors and banks.

They looked for connections between these three data sets and discovered that consumers who lived in close proximity to Madoff's victims lost trust in the financial system and consequently withdrew their investments, opting instead to make safer bank deposits.

"This trust shock created a ripple effect in the victims' social circles," Gurun says.

The study shows that the ripple effect is pervasive and has an adverse effect on the economy. The investment advisors whose clients lived close to Madoff victims became tainted with this trust shock and were more likely to go out of business than their counterparts whose clients were not affected. The trust shock exhibited by the victims and their social networks continues to this day and shows no sign of dissipating any time soon.

Gurun, Stoffman and Yonker published the results of their research in "Trust Busting: The Effect of Fraud on Investor Behavior." The paper recently won the 2016 Wharton School-WRDS Best Paper Award in Empirical Finance at the Western Finance Association annual meeting in June.



UMIT GURUN

Jindal School Professor Earns Regents' Outstanding Teaching Award

BY: BRITTANY MAGELSEN



McClain Watson's goal as a teacher is to prepare his students for life after college.

"One of the things I like to tell students is that they are going to graduate. It is going to happen," says Watson, director of business communication programs in the Jindal School. "I think the reality of that moment, not only as an accomplishment of getting the degree, but as a radical life change, is something we cannot just acknowledge, but need to help them prepare for."

Through his instruction and innovation in the classroom — and his mentorship outside class — Watson encourages students to remember that they are not simply pupils, and that after they graduate, other aspects of their lives will matter more than test scores and GPAs.

Watson's outlook and success in teaching helped him earn a 2016 Regents' Outstanding Teaching Award, a UT System-level award for performance excellence, given after a rigorous application and evaluation process. Last year, he received a campus-level President's Teaching Excellence Award.

In his business communication courses, Watson discusses with students the importance not only of being knowledgeable in a business context but also of projecting a sense of confidence and warmth. They need to lead others to think they are trustworthy, hardworking and take their jobs seriously, he says.

Watson also assigns public-facing work. In the Advanced Business Communication class, students create Professional Online Portfolios (POP) that help them stand out in their job searches and give companies a fuller picture of their skills and personality.


Each portfolio is a student-designed and student-controlled website that features a video introduction, a résumé, professional yet friendly photos of the student, examples of school or work projects others may see, descriptions of the student's community and leadership experience, and information about personal interests and life goals.

The POP project was one of 30 innovations recognized Feb. 1 by AACSB International, the global accrediting body and membership



Dean Hasan Pirkul (left) with McClain Watson

association for business schools. The Innovations That Inspire initiative showcases ways that business schools are modernizing and diversifying the business education environment.

Because Watson believes it is important to nurture students' interests outside school and work, he also advises organizations and serves on committees. Recently, he has been involved with TEDxUTD, the Student Media Operating Board and Alpha Lambda Mu. 



The Naveen Jindal School of Management's 2015-2016 Outstanding Faculty and Staff Awards were announced Sept. 23 at a reception at which new faculty and staff members also were introduced. ♦ A teaching awards committee determined winners of the teaching awards; a separate committee of school staff

members determined the outstanding staff member. Winners received a plaque and a grant of \$1,000. Honorable mention recipients received a plaque and \$500. ♦ Honorees were (from left): **Kathy Zolton**, outstanding online teacher; **Anyan Qi**, outstanding undergraduate teacher; **Leonard Griffin**, outstanding staff member;

Blair Flicker, outstanding PhD student teacher; **John Gamino**, outstanding graduate teacher; and **Huy Nguyen**, honorable mention, outstanding PhD student teacher. ♦ **Kevin Crook**, outstanding adjunct faculty teacher, and **Mohammad Zia**, honorable mention, outstanding PhD student teacher, were not present at the reception.

THOUGHT YOU SHOULD KNOW



Habte Woldu



Shawn Alborz

Two professors and a student from the Naveen Jindal School of Management were recognized with the best paper award by the International Academy of Business and Public Administration Disciplines at its annual spring conference in April in Dallas. The paper, "Viewing Cultural Con-

vergence and Divergence of Nations During Abnormal Times: Cultural Value Changing During and After Recent Economic Recessions and Shocks," was written by lead author **Habte Woldu**, clinical professor and director of the MS in International Management Studies program; **Shawn Alborz**, associate dean of graduate programs and director of the MS in Management Science (formerly Management and Administrative Sciences) program; and Cheng Chen, dual degree graduate student in international management studies and business analytics.

The paper examines the effect of an economic crisis on the cultural values of individuals. It concludes that cultural values can significantly change in countries that are significantly exposed to global markets and undergo elongated and recurring economic crises, while countries that

are less exposed to the global economy and as a result are not affected by the crises, demonstrate strong cultural convergence or little divergence in few cultural dimensions.



Jianqing Chen



Vijay Mookerjee

Information Systems Associate Professor **Jianqing Chen** co-chaired the

10th China Summer Workshop on Information Management (CSWIM 2016) in Dalian, China, in late June. The workshop provided researchers and practitioners in information management and related areas with opportunities to present original ideas and share insightful opinions. A record number of participants — more than 250 — registered for the workshop, including scholars from the U.S., Canada, Singapore, South Korea, Finland, Hong Kong and mainland China, Chen says. The CSWIM 2016 theme was "Internet Plus, Business Innovation and Analytics." Keynote speakers included Dr. Arun Rai, Georgia State University business professor and editor-in-chief of *MIS Quarterly*, and **Vijay Mookerjee**, Charles and Nancy Davidson Chair in Information Systems at the Jindal School and senior editor of *Information Systems Research*.



Mary Beth Goodrich



Avanti Sethi

Mary Beth Goodrich, a senior lecturer in accounting, earned the Advisor of the Year Award when the annual Student Leadership Awards were presented in May. The advisor award recognizes outstanding dedication and service.

The annual awards highlight the University's commitment to helping students develop the leadership skills they will need for the future. Beth Roller, assistant director of Student Leadership Programs, said.

A senior lecturer in accounting, Goodrich is the advisor to Ascend, a JSOM-based group that fosters the next generation of Asian and Pacific Island finance, accounting and business leaders. Membership, leadership training, ongoing résumé and interview critiques, company visits, networking events, and professional and technical development courses are provided to supplement formal university education. Membership is open to all UT Dallas students

Another Jindal School-based student organization, Infinity Lions Club, won the Golden Comet Award from Student Leadership Programs last spring. This award honors a student organization for its positive impact on the campus and surrounding community.

Affiliated with Lions Club International, the student organization focuses on community service activities that help the needy. **Avanti Sethi**, a senior lecturer in operations management, is the club's advisor.



Roy Rumbough



Kathy Zolton

Roy Rumbough, accounting adjunct faculty member, captured the attention of *D CEO* magazine, which named him Outstanding Chief Accounting Officer in the publication's Dallas Financial Executive Awards 2016. Rumbough is vice president, corporate controller and chief accounting officer of Lennox International.

He teaches Advanced Financial Reporting, an evening summer course at JSOM.

"Teaching at UTD is a lot of fun for me," he says. "I love the international aspect of the campus and the working students getting their degree through evening classes. The effort of both of these groups of students inspires me."

"We have hired a lot of UTD graduates," he says. "They are mature and hit the ground running."

Rumbough's team also hires interns from UT Dallas and has been doing so for at least five years. "They work 20 hours a week. We give them real work, and they are considered part of our team in all aspects. Many

other finance departments (at Lennox) have seen how successful I have been with my intern position and are doing the same thing."

Kathy Zolton, accounting senior lecturer, hosted Rumbough as a guest lecturer numerous times and subsequently persuaded him to teach the summer class.

Rumbough has been in his position with Lennox for the past 10 years. Prior to that, he served in various positions at Maytag Corporation, including vice president, corporate controller. He also has worked at public accounting firm Deloitte and Touche.



William (Bill) Hefley

William (Bill) Hefley, clinical professor of information systems, is co-editor with Yongsheng Wang, a vice president and senior quantitative rate-risk analyst at BNY Mellon and a visiting scholar at the University of Pittsburgh, of *The Global Impact of Unconventional Shale Gas Development: Economics, Policy, and Interdependence*, Volume 39 in the Natural Resource Management and Policy Series, (Cham, Switzerland: Springer International Publishing, 2016). Additionally, Hefley and Wang co-authored a chapter in the volume.

"Teaching at UTD is a lot of fun for me. I love the international aspect of the campus and the working students getting their degree through evening classes."

— Roy Rumbough



Harold Zhang



Seung-Hyun Lee



Eric Tsang



Elena Katok

Administrative changes at the Jindal School have put several faculty members in new roles including

Harold Zhang, named coordinator of the Finance and Managerial Economics Area. He succeeds Robert Kiechnick in that role. ♦ The new Organizations, Strategy and International Management Area coordinator is **Seung-Hyun Lee**, who takes over from Mike Peng. ♦ Lee previously served as the PhD coordinator for OSIM. That role now falls to **Eric Tsang**. ♦ In Operations Management, **Elena Katok** succeeds Özalp Özer as the PhD coordinator. 🗨️

Indian Ambassador Speaks of Growing U.S. Cooperation




Arun K. Singh

When India's ambassador to the U.S., Arun K. Singh, spoke at the Naveen Jindal School of Management in July, it was to remind the audience that the relation between these two democracies "is going through a major transformation." He listed areas of strategic cooperation — antiterrorism, clean energy, defense — and areas of economic investment, which runs in the billions of dollars.

Singh's appearance at the Jindal School was in cooperation with the US-India Chamber of Commerce, based in Dallas. The organization promotes trade, investments and economic cooperation between the U.S. and India. The chamber's founder, A.K. Mago, and the chamber's current chairman, Mahesh Shetty, are 1999 graduates of the Jindal School's Executive MBA program.

Equity investment in India by U.S. companies now reaches \$13 billion, up from \$7 billion in 2007, and Singh noted that 200 Indian companies have investments in 40 states.

India, located in strategically important South Asia, conducts "more military exercises with the U.S. than any other country in the world," Singh said. And he pointed out that those of Indian origin represent about 3.5 million people in the U.S., while about one in seven patients in the U.S. is seen by a doctor of Indian heritage.

A seasoned diplomat, Singh previously held ambassadorships to Israel and France, and served other leading roles at Indian embassies in Tokyo, Moscow and the United Nations. He is fluent in Russian and Japanese and conversant in Hebrew and French. 



A.K. Mago



Mahesh Shetty

By Jeanne Spreier

India's ambassador to the United States, Arun K. Singh (center), visited Dallas a month before his retirement from his country's foreign service after a 37-year tenure. The Jindal School played host to a US-India Chamber of Commerce reception in Singh's honor. Those in attendance included (from the left) Jindal School Associate Dean for External Affairs and Corporate Development Diane McNulty, US-India Chamber of Commerce Chairman and Jindal School alumnus Mahesh Shetty, Consul General Anupam Ray of India's Houston Consulate, US-India Chamber of Commerce founder and Jindal School alumnus A.K. Mago, US-India Chamber of Commerce President Neel Gonuguntla and Jindal School Dean Hasan Pirkul.



- 1 - Left to right: Dan Bollner, International Business Council chair at the Frisco Chamber of Commerce; Laxmi Tummala, US-India Chamber of Commerce board member; Harry Whalen of the Frisco Economic Development Corporation and Ambassador Singh
- 2 - Neel Gonuguntla speaking at the event
- 3 - Before the reception, Singh spoke on U.S.-India relations.
- 4 - Among those who sampled popular Indian dishes at the event were Dean Pirkul (left) and across from him, Kay Jain, community volunteer and former US-India Chamber of Commerce board member.
- 5 - Singh (center) and Mago (standing) socialized with event guests.



The Naveen Jindal School of Management recently hosted women on the central administrative staff in middle and senior staff positions with the Dallas Independent School District at a workshop where they learned how to define and refine their leadership skills.

DISD Women Administrators Polish Leadership Skills at JSOM Workshop

DISD Women's Leadership Experience was a first-of-its-kind event, held in June for about 85 participants. Administrators who attended manage everything from curriculum to athletics to nutrition — all of it impacting the district's

159,000 students and almost 22,000 employees.

The "fun" event of the day, "What Color is Your Leadership?" with André Davidson (left), pointed out with a quick, 22-question

survey that administrators and their co-workers come to the office each day with a set of traits



that influences the way they respond to work and personnel issues.

Dr. Diane McNulty (right), associate dean of external affairs and corporate development at the Jindal School, built on Davidson's talk to show how values shift over time and across venues.



Trisha Cunningham, Texas Instruments' chief citizenship officer, gave suggestions on being bold in leadership and career moves. Cunningham and her team work across the company to manage

programs that build TI's reputation and influence as a corporate citizen.

Jill Hellwig (right), a professional coach, spoke about leading with intent — managing a path to leadership and developing an approach to leadership with specific outcomes in mind. Hellwig runs Brand New U Coaching.



The Jindal School was able to leverage its ties to get Cunningham, Davidson and Hellwig in front of an audience hungry for the best-practices ideas they offered, McNulty said.



Trisha Cunningham



By Jeanne Spreier

Leadership lessons for the DISD participants included a look at accountability, responsibility and ethics from a governance perspective.

PROJECT MANAGEMENT TURNS 20

By Glenda Vosburgh

“Most people don’t grow up saying they want to be a project manager. They get into it accidentally,” says Dr. James (Jim) Szot, director of the Project Management program (jindal.utdallas.edu/executive-education/project-management) at the Naveen Jindal School of Management. “They start their career as an individual, and then they become part of a team and find they enjoy running a project. So, they move from being accidental project managers to being purposeful project managers.”

Likewise, what began at the Jindal School as an idea to create a training program aimed at filling a void at a local corporation has grown into a nationally and internationally recognized program very purposeful in efforts to train highly competent project managers.

The Jindal School’s Project Management program turns 20 this academic year, and when it began in 1997, “it was a groundbreaking endeavor,” Szot says.

Up until that time, there were

no similar programs at major universities in the United States. The program now offers a graduate certificate, Master of Science in Management Science and an MBA degree, as well as non-academic professional development programs. Classes are offered on campus and online.

The program also was one of the first in the U.S. to be accredited by the Global Accreditation Center for Project Management Education Programs (pmi.org/global-accreditation-center), part of the Project Management Institute (PMI).

Szot is currently chairman of the Global Accreditation Center’s board of directors.

Jim Joiner, the program’s director until he retired six years ago, worked with others at JSOM as well as local business executives to design the program.

“I received a call from Dr. [David] Springate, who was the head of Executive MBA program, asking if I knew anything about project management,” Joiner says. “Raytheon had approached him about creating a comprehensive project-management training program for their project managers.”

Joiner planned the curriculum with assistance from Dr. Jack Brittan, a former UT Dallas professor now at the University of Utah. “He had the idea for a nontraditional curriculum, known as integrated — the process of teaching topics as courses related to steps in the process instead of the

traditional way of courses related to a subject,” Joiner says.

All project management students at JSOM are employed, with an average of 16 years’ experience. “We will consider students with five years of experience if they are exceptional,” PM Program Manager Debbie Samac says.

One of the program’s most high-profile graduates is Joseph A. Cazares, Executive MBA 2013, currently project director of Construction Package 1, a 29-mile leg in the San Francisco-to-Los Angeles system being built by the California High-Speed Rail Authority. Cazares served three years as program manager on the \$5.25 billion Panama Canal Expansion Project and was construction manager of the canal’s third set of locks.

Project Management students go on an annual two-week international study trip, where they visit companies and attend class with students in the project management program at another GAC-accredited university. Recent trips have been to the University of Applied Sciences in Landshut, Germany; SKEMA School of Business in Lille, France; and the University of Manchester in England.

“A lot of programs focus on the technology aspect of project management,” Szot says. “We focus on leadership, because project management is about leading in addition to getting things done on time and on budget.”

The program also has hosted an annual Project Management Symposium for the past 10 years. Designed as a North Texas regional event, the sell-out two day event attracts to the UT Dallas campus speakers from some of the most successful and recognizable corporations in the area. 🗨️



Top to bottom: James (Jim) Szot, Jim Joiner and Debbie Samac

Bottom left: Students visiting the University of Applied Sciences in Landshut, Germany

Bottom right: The 2016 Project Management Symposium had its own app.



MS Program for Healthcare Professionals Seeks to Boost Careers and Build Industry Leadership, Too

by: Donna Steph Rian

In response to the continuously burgeoning healthcare market and changes driven by the Affordable Care Act (ACA), the Jindal School is launching a new master's degree program for healthcare professionals who have more than five years of experience in the field and are seeking additional education to help boost their careers and lead these significant changes.

The Executive MS in Healthcare Leadership and Management for Healthcare Professionals, debuting in January, is geared to the busy schedules of working professionals. Classes will meet two days a month on a Friday and Saturday, and require four hours of online work each week between sessions. Accredited, the program offers 36 credit hours of instruction.

"We believe that in order to shape the healthcare environment, we need leaders of character who can drive transformational change, and who understand and can balance clinical outcomes, financial outcomes and quality outcomes for the patient," says Dr. Keith Thurgood, clinical professor of executive education and director of the new program. "Leaders must think differently, act differently and deliver a different result than in the past.

"Leaders in the future need a different and more comprehensive skill set than they have today. At the end of the day, we need a patient-centric system that delivers on the promise of a more effective and efficient healthcare system."

Healthcare professionals such as nurses, department heads, administrators, physician assistants, supervisors seeking to expand their leadership skill and "anybody seeking to grow professionally" will be considered for the program, Thurgood says.

"Healthcare is a broad industry, and we will consider all kinds of applicants with experience – from administrators who have worked their way

up in doctors' offices, skilled nursing facilities or hospitals to department heads seeking to improve the performance in their area of expertise. However, if you have little to no healthcare experience, but are interested in making a career change to the industry, we also have BS and MS programs in healthcare management."

The new executive MS program will be taught by seasoned business leaders, experienced healthcare professionals, medical school faculty and a select group of experienced physician executives. Its approach will be based on intense student interaction, real-life case studies and leadership problems, and is designed to provide opportunities for participants to create and apply action plans for immediate use in their own job situations.

"The objective of our program is to have students leave classes with a couple of extra arrows in their quiver," Thurgood says, "and to learn from their peers in a seminar-type environment and then go back to their hospitals and implement what they have learned. Our program is about translating knowl-

edge and vision into action that fundamentally shifts the expectations and performance curve in the healthcare industry.

"What we want to do is bring together healthcare professionals who are seeking to advance their careers professionally and personally, and offer them that opportunity in a robust setting with high-quality faculty and top-notch curriculum," he says.

The program may be started at the beginning of the fall, spring or summer semesters. Classes can be taken in any order, and most graduates complete the program in five semesters. To enroll, candidates must have a bachelor's degree, show five years of healthcare or similar industry experience, submit a written statement of intent and qualifications and two letters of recommendation, and be available for a personal interview.

The new program complements two other Jindal School executive healthcare degree programs that are aimed at doctors. These are the Executive MS in Healthcare Management for Physicians and the Executive MBA in Healthcare Management for Physicians. 



Keith Thurgood



Peter Lewin



NEW BUSINESS ECONOMICS CONCENTRATION LAUNCHED

BY: JILL GLASS

The Jindal School is launching a new business economics concentration (jindal.utdallas.edu/undergraduate-programs/bs-ba/business-economics) to answer the growing demand for graduates with analytical and applied business skills in a variety of business fields including finance, banking, planning and management.

The newest concentration within the Bachelor of Science in Business Administration (BSBA) degree program, the business economics concentration launched this fall. The concentration is designed for students who enjoy analyzing how systems work and is excellent preparation for students planning to go to graduate school, according to Dr. Peter Lewin, finance and managerial economics professor and director of the business economics concentration.

"To be a knowledgeable actor in the business world and in the world in general, a basic understanding of economics is crucial," Lewin says. "But an economics background is also a wonderful grounding for law school as well as students going on to get their MBA and other degrees — even engineering. In terms of the business subjects such as finance and accounting, economics is way up there, if not right at the top."


Lewin and three other professors in the Jindal School's Finance and Managerial Economics Area began exploring career prospects and the academic performances of students' post-graduate studies and learned that not only do students with an economic preparation perform better in graduate school, they also earn bigger paychecks, Lewin says.

The Wall Street Journal recently published data from a study conducted by PayScale, Inc., an online salary, benefits and compensation information company, indicating that economics

graduates' salaries outpace salaries from all other disciplines, with the exception of engineering, and are even higher as the graduates advance in their careers. The research shows that economics majors earn a median salary of \$50,100 as they enter the job market, compared to \$49,200 for management information systems majors, \$47,900 for finance majors and \$46,000 for accounting majors. Economics majors' median mid-career salary jumps to \$98,600 while management information systems, finance and accounting median mid-career salaries move to \$82,300, \$88,300 and \$77,100, respectively, according to the study.

All Jindal School undergraduates in all degree programs are required to take introductory micro- and macroeconomics, but a business economics concentration requires additional coursework in micro- and macroeconomics.

To pursue a concentration in business economics, students must take 15 credit hours in the following core courses: ECON 3310 (Intermediate Microeconomic Theory), ECON 3311 (Intermediate Macroeconomic Theory), MECO 4342 (Financial and Business Negotiation Analysis), MECO 4351 (Industrial Organization and Corporate Strategy) and MECO 4352 (Applied Econometrics and Time Series Analysis). In addition, business economics students must select nine semester credit hours in any upper division business courses.

"Businesses these days are looking for students who not only have technical proficiency in the various disciplines like operations research, finance, behavioral management and marketing, but also are able to engage in critical thinking and independent and bold decision making. Economics provides those critical thinking skills and also a framework for conceptual decision-making," Lewin says. 



Suresh Radhakrishnan (far right), Vice Dean Varghese Jacob (back row, third from left) and Steven Solcher (to the right of Jacob) with National Taiwan University graduates of the cohort at their summer 2016 graduation

Skyscrapers line the Chicago River

MS IN ACCOUNTING COHORT: FRESH TAKE ON AN OLD PROGRAM

BY : GLENDA VOSBURGH

A successful Jindal School accounting program has been re-envisioned for the future.

The new MS in Accounting Cohort program started in the fall with 11 students. Program Director Suresh Radhakrishnan, Constantine Konstans Distinguished Professor of Accounting and Corporate Governance, and Assistant Program Director Steven Solcher, senior lecturer in accounting, say the aim is to grow enrollment to between 40 and 50 students annually.

"This is not really a new program," Radhakrishnan says. "We have had the program for 10 years under a special agreement with the National Taiwan University. It has been so successful that it was Dean [Hasan] Pirkul's and Vice Dean Varghese Jacob's vision that it be rolled out to a broader audience."

The two-year program is marketed internationally and to local students. "We are hoping that more local students from various backgrounds will be attracted to this program," Radhakrishnan says.

An important aspect of the program, he adds, "is that it is designed so that non-accounting majors can become eligible to take the CPA exam."

Cohort programs, in which the same group of students remains together as they progress through the curriculum, are much more hands-on than other classes, says Solcher. "Our students will attend a series of lectures by accounting professionals that are specifically geared toward cohort students. We also will go on a trip in the spring to meet with accounting firms."

Students receive comprehensive training to take the U.S. Certified Public Accountant examination, and a focus is placed on developing leadership and communications skills that will help them in the workplace.

Students attend a pre-term session that includes an improv program featuring professionals from the Dallas Comedy House. "It's designed to help international students hone their English skills," Solcher says.

NEW PROGRAM HELPS UNDERGRAD FINANCE STUDENTS EXCEL

BY : GLENDA VOSBURGH

The 2016-2017 school year sees the debut of a new undergraduate finance program at the Jindal School aimed at preparing students for employment in the largest financial markets in the United States.

The Professional Program in Finance (PPF) (jindal.utdallas.edu/finance/ppf) is designed to prepare top finance students to perform at the highest levels in the most dynamic markets, says Program Director Alex Treece. The program focuses on functional skills that directly result in job placement and career success.

"Our objective is to give students the benefit of above and beyond technical, social and networking skills," says Treece. "For example, students learn Excel now, but we are going to ratchet it up with a course we call 'Breaking into Wall Street.'"

Students will hone their networking skills by interacting with professionals in the finance industry. "We also will help them learn how to 'tell their story' in the most attractive light," he says. "We want to prepare students for jobs in finance beyond the Dallas market. Of course there are good finance jobs in Dallas, but we want to prepare students to have the opportunity to get good finance jobs in larger metropolitan centers such as New York City, Chicago and San Francisco."

According to BS in Finance Program Director Jeffrey Manzi, this is the right time to launch this program. "It directly addresses the prevailing expectations of parents, students, legislators and employers that universities prepare students to take on important roles in the workforce," Manzi says.

While the program has sophomore and junior finance students in finance this year, it is designed to appeal to sophomore finance students going forward.



Suresh Radhakrishnan



Steven Solcher



Alex Treece



Jeffrey Manzi

Inside Jindal School Offers New Outlet for School News

Constantly growing, the Jindal School is the largest of the eight that comprise UT Dallas. School enrollment tops 9,100 this fall; faculty numbers 287, counting full-time and adjunct professors. A lot of news emanates amid those numbers, so much that the JSOM External Affairs staff this past summer launched a new Web-based news source devoted strictly to Jindal School current events.

Inside Jindal School (jindal.utdallas.edu/news) covers stories about academics and programs, alumni, corporate relations, development efforts, events, faculty achievements and research success, and student accomplishments.

"All the news you will find on the *Inside Jindal School* site is JSOM-centric," says Dr. Diane McNulty, associate dean for external affairs and corporate development. "At Dean [Hasan] Pirkul's prompting, we



decided to start the site to respond to growing demand — from students, alumni, faculty and community and corporate supporters — to publish more of their individual stories."

When first released, new *Inside Jindal School* stories can be accessed from the Jindal School's website home page (jindal.utdallas.edu) as well from the site. Stories on the home page appear in the center news section, and they can be identified by a "JSOM" hyperlink button that immediately follows the headline. Stories emanating from the UT Dallas News Center that appear on the home page carry a "UTD" hyperlink button.

"Students, faculty and alumni were included on our initial mailing list. They periodically are being notified about new stories on the site," McNulty says. "If you are a member of the Jindal community and have a story you think *Inside Jindal School* should cover, please send your idea in an email addressed to jindalnews@utdallas.edu."

Jindal School Scholarship Breakfast Speaker Named Collegiate Marketer of the Year

by Jill Glass

STUDENT SPEAKER AT THE 2015 ANNUAL SCHOLARSHIP BREAKFAST, dynamic salesperson, budding entrepreneur and recent Naveen Jindal School of Management graduate Kathryn McCord added another honor to her growing list of accomplishment when she was named Collegiate Marketer of the Year by the DFW chapter of the American Marketing Association (AMA).

Presented at the chapter awards gala on May 5, the Collegiate Marketer of the Year Award recognizes excellence in collegiate marketing leadership. McCord, who graduated last spring, is the fourth Jindal School student to earn this recognition since 2011.

AMA judges chose McCord's submission, the

"Thank You, Andrea, Fund," the first sales student-funded scholarship honoring the integral role that Andrea Hapeman, the coordinator of the UT Dallas Center for Professional Sales, played in building the school's sales program.

"I wanted to address the financial need that many UT Dallas students face as they embark on a business education. I did this by spearheading this scholarship that will generate \$6,000 in scholarships for the next five years. Beyond the financial benefit, I also wanted to honor Andrea and help strengthen the sales program's brand and create a way for students to engage while obtaining their education and as alumni," McCord said.



Andrea Hapeman

BS in Marketing Program Director Julie Haworth (left) and Collegiate Marketer of the Year Award winner Kathryn McCord, BS 2016, celebrated at the DFW American Marketing Association's award gala on May 5.

"The students had to write about a marketing challenge and what they did to overcome that challenge. Kathryn did a beautiful job on her project. She's truly remarkable, bright and has a great attitude, and this is something she can keep on her résumé forever that will always be an amazing talking point," Dr. Julie Haworth, director of the school's undergraduate marketing program, says. | After graduating with a bachelor's degree in marketing and a University Sales Center Alliance professional selling certification in May, McCord last summer assumed the title of energy advisor at 5, a Las Colinas-based energy advisory and brokerage firm, serving as a liaison between energy companies and commercial customers.

ENTREPRENEURSHIP CLASSES PAY DIVIDENDS FOR THREE BUSINESS IDEA COMPETITORS

by Jimmie R. Markham

BEING BORN INTO AN ENTREPRENEURIAL FAMILY IS NOT A PREREQUISITE FOR BUSINESS AND ACADEMIC SUCCESS, BUT IT CERTAINLY HELPS JINDAL SCHOOL GRADUATE STUDENTS KIRAN DEVAPRASAD, BRIAN HARRIS AND KAMIAR KORDI.

All three come from entrepreneurial families and are on their way to achieving the same type of success that their relatives modeled for them.

That success now includes the distinction of having received Texas Business Hall of Fame Foundation scholarships.

The organization honored scholarship recipients this year at an October 27 gala in San Antonio that afforded them the opportunity to rub elbows with business legends including Warren E. Buffet, one of the inductees this year into the Texas Business Hall of Fame.

The Texas Business Hall of Fame Foundation assists future business leaders through a scholarship program. This year, the UT Dallas scholarships were sponsored by the Mitchell Family Foundation. In years past, a single scholarship was awarded to a student from each of 25 participating Texas colleges and universities. This year marked the first time that up to three students from a single institution were eligible for the \$15,000 award.

KIRAN DEVAPRASAD: Always In Pursuit

From a family of business owners, Devaprasad was influenced by observing the attitudes his father and uncle displayed while running their own businesses.

"For me, what planted the seed of entrepreneurship was being taught a sense of accomplishment," Devaprasad says. "I realized that my father and uncle work hard, and their destiny was determined primarily by their own actions and not based on somebody else's assessment of their worth."

The lessons he learned led him to pursue a wide variety of entrepreneurial ventures, including selling phone cards and vacation packages, making wedding videos, installing mirrors and glass partitions in offices, and starting a successful automotive repair and restoration shop with his father that they later sold. Finally,

the younger Devaprasad went to work for a corporation, believing valuable lessons were to be learned in that environment.

Always in pursuit of new learning experiences, he enrolled in the Naveen Jindal School of Management's Executive MBA program and later the MS in Innovation and Entrepreneurship program. He and EMBA classmate William White brainstormed for business ideas, created a concept called TraceIT — a mobile, remote and offsite workforce management system that tracks drivers and loads in a variety of industries — pitched it at the 2015 Business Idea Competition and won the graduate division. With that success and customers onboard, TraceIT was accepted into the MSIE Startup Launch Track and awarded \$25,000 in seed money.

Devaprasad will use his scholarship to help grow TraceIT.



Left to right: Kamiar Kordi, Brian Harris and Kiran Devaprasad

BRIAN HARRIS: Transforming Hobbies Into Businesses

Brian Harris' father and grandfather had their own construction business when he was young. That, along with his love of nature, instilled the idea of working for himself, which led him to start a fly-fishing business.

"I joke," Harris says, "that I retired when I was 24....My office was a river, and I got to take these people out there on their day off, their happiest time. I got to share that experience with them, and I loved it."

While working, Harris would hunt for wild mushrooms and turned that into a hobby. When he moved to the DFW Metroplex, he saw an opportunity to turn his hobby into an exotic-mushroom farming business. With the expanding American palate for the rich flavors and

textures of exotic mushrooms and a trend for locally produced foods, the Dallas chef's scene seemed a perfect market.

Wanting to start a business the right way, he enrolled in the BS in Business Administration program, then the MS in Innovation and Entrepreneurship Fast-Track program. Then he entered MSIE's Startup Launch Track. This allowed him to test his concept. It was so successful that he was awarded \$5,000 in seed funding. Now, the proceeds from his scholarship will help expand his business, Blanco Farms Exotic Mushrooms.

KAMIAR KORDI:
Entrepreneurial Since Infancy

Kordi says that he "was born into entrepreneurship." His parents had

emigrated from Iran to Dallas prior to his birth to take a chance on a better future. They started an ice-cream truck business, and Kordi got to tag along from the age of six months. As he grew older, he got more directly involved.


"From an early age I learned the value of hard work, customer service and the ability to improvise solutions for never-ending problems," Kordi says.

Like Devaprasad and Harris, he ran with those early lessons. He started an organization as an undergraduate at Texas A&M University and spearheaded many more. The funding from Kordi's award will be used to start a couple of tech companies.

Right now, his main focus is his nonprofit value-added organization with multiple services that facilitate

voters' involvement in the democratic process. Those services include a mobile app called Policentric by which constituents can send correspondence to their representatives, monitor their replies and response rates, and check up on their legislation.

"The main purpose of Policentric app," Kordi says, "is to hold candidates accountable for the policy decisions they pursue...I wanted to provide a means by which voters can make decisions based on [rational thought] and logic rather than angry rhetoric."

"The best thing about winning this award is the connections, the network and the community we are joining," Kordi says. "Those intangibles go well beyond any dollar amount that anyone will be receiving with this scholarship." 

JSOM Grad Student Earns Student Leader of the Year Honor

Among the 2016 Student Leadership Awards presented last May, a top honor, Student Leader of the Year, went to **Pavan Kumar Kanteti**. A Jindal School MS in Information Technology and Management student, Kanteti graduated last spring.

Kanteti was chosen from a field of 23 nominees to receive the honor, which recognizes strong leadership skills, impact on the campus community, and involvement in a variety of organizations and activities both on and off campus.

Immediate past president of the Indian Students Association, Kanteti also served on the JSOM Career Management Center Leadership Council and in leadership roles in such student organizations as ASCEND, the MIS Club and the SAP Users Group.



Pavan Kumar Kanteti

Originally from Hyderabad, India. Kanteti follows in the footsteps of JSOM alumnus and benefactor Naveen Jindal, MBA 1992, who also earned the Student Leadership Award while at UT Dallas.

Dual Degree Grad Student Scores Second Scholarship

BY DONNA STEPH RIAN

Andrew Lim, a Jindal School student pursuing dual MBA and MS in Healthcare Management degrees, recently received a \$5,000 scholarship from the Foundation of the American College of Healthcare Executives (ACHE). The Albert W. Dent Graduate Student Scholarship is awarded annually to minority students based on a competitive application process.

This is Lim's second scholarship since he began attending UT Dallas. He earlier received a \$1,000 scholarship from the Dallas/Fort Worth Chapter of the Healthcare Information Management Systems Society (HIMSS).

Lim also was a member of the Jindal School team that placed first at the annual North Texas Chapter of ACHE student case study competition last fall.

With plans to graduate in December, Lim hopes to next land a position in an administrative fellowship program at a

major U.S. hospital. The programs, which vary from a year to two in length, expose young healthcare professionals to the inner workings of large integrated healthcare systems through observation, interaction and hands-on work with senior administrative and clinical leadership.

"Andrew is an exceptional student," says MS in Healthcare Management Program Director Dr. Forney Fleming. "In addition to academic excellence, he exhibits leadership skills and a sterling work ethic. He will have a rapid rise to the top in his career field."



Andrew Lim

DECA STUDENTS Make the Grade at International Competition

by Jeanne Spreier



UT Dallas DECA competitors outside the Warner Theater, the 2016 international conference venue in Washington, D.C.

UT Dallas students took multiple top spots in competitive events at the DECA international conference last spring, and the career-readiness club, based in the Jindal School, earned the highest level of recognition for a chapter.

UTD DECA brought home the Executive Level Chapter Passport Award from the April event — formally the 55th annual Collegiate DECA International Career Development Conference. Among chapter competitors, one student earned a first-place award; two teams of two students each took

second place, and another student took third place in the competition held in Washington, D.C.

An additional 19 students placed in the Top 10 of their respective categories.

UTD DECA victories extended to Individual Passport Awards, which 36 students earned for personal excellence.

“We just started this DECA chapter in 2014,” says faculty advisor Amy Troutman, a JSOM accounting professor. “Since fall 2014, this chapter has grown from 40 charter members to 137 members.”

DECA has 15,000 college student members na-

tionwide and focuses competitions on what are called 21st Century Employability Skills in four broad areas — marketing and communications, hospitality and tourism, business management and administration, and finance and accounting. In total, students may compete in 27 categories. About 1,300 students took part in the international conference.

Of the 91 UT Dallas students who went to the international competition, 58 placed in their event. “I could not be more proud of the amazing job that our students did,” Troutman says.

Phi Beta Lambda students posed at the National Leadership Conference with JSOM staff member Briana Paulman (back row, left) and chapter advisor Dr. Michele Lockhart (back row, right). The students were: (middle row, left to right) Sejal Mali, Mounika Mutyala, Nousheen Karimi, Bethany Salgado and (front row, left to right) Ramya Jose, Nidhi Gotgi, Phimlamphay Merry Dimanh and Meher Vallabhaneni.



Jindal School Student Group Lands Top Honors at National Leadership Conference | BY JILL GLASS |

Members of the business-career student group Phi Beta Lambda earned top awards at the organization’s national conference, where they showcased their talents and competed with 1,700 students from across the country.

A two-person team — Nousheen Karimi, a global business major, and Mounika Mutyala, a supply chain management major—took home first-place wins in two national categories while another team — engineering major and business minor Phimlamphay Merry Dimanh and global business major Bethany Salgado — earned a second-place victory at the Phi Beta Lambda National Leadership Conference held in Atlanta in June.

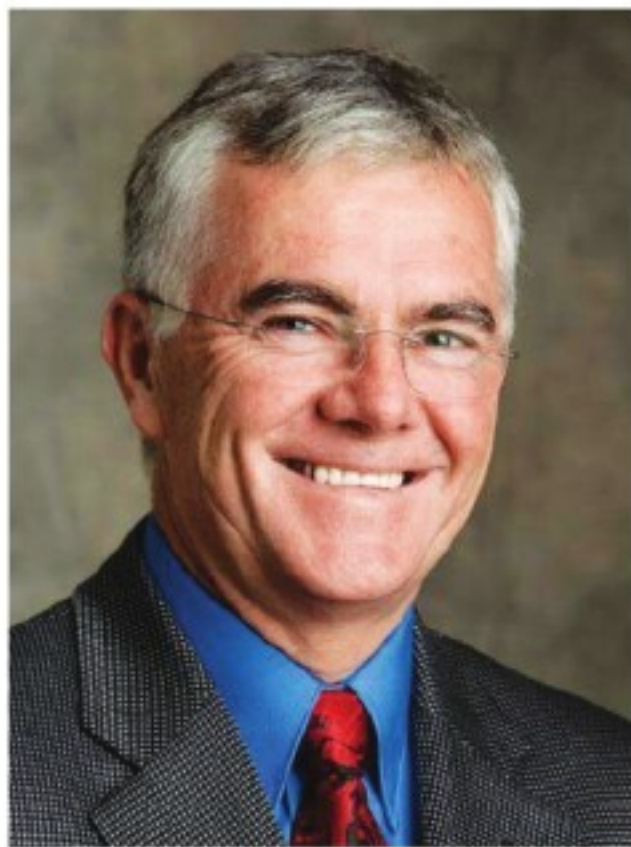
In addition, three other teams placed in the top 10 in the nation in the categories of business ethics, business presentation and future business executive.

“We set records again this year. Placing first in the nation in two categories is something our chapter has never seen. Also, we were nationally recognized as an outstanding chapter,” said chapter advisor Dr. Michele Lockhart. “Additionally, our chapter president, Merry Dimanh, was elected to serve at the national level as the 2016-2017 Mountain Plains Region vice president. Merry ran a great campaign.”

Students from across the United States attend the annual conference to enhance their business skills, expand their networks and participate in 60 business and business-related competitive events.

LARRY SOLOMON
LIKES TO SAY HE IS

re-fired,
NOT
retired.



It is an important distinction for the 2002 Executive MBA alumnus who after 29 years with Dr Pepper — most recently as executive vice president of human resources — decided to change gears. His latest chapter involves business consulting, lecturing at UT Dallas and serving on the advisory board of My Possibilities, a continuing education and development program for adults with special needs.

Solomon was born in South Africa and attended the Institute of Personnel Management there. He then went to England, where he worked for Cadbury Schweppes, a London-based holding company. He came to Dallas in 1999 to join Dr Pepper, and after Cadbury Schweppes purchased Dr Pepper, Mott's, Snapple and several other independently owned bottling operations in 2000, he oversaw their integration.

Solomon says he was attracted to UT Dallas for its challenging academics as well as its diversity.

After leaving Dr Pepper, he was approached in 2014 by Dr. David Springate, founder of the Executive MBA program, who "wanted to complement the [EMBA] learning experience with individuals who could bring real-life executive experience to the program," Solomon says.

Pamela Foster Brady, director of the Executive MBA program, says adding Solomon to the faculty then was perfect timing. "We were in the process of implementing strategy into our course work, and Larry had just started his book on mobilizing change in the workplace. The classroom validated the practices he describes in the book."

"He is so passionate about this topic — change management and the

implementation of strategy," Foster Brady says.

Solomon says that it is mandatory to get everyone in the organization — from the lowest- to highest-level staffer — behind the implementation of a new strategy. And communication is key — otherwise, he says, it is "misdirected enthusiasm."

And presentation skills are imperative. "We grade our students on the quality of their presentation skills," Foster Brady says. "Understanding the concept is important, but you need to be able to present it and influence the decision makers. As we move up through our careers, we need to articulate and be concise at each level in order to get the outcome that we want."

This, she says, is what Solomon brings to the table. "What I like about Larry is that when he's involved, he goes beyond the classroom," she adds.

His career at Dr Pepper was good preparation for teaching, Solomon says, because the company was "a whirlwind of change with great learning along the journey."

When he is not lecturing in JSOM, he is involved in My Possibilities, a non-profit founded by his wife, Charmaine Solomon, a 2001 UT Dallas graduate with a BS in Interdisciplinary Studies, and two other women in 2008. The women, he says, "were all parents of children with special needs who were graduating out of the school system and into a void."


"As parents of a special needs child, we realized there is nothing for them after high school," he says. The Solomons' youngest child suffered a traumatic brain injury at a young age.

My Possibilities is an all-day program that includes counseling and therapy, music and the arts, social skills, health and business skills. "We help people with special needs develop to their full potential," Solomon says. Students with autism, Down syndrome, brain injuries — all are welcome.

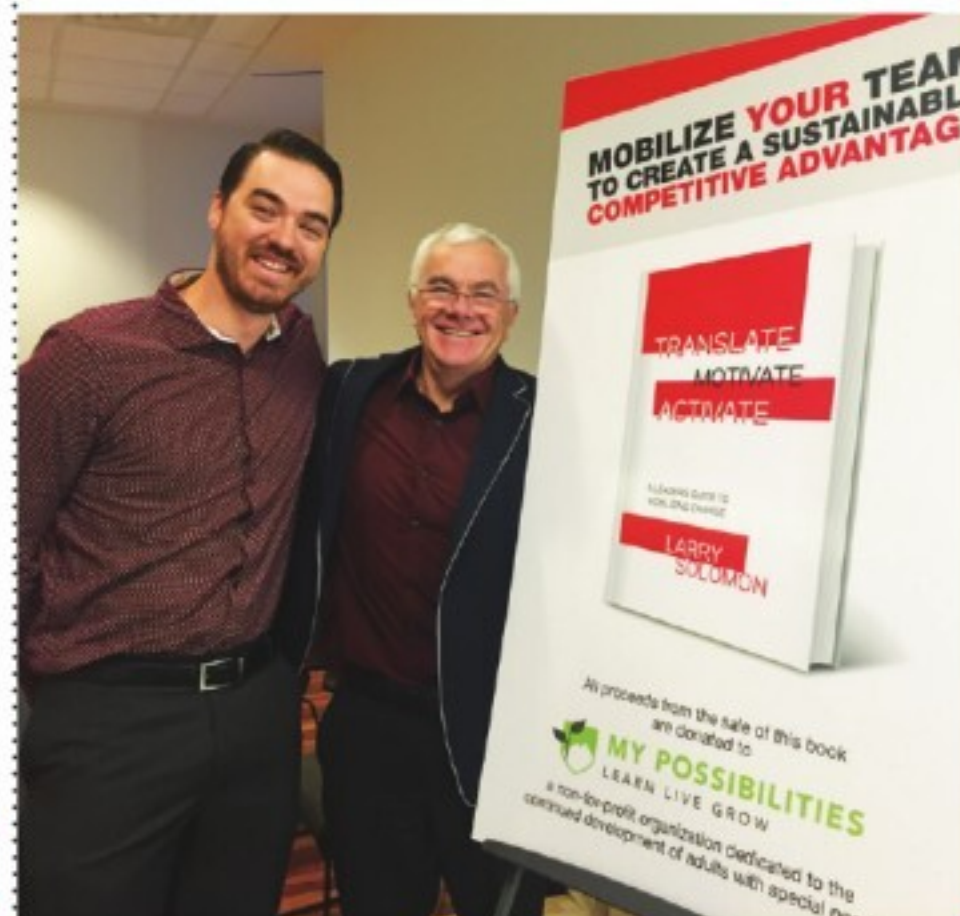
The nonprofit has grown from serving 10 to serving 400 special-needs clients and outgrown its first two buildings.

Solomon also is active in his church, Chase Oaks in Plano, where he leads groups on leadership development.

In June, he completed the aforementioned book, *Translate, Motivate, Activate: A Leader's Guide to Mobilizing Change* (Dallas: Brown Books Publishing Group, 2016), which was available at an Aug. 16 breakfast that featured Solomon and Larry Young, CEO of Dr Pepper Snapple. They talked about "Mobilizing Change: The Early Days of Dr Pepper Snapple." All proceeds from the book sales will go to My Possibilities.

The Solomons reside in Plano. They have four children: a son who is a computer programmer in Australia; another son who owns a graphic design business in South Africa; a daughter, who is a lecturer at Newcastle University in England; and their third son who lives at home and attends My Possibilities. 

by Harriet L. Blake



Michael Thomas (left), executive director of My Possibilities, and Larry Solomon at the August breakfast headlined by Solomon and Dr Pepper Snapple CEO Larry Young. Copies of Solomon's recently released book (pictured in the poster) were for sale, and proceeds were to benefit My Possibilities.

{ ALUMNI NOTES }

1980s

Ting Kuo (T.K.) Daniel Chen, MAS 1988, is the founder, managing partner and president of TKC Wealth Management, LLC, formed in 2011 as Civitas Wealth Management. Daniel specializes in U.S. domestic and offshore investment-planning strategies for Pacific Rim clients, with an emphasis on mainland China and Taiwan. His experience includes tax-efficient portfolio construction, succession planning and asset management. He has been working in investment strategies for more than 27 years in both banking and wealth management.



He began his banking career with Chase Manhattan Bank, Taipei, Taiwan, in 1984. He moved to Dallas in 1988 and worked with Richardson National Bank and later Comerica Bank between 1988 and 2000. During this time, he volunteered locally with the YMCA, Rotary International and the Methodist Richardson Medical Center, where he served on the Richardson Hospital Authority.

He then returned to JP Morgan Chase Bank in Dallas and worked in the International Financial Services Division as senior financial advisor until co-founding Civitas Wealth Management.

Active in the community, Daniel serves as director of the DFW Taiwanese Chamber of Commerce as well as president of the Hong Kong Association of Northern Texas, which facilitates doing business with Asia and the United States. Multilingual, Daniel speaks Chinese (Mandarin, Cantonese, Taiwanese) and English. He has been a certified public accountant since 1989, a certified financial planner since 1993 and holds securities licenses as well as an insurance license. He earned a BA in business administration from Fu-Jen Catholic University in Taiwan.

1990s

Paul French, BS 1993, became the chief marketing officer for Allegro Development Corporation earlier this year. Allegro is a provider of commodity management software. Paul oversees the company's marketing functions, including marketing strategy, lead generation, brand initiatives, product positioning, marketing measurement, campaigns,



advertising, events, and press and analyst relations.

Previously, Paul was the vice president of marketing at Armor, Inc., which specializes in cyber-defense software. Prior to that, he was the vice president of sales, product marketing and market strategy at Axway Software. Other jobs have included: director of sales for Sterling Commerce; president and CEO of INGINIX Systems

Corporation; sales manager at Yahoo! and vice president of sales for startup software provider Internet Reports.

Ellen Magnis, BA in Interdisciplinary Studies 1996, MBA 1998; was recently named executive director of Family Gateway, whose mission is fighting child homelessness in Dallas by providing supportive housing and comprehensive wraparound services.



"Not only is Ellen a respected, accomplished and innovative leader, her passion for helping children in need makes her a perfect fit for Family Gateway," said

Anne Johnson, chairman of the group's board of directors.

Previously, Ellen was second in charge at the Dallas Children's Advocacy Center as chief of external affairs for eight years. At the center, she was responsible for fundraising, education, legislative affairs and public relations. Colleagues say she made the agency known as the go-to organization for educating the public on child-abuse issues.

Ellen began her nonprofit career at the American Heart Association, where she held a number of leadership roles during her seven-year tenure, including leading a successful effort to improve stroke care across the country.

Amani Armand Ballou, MS 1999, MAS 1999, began work last summer for asset-management firm INOKS Capital SA, based in Geneva, Switzerland, where he is the head of business development for Sub-Saharan Africa.



Previously, he served as the CEO of Sirius Management Corporation, a small management-

consulting firm specializing in business advisory and structured trade finance services to traders operating in Africa.

Born and raised in Ivory Coast, Amani started his professional career at PricewaterhouseCoopers in 2000 as a financial auditor in the Dallas office. Upon returning to his home country in late 2003, he served as the CFO of CACC, a state-owned cocoa- and coffee-trading company based in Abidjan.

In mid-2005, he briefly joined Natexis Banques Populaires (now Natixis) as a deputy CEO. In 2006, he joined Audit Control and Expertise (ACE) Abidjan as risk manager, then served as country manager of the Liberian office. In that capacity, he initiated and oversaw the start of ACE's operations in Sierra Leone and Ghana.

From 2009 to 2011, Amani was he managing director of Novel Liberia, the local subsidiary of Geneva-based Novel Commodities S.A.

Amani has been a certified public accountant since 2002 and a former member of the Texas State Board

of Public Accountancy. He earned a BS in economics and finance from the University of Ivory Coast in Abidjan.

2000s

Vikesh (Vik) Thapar, BS 2000, is a principal with Cypress Growth Capital, where his investment life-cycle responsibilities include identifying promising potential companies, conducting due diligence and providing ongoing support to portfolio companies.

Prior to this job, Vik was the director of the North Texas Regional Center for Innovation and Commercialization, where he supervised the process of identifying, vetting and mentoring companies seeking funding from the State of Texas' \$200 million Emerging Technology Fund.



He often lectures at area colleges, including UT Dallas, where he is a member of the Institute for Innovation and Entrepreneurship Advisory Board.

Earlier this year, he earned one of the *Dallas Business Journal's* Minority Business Leader awards and was named to *DBJ's* "40 Under 40 Class of 2016."

Born and raised in Richardson, Texas, Vik always was intrigued by UT Dallas, despite its proximity to home. His best advice for current students: Don't give up and network, network, network. As he said in a recent *Alumni Spotlight* (jindal.utdallas.edu/alumni/spotlight/#vik-thapar-45), "Always be meeting new people and learning from them. It is critical to stay relevant in the ever-changing world of business....And always try to help the next generation." In his spare time, Vik says he enjoys spending time with his wife, who is an emergency room pediatrician, and their two daughters, ages 2 and 4.

Carla Mashinski, EMBA 2004; joined the board of directors of the Unit Corporation, an integrated energy company in Tulsa, Oklahoma, in August 2015. Since July 2015 she has served as chief financial officer for Cameron LNG, a liquefied natural gas terminal near the Gulf of Mexico,



where she is responsible for all financial and information technology matters. She previously served as CFO and vice president of finance and information management for the North American operation of SASOL, an international integrated energy company.

From 2008 to 2014, Carla was employed by SBM Offshore, Inc., serving as vice president of finance and administration, U.S. CFO from 2008 to February 2014, and as commercial and contracts manager from February to August 2014. SBM Offshore supplies the

offshore-energy industry with floating production solutions, involving engineering, procurement, construction and installation.

Earlier, she was vice president – accounting and chief accounting officer for GulfMark Offshore, Inc., a global public company in the oil services industry. She also was vice president and controller for Duke Energy North America and Duke Energy International.

The foundation of her career is 14 years with Shell Oil Company, with responsibilities ranging from financial reporting and analysis, budgeting and corporate restructuring. She is a certified public accountant, certified management accountant and a project management professional. Carla is a member of the Texas Society of CPAs, the Institute of Management Accountants and the Project Management Institute.

She earned a BS in accounting from the University of Tennessee, Knoxville.

Carolyn Jackson, MBA 2006, is a senior manager in Corporate Audit Services at Capital One. Her leadership responsibilities include managing the execution of audits and audit teams; and consulting with executives about mitigation plans for the operational or regulatory issues their business lines encounter.



She previously was vice president and supervising auditor for the Consumer Audit team at Bank of America Corporation (BOA). On the heels of the 2007-2008 financial crisis, she made an impact at BOA by being a part of a selected team who traveled to sites across the U.S. to ensure the appropriate assimilation of legacy Countrywide

Mortgage sites into the Bank of America model. She was tasked over several following years with evaluating and consulting on business processes, procedures and standards ensuring the consolidated bank was in alignment with consumer-protection practices, and professional and ethical standards.

In both 2013 and 2014, Carolyn was a recipient of the Platinum Award, BOA's highest performance-related award, for her work with BOA's business lines to drive quality and continued ethical lending standards with customers. Also in 2014, she became the founding member of Imagine, Achieve, Inspire, which focuses on corporate speaking events as well as diverse community outreach events, and she became the chairman of the board for the Young Professionals Group at Girls Inc. of Metropolitan Dallas. Carolyn also serves as volunteer teacher at the Literacy Instruction for Texas (LIFT) organization in Dallas, where her focus is teaching adult learners with low literacy capabilities and comprehension skills.

She earned a BS in business administration and marketing from the University of Arizona.

Stephen Miano, MS 2006, was named the chief financial officer and treasurer of the Sonesta International Hotels Corporation earlier this year. A 25-year veteran of the hospitality industry – he earned a bachelor's degree in hotel administration from Cornell University – Stephen has worked in senior finance leadership roles at Rosewood, the Four Seasons and most recently, at the Commune Hotels + Resorts, where he was CFO.



At the Newton, Massachusetts-based Sonesta, he is

responsible for financial planning and analysis, strategic planning and risk management. In addition, he oversees accounting operations, internal controls, as well as manages the treasury, cash flow and working capital of the company.

He says he has been fortunate to work with companies and colleagues who shared their knowledge and gave him the chance to work internationally. "I now find the most rewarding part of my job is to give those opportunities to others in the business world and pass down my knowledge to them."

In his free time, Stephen enjoys traveling. He says he has been lucky to have worked in 23 countries to date. He also enjoys tae kwon do, snowboarding and mountain biking. He and his wife have three children.

2010s

Paul T. Flesher, MBA 2014, recently became a product manager at Omnitracs. From 2005 to 2012, he served as a United States Air Force aircraft commander, during which time he completed 60 missions for Operations



Enduring Freedom and Iraqi Freedom. His leadership background in the Air Force has served him well in his current work, where he leads product strategy as an action-oriented problem solver for software products. Previously, Paul interned with AT&T's product marketing department and, before that, was director of operations for a small prepaid-wireless chain, where he devised and implemented company strategy and executed marketing initiatives. He earned a BS from the United States Air Force Academy.

In Memoriam

Lakshmi S. (Narsi) Narsimhan, PhD 1988, was a native of Tamil Nadu, India, but spent the last three decades of his life in his adopted home of Atlanta,



where he was well-known for helping the Indian community. Narsi died April 29, 2016, from a heart attack. He was 53.

Narsi was founder of the Indian Professionals Network as well as a member of the Kettering Executive Network (KEN) leadership team and a former Georgia Tech management professor. He had served as president of the Georgia Indo-American Chamber of Commerce and the CEO of an information technology consultancy, Palaam Inc. (*Palaam* means bridge in Narsi's native tongue.)

The Indian consul general to Atlanta, Nagesh Singh, remembered Narsi

as a tireless networker who helped Singh make business contacts when Singh arrived in town. "The commercial wing of the Consulate General of India has shut down, because Dr. Narsi Narasimhan has passed away, and I don't know what we are going to do to fill that void," Singh said in the online publication *Global Atlanta* at the time of his death.

In a tribute to her uncle, Sunanda Kameswaran noted that Narsi's father had wondered why he needed to go so far away. He easily passed the entrance exam of the Indian Institutes of Technology and then graduated from that institution. He followed that up by applying to the PhD program at UT Dallas, eventually landing at Georgia Tech. His niece recalls her uncle explaining his nomadic ways to his father: "Dad, I will have a bigger impact if I choose this route. I will change more lives." He was right. He sure was right," she said.

In addition to his family and extended family, Narsi is survived by his mother, Saroja Sankararamaswamy, and his sister, Sugantha Narayanan.

