

THE NAVEEN JINDAL SCHOOL OF MANAGEMENT

THE UNIVERSITY OF TEXAS AT DALLAS

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ANNIVERSARY *of* MANAGEMENT MAGAZINE



Hasan Pirkul
Dean and Caruth Chair
of Management

The start of the academic year always brings new energy and excitement to campus. This is the time that we take account of the past year and look forward to the new one with hope and enthusiasm. In this spirit, I am happy to report to you that we have brought in another excellent class of students and faculty.

This semester, our enrollment stands at 9,194, a slight increase from last year. We have great students who go on to become successful alums, and the numbers of both students and alums have risen dramatically in the last decade. Despite our best efforts, faculty and staff numbers have not kept up with growth. The slowdown in enrollment gives us the opportunity to catch up.

I am happy to report that we have hired nearly two dozen new full-time faculty members. Half of them filled tenured or tenure-track positions. Among them was the endowed post of Jindal School of Management Advisory Council Distinguished Professor; Dr. Riki Takeuchi is the inaugural appointee. He and the other newcomers hold an impressive array of teaching and research credentials. The new faculty members are profiled in this issue of *MANAGEMENT* magazine.

Our faculty continue to earn national and international recognition. This past academic year, faculty members earned more than two dozen awards. Last summer, they received three best-paper honors. The Institute for Operations Research and the Management Sciences' section on Energy, Natural Resources and the Environment bestowed its best publication award on Dr. Milind Dawande and co-authors Drs. Xianjun Geng and Vijay Mookerjee for "Milking the Quality Test: Improving the Milk Supply Chain Under Competing Collection Intermediaries." The 2017 International Conference on Smart Health gave Drs. Indranil Bardhan and Eric Zheng the best paper award for "Do Online Reviews of Physicians Reflect Healthcare Outcomes?" The 2017 MIT Asia Conference in Accounting awarded best-paper honors to Drs. Ashiq Ali and Ninzhong Li and PhD student Zhongwen Fan for "The Role of Capital Expenditure Forecasts in Debt Contracting."

Honors have come to Jennifer Johnson, named an Outstanding Accounting Educator by the Texas Society of CPAs, and Kathy Zolton, also an accounting faculty member, who earned the UT Dallas President's Teaching Excellence Award. Kudos, too, to Dr. Kathryn Stecke, named a fellow of the Production and Operations Management Society; Dr. Shawn Carraher, named a fellow of the Direct Marketing Education Foundation; and Institute for Excellence in Corporate Governance Executive Director Dennis McCuistion for his second Excellence in Corporate Governance award from *D CEO*.

Our students continue to make us proud. Our three Texas Business Hall of Fame Foundation Scholarship recipients each won a \$15,000 award. PhD student Blair Flicker won the 2017 Behavioral Operations Conference Best Presentation award for research that also merited a \$23,000 National Science Foundation Dissertation Award. Two graduate accounting students earned "full-ride" scholarships from Ernst & Young. Last spring, two other graduate students were the first UT Dallas recipients of DFW Albert Schweitzer Fellowships. An undergraduate marketing major won both the DFW American Marketing Association Collegiate Marketer of the Year Award and the campus Diversity Award.

The Jindal School continues to emphasize research that helps academia and industry alike. In this issue, the JSOM Research Ventures feature showcases how our PhD programs ensure students undertake studies meaningful in the classroom or to business — or both. Their dissertations, in turn, help put our PhD graduates' careers on firm footing.

New this fall is a certificate program in accounting with the primary goal of preparing students for PhD-level research. Also new is our BS in Human Resource Management program. Dr. Jeff Weekley, the program director, has identified that the DFW area alone will need 600 trained entry-level HR specialists to fill open positions, and this program is designed to turn out graduates ready to step into those roles.

Our Full-Time MBA program, like this magazine, has turned 20. Despite its short history, this program has become one of the nation's elite programs. Among public universities in the U.S., it is ranked No. 12 by *Bloomberg Businessweek*, No. 16 by *U.S. News & World Report*, No. 22 by *Forbes* and No. 23 by *Financial Times*.

Our MBA programs are recognized for being No. 1 in *U.S. News & World Report's* Top 10 Short List, which compares average starting salaries of MBA graduates to average student loan debt at ranked business schools. JSOM graduates have by far the best salary-to-debt ratio.

Our innovation and entrepreneurship programs have made great strides with the opening of the Blackstone LaunchPad and arrival of new Institute for Innovation and Entrepreneurship Executive Director Steve Guengerich.

Another reason to celebrate comes from JindalConnect, our online platform for Jindal School students, alumni, faculty and friends, which, in less than a year has signed up more than 5,000 members. Sign up now if you have not done so.

In closing, I want to express gratitude to you for supporting our continuing efforts to provide the highest quality education to our students.

Best wishes,

Hasan Pirkul

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 THE UNIVERSITY OF TEXAS AT DALLAS

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 ANNIVERSARY
 OF MANAGEMENT
 MAGAZINE
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DMHP Goes to D.C.

The first issue of *MANAGEMENT* in 1997 featured a story on Executive MBA student trips to Washington, D.C. Twenty years later, the focus shifts to the undergraduate Davidson Management Honors Program, which has been leading students on spring break trips to the nation's capital since 2012.

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In the two decades since the Jindal School Full-Time MBA began, the program has evolved from newcomer to nationally ranked training ground.

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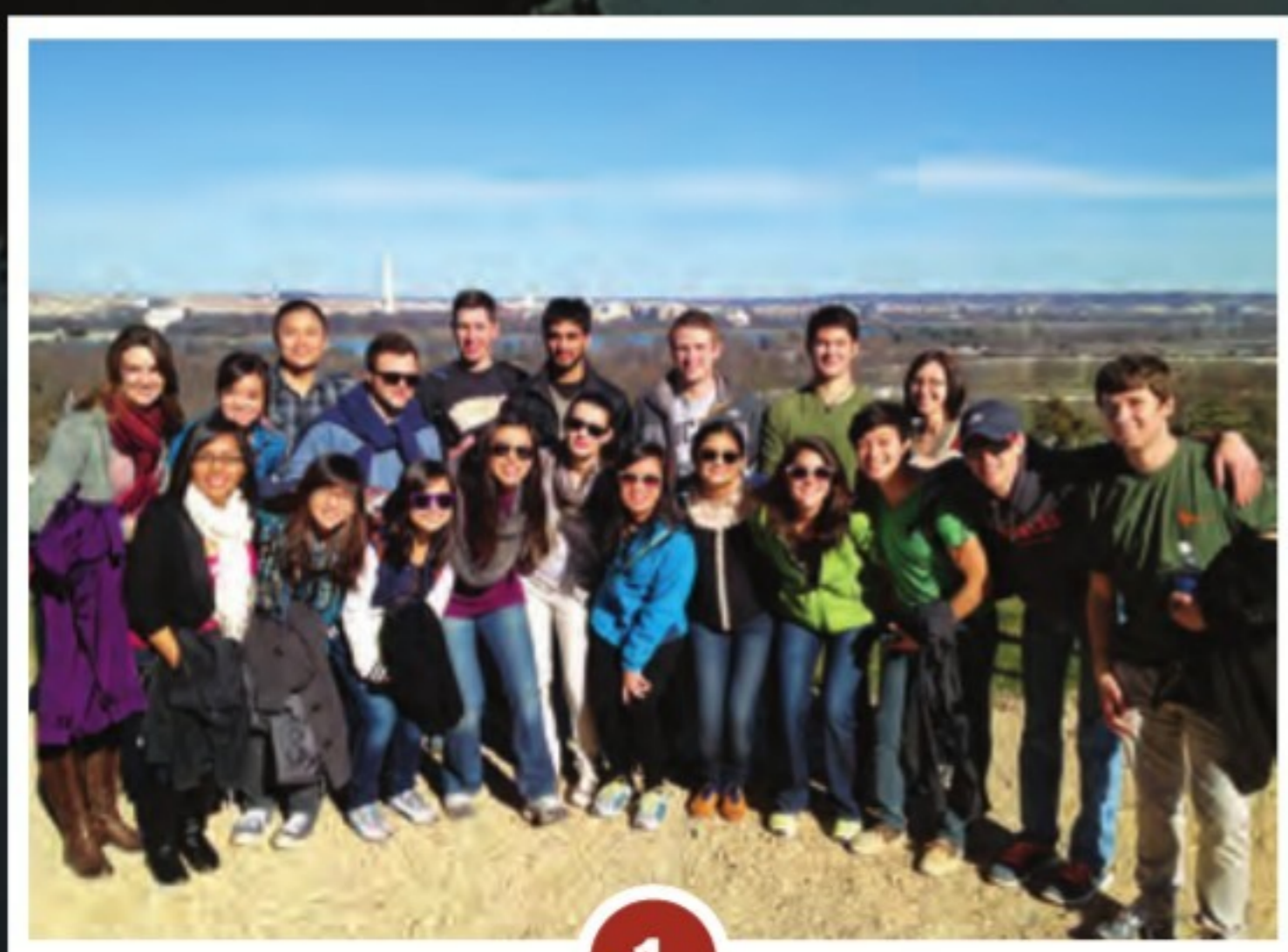
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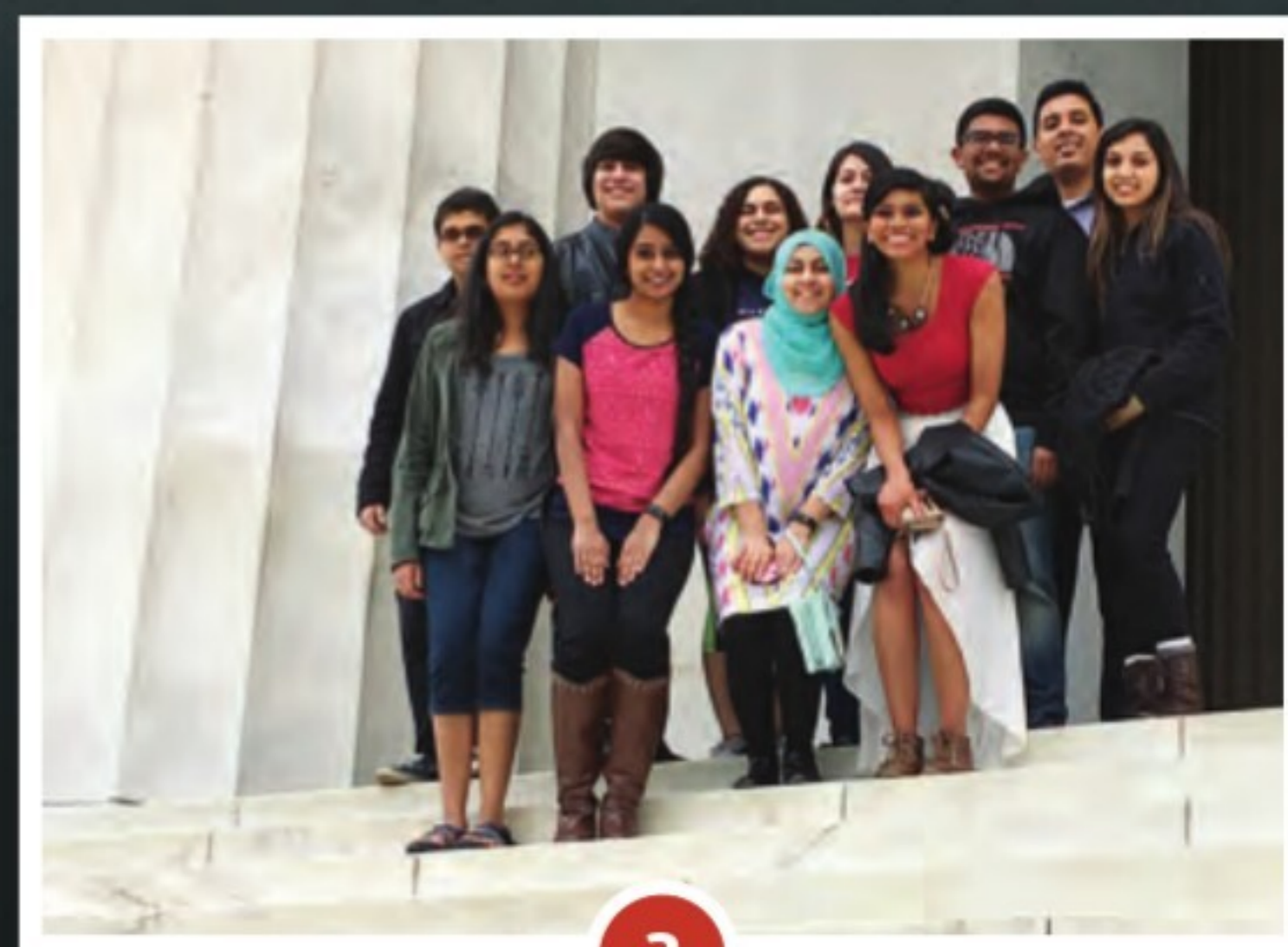
DMHP



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A spring break trip to Washington and New York every year gives many Davidson Management Honors Program students a wider view of the world — and a closer connection to one another.

Goes to D.C.

By: Caryn Berardi

1. The Washington Monument can be seen in the background of this photo of the 2013 DMHP travelers at Arlington National Cemetery.

2. DMHP 2012 spring breakers in front of the Texas pillar at the National World War II Memorial in Washington, D.C.

3. In 2016, the traveling DMHP sophomores stopped at the Lincoln Memorial for this photo.

In the first issue of *MANAGEMENT* in fall 1997, one main feature story, “The Capital Program,” discussed Executive MBA student trips to Washington, D.C. The EMBA program does not include Washington in its travel plans anymore, focusing on international study trips instead. But undergraduates in the Jindal School’s Davidson Management Honors Program visit the nation’s capital — along with New York City — every spring break. The seven-day trek proves to be an educational eye-opener and a college experience highlight every year.

There are two pieces of advice the leaders of the Davidson Management

Honors Program always stress to their students leading up to the annual spring break trip to Washington, D.C., and New York City: Wear comfortable shoes and get some sleep.

The shoes are for the miles of walking the students will do, and the sleep is for the busy days of exploring.

“The trip is nonstop and really about being able to learn without being buried in a textbook,” says Associate Dean Matt Polze, DMHP director, who introduced the group travel opportunity in March 2012 after researching other university business honors programs and how DMHP could offer something unique to its students.



On the first DMHP spring break trip to Washington in 2012, the travelers took group photos in front of the White House. Associate Dean and DMHP Director Matt Polze is at the far left in the back row. Author of this story, Caryn Berardi, then second in command of the program, appears at the far right.

The trip, which is almost completely subsidized by the program, is open to DMHP sophomores through a competitive application process. While all sophomores, the 20 to 25 students chosen represent different majors across JSOM and vary on their prior exposure to these cities.

“Some students have never been on a plane, and some have traveled the world,” Polze says. “And the beauty of this trip is they all get to share their experiences together.”

One of the students who had never visited Washington was junior Victor Daescu, a business administration

major and biology minor. Daescu participated in the 2017 trip and recalls the Library of Congress as a highlight of the D.C. portion.

“The relatively nondescript exterior, by the standards of other buildings in the city, gave way to the most beautiful

interior of any building I have ever seen,” Daescu says.

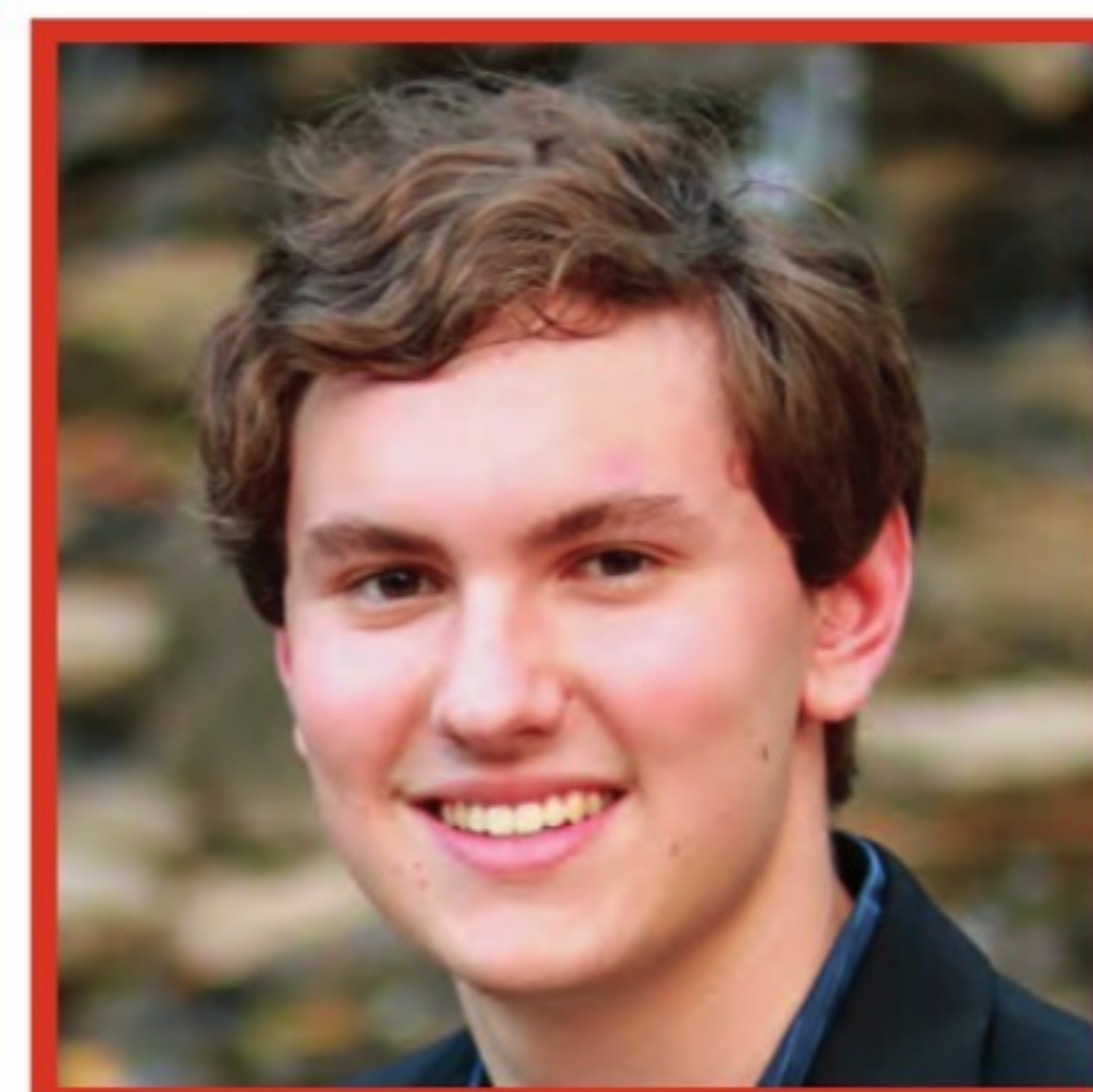
Other stops on the trip include the White House, Department of State, the Capitol, Arlington National Cemetery and the Holocaust Museum. In New York, visits include the floor of the New York

Stock Exchange, the National September 11 Memorial and Museum, Statue of Liberty and Metropolitan Museum of Art.

“Some might say these are things you could do on your own on a trip to D.C., but what makes this trip unique is that after touring the Supreme Court, you can have



Matt Polze



Victor Daescu



an intellectual conversation with a classmate whose dream is to work there one day," reflects senior accounting student Mariam Allahrakha about her March 2016 trip.

Though an academic program with challenging classroom requirements and expectations, DMHP strives to develop students in all areas, with a particular focus on leadership and professional skills, according to Elise Smith, DMHP associate director.

To this end, beyond sightseeing, students also participate in business visits and alumni dinners. The group has visited the D.C. office of Deloitte every year of the trip, benefitting both the students and the company.

"At times, there may be differences in what students perceive about careers in professional services versus the realities," says Ravi Dadhania, a manager with Deloitte Advisory in nearby Arlington, Virginia, who has participated in the DMHP visit. "Site visits such as the UT Dallas DMHP annual visit afford the firm a unique opportunity to share firsthand experiences [with] aspiring young professionals."

For some, these business visits have a direct impact on their future plans. Pankhuri Mittal (featured on the cover and in a main feature of the Autumn 2010 issue of *MANAGEMENT*) participated in the first DMHP trip in 2012 and went to work for Deloitte in New York City after graduating with her accounting master's in 2015.

"I fell in love with [New York] while

exploring it with my friends and was drawn to the power, charisma, intellect and fast-paced environment of the city," she says.

When she was extended a full-time offer with Deloitte two years later, these memories of the trip encouraged her to reach out to her recruiter to explore opportunities in New York.

Still, as is bound to happen with travel, much of the experience is what happens beyond the planned itinerary as students bond.

"This trip really reinforces the feelings of a DMHP family," Daescu said. "I felt closer to everyone by the end of the trip."

Due to the success of the domestic trip, DMHP added an annual international trip in 2015, with visits thus far to Australia, Europe and Asia. These opportunities are part of a larger focus of JSOM to provide meaningful outside-the-classroom experiences for undergraduates to better prepare them for success after UT Dallas.

"When students travel or study abroad, they develop more self-awareness, and as a result, more self-reliance," says Dr. Marilyn Kaplan, associate dean of undergraduate programs in the Jindal School. "This gives them more confidence and a better ability to empathize with others, both in the classroom and in the workplace."

Moving forward, Polze and Smith plan to continue to provide students unique opportunities to learn, bond and grow on the trip.

And the nonstop pace of the trip will not be changing anytime soon — even



Elise Smith



Pankhuri Mittal



Marilyn Kaplan

if the students do not always heed the advice given to them.

"Even after getting back to the hotel exhausted from a long day, we would all stay up late just talking and getting to know each other better," Allahrakha says. "This trip was tiring, but I wouldn't trade it for all the sleep in the world." **20**



.....
TWENTY YEARS
of **FULL-TIME**
MBA
.....

BY T.D. CHRISTENSEN

In 1997, the world mourned the death of Princess Diana, Steve Jobs returned to Apple, and scientists introduced the first successfully cloned mammal, Dolly the sheep.

Closer to home, 1997 was a year of milestones as well. It marked the first full year of the Full-Time MBA program at UT Dallas as well as the debut of *MANAGEMENT*, whose first issue featured a story about the inaugural class titled “Show Me the Money.”

Two decades later, plenty has changed.

The program in the Naveen Jindal School of Management has evolved from a little-known upstart into a nationally renowned training ground for business and management leaders. Today, the Full-Time MBA is ranked No. 12 among U.S. public university programs according to *Bloomberg Businessweek* (2016), and No. 16 among U.S. public university programs according to *U.S. News & World Report* (2018).

“The program has always been guided by the vision of becoming one of the highest-quality programs available at any university. Two decades later, that vision has been realized,” says Dr. Hasan Pirkul, dean of the Jindal School.

Assistant Dean Lisa Shatz, who came to UT Dallas in 2008 to run the Full-Time MBA program and is now in charge of all MBA programs in JSOM, says quality is still based on bringing in the best students.

“We conduct interviews; every prospect also interviews with an alumnus,” Shatz says. “We evaluate every applicant not just academically, but we also look for excellent communication skills, marketability, which includes work experience, and — I’m not sure how to categorize this — likeability.”

BRINGING IN THE BEST

“We spend a lot of time thinking through whether prospective students would be good for the class. Will they contribute? Will they work well with others? Will they make a good alum? Will they follow

through and do things they say they will? Do they have a sense of service and not just a need for personal achievement?" Shatz says. "The resolving question in admissions decision meetings is: Would we want this person on our team? If the answer is no, that's usually a deal breaker."

With a cohort of students in place, attention turns to curriculum. The basics of it — a full-time, daytime, week-day regimen of core courses that students follow together in progression and that can be completed in 16 months — have remained the same for two decades.

What has changed is the emphasis on giving students as many opportunities as possible to see or experience for themselves the practical side of the academics they learn, and flexibility to create a degree plan that optimizes their marketability.

For instance, Shatz says, the business issues class Charlie Hazzard and Dr. Lawrence Redlinger teach "is not core or required, but it is taught exclusively for the full-time cohorts, and most of them take it. This is an opportunity for students to learn how executives make decisions with real examples — one being Charlie's involvement with the turnaround of OxyChem — and speakers who include many CEOs they bring in to talk to the class."

More experience comes from case competitions that challenge students to solve problems based on scenarios drawn from the real world. Students usually sign up for challenges based on subject-area



interest — such as accounting, finance or information technology — and often work with other Jindal School students outside the MBA program.

"Our students do exceptionally well because we are teaching them, above all, problem-solving skills," Shatz says. "UT Dallas MBA students have, time and time again, beaten schools like Emory, Notre Dame and UNC." This is a great way, she adds, for students to show their abilities and build their résumés.

Another contributing factor? "I believe UT Dallas offers the greatest number of electives in graduate business education in the state of Texas," Shatz says, "and students also benefit by being able to get a dual degree in 13 master's degree programs.

"About 40 percent of our full-time MBA students take advantage of our dual-degree option. After finishing their MBA, they stay another semester to graduate with a second master's degree, often in a specialty discipline, such as analytics, finance or supply chain management."

MAKING THE GRADE: RANKINGS

Smart students with top potential, respected faculty, a solid curriculum, experiential learning: all have contributed to the Full-Time MBA program's entry into and steady climb in the rankings.

How are those standings maintained? "Every ranking is different,"

Dr. Monica Powell, Jindal School's senior associate dean, says. "But they generally look at the following: Percentage of students placed 90 days after graduation, average starting salary, GMAT score, grade-point average, work experience, student satisfaction and employer satisfaction."

Jindal School's average Graduate Management Admission Test — GMAT — score is 670, on par with Ohio State University Fisher of College of Business and Indiana University Kelley School of Business. JSOM's 2018 score in *U.S. News* Recruiter Rankings assessing the readiness and desirability of graduates is 4.2, tied for No. 7 in the nation with Yale University and the University of California Berkeley.

"The fact that our students have all those things we look for in the interview —

Assistant Dean Lisa Shatz teaches a class at LEAD Camp, the two-week orientation that introduces new full-time MBA students to the program before the school year begins.





Full-Time MBA
ranked No. 12
among U.S. public
university programs

— *Bloomberg Businessweek*
(2016)

communications skills, intelligence, likeability — and that they build real, useable, highly sought-after technical skills — makes us loved by recruiters,” Powell says.

Standings such as these have thrown the Full-Time MBA program into the spotlight, and as its national reputation has grown, so has the program’s physical footprint.

“In the late '90s, we had one classroom in Hoblitzelle Hall and a break room ... we practically lived in those two rooms,” remembers Paul Nichols, BA'95, MBA'98, president and CEO of Cirasys Inc., a power-conversion technology business. “When the School of Management building was finished (in 2003), it was an eye-popping castle by comparison.”

SMALL BUT MIGHTY: THE POWER OF INTIMACY

Yet for all the growth and changes, some important things remain the same, like the program’s emphasis on maintaining a small, intimate cohort of students. The first class, in 1996-1997, had 25 students, while the class today has about 50 students — still small compared to most full-time MBA programs.



PAUL NICHOLS

“We’re a tiny full-time MBA program that’s highly ranked, which makes us really unique in the market,” says Shatz.

“Because we’re so small, we know every student, their background, what they’re like and what kind of career might be a fit for them,” Shatz says. “If an employer comes to us and is very specific about what they’re looking for, I can say ‘Oh, you should meet Joe.’ You don’t get that in a big school.”

Employers who recently have hired JSOM MBA graduates have included Cisco, Deloitte, Ericsson, Essilor, EY, Motorola, Sabre and Toyota. “They like that our students have a great broad knowledge of business from our large — relative to other schools — core,” Shatz says. “And — very important — they like that our grads arrive prepared to use very highly desired skills, such as business intelligence/statistics, information technology and operational and financial modeling.”

Being from a small program in a big school means students get all the benefits of having a small group of 50 people, but at the same time, “they have all of the big-school benefits, like tons of electives, dual-degree options, labs and student organizations to choose from,” Shatz says.

The program’s small size also helps students to get to know each other quickly and help each other with everything from homework to job searches. Both past and current students describe it as an elite, close-knit team.

“The small program size generates a sense of camaraderie,” says Shubhdeep Sengupta, a second-year student. “We have a deeper bond. ... We know each other’s

strengths and weaknesses.”

Second-year student Jared McDonald says, “The cohort feels like a family. We attend each other’s performances, help move furniture and go out on double dates together.”

The compact size of the program also makes it easier for students to connect with faculty and get the best learning experience possible, says Borianna Ilieva, a member of the program’s inaugural class who was featured in *MANAGEMENT*’s “Show Me the Money” article in 1997.

“We had amazing teachers who didn’t just cover the subjects; they challenged us to think, to stretch ourselves, to set goals and to dream big,” Ilieva says. “My favorite classes were the various levels of economics taught by Professor Stan Liebowitz. I still remember to this day his lessons about price elasticity, which is a theoretical concept, but which has a real application not only in business but in everyday life.”

Easy access to teachers and the program’s small size also gives students a head start in perfecting the art of teamwork — an integral part of success in business, says Nichols.

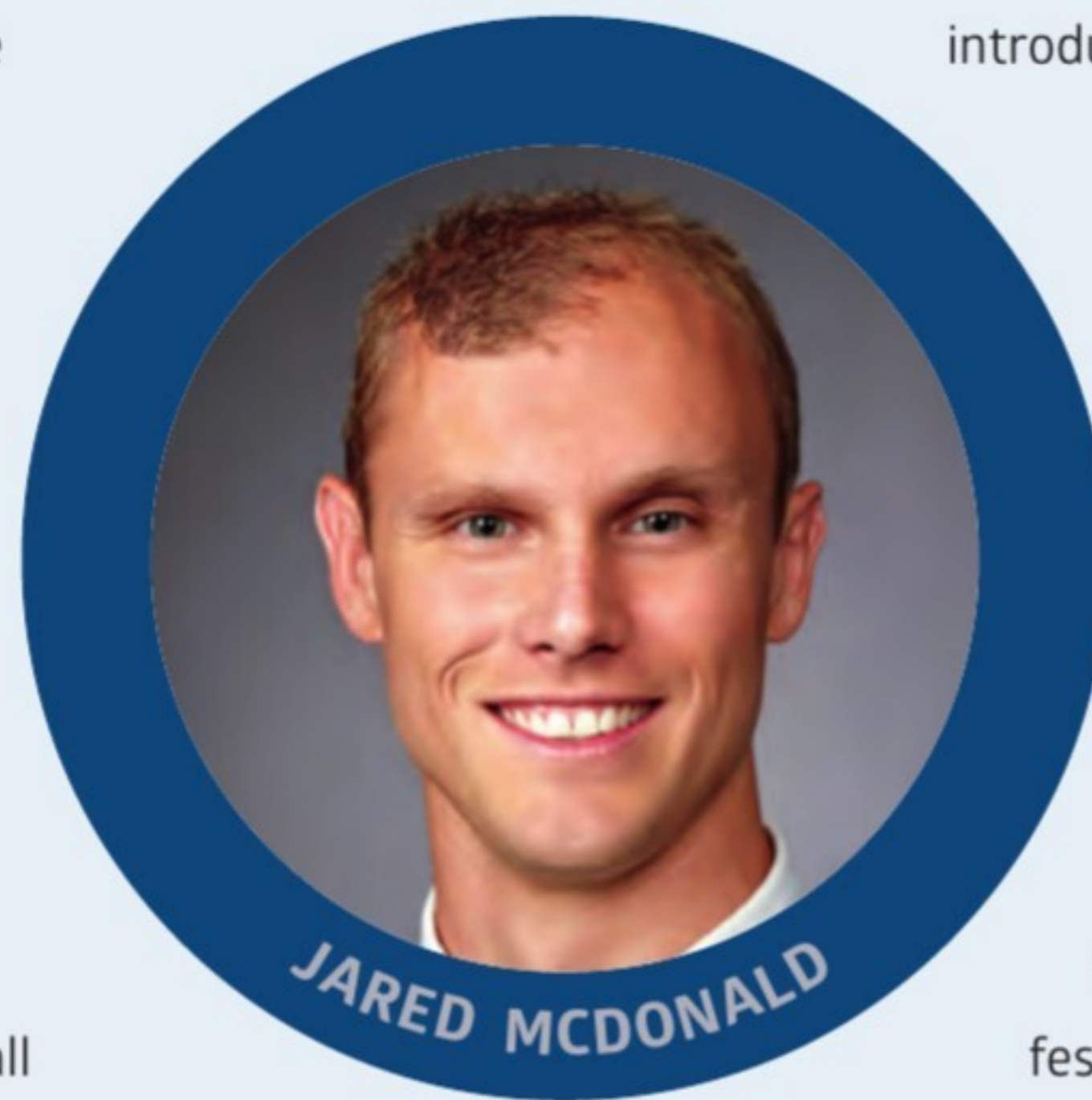
“Team building is core to the Full-Time MBA program. It taught me the importance of the soft skills of working with people who are often quite different from you,” Nichols says. “In my experience in IT, venture capital and other industries, I’ve learned technical and structural problems can always be overcome, but people problems are the most difficult ... and I can’t say enough good things about the teamwork experience I got in the program.”

NO FOLLOWERS AT LEAD CAMP

One notable difference between the past and present is the program’s current orientation “LEAD Camp,” an intensive two-week program to help students build leadership skills, fine-tune their career options and learn how to network and market themselves.

When the program began, there was little or no orientation process. “We were pretty much thrown into the pool,” says Nichols, one of many alumni who now return every year to help students during orientation.

Today, students at LEAD Camp work with dozens of teachers, alumni and industry professionals to sharpen their focus. They begin preparing for the “boot camp” months in advance by meeting one-on-one with a



career counselor and studying videos on résumé writing and career choices. “And when they get here, they’re already prepared to take a deeper dive,” Shatz says.

LEAD Camp includes such job-related sessions as how to research potential employer companies and how to develop a job-search strategy. It also includes academic components, a math refresher course, for example; and a four-hour introduction to a simulation computer lab.

“We pretty much hit the ground running,” says first-year student Betsy Cheung. “I was surprised by the breadth of skills and knowledge we gained during LEAD Camp. ... In two weeks, we were able to enhance our elevator pitches, résumés, interview skills and presentation skills. It was an incredible experience.”

McDonald agrees: “It’s astonishing how quickly I transformed from an incoming student to feeling like an accomplished and marketable professional — and classes hadn’t even started yet.” “I’m envious of what current students have access to,” says Nichols. “LEAD Camp makes the program stronger and better than ever.”

HELPING HANDS: ALUMNI, MENTORSHIPS AND INTERNSHIPS

As the Full-Time MBA program has grown in the last two decades, so has the number of alumni who help students with training, networking and coaching — including The Power of Two, a mentor program in which a professional teaches a student the ins and outs of the business world. Mentors offer a wide variety of help and support, including passing along job leads and offering career advice.

Recent graduate Prasad Mahajan, MBA’17, says going through the MBA program was “transformative” due in large part to all the excellent mentoring he received. Even after graduation, he continues to rely on the wisdom of Dr. Sydney Smith Hicks, a past chairwoman of the Jindal School’s advisory council and the benefactress behind JSOM’s Sydney Smith Hicks Faculty Fellowship (see *New Sydney Smith Hicks Faculty Fellow Appointed* on page 25).

“We have continued our mentor-mentee relationship, and it’s working out really well,” says Mahajan. “Sydney has become my adviser

for personal, professional, career-related matters, and I appreciate her advice greatly.”

More than 5,000 MBA alumni are active in the DFW area, including hundreds of graduates from the Full-Time MBA program. Alumni in San Francisco and New York have hosted groups of full-time MBA students during educational trips to those cities, while other alumni around the country volunteer to talk to prospective students by phone.

“I just love our alumni – they want to give back so badly,” says Shatz. “The culture has been so giving, and again, that has to do with our small size. In a big program, people assume somebody else is going to step up when you need something. Our alumni are very engaged.”

“In the late '90s, we didn't have access to the kinds of interaction with alumni and mentors that today's students do,” says Nichols. “It instilled in me early on that I needed to be there for the next group of students. One person can make a huge difference in another's career and life direction.”

“In some of the campus events when I meet the current students, I sometimes see timid but determined young people that remind me so much of myself 20 years ago,” says Ilieva, that inaugural class member featured in the inaugural issue of *MANAGEMENT*. Today, she is an IT project manager for Mary Kay and frequently returns to campus to mentor students.

“I love encouraging these students, sharing with them my story and giving them an example that there is no limit to what you can achieve if you are willing to consistently work hard for it,” she says.

Alumni also play a key role in helping full-time MBA students find the best internships available.



At the end of the first day of LEAD Camp 2017, new full-time MBA students got acquainted – and had some fun – working in teams to decorate pizza-size cookies to look like members of the program's faculty and staff.



“For me, the most impactful program was the internship program,” says McDonald. “When I informed the MBA faculty of my target companies, they quickly put me in touch with UTD alumni who work at AT&T, and I interned in the Global Supply Chain Department. I made some great connections there, gained some real-world insight, and I feel I really advanced as a professional.”

And while the Full-Time MBA program is only 20 years old, students today benefit from both UT Dallas' name recognition and the status of the 42-year-old Jindal School of Management, McDonald says.

“I've really enjoyed the prestige UTD's MBA program carries. Whenever someone hears I'm in an MBA program, they ask 'What school?' and when I reply that I'm attending UTD, I've always been met with 'Oh! That's a good school!' ” he says. “Our professors are top-notch. They have a firm grasp on business theory, but it's also backed by a great deal of experience.”

A GREAT EDUCATION WITHOUT GREAT DEBT

Full-time MBA students from the past and the present agree that the program is a remarkable value in terms of cost and quality. Earlier this year, *U.S. News & World Report* ranked UT Dallas' entire MBA program at No. 1 when it comes to average starting salary compared to average student loan debt (see *Jindal School Tops U.S. News MBA List...* on page 30).

For Shubhodeep Sengupta, the second-year student, the Full-Time MBA program's return on investment "was the most important factor in choosing UTD," he says. "MBA jobs are not plentiful — one always anticipates a struggle. Not being worried about student debt when choosing a job comes as a huge relief."

"I always thought business schools automatically came with a looming six-figure burden of debt," says first-year student Betsy Cheung. "When I considered the affordability of JSOM, its competitive ranking and its expansive network of alumni, it was an easy decision."

For the 2017-2018 school year, tuition and fees for the 16-month Full-Time MBA are \$32,998 for state residents and \$64,332 for non-residents. Shatz points out that about 85 percent of students receive partial or full scholarships.

"Plenty of students with a good profile can come here and not spend a dime, including their living expenses," Shatz says.

That was the case for Ilieva, who came to UT Dallas in 1996 from Bulgaria.

"It would have been impossible for me to get an MBA in the U.S. without assistance," Ilieva says. "I got full tuition, and I left college with zero debt. Getting a higher education degree is very valuable,

but if you end up with hundreds of thousands of dollars of debt, you spend 10 years trying to pay it back."

"UTD's affordable value and quality of faculty and programs are unique in the country," Nichols says. "And we as students, graduates, the state and the country are all better for it."

STRENGTH THROUGH DIVERSITY: A BROAD STUDENT BODY

Twenty years after it started, the program has established a reputation not just for excellence and affordability, but for attracting students from a wide range of countries, nationalities and walks of life.

Cheung says the program's diversity gives her "the advantage of seeing the world through different lenses." She says she applauds the program's "conscious effort to have a student body that is built on the idea of inclusion and diversity and the importance of tolerance, empathy and building bonds across borders — a skill that is especially relevant today."

"We've had students with math degrees and PhDs, teachers, physical therapists, musicians ... all kinds of students," says Shatz.

The common denominator, she says, is that "none of them take it for granted. They have 16 months, and they're determined to suck every ounce of learning and experience they can get out of it. And I think that's awesome." **20**

Entire
MBA program
ranked No. 1 for average
starting salary vs. average
student loan debt

— *U.S. News & World Report*
(2017)



Chancellor McRaven To Give Keynote Speech at **Scholarship Breakfast**



UT System Chancellor William H. McRaven was scheduled to headline the annual Scholarship Breakfast, the largest fundraiser at the Naveen Jindal School of Management. McRaven was to offer his unique views on education and leadership at the Nov. 1 event at the Westin Galleria in Dallas.

The Scholarship Breakfast was established with two missions – to offer a forum for discussing relevant business issues and to support the educational goals of the next generation of business leaders, namely, students from the Jindal School.

The breakfast has raised more than \$650,000 to fund scholarship awards for Jindal students since its inception.

Beneficiaries of fundraising efforts include the following JSOM students, all 2017 scholarship recipients:

“This scholarship means the world to me because it covered the last bit of my tuition for this fall semester. As I progress through college, I just want to learn as much as I can from as many people as I can. In the future, I hope to help women and girls in third-world countries start their own businesses.”

Haley Hopkins
BS, Accounting



“I have been selected for the Archer Fellowship Program to represent the UT System in Washington, D.C., during the Spring 2018 semester and intern with the federal government. Paying off my student loans has become harder with my extra commitments, and your donation has helped me reduce this stress.”

Alen Thomas
BS, Accounting/Finance

“The Jindal School provides me with so many opportunities; it becomes very easy to get involved and make a difference. I would like to thank you for giving me the financial means to continue striving to make a difference on the UT Dallas campus and in the Richardson/Plano community. I won't let you down.”

Mallory Hubbard
BS, Accounting/Finance



“After being away from school for more than 20 years, I decided to go back to college to improve my career and to better provide for my family. As an adult student, this scholarship gave me the financial assistance I needed, and it boosted my morale. I can assure you that I will diligently pursue excellence as I work to complete my degree.”

Florent Achille Ndindjock
BS, Finance/Risk Management and Insurance

THREE NEW MEMBERS ADD DIVERSE EXPERTISE

{ *by* Eric Buttermann }

Three new members joined the Naveen Jindal School of Management Advisory Council before the fall semester began. They add new expertise in cybersecurity, healthcare management, human resource management and manufacturing, operations and supply chain management to the council. They share with fellow members a desire to give back to their community and move the Jindal School forward.

FOR HAIN, UNIVERSITY EQUALS HOME

Dr. Paul Hain is no stranger to university life. In fact, this market president of the North Texas Region at Blue Cross and Blue Shield of Texas was practically born into it. His father, who was a chair of political science at the University of New Mexico, gave him an academic point of view, which, he says, lives on today. It is part of how Hain ended up at Vanderbilt University for 12 years after his medical residency and partly why he has joined the Jindal School Advisory Council.

“Having been on faculty in two different universities — more than a decade at Vanderbilt and briefly at UT Southwestern — it’s a comfortable place,” he says. “I understand what drives universities, and I can lend a good perspective on cutting out inefficiencies and understanding and relating to the student. Many students pursue careers in the corporate or academic

worlds, and I can help by sharing my experiences.”

Hain particularly gained from being a hospitalist during his Vanderbilt years. “I got stronger insight into the care of patients — children admitted to the hospital in this case,” he says. “It helped further grow my interest in operations in healthcare.”

Today, he continues to put those insights to work. “It’s important that we have a product that is affordable for people,” he says. “Prices continue to escalate, and we work to minimize those costs while giving Texans the quality and care they deserve.”

Hain believes the advisory council will only gain in strength. “I would love to see more clinical points of view in the administration and business side of healthcare because I think it’s underrepresented as a whole,” he says. “I think we can help the Jindal School be even more of a powerhouse in helping folks moving to the business of healthcare while never forgetting how what we do affects people’s lives.”



Paul Hain

PODRAZA EMBRACES CONTINUOUS IMPROVEMENT

Christine Podraza has had unusual work experience for this day and age: She has been with the same company almost her entire career.

“A key is when you get so many opportunities that challenge you,” she says about her long-term employment at Fujitsu Network Communications.

After graduating in 1996 with a BS in industrial technology from Iowa State University, Podraza took the chance to be a part of the rollercoaster ride that tech has been on for the last two decades.

“What’s helped us succeed at Fujitsu Network Communications throughout the years is our constant pursuit of innovation and technology breakthroughs,” she says. “We also embrace what’s called *kaizen* — a manufacturing principle of continuous improvement — that has permeated our company culture.”

Her career at Fujitsu exemplifies *kaizen* principles.

She started as a manufacturing supervisor and today is vice president and head of the optical business, where she is responsible for the financial performance, planning and full product lifecycle of all optical products sold in North America and neighboring regions. Along the way, she has held positions of increasing responsibility in customer return goods, product management, operations and technical marketing.

“I always like to learn new things; it is great to have had the opportunity to gain the breadth of background and diverse roles — that’s exciting. I have the opportunity to see how each area impacts the greater company,” she says. “You also can use key learnings from each position to make better decisions in the next role.”

Highlights have included Podraza’s work in the customer return goods department, where she created a management infrastructure fostering continuous improvement and helped move the department to high performance.

She also led the supply chain operations department to achieve significant inventory turns improvement while maintaining world-class on-time delivery to customer requests.

Now she adds the newest role to her career — Jindal School of Management Advisory Council member. “For the place where we live and work, JSOM creates a talent pool for the economy and our company, along with a resource for us all to learn from,” she says. “You can’t help but want to support that and all the impressive things it’s accomplished. It’s an important opportunity to give back to the community.”



Christine Podraza

SYKES READY TO OFFER INSIGHTS

Arnold Sykes believes a good recipe for success can be strong discipline — a lesson he learned from his dad.

“I never thought I would be anything like my father,” he says. “He was so tough on me. But looking back on growing up in a little stop in the road like Central City, Arkansas, I came to see a good amount of it served me well. I also later saw I could incorporate the parts...that worked: the integrity, the discipline, your word is your bond. From what my kids have said about me, I joke that I ended up more like him than I ever intended.”

Sykes used focus to rise to leadership roles in banking, such as at Alex Sheshunoff Management Services in Austin, Texas, where he was vice president and change management practice leader, later at Home National

Bank as human resources director and ultimately at Hilltop Holdings as corporate executive vice president, human resources and corporate security. He recently switched over to a contractor role for the company, where he continues to do executive recruiting.

“It’s been fascinating to work on the corporate security function for the company,” he says. “It’s interesting because so many like us have been a little late to the party, so it has been largely about how to make security investments that make sense.”

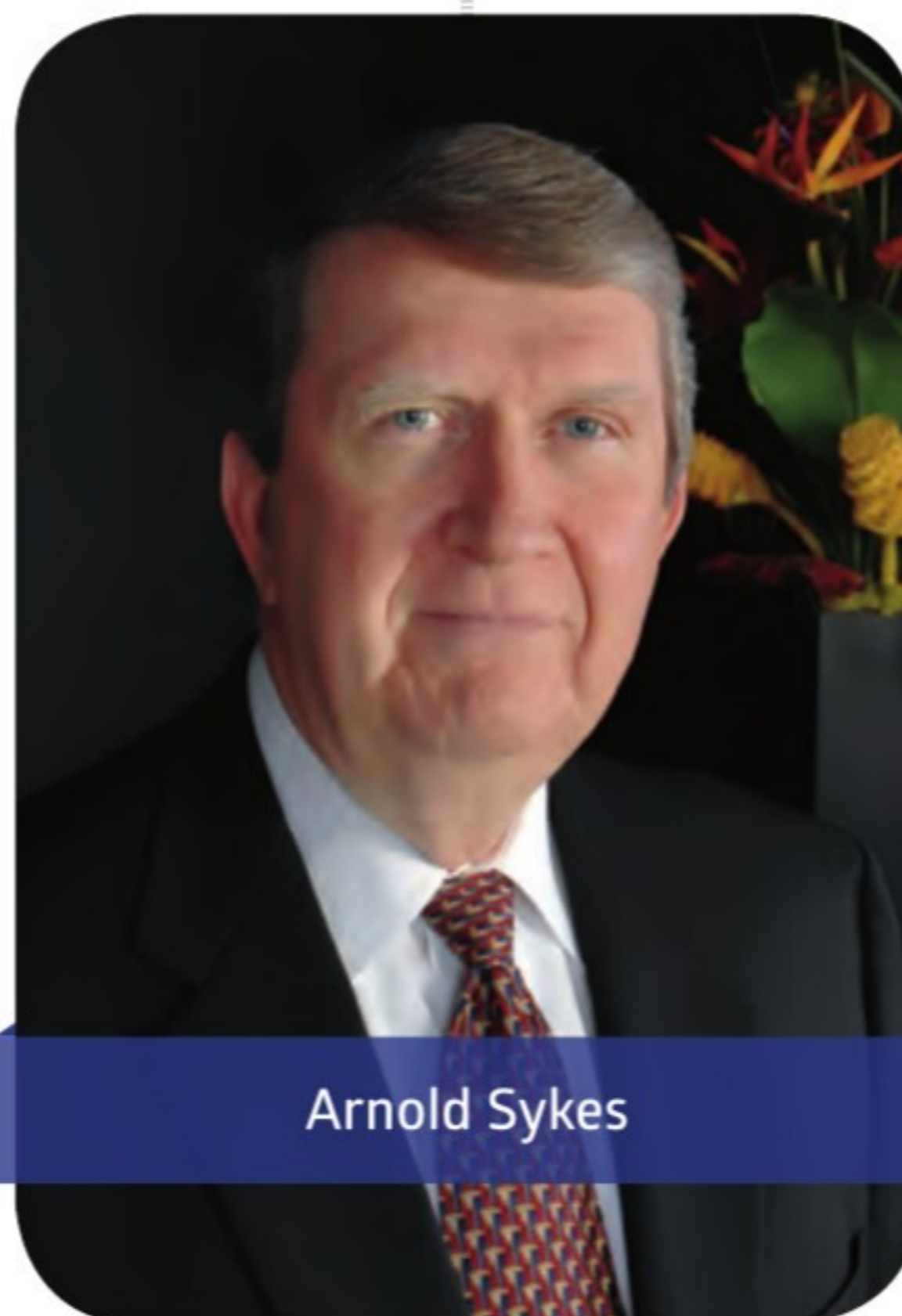
He looks forward to sharing his knowledge and experience as part of the advisory council and improving his own. “I believe in an exchange of ideas,” he says. “And giving back as well. If my insight into what those in human resources — as well as employees at large — are thinking about can help, I’m delighted to do it.”

He also is working on his third book. His first, co-authored with Tom Potts, was *Executive Talent – How to Identify and Develop the Best* (Burr Ridge, Illinois: Irwin Professional Publishing, 1992). It focused on executive succession planning. His second, co-written with Matt M. Starcevich, was *7 Difference-Making*

Leadership Behaviors (Bartlesville, Oklahoma: The Center for Coaching and Mentorship, 2013), focused on how the core values and guiding beliefs of CEOs influence management-team leadership behaviors and organizational culture.

The title of his third effort is *My Heroes: The Men and Women Who MOST Impacted My Life*. In it, he outlines how key individuals helped him become successful, grow personally and professionally, “and ultimately helped me become the person I am today.”

Sykes is proud to say that he got there with his dad as well, becoming closer as both got older. “He realized he could soften a little, and that it was OK,” Sykes says. “I started out respecting him and later found a deeper feeling. Another lesson through his actions: that people are capable of at least a little change.” 20



Arnold Sykes

By Glenda Vosburgh

DISSERTATIONS SHOWCASE **PHD PROGRAMS'** QUALITY AND RELEVANCE



This issue of MANAGEMENT celebrates the magazine's 20th anniversary. Ten years ago, to commemorate the 10th anniversary, a new feature was launched, Management Research Frontiers. Though the forerunner of JSOM Research Ventures, it had the same goals:

- To showcase the impact and volume of faculty research.
- To share Jindal School research that has significant and practical applications to current business problems.
- To demonstrate that research is a fundamental building block of higher education.
- To give readers something in each issue that has significant implications for the practice of business.

Management Research Frontiers initially showcased papers and studies of the school's senior research professors, but over the years, a variety of work — including that of graduate and undergraduate students — has been highlighted.

This issue introduces some recent Jindal School PhD graduates and the research they undertook to earn their doctorates and their positions in academia. Their work underscores the successful efforts of the Jindal School's PhD programs in management science and international management studies to ready highly trained graduates prepared for careers in academic, research and industry positions.

PAUL MASON, PhD in Management Science with a concentration in finance, 2015

CURRENT POSITION:

Assistant Professor of Accounting, Baylor University

PREVIOUS EXPERIENCE: Certified public accountant for five years with PricewaterhouseCoopers and EKS&H

DISSERTATION DETAILS: My experience as a tax CPA led me to focus on things in my research during my time at JSOM that had been concerns for my clients. That research became two chapters in my dissertation. I used the Taxpayer Relief Act of 1997 and the Jobs and Growth Tax Relief Reconciliation Act of 2003, both of which reduced the tax rate on capital gains income, to identify the capital gains tax



effect on acquisition activity and the price an acquiring firm is willing to pay for a target. Both papers have important tax-policy implications. As the debate in Congress continues over the appropriate capital gains and dividend tax rates, my research informs this debate by showing how capital gains taxes affect the acquiring firm's tax incentives.

RESEARCH RESULTS: My findings were a bit surprising, as I was unsure whether acquiring firms would immediately respond to capital gains tax-rate changes, if at all. We knew these tax rates affect the target firm (the one being purchased), but we didn't know if the acquiring firm was impacted. I was surprised to see that acquiring firms, specifically private-equity firms, pay significantly higher prices in response to the capital gains tax-rate reduction. This sug-

gests that these firms extract significant tax benefits and, in part, pass this on to the target firm by way of higher purchase prices. From the perspective of target-firm shareholders, my findings provide understanding as to how acquiring firms evaluate acquisitions and may help during negotiations.

Currently, my dissertation chapters are under review at *The Journal of Finance* and *The Journal of the American Tax Association*.

The research I did at JSOM, which I used in my dissertation, was directly responsible for my current teaching position at Baylor University. The research also provides a foundation for the tax classes that I teach.

RESEARCH INTERESTS: Taxes and capital markets, financial-statement disclosure, organizational structure and private equity

DISSERTATION CHAIRS' COMMENTS:

Dr. Harold Zhang, professor of finance and coordinator of the Finance and Managerial Economics Area, and Dr. Suresh Radhakrishnan, Constantine Konstans Distinguished Professor of Corporate Governance and Accounting, co-chaired Mason's dissertation committee.

Zhang described his former student's research topic as being very important. "Experts will tell you that, for any investor, this is a complicated area and people haven't had a good grasp of who gets what in these situations," he said. "What Paul did was see how tax law changes would affect mergers and acquisitions, and his findings were important from that perspective."

"Paul's dissertation was innovative and creative in the topic of both accounting and finance," Radhakrishnan said. "His topic is important at a policy level and an upper-management level."

"Paul got interviews with five top universities, including Duke University and New York University, and I'm sure he would have gotten offers from at least two more schools based on his research and his personality. He's a very intelligent and well-rounded person. While he was attending school here, he also participated in a bike race and a triathlon, and he took up wine-making as a hobby."



Harold Zhang



Suresh Radhakrishnan

ABHIJEET GHOSHAL, PhD in Management Science with a concentration in information systems, 2011

CURRENT POSITION: Assistant Professor, University of Louisville

PREVIOUS EXPERIENCE: Two years with a large manufacturing company, then two years in a software development company.

Right from day one in the first company, I saw how central IT systems are to the day-to-day functioning of a large organization. There, I learned the importance of data analysis in improving process efficiency; we used reports pulled from SAP every month to determine what drove shortfalls in the production schedules. This exposure, coupled with subsequent software development and project management experience at the second company, motivated my interests in analytics and that is how I ended up choosing my dissertation topic.

DISSERTATION DETAILS: My dissertation was about the development and deployment of recommender systems, which are playing a crucial role in the rapid growth of online businesses. These systems track purchases and other interactions of customers with a firm's website and recommend products that the customers may be interested in purchasing. Often such

recommendations are recognized by the catchphrase "Customers who purchased this also purchased..." that many of us have encountered at such sites as Amazon.com. Developing sophisticated algorithms for these systems is a hot and exciting area of research, and my goal was to do research that crossed science and business.

Everything about my research was a learning experience for me. After maybe two months of scratching my head because I couldn't figure things out, then to suddenly unearth a solution was very exciting.

RESEARCH RESULTS: My dissertation consisted of three essays, two of which proposed new algorithms to improve recommendations in different contexts. In one essay, I developed an algorithm to mine association rules that maximize the probability of cross-selling by considering the best set of items to recommend. In the other essay, I showed how information contained in different mined rules could be elegantly combined using information theoretic approaches. The underlying problem can blow up combinatorially, and is computationally difficult in theory.

I develop heuristics that are not only very fast — because customers expect online recommendations in a few seconds at most — but also



are shown to find optimal solutions in the vast majority of instances. These algorithms achieve improvements in predictions ranging from 3 percent to 18 percent on various real-world datasets, as compared to existing methods.

Improvements of this scale can add many millions of dollars to the bottom lines of companies that deploy these systems.

My experience at the Jindal School and the support and guidance of the faculty there have changed my life. In addition to my professional development, I met my wife, Mili, who also was doing a PhD at the Jindal School. We are now proud parents of a 2-year-old son.

RESEARCH INTERESTS: Recommender system design, data analytics, data privacy and the economics of information systems

PUBLICATIONS FROM DISSERTATION

RESEARCH: Ghoshal, Abhijeet, S. Menon and S. Sarkar, "Recommendations Using Information from Multiple Association Rules: A Probabilistic Approach," *Information Systems Research*, Vol. 26, Issue 3, September 2015: 532-551.

Ghoshal, Abhijeet and S. Sarkar, "Association Rules for Recommendations with Multiple Items," *INFORMS Journal on Computing*, Vol. 26, Issue 3, Summer 2014: 433-448.

DISSERTATION CHAIR'S COMMENTS:

"Algorithms are increasingly shaping many aspects of our lives, and recommendation systems are another fertile area for businesses to exploit," said Ghoshal's advisor, Dr. Sumit Sarkar, Charles and Nancy Davidson Chair of Information Systems and director of the Jindal School PhD programs. "The challenge is to develop algorithms that are not only able to accurately predict customers' preferences but also to do so in fractions of a second. As part of his dissertation, Abhijeet has developed clever machine-learning techniques to tackle such problems. These algorithms not only outperform state-of-the-art approaches but also have strong theoretical grounding, a hallmark of good research."



Sumit Sarkar

YANG BO, PhD, Management Science with a concentration in operations management, 2017

CURRENT POSITION: Assistant Professor, Decision Sciences and Managerial Economics, The Chinese University of Hong Kong

DISSERTATION DETAILS: Since I started my PhD study immediately after completing my undergraduate education, I was inexperienced in the process of research when I started working on my dissertation. Working closely with my advisors on the first paper, which analyzed a problem in supply chain distribution, greatly helped me learn the necessary skills to do scientific work. I also learned a lot about how to write a paper to disseminate my research; rigor and expositional clarity are both important. Through the process of submitting and eventually publishing this paper, I learned the importance of responding comprehensively and clearly to reviewers.

With the experience gained through the first paper, I was able to confidently embark on and

successfully execute my second and third papers much more independently. One was a study of resource-sharing using a non-monetary currency referred to as scrips. Another focused on one of the most fundamental topics in our area, namely, "process capacity," which is a measure of how many units per hour or customers per hour a process can produce or serve. The topics I studied in my dissertation, particularly process capacity, are important to operations management. So, I am hoping to introduce some ideas from my dissertation to undergraduate and master's students when I teach.

A good project always takes a tremendous amount of time and energy, but an intense interest in a project provides the energy for persevering on it. I also believe that good collaborations can have a tremendous positive impact on one's research success. I have had good collaborations with my advisors at Jindal, and my discussions with them have provided me with invaluable insights about research.



RESEARCH INTERESTS:

Studying problems that are of interest to the OM research community and are mathematically challenging. For example, the on-demand economy, which gives rise to fundamental supply-demand matching problems.

PUBLICATIONS FROM DISSERTATION

RESEARCH: Bo, Yang, M. Dawande, G. Janakiraman and S.T. McCormick, "On Integral Policies in Deterministic and Stochastic Distribution Systems," *Operations Research*, Vol. 65, Issue 3, May-June 2017: 703-711.
 Bo, Yang, M. Dawande and G. Janakiraman, "Analysis of Scrip Systems: On an Open Question in Johnson et al. (2014)," *Operations Research*, forthcoming.
 Bo, Yang, M. Dawande, T. Huh, G. Janakiraman and M. Nagarajan, "On Finding Process Capacity," *Manufacturing & Service Operations Management*, forthcoming.

DISSERTATION CHAIRS' COMMENTS:

"Professor Milind Dawande (Ashbel Smith Professor and coordinator of the Operations Management Area) and I had the privilege of jointly advising Yang on his doctoral dissertation," said Dr. Ganesh Janakiraman, Ashbel Smith Professor of Operations Management. "He is an extremely talented scholar – very bright, creative, hardworking and independent. Yang's dissertation focused on some of the most fundamental concepts in operations management and is useful for understanding how much a process can produce or serve over any period of time."



Milind Dawande



Ganesh Janakiraman

WEICHIEH SU, PhD in International Management Studies with a concentration in international business, 2013

CURRENT POSITION: Associate Professor, International Business, National Chengchi University, Taiwan

PREVIOUS EXPERIENCE: NCCU was my first placement after I graduated in 2013. I was promoted from an assistant professor to an associate professor this year.

DISSERTATION DETAILS: My dissertation explores how corporate nonmarket behaviors — that is, corporate philanthropy and corporate social responsibility — affect corporate financial performance. Corporate social responsibility — CSR — was not a mainstream topic when I was a doctoral student at UT Dallas. Even the concept of CSR is quite controversial in business school nowadays. I like the uniqueness of this topic.

RESEARCH RESULTS: My dissertation consisted of two studies that demonstrated the relevance of corporate social responsibility to busi-

ness performance and operations.

In the first study, I was able to show that firms with a high level of product diversification can earn a profit by having good relationships with their business-related nonprofits, in accordance with their product scope.

My second study examined the signaling value of firms that are socially responsible in emerging economies. I was able to show that firms may provide a quality signal to their stakeholders by being “good” in emerging economies, where there is often a lack of well-established institutions to evaluate the capability of the firm. This signaling effect may diminish when the institutional environment becomes better, or when information is well-circulated in the market.

In my current position, my research in this area definitely helps me a lot when I lecture. I feel lucky that now several major business schools in Taiwan emphasize business ethics and corporate social responsibility. In my school, business ethics is a required course for all business school students. I am able to teach my students, not just from a normative perspective



— that is, as a manager, what you should or should not do — but also from an instrumental viewpoint — that is, how you can do something in order to benefit your company more.

RESEARCH INTERESTS: My research interests are social issues in management. I believe that companies are not — or cannot be — organizations that only care for economic actions. Companies are also actors embedded in society that may influence people’s lives.

PUBLICATIONS FROM DISSERTATION

RESEARCH: Su, Weichieh and E.W.K. Tsang, “Product Diversification and Financial Performance: The Moderating Role of Secondary Stakeholders,” *Academy of Management Journal*, Vol. 58, Issue 4, August 2015: 1128-1148.
 Su, Weichieh, M.W. Peng, W. Tan and Y.L. Cheung, “The Signaling Effect of Corporate Social Responsibility in Emerging Economies,” *Journal of Business Ethics*, Vol. 134, Issue 3, March 2016: 479-491.

DISSERTATION CHAIR’S COMMENTS:

“When Weichieh asked me to be his advisor, social responsibility was not my research area,” Dr. Eric W. K. Tsang, Dallas World Salute Distinguished Professor of Global Strategy, said. “But I want students to explore areas that they have a passion for, and he had a strong interest in social responsibility from the beginning.”

Tsang was impressed by the fact that Su came up with the core ideas of his dissertation on his own, and that he was able to identify research topics that have theoretical significance and important practical implications.

“Moreover, he is a meticulous researcher, paying close attention to details,” Tsang said. “For example, to ensure accuracy he personally entered on an Excel spreadsheet extensive data available in hard copies although he could have paid an assistant to do that for him. He also continues to upgrade his statistical modeling skills.

“His genuine interest in doing research is an essential attribute that we expect from students in our doctoral program.” 20



Eric Tsang

21 Newcomers Include a Distinguished Professor and 11 More Tenure-Track Appointees

By: Eric Butterman

All academic areas of the Naveen Jindal School of Management added at least one tenured or tenure-track professor this fall as newcomers arrived to begin the 2017-2018 academic year. In all, a dozen faculty members filled those roles in the school's six main fields of study: Accounting, Finance and Managerial Economics, Information Systems, Marketing, Operations Management, and Organizations, Strategy and International Management. By title, one full, two associate and nine assistant professors came aboard.

The school also welcomed or promoted another nine faculty members into full-time non-tenure-track posts. Two clinical, two clinical associate and three clinical assistant professors filled these roles, along with two senior lecturers.

Starting with Riki Takeuchi, recently named the inaugural Jindal School of Management Advisory Council Distinguished Professor, most of the new appointees appear here. Find updates on Radha Mookerjee and Drew Peabody in the Faculty News section (see page 25) and an introduction to new Institute for Innovation and Entrepreneurship Executive Director Steve Guengerich on page 35.



RIKI TAKEUCHI,
Organizations,
Strategy and
International
Management Area

faculty member, is the newly appointed Jindal School of Management Advisory Council Distinguished Professor, the first person to hold that endowed post. He earned the credentials for the appointment through such accomplishments as earning the Best Ten Lecturers' Award at the Hong Kong University of Science and Technology — five times. He also picked up the Early Career Contribution Award from the Society for Industrial and Organizational Psychology in 2010.

Takeuchi will put his teaching talents to work in international human resource

management and a doctoral seminar on teams in spring 2018.

His areas of research expertise are social exchange, strategic human resource management and cross-cultural adjustment. "Due to my past experience as a sojourner in the U.S., I became interested in cross-cultural adjustment and related issues," he explains.

His interest in strategic HRM, Takeuchi says, "was purely due to Dave Lepak" now at the University of Massachusetts Amherst but then at the University of Maryland, "who provided a doctoral seminar in strategic HRM. ... I am generally interested in social exchange relationships at work."

Takeuchi earned his PhD at the University of Maryland, his MS at Purdue University and and his BA at North Carolina State University.

Takeuchi plans to build up organizational

behavior and human resource studies in OSIM and continue publishing in top-tier management journals. His research has appeared in many scholarly journals, including the *Academy of Management Journal*, *Organization Science*, *Personnel Psychology* and *Journal of Applied Psychology*. He previously served a three-year term as an associate editor for the *Academy of Management Journal*.

In his leisure time, he has earned his third-degree black belt in Taekwondo.



HAEMIN DENNIS PARK, associate professor of innovation and entrepreneurship, previously served

as an assistant professor of management at

Drexel University.

In research into technology entrepreneurship, he considers the antecedents and consequences of obtaining external resources for high-tech startup firms. Examples of these resources include venture-capital funding, human capital and knowledge developed outside the firm.

"I was an entrepreneur and corporate venture capitalist prior to pursuing my PhD," he explains. "Over the years of my professional experiences, I got interested in my research questions as most ventures have to survive and grow with very limited resources of their own."

He is teaching a PhD research seminar in technology, innovation and entrepreneurship, and will teach Business Model Innovation and an undergraduate elective, Entrepreneurial Finance.

Park has a BA in computer sciences, economics and mathematics from the University of Wisconsin at Madison, an MBA from Georgetown University and a PhD in technology entrepreneurship from the University of Washington.

"I'm very excited to become part of the entrepreneurship/innovation community in Dallas — one of the fastest-growing tech hubs in the nation — and be able to nurture some of the future leaders for the region," he says.

Park has goals to become a central part of the growing technology and entrepreneurship community in Dallas and to help UT Dallas become one of the leading research universities in this discipline. He has published his research findings in several journals, including the *Journal of Business Venturing*, *Organization Science*, *Strategic Entrepreneurship Journal* and *Strategic Management Journal*.



Previously an associate professor and assistant professor in the Management Department at City

University of Hong Kong, **CULI QIAN** joins the Jindal School as an associate professor in the

Organizations, Strategy and International Management Area.

Her areas of research interest lie in strategic management, corporate social responsibility and corporate governance.

Qian became interested in these topics during her undergraduate days. Back then, she studied sociology and found the courses relevant to management. This motivated her to pursue a PhD in management.

Her goals? "Keep publishing in top-tier management journals," she says. "UT Dallas is such a diverse and friendly place, which makes me want to contribute as much as I can."

Qian graduated from Hong Kong University of Science and Technology with a PhD in 2010. She received the Emerald Citations of Excellence for 2017 and the Research Excellence Award from the College of Business at the City University of Hong Kong in 2014.

Qian's research has appeared in several journals, including the *Strategic Management Journal*, *Academy of Management Journal* and *Organization Science*. She has been an editorial board member for several publications, including *Administrative Science Quarterly* and the *Journal of Management*.



An auditor for Ernst & Young from 2007 to 2009, **YING HUANG** holds a PhD in accounting from The

University of Texas at Austin, a master's in accounting from the University of Illinois, and a master's degree in finance and a bachelor's degree in economics from Peking University. She joins the Jindal School as assistant professor of accounting.

Teaching financial accounting, she is broadly interested in empirical archival research in accounting. "My main research area is corporate disclosure," she says. "I am particularly interested in how some under-explored stakeholders, such as politicians and customers, affect firms' disclosure behaviors, and how corporate disclosure varies with industry

structure. I am also interested in how institutional investors affect firms' financial reporting, tax and audit."

Huang is a certified public accountant and a chartered financial analyst. She makes frequent presentations; recent appearances include the MIT Asia Conference and the American Accounting Association's Financial Accounting and Reporting Section Midyear Meetings.



MARIA LOUMIOTI, assistant professor of accounting, brings research in debt contracting, credit

markets, banking, disclosure and transparency to her new role.

"My research focuses on how transparency and different disclosure patterns can affect the quality of credit products that banks issue or hold," she says. "Relatedly, I explore how the design of different credit products by banks affect their contracting choices.

"Moreover, I look at the role of loan officers as a key determinant of credit quality. Well-functioning credit markets are crucial to the social welfare, and thus I hope my research contributes to that end."

Having graduated from Harvard Business School with a doctorate in business administration, Loumioti was previously a visiting assistant professor at the MIT Sloan School of Management and an assistant professor of accounting at USC Marshall School of Business. She earned a Bachelor of Business Administration degree from Athens University of Economics and Business. In 2011, she received the AAA/Grant Thornton Dissertation Award for Innovation in Accounting Education.

Loumioti, who has been published in the *Journal of Accounting Research* and *Review of Accounting Studies*, will teach the course Accounting for Managers.

She aspires to help the school become number one in research productivity and impact.



An assistant professor of finance, **JEAN-MARIE A. MEIER** is teaching two sections of Intermediate

Business Finance. He received the 2017 Klaus Liebscher Award from the Oesterreichische Nationalbank, the central bank of Austria, and the Josph de la Vega Prize 2017 (Special Mention) from the Federation of European Securities Exchanges for his paper "Regulatory Integration of International Capital Markets" (ssrn.com/abstract=2931569). This paper also qualified him as a finalist for the European Central Bank's Young Economists' Award.

He also is a co-author on papers on the impact of inclusive institutions on innovation as well as on the bright side of fire sales. Meier received a Deloitte Institute for Innovation and Entrepreneurship research grant in 2015.

Meier's empirical research is in corporate finance, international finance and political economy. "I am interested in empirical research with microdata in financial economics that is policy relevant," he says.

Meier received his PhD in finance from the London Business School, an MSc in finance from the University of Mannheim and a BSc in economics from the University of Mannheim. He also was a teaching assistant at the London Business School, for corporate finance courses at the master's, MBA and executive MBA level.



SIMON SIEGENTHALER, assistant professor of managerial economics, is teaching Business

Economics this fall. He previously worked at New York University's global network campus in Abu Dhabi.

"My research aims to contribute to a deeper understanding of how economic and social institutions shape our behavior," he says. "I am interested in behavioral microeconomics and game theory — specifically, in models of

bargaining and negotiations, communication, and social movements — and use economic experiments to test and inspire theoretical analysis. Recurring themes are problems of coordination and equilibrium selection, the impact of inequality, and institutional design in the presence of uncertainty."

Siegenthaler is enthusiastic to put his philosophies to work at the Jindal School. "Teaching at the business school of UT Dallas will force me to think practically and apply insights from theoretical and experimental results to case studies," he says. "This, of course, is always important when teaching, but it is absolutely crucial at a top-level business school. This is an exciting challenge."

Prior to his stint in Abu Dhabi, Siegenthaler was a visiting scholar at the University of California San Diego and a visiting research fellow at Brown University.



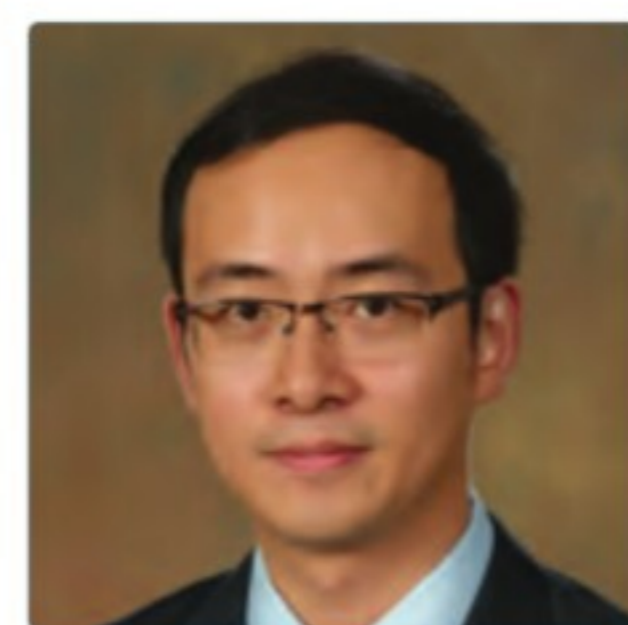
KHAI CHIONG joins the Jindal School as an assistant professor in marketing. Previously a postdoctoral

research fellow in economics at the University of Southern California, Chiong received his undergraduate degree in economics and mathematics from the University of Cambridge and his PhD in social sciences (economics) from the California Institute of Technology.

At Caltech, Chiong was awarded one of the annual Excellence in Teaching Awards given by the Associated Students of the California Institute of Technology. Chiong now brings his talents to the Lone Star State, teaching Principles of Marketing.

In his research, Chiong develops machine-learning and econometric tools for online advertising. "I became interested in this line of research following my collaboration with a San Francisco-based startup that specializes in mobile and digital advertising," he says.

"I'm excited to be here," he says. "UT Dallas is an up-and-coming university that attracts many great students and scholars."



QI (GEORGE) CHEN joins the Jindal School as an assistant professor of operations management. His

research focuses on pricing and revenue management, supply chain management, strategic sourcing and procurement theory, and production and inventory management.

"Businesses create value, and excellence in operations management is critical to this value-generation process," says Chen, who is teaching Purchasing, Sourcing and Contract Management. "This motivates me to develop analytical tools to improve the operational processes both within the firm and among multiple firms along the supply chain, and tease out the managerial insights to help managers make more informed decisions."

Chen has published papers in journals including *Management Science*.

"UT Dallas has a diverse student body," he says. "I am excited to work with students from different backgrounds and help them learn new knowledge and analytical tools to address real-world business problems."

He earned a PhD from the University of Michigan, and a Bachelor of Engineering degree from the Department of Automation at Tsinghua University.



SORA JUN, assistant professor in the Organizations Strategy and International

Management Area, studies topics of hierarchy, intergroup relations and power.

"I moved around a lot when I was growing up, between South Korea, Buffalo, New York, and Toronto, Canada," explains Jun, who has a Bachelor of Commerce degree from the University of Toronto and a PhD in business administration from Stanford University. "I think this experience made me think a lot about my identity and how people perceive and manage

their group memberships in society and in organizations.”

Jun’s research seeks to understand how people perceive and manage their groups’ position in hierarchies.

She was chosen as a dissertation research fellow at Stanford University’s Center for Comparative Studies of Race and Ethnicity. “Participating in the interdisciplinary fellow seminars, faculty seminars and chautauquas was deeply engaging and inspiring,” she says.

Jun will be teaching Organizational Behavior in the spring.

“I am very excited to engage with the diverse range of students at UT Dallas,” she says. “I look forward to learning about students’ unique backgrounds and work experiences, and to complement these with my expertise in the science of organizational behavior.”



“I am always interested in how to spark creativity, and it is also a fact that leaders play a crucial role in

boosting or inhibiting followers’ creativity,” says **JUNFENG WU**, assistant professor in the Organizations, Strategy and International Management Area, who is teaching undergraduate level Organizational Behavior this fall. “I seek to understand the leaders’ behaviors that can help employees realize their fullest potential and become more creative and happier.”

Wu received his PhD from the University of Illinois at Chicago, and his master’s and bachelor’s degrees from Renmin University of China.

As a doctoral candidate, he was selected as a 2016 Greenleaf Scholar by the Robert K. Greenleaf Center for Servant Leadership, an international nonprofit.

“Here at OSIM, there are many senior professors that I can learn a tremendous amount from,” he says. “Also, there is a PhD program here with many ambitious and talented researchers. I look forward to working with the faculty and doctoral students here to produce high-impact publications. I also look

forward to interacting with the students in classrooms in my undergrad OB classes.”



LALE GULER has been named a clinical associate professor after two years as a visiting assistant professor of

accounting at the Jindal School.

“I had decided to come to UTD because UTD is a young, dynamic and growing university that is evolving into one of the top institutions globally in terms of rankings and student body,” she says. “I now feel a strong connection to JSOM and am excited about being part of its successful future.”

Prior to joining the University, Guler served as an assistant professor of accounting at Baruch College of the City University of New York and Koç University in Istanbul, where she won the 2015 Presidential Award for Teaching Excellence.

Her research interests include corporate governance and managerial incentives – and she recently took home the Deloitte Best Paper Award from an international accounting conference. Her study showed that firms can reduce managerial incentives to manipulate post-takeover earnings by using an enhanced corporate governance practice such as including a clawback provision in executive-compensation contracts.

Guler is teaching Financial Accounting and graduate-level Accounting this fall. She looks forward to continue growing in her own scholarly pursuits, mentoring students and helping them with CPA exam preparation.



RON BOSE, clinical professor of information systems, is not new to UT Dallas.

He joined the Erik Jonsson School of Engineering and Computer Science as a research professor in 2013, where he established the Institute for Data Analytics.

Prior to that, he had a career of more than 30 years in the information, communications and media industries. These included senior roles at AT&T, Arthur Andersen, Siemens and Fujitsu.

Bose earned his PhD in operations research from The University of Texas at Austin, MS in systems engineering from Case Western Reserve University and BTech in electrical engineering from the Indian Institute of Technology Kanpur.

He is teaching Information Technology for Business, Managing Digital Strategy and an Analytics Practicum, and his current areas of research are data analytics and applications of blockchain.

Bose has enjoyed being a mentor to many business professionals, including several who currently are partners in Big Four firms. He looks forward to inspiring students and guiding careers in his new role at the Jindal School.



Formerly executive vice president of Carrier Enterprise, **DAVID PARKS** brings many years of experi-

ence with large-scale industrial enterprises on both the product and operations sides to his role as a clinical associate professor of operations management.

His previous experience includes several other senior management roles, from president to chief financial officer, in large industrial companies, including Standex International, Haier America, Goodman Manufacturing and the Tennessee Valley Authority. He also has been on the editorial board of *CRANIO: The Journal of Craniomandibular & Sleep Practice* for more than 20 years.

“I hope to broaden the students’ experience – particularly in areas of impact and engagement,” says Parks, who is also the new faculty advisor for the Supply Chain Leadership Council. “I have a diverse professional background and global experience base. This should be helpful in guiding capstone courses so students can work on impactful projects with our

engagement companies.”

He earned his BS in industrial engineering from Purdue University, an MS in industrial engineering from the University of Tennessee and a PhD in industrial engineering from the University of Houston. He is also a licensed professional engineer.



Previously a postdoctoral research fellow at Michigan State University, **JASON PARKER** joins the

Jindal School as a clinical assistant professor in the MS in Business Analytics program. He is teaching Business Analytics With R this fall.

No stranger to UT Dallas, Parker earned both an MS and his PhD in economics from the School of Economic, Political and Policy Sciences. He previously taught Econometrics and Statistics for the Social Sciences and won an EPPS Outstanding Teaching Comet Award.

Parker’s research interests include applied econometrics and applications to behavioral health. He is the lead author of “Identification of Unknown Common Factors: Leaders and Followers,” published in the *Journal of Business & Economic Statistics*, and “Forecasting State-Level Premature Deaths from Alcohol, Drugs, and Suicides Using Google Trends Data,” published in the *Journal of Affective Disorders*.



JEROME M. GAFFORD joins the Jindal School as a clinical assistant professor of marketing, in the

Professional Sales Concentration, bringing a focus on research that delves into salesperson effectiveness and motivation to pursue a sales career. Previously employed for about a decade as the director of the Robert H. Steele Center for Professional Selling at the University of North Alabama, he earned both a bachelor’s and master’s in business administration there. He teaches the Introduction to Professional Selling

course and Principles of Marketing this fall.

Gafford also is the competition coach for sales students attending national competitions and is working with the student sales club.

He received an award for Best Faculty Advisor for the College of Business at the University of North Alabama. At the Jindal School, School, Gafford wants to create a program in retail management and distribution for students wanting to work in the category management industry.



Attorney **ROBERT STEPHEN MOLINA** is the new director of the MS in Energy Management program

at the Jindal School, stepping in with a strong combination of legal and business expertise.

“While I am still a member of the State Bar of Texas, I have been at UTD since January 2016,” he says. “Immediately prior to that, I was an oil and gas counsel with Dentons, the world’s largest law firm, in their Dallas office.”

In his 43-year legal career he has been the general counsel of four large multinational oil-and-gas companies. He also serves as a Texas member of the Interstate Oil and Gas Compact Commission, appointed by then-Governor Rick Perry in 2006.

Molina is the faculty advisor to the Young Professionals in Energy Mentoring Program, faculty liaison for The Energy Association – UT Dallas and works with the UT Dallas Student Investment Corporation, a nonprofit student energy investment project.

He also is forming a student chapter of the Association of International Petroleum Negotiators.

He is teaching both undergraduate and graduate classes, including Energy Economics, Energy Law and Contracts, Financial and Business Negotiation Analysis, Introduction to Energy Technology and a special topics course on Energy and Sustainability.

“In addition to pursuing existing curriculums, my classes explore real case studies, model

energy contracts in use today and current management approaches to domestic and international issues,” he says. “The case studies, model contracts and business approaches I discuss are drawn from model contracts I helped to draft and deals I worked on in the energy industry.”



After three years spent as an institutional research associate and business process analyst in the

Jindal School, **MOHAMMAD (MO) NASERI** is now a director of data analytics and senior lecturer in operations management.

“I was the only person in the school responsible for data analytics, and it was a fun challenge to work with so many different needs and approaches,” he says. His role also gave him a chance to work with many faculty members, he says, including all the program directors.

Presently, Naseri is actively involved in improving reporting tools and web applications at the same time, working on empirical studies and customized reports. He also is teaching Managerial Methods in Decision Making Under Uncertainty this fall.

He has two master’s degrees from UT Dallas, in supply chain management and business analytics, and has a bachelor’s in industrial engineering from Sharif University of Technology.

Naseri is excited for his new role and to continue his research. “I love the people and enjoy all the positive energy at the school,” he says. **20**



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NEW SYDNEY SMITH HICKS FACULTY FELLOW APPOINTED

AN XIA, associate professor of finance, has been appointed the new Sydney Smith Hicks Faculty Fellow.

Endowed by Dr. Sydney Smith Hicks, a past chairman and more than 20-year member of the

Jindal School Advisory Council, the fellowship recognizes outstanding early career assistant professors in the Jindal School of Management. Xia succeeds **REBECCA FILES**, the first fellow, who held the appointment from 2014 to 2016.

Xia joined the Jindal School in 2011 after earning his PhD in finance from the University of North Carolina at Chapel Hill.

His research interests are in empirical and theoretical corporate finance with a focus on financial institutions, including credit ratings and rating agencies, and securitization. He teaches Financial Markets and Institutions at the graduate level.

Xia's research has been published in *The Review of Financial Studies*, the *Journal of Financial Economics* and the *Journal of Economics & Management Strategy*.

"My research focuses on financial institutions, especially the agency problems these institutions face," Xia says. "Financial institutions played an undeniable role in contributing to the 2008 financial crisis. There is a tremendous opportunity for research to uncover the

problems they face and to help policymakers carry out regulations that can avoid or manage a crisis like this in the future."

Xia's achievements include a Best Paper award at the Entrepreneurial Finance and Innovation Conference in 2015; a competitive earmarked research grant from the Research Grants Council, Hong Kong, for 2010-2012; a best paper award in corporate finance from the Midwestern Finance Association in 2010; and a graduate student fellowship at the Kenan-Flagler Business School at UNC-Chapel Hill from 2007 to 2011.

Xia earned a master's degree in financial economics from Oxford University, and a bachelor's degree in finance and economics from Guangdong University of Foreign Studies.

"It is a great honor to be named the Sydney Smith Hicks Faculty Fellow," he says. "This fellowship is not just a reward. It is an inspiration for me to do more valuable research to contribute to my school and profession."



Former faculty fellow Rebecca Files with Sydney Smith Hicks

Radha Mookerjee, who joined UT Dallas in the spring of 2002 as a senior lecturer, recently was promoted to assistant professor of information systems,

"I've loved every minute of my 15 years," Mookerjee says. "My department is filled with dynamic people. I was on the non-tenure track and wasn't in the research end, but people like this get you interested."

Her research focuses on software maintenance and user-generated content. "I started working with computers when it was a new thing in India," she says. "I was always fascinated with their potential. Technology is changing so rapidly, and keeping



up with it is such an exciting part of this job."

Her work has appeared in *Management Science*, *Information Systems Research*, *MIS Quarterly* and *Operations Research*.

She teaches courses on business analytics and object-oriented programming using Java.

In addition, she is the faculty advisor for Cool Minds, a meditation workshop, and the campus student chapter of Akshaya Patra, a nonprofit that provides midday meals to schoolchildren in India.

After earning her PhD from Purdue University in 1993, she worked in the research wing for Boeing's Commercial Airplane Group in Seattle.



Daniel Cohen



William Cready



John Gamino



John Barden



Syam Menon

ADMINISTRATIVE CHANGES IN THE JINDAL SCHOOL THAT TOOK EFFECT AUGUST 1 INCLUDE THE FOLLOWING

Daniel Cohen, Ashbel Smith Professor of Accounting, became coordinator of the Accounting Area, taking over from **William (Bill) Cready**, Adolf Enthoven Distinguished Professor in Accounting and Information Management, who resumed teaching and research.

Also in the Accounting Area, **John Gamino** took over as director of the BS in Accounting program, replacing **John Barden**, who was appointed an assistant

dean in the Executive Education Area.

In the Information Systems Area, **Syam Menon** succeeded **Indranil Bardhan** as area coordinator. Bardhan resumes teaching and research.

Robert Stephen Molina was named the new director of the MS in Energy Management program and the undergraduate concentration in energy, replacing **Anastasia Shcherbakova**, who accepted a new position at Texas A&M University.

Among those serving as coordinators of the PhD concentration for their areas:

In Finance and Managerial Economics, **Vikram Nanda**, O.P. Jindal Distinguished Chair in Finance, took over the role of PhD coordinator, succeeding **Michael Rebello**, Susan C. and H. Ronald Nash Distinguished Professor of Finance.

In Marketing, **Sanjay Jain**, O.P. Jindal Distinguished Chair of Marketing, succeeded **Dmitri Kuksov** as PhD coordinator.



Indranil Bardhan



Robert Stephen Molina



Vikram Nanda



Michael Rebello



Sanjay Jain



Dmitri Kuksov

THOUGHT **YOU** SHOULD KNOW



Kathryn E. Stecke

The Production and Operations Management Society (POMS) conferred

its highest recognition on **Kathryn E. Stecke**, Ashbel Smith Professor of Operations Management, at its annual conference in Seattle in May.

Stecke was named a POMS Fellow, a lifetime honor that recognizes members who have made outstanding intellectual contributions to the profession and society through their research and training. Previously

named fellows annually choose new POMS Fellows through a nomination and selection process.

The sole honoree this year, "Kathy received the POMS Fellow award because of her research and service contributions to the production and operations management profession," said Dr. Sushil Gupta, executive director of POMS, who teaches in the

College of Business Administration at Florida International University in Miami. "She is regarded as a POM thought leader around the world."

Stecke, who said she is honored to have been nominated and selected for the award, has been a member of POMS since its first meeting in 1989. Since that time, she has run several of the annual POMS conferences and

served on a number of the organization's boards and committees, including its board of directors.

Stecke is an internationally recognized flexible manufacturing and supply chain scholar. She speaks around the world about issues related to supply chain management, operations and marketing interface, flexible manufacturing systems, and *seru*, a Japanese organizational and production system that focuses on electronics product assembly. She also has published numerous papers in journals on multiple aspects of these topics.



Kathy Zolton

Kathy Zolton, a senior lecturer of accounting, was one of five UT Dallas educators honored at the University's annual Honors Convocation in May with President's Teaching Excellence Awards for their outstanding efforts in the classroom.

The award recipients received medallions and were recognized at an April reception hosted by the Center for Teaching and Learning.

Zolton, who has been at the Jindal School five years, earned the Excellence Award in Online/Blended Instruction. She said the key to online courses and asynchronous learning is to help students feel that they are all together on the same path at around the same time. She tackles this challenge through communication and timely feedback. She also incorporates successful methods from her live classes.

"In each of my classes, I utilize a combination of music, videos and

toys to help students visualize concepts that are theoretical in nature," Zolton said. "UTD has a great team of instructional designers that can make anything possible. I've had a couple of days of them filming me so that online students get the same visual experiences as my live-class students."



Dennis McCuiston

D CEO magazine selected Jindal School faculty member **Dennis McCuiston** as one of the Top Financial Executives in North Texas for 2017. The magazine awarded him the top spot in the Excellence in Corporate Governance category.

McCuiston, clinical professor and executive director of the Institute for Excellence in Corporate Governance, also won the award in 2014.

"Even though I get the awards, a lot of credit goes to our staff, advisory board and members," he said. "We have a great staff and an outstanding 15-person board. They all have been very instrumental in helping expand the product that we're delivering here at the IECG."

Dr. Hasan Pirkul, Jindal School dean and Caruth Chair, has been very supportive of the institute, McCuiston said. He and the late Professor Constantine (Connie) Konstans (1935-2013), who founded the IECG, were instrumental in turning it into "the leader in corporate governance in this part of the world," McCuiston said.

A former bank CEO, McCuiston also has served on more than a dozen public, private and not-for-profit boards.

"I'm usually selected for my exper-

tise in corporate governance," he said. "Typically I go on those boards because they've got a governance problem."

In addition to his teaching and administrative duties, McCuiston hosts and is executive producer of a long-running, eponymous TV show on KERA. He sees it as an avenue for helping to promote the work being done at UT Dallas.

JSOM faculty members have won five Top Financial Executives awards from *D CEO* since the awards' inception in 2011, including Konstans, accounting adjunct lecturer **Roy Rumbough** and **Richard Bowen** (see brief on page 28), a senior lecture in accounting.



Indranil R. Bardhan



Zhiqiang (Eric) Zheng

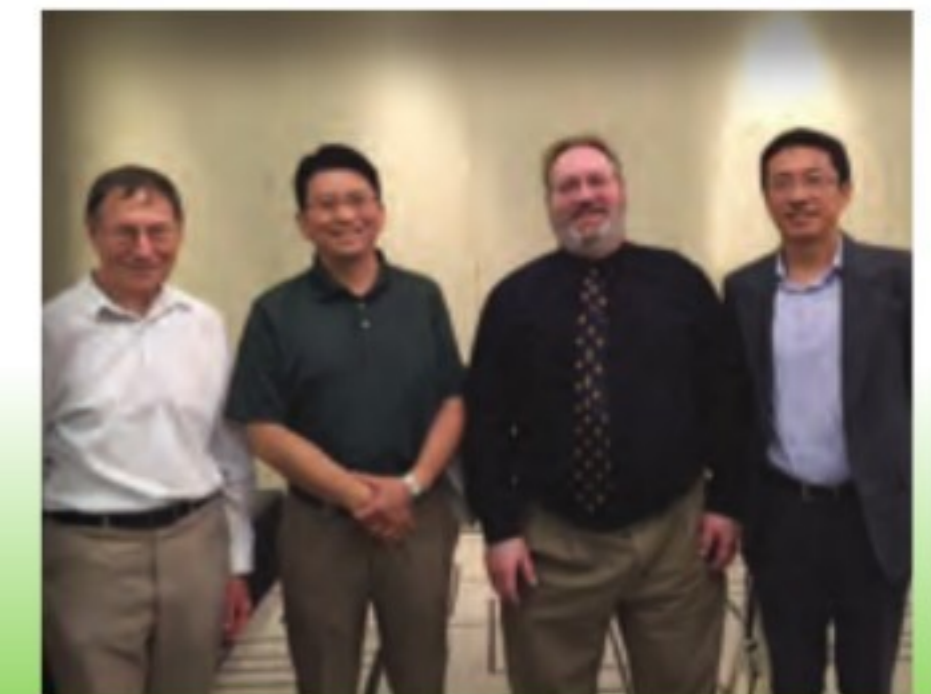


Danish Saiffee

Indranil R. Bardhan and **Zhiqiang (Eric) Zheng**, professors of information systems, received the best paper award at the 2017 International Conference for Smart Health in Hong Kong in June.

Their paper, "Do Online Reviews

of Physicians Reflect Healthcare Outcomes?" was co-authored by information systems doctoral student **Danish Saiffee**.



AIB conference debaters (from the left) University of British Columbia Professor Ilan Vertinsky, Mike Peng, Shawn Carraher and City University of New York Associate Professor Weilei (Stone) Shi

Editor-in-chief of the *Journal of International Business Studies* Alain Verbeke chaired a debate session at the Academy of International Business conference in July. **Mike Peng**, O.P. Jindal Distinguished Chair of Global Studies, together with Jindal School colleague **Shawn Carraher**, JSOM's undergraduate research director, and coauthor, City University of New York Associate Professor Weilei (Stone) Shi, presented their paper "An Institution-Based View of Global IPR History." The paper drew on an episode of U.S. history in the 19th century, during which intellectual property rights violations were extensive. Peng and colleagues suggested that countries with extensive current IPR problems — such as China — would ultimately improve their IPR protection. They debated with University of British Columbia Professor Ilan Vertinsky, who disagreed and suggested that lessons from 19th century U.S. history were not applicable to 21st century China. The debate pieces by Peng and colleagues and by Vertinsky and colleagues will be published by *JIBS* as "Point-Counterpoint" in a forthcoming issue.



Joseph Mauriello (left) and Chris Linsteadt beneath portraits of past presidents at University College Cork

Joseph Mauriello, director of the Center for Internal Auditing Excellence, and **Chris Linsteadt**, center assistant director, served as panel members and moderators at the Global Business Research Symposium at University College Cork (Ireland) in July. Sponsored by the Financial Services Institute of the

Tobin College of Business at St. John's University, the symposium meets annually and addresses a broad spectrum of issues across the business sciences.

"We were there to promote the profession of internal audit and the importance of expanding scholarship in internal audit," Linsteadt says. Be-

yond discussing the challenges and benefits of internal audit education, Linsteadt says, "we emphasized the important role that internal auditors play in our society and the need to educate and produce more qualified internal audit students."



Forney Fleming

Forney Fleming, director of the MS in Healthcare Leadership and Management program, spoke on the ethics of "Healthcare Reform: A New Order of Things?" at the Driscoll Children's Hospital 24th Annual Pediatric Conference in Corpus Christi, Texas, in July. Fleming reviewed rising healthcare expenditures, the shift from fee-for-service to quality-based payment systems and potential government reforms.

Also last summer, Fleming joined the American Heart Association Texas State Leadership Council – Smoke-Free.

Comprised of a diverse set of American Heart Association volunteers, council members provide advice and support for AHA's smoke-free efforts across the state. The AHA smoke-free council is part of a coalition of businesses, cities,



S. Drew Peabody

S. Drew Peabody, director of the BS in Finance program, participated in the annual meeting of the Financial Management Association in Boston in October, where he was a discussant on a panel on "Shadow Banking, Bank Ownership, and Bank Ownership in China." He also was scheduled to be part of a panel on real estate at the Southern Finance Association's annual meeting in Key West, Florida, in November.

OUTSTANDING FACULTY AND STAFF RECOGNIZED

Jindal School Dean Hasan Pirkul announced the 2016-2017 Outstanding Faculty and Staff Award winners Sept. 15 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.



Honorees were (from left): **Alex Edsel**, director of the MS in Marketing program, outstanding online teacher **Rita Bargerhuff**, lecturer in marketing, outstanding adjunct faculty teacher **James Hough**, web developer in JSOM Web Services, outstanding staff member **Ganesh Janakiraman**, Ashbel Smith Professor of Operations Management, outstanding graduate teacher **Tiffany Bortz**, associate coordinator of the Accounting Area and senior lecturer, outstanding undergraduate teacher; and **Yaqin Hu** (not pictured), PhD student in Management

Science with an accounting concentration, outstanding teaching assistant.

In announcing the honorees, Jindal School Dean Hasan Pirkul also introduced staff member **Chien Ho Paden**, who earned the UT Dallas Undergraduate Advisor of the Year Award at the University's Honors Convocation in May. Paden, who joined UT Dallas in 2001, has worked as a JSOM advisor since 2007.



concerned citizens, mayors and organizations that support a statewide smoke-free workplace law.



Howard Dover

Will Barron, host of *The Salesman Podcast*, interviewed **Howard Dover**, clinical professor and director of the Professional Sales Concentration, at the 2017 American Association of Inside Sales Professionals Leadership Summit in Chicago. The podcast,

“Sales Degree Courses, The Ticket To Sales Success? With Howard Dover” was posted on YouTube in May. Find it at <https://www.youtube.com/watch?v=62Wo3EO53uA>.

Barron conducts daily interviews with leading influencers and sales experts to help sales professionals close more deals and make more money.



Richard Bowen

Richard Bowen, senior lecturer in

accounting, was a featured speaker on ethical leadership and the 2008 financial crisis at the SEACEN Policy Summit on Shadow Banking and Its Financial Stability Implications in Kuala Lumpur, Malaysia, on Sept. 8.

SEACEN is an acronym for Southeast Asian Central Banks, a 20-member group of central banks and monetary authorities in the Asia-Pacific region. Observing the 10th anniversary of the 2008 financial crisis, the annual summit reflected on its causes and consequences, considered ways to prevent future crises, and studied issues emerging from new technologies or because of “shadow banking,” traditional banking functions that organizations and

markets undertake outside the traditional system of regulated depository institutions.

In advance of the summit, Bowen was quoted in articles in the *Financial Times* (“Nonprime Has a Nice Ring to It: The Return of the High-Risk Mortgage,” Aug. 31), *The New York Times* (“The Whale That Should Not Have Gotten Away,” Aug. 16), the *New York Post* (“U.S. Companies Spent \$4T Buying Back Their Own Stock,” Aug. 19), and *Wall Street on Parade* (“Both Wall Street and Its Regulators Fire Whistleblowers,” Aug. 16) about the financial crisis and aspects of its aftermath. **20**

JINDAL SCHOOL CELEBRATES PROFESSOR'S 42 YEARS AT UT DALLAS

Family, friends and colleagues gathered at the Jindal School last spring to honor **David L. Ford Jr.**, who, after 42 years of service to The University of Texas at Dallas, retired Aug. 31.

“Where I am and where I started a number of years ago was to really move beyond success to significance,” Ford, the longest-serving faculty member at JSOM, said at the May 2 event. “For me, significance is having an impact on other people’s lives and then moving out of their way.”

That impact has been felt by both his peers and those Ford calls his academic sons, daughters, nieces, nephews and cousins — many of whom have gone on to careers in academia.

One of his “academic daughters,” Dr. Kiran

Mirza Ismail, PhD’06, is now an assistant professor of management at St. John’s University in New York. She wrote a congratulatory note that was added to a video created for the event, offering him congratulations on his “remarkable career” and thanking him for his “immensely valuable mentorship.”

The video (view it at <https://youtube.com/62Wo3EO53uA>) included colleagues, students, friends and family members, some of whom were unable to attend the May celebration. About 125 people came to the sendoff. Emceed by Arthur Gregg, assistant vice president for Multicultural Affairs and director of the Multicultural Center at UT Dallas, festivities included a farewell tribute from Jindal School Dean Hasan Pirkul and introduction of Ford’s wife, Jackie.

Ford came to UT Dallas in July 1975 as an associate professor of management and administrative sciences. He served in that position until September 1983, when he was promoted to professor of organizations, strategy and international management.

His productive academic career is reflected in an extensive curriculum vitae that reflects myriad research interests and achievements, many professional memberships and activities, numer-

ous talks and presentations, and a long list of honors, recognitions, awards and fellowships. Notable accolades have included a *Dallas Business Journal* 2016 Minority Business Leader Award and one of the inaugural Lifetime Diversity Champion Awards from the UT Dallas Office of Diversity and Community Engagement.

One of his last duties before retiring was to chair the biennial international meeting of the Eastern Academy of Management, an organization that fosters collaboration between U.S. management scholars and their overseas counterparts. The EAM-I 2017 Conference XVII, “Managing in a Global Economy,” was held in June at Bond University in Australia.

Now a professor emeritus, Ford has moved into a new office in the Jindal School, where he currently is finishing a research project with longtime JSOM colleague Orlando Richard.



Above: Honoree David L. Ford Jr. and his wife, Jackie

Below: Ford and Orlando Richard, a JSOM colleague since 2000

Jindal School Tops *U.S. News*' MBA List for High Salaries & Low Student Debt

The Naveen Jindal School of Management is No. 1 in a *U.S. News & World Report* Top 10 Short List of ranked business schools that compares the average starting salary of MBA graduates to average student loan debt.

U.S. News drilled into the same data that had determined its 2018 Best Business Schools. The Jindal School had tied for 38th out of 471 business schools in that ranking, putting it in the top 8 percent. The analysis revealed that MBA graduates from JSOM have the best salary-to-debt ratio of any ranked school, giving them a leg up on students from other business schools in terms of entering the workforce well positioned to manage student-loan debt.

Students who graduate with an MBA degree from JSOM earn an average starting salary of \$86,644 with an average debt of \$7,132 – an earnings-to-debt ratio of 12.148. (At the Jindal School, the average MBA starting salary with signing bonus is \$90,631.) That number far outpaces the next best ratio of 5.818. The average ratio for ranked business schools that reported these data is 1.986.

“Debt burden is an important consideration when deciding on a business school,” said Dr. Monica Powell, the Jindal School’s senior associate dean. “Increasingly, MBA students elsewhere are graduating with six-figure student loan debts, amounts that are often higher than their starting salaries. Our graduates can begin their careers without having to face such a significant concern.”



Monica Powell



Top: Yanira Gonzalez, Executive MBA'17 Middle: Executive MBA Program Director Pamela Foster Brady (left) with a graduating student Bottom: Leslie Rubio, Executive MBA'17

New Undergraduate Program Answers Need for Skilled Human Resource Talent

Employees are key to any company's success, so every company is well-served by competent human resource professionals. The trouble is, according to Jindal School faculty member **Dr. Jeff Weekley**, there is a growing shortage of well-trained HR personnel.

Weekley, who directs the new Bachelor of Science in Human Resource Management program that launched this fall, is leading the UT Dallas effort to educate a new generation of HR leaders.

“Nothing gets done in an organization without the right people in the right place and right time with the right skills who are focused on the right things,” Weekley says. HR executives “think through the people implications of the business strategy and make sure

the right HR systems are in place to produce the talent needed to execute it.”

The 120 semester-credit-hour program offers students a solid business core with specialized training in human resource management. Students prepare for careers as compensation analysts, recruiters, training coordinators or employee-relations specialists, all roles that can ready them for advancement in leading the HR function within an organization.

“A company could have the best strategy



JEFF WEEKLEY

and the best products in the world, but it will not go anywhere without the right people,” Weekley says. “JSOM has been offering a concentration in organizational behavior and human resources in the BS in Business Administration program. It has been great, but it also has

opened our eyes to the fact that HR can and should be available as a stand-alone degree.”

Weekley and his team have assembled an advisory board of chief human resource officers from various well-known local companies, such as Texas Instruments, Lennox, State Farm and Cinemark, to review the curriculum, provide site visits and speakers and otherwise help launch the program, which is mostly modeled on curriculum guidelines set forth by the Society for Human Resource Management (SHRM).

NEW CERTIFICATE PROGRAM TEACHES RESEARCH RIGOR TO GRADUATE ACCOUNTING STUDENTS

Beginning this fall, the Jindal School is offering a Research Foundations in Accounting Certificate, a 15-hour, two-semester program (fall and spring) designed to help master’s in accounting students understand the rigors of quantitative research. Students are learning the tools and skills they need to pursue PhD programs related to accounting. Five three-hour courses include a doctoral writing and teaching seminar, advanced managerial economics, econometrics and special topics courses related to accounting that students would take twice.

“If you look at the sciences, the typical progression of knowledge is undergraduate work, then you do your master’s in a specific field, and then you move over to your PhD

and dive deep into that focused field,” says Dr. Suresh Radhakrishnan, Constantine Konstans Distinguished Professor of Corporate Governance and Accounting, who is director of the program. “Accounting is more like medicine in that you have clinical and research sides.”

Rules in public accounting change so rapidly, Radhakrishnan says, that students necessarily have to focus their education much more on applied accounting than on its theoretical aspects in order to become prepared to pursue career opportunities in that field.

“This certificate program is basically a bridge,” he says. “We are trying to help accounting graduate students understand what it means to employ scientific rigor in academic research so that they can make a more informed choice as to whether they want

to pursue a PhD. If they decide to do so, this program will give them a good foundation from which to build.”



SURESH RADHAKRISHNAN

“They’ve all confirmed the gap between demand and supply,” Weekley says of the board. “In Texas there are about a dozen or so HRM programs, but they’re almost all south of the Metroplex. If you project the demand for entry-level HR jobs here in DFW, the shortfall is about 600 employees.”

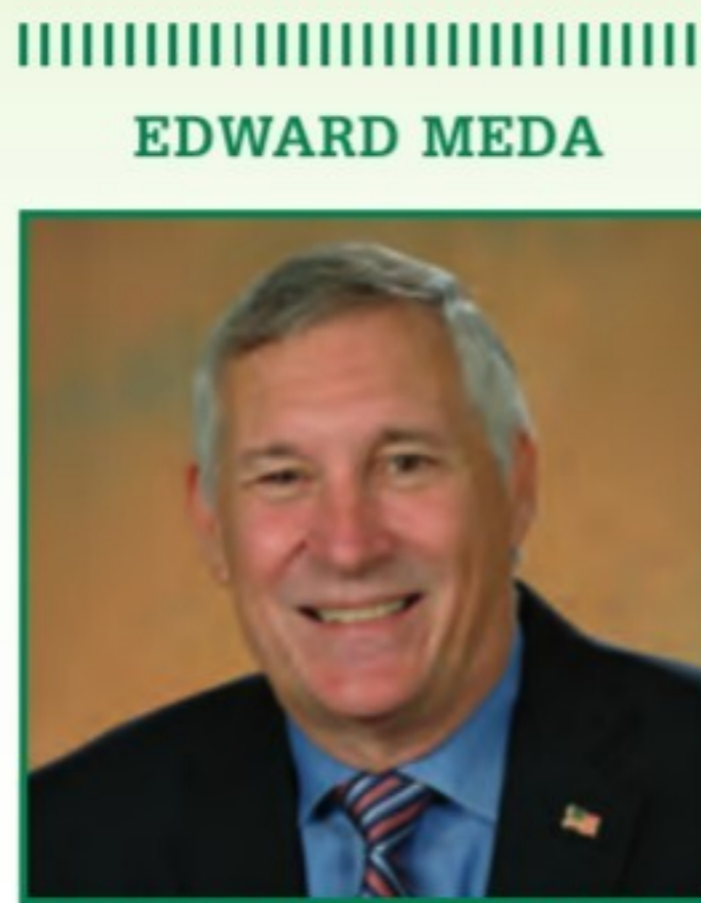
Classes are being taught by faculty members who have vast industry experience — including **Dr. David Ritchey** and **Edward Meda**, who have headed HR and leadership training departments.

“The folks that are teaching the core are all pros; so it’s not just words from a textbook,” Weekley says.

Additional resources include the Society for Human Resource Management at UT Dallas,



DAVID RITCHEY



EDWARD MEDA

an active, well-regarded student chapter of SHRM, and DallasHR, a local SHRM affiliate that does student outreach by providing

monthly luncheons with guest speakers, networking opportunities and funding for students to attend conferences. **20**

For more information, visit the BS in Human Resource Management web page at jindal.utdallas.edu/osim/bs-hrm/.

BS in Human Resource Management Advisory Board Members

- ||| **Terry Cooley**, Senior Vice President of Human Resources, Education Futures Group
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- ||| **Sherry Vidal-Brown**, Executive Vice President of Human Resources, G6 Hospitality

BLOCKCHAIN CONFERENCE OFFERS GLIMPSE INTO THE INTERNET OF VALUE

BY JIMMIE R. MARKHAM



(From the left) Toyota Research Institute Director of Mobility Services and CFO Chris Ballinger, CFSI Director Elizabeth Jones, CFSI Director David Springate and Craig Hall, founder and CEO of blockchain company Caudicum and adviser to UTDesign Makerspace

Senior business and financial executives converged on the Naveen Jindal School of Management Sept. 21 to learn about blockchain, a new technology that promises to disrupt, or even revolutionize, the way companies do business.

The Center for Finance Strategy Innovation hosted a half-day conference, “Uses of Blockchain: Creating and Unlocking Value through Business Innovation,” in the Jindal School. Chris Ballinger, director of mobility services and chief financial officer at Toyota Research Institute (TRI), was the keynote speaker.

The technology now known as blockchain was developed in 2008 as a way for buyers and sellers to conduct digital financial transactions without having to involve an intermediary party. It is a type of electronic ledger consisting of transactions joined in a virtual chain only after members of a known peer-to-peer computer network mutually validate each proposed block of data. The network can be private or public. As new blocks are added to the chain, each block already in the chain is updated with the new information, thus making the transaction history complete, transparent and auditable at every step along the way – and virtually impossible to be hacked or intentionally corrupted.

“Blockchain’s just a ledger,” Ballinger said. “But it’s a ledger with some very special properties: shared, distributed, digital...blockchain is triple-

entry bookkeeping...a cryptographically secure validation of a transaction, property or rights.”

Because virtually anything of value can be traded through blockchain transactions, the technology has become known as the Internet of Value. Although it is still in its infancy, its proponents claim that it is revolutionary in that anything of value will be able to be exchanged at the speed in which information is currently exchanged.

Toyota provided two 2017 Prius Prime vehicles for a special conference demonstration developed by UT Dallas student teams and local blockchain startups. TRI initiatives include gathering secure driver and autonomous vehicle data-sharing capabilities, car and rideshare transactions that would allow drivers and riders to rent vehicles

with their smartphones, and usage-based automobile insurance.

Experts from IBM Blockchain, ConsenSys Energy, Grid+, Digital Twin Labs, Symbiont, MoneyGram, Nimbix, Ingentium and Oaken Innovations presented business use-case scenarios that utilize blockchain technology.

“Our original purpose for the conference was to put together the people that didn’t know a lot about blockchain with the people who do,” said Dr. David Springate, CFSI director and co-founder. “I think that’s been achieved. At CFSI we want to move more into the technology space but also [toward] what else is happening in the innovative space. This was a good example.” **20**

KEY SPEAKERS AT PROJECT MANAGEMENT EVENT LOOK AT THE BUSINESS BENEFITS OF EMPATHY AND CULTURAL INTELLIGENCE

By Jimmie R. Markham

The 11th Annual UT Dallas Project Management Symposium, held Aug. 17-18 at the Naveen Jindal School of Management and the newly opened Davidson-Gundy Alumni Center, featured speakers who offered forward-looking business concepts — some of which were drawn from the cognitive science domain — in providing audience members with advice on how to more effectively manage projects and people.

More than 430 business professionals listened to experts discuss topics related to program and portfolio management, leadership and strategic business management.

The symposium featured five keynote speakers and more than 30 breakout sessions, many devoted to disruptive leadership in the 21st century. Keynote speakers included:

- Peter Eckert, co-founder and chief experience officer of Projekt202
- J. Davidson Frame, a director on the 2017 Board of Directors at the Project Management Institute
- Anne Guevara, a 2008 Jindal School Global Leadership Executive MBA alumna who is director of Program Leadership at Raytheon
- Meg Inforati, vice president of the International Project Management Association, USA; and
- Dr. Keith Thurgood, director of the Executive MS in Healthcare Leadership and Management for Professionals program at the Jindal School.

Eckert's presentation, "The Empathic PM," explained how project managers can improve results by utilizing emotional intelligence — empathy, in particular — to manage expectations, build lasting relations with clients and co-workers, communicate better and be more passionate.

"The engineers of this world, including myself, quickly want to solve a problem — and technology is really good at that," Eckert said, when asked why the approach he described is still not widely implemented by corporations. "They solve the problem — not the human problem."

Solving the human problem requires empathy. Eckert explained that hiring a chief experience officer who can better empathize with others and can bridge the gap between the marketing and engineering departments would better align the market's desire with the desire of the team that can build things for that market.

"If you use more of that empathy upfront," Eckert said, "you're saving so much downstream."

Guevara, who was sent to Paris by Raytheon to manage a complex project for NATO, explained that cultural intelligence is critical for leaders who want to drive change in the global market.

"Especially when we're driving innovation, disrupting the status quo, bringing to bear change or driving solutions out of complexity in ways never before heard of — it really, really benefits us when we open our aperture and we look at all the differences around us, because that helps us to influence our solution space," Guevara said. "It's in that broad solution space where much innovation lies."

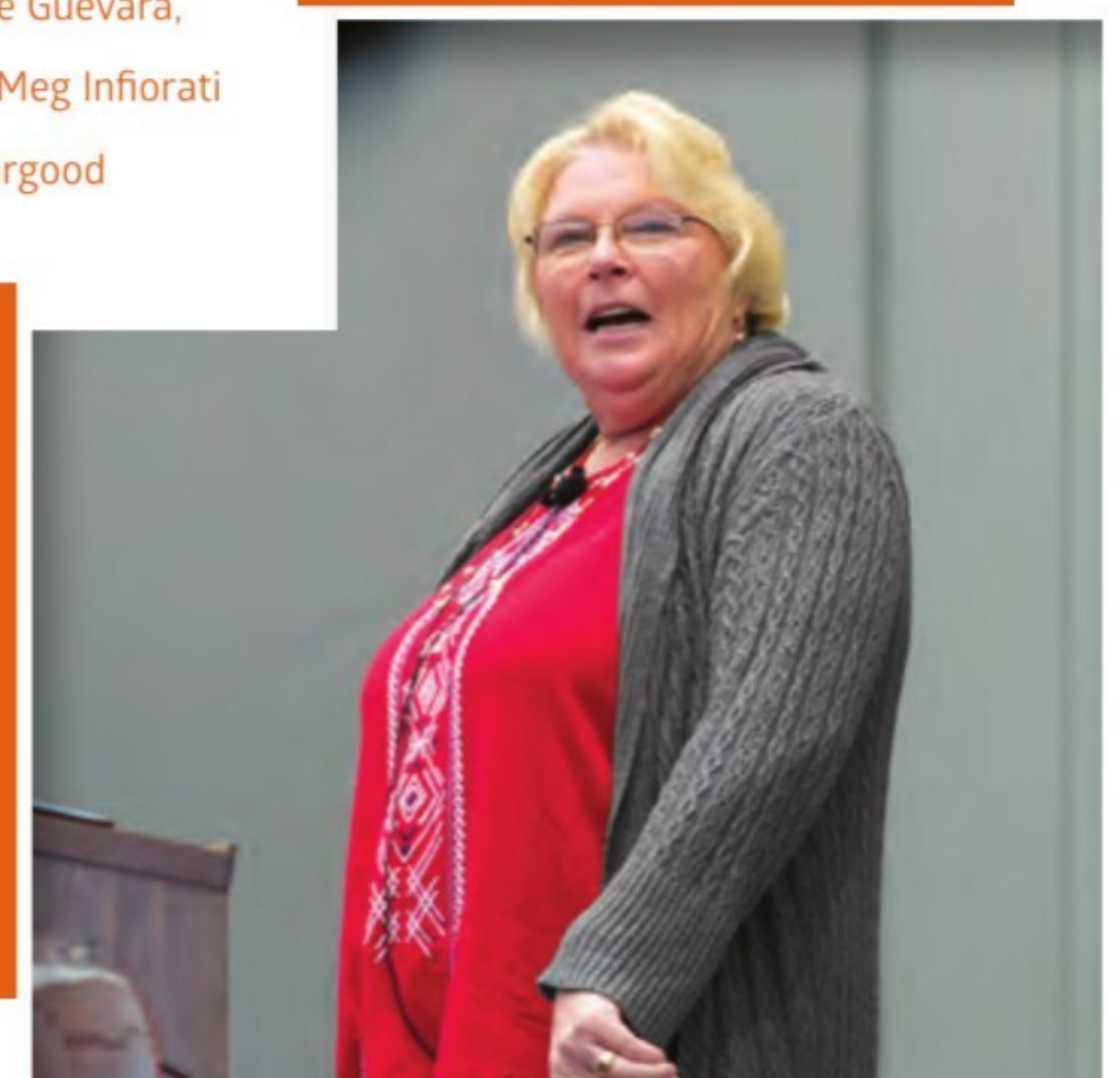
Guevara explained that everyone brings biases, perceptions and limitations to their experiences and that they are not necessarily wrong.

"They're yours to own," she said. "The key message is be aware that [they] exist — especially as you go forward to be more and more culturally intelligent, depending [on] the community that — or project that — you're working in." **20**

Jindal School student Medha Bhasin contributed to this report.



Clockwise from top left:
Project Management Symposium keynote speakers Anne Guevara, Peter Eckert, Meg Inforati and Keith Thurgood



By Jimmie R. Markham



BLACKSTONE LAUNCHPAD OPENS ITS DOORS

Startup Accelerator Rounds Out University's Entrepreneurship Efforts

The vision of UT Dallas founders Cecil H. Green, J. Erik Jonsson and Eugene McDermott sprang into action at April ceremonies that formally debuted the Blackstone LaunchPad, a new resource and facility to help the campus community pursue entrepreneurial dreams.

UT Dallas Interim Vice President for Research Rafael Martin spoke on behalf of Dr. Richard C. Benson, UT Dallas president, at the ribbon-cutting and dedication. Martin highlighted the connection between the University's prime movers and the Blackstone LaunchPad initiative, funded in collaboration with the Blackstone Charitable Foundation.

"Our founders were entrepreneurs, and our growth as an institution is a testament to the entrepreneurial spirit that they imprinted on our institutional DNA," Martin said. "I think it's fair to say that they would be as excited as we are to celebrate our partnership with

the Blackstone Charitable Foundation that both figuratively and literally puts entrepreneurship at the core of our campus."

The ribbon-cutting officially opened the doors to LaunchPad, 5,000 square feet located among the retail spaces on the ground floor of Parking Structure 3 at the corner of Loop Road and Rutford Avenue on the north side of campus.

Blackstone LaunchPad operates under the umbrella of the Institute for Innovation and Entrepreneurship, a cross-disciplinary campus initiative. IIE also oversees the Venture Development Center, which helps commercialize startup companies developed from the mentorship, education, support and

training Blackstone LaunchPad offers. And IIE is actively involved with the academic entrepreneurship programs at the Jindal School, both undergraduate and graduate.

"JSOM's innovation and entrepreneurship academic programs are separate from — but partner closely with — IIE, and vice versa," Madison Pedigo, director of those programs, said after the event. "Both the extracurricular activities coordinated by the institute and the academic coursework are important elements of student learning."

"We welcome students, faculty, staff and alumni — anyone who has an interest in learning about entrepreneurship," Bryan Chambers, Blackstone LaunchPad program director, told



event-goers. “From the student that might have an idea but doesn’t know where to begin, all the way to our most-accomplished professors who are inventing new materials in their laboratories and still need entrepreneurial-level support — our programming will be able to accommodate the entire spectrum of needs.”

Blackstone, a New York-based investment firm, founded its philanthropic arm in 2007 at the same time as its initial public offering. Since 2010, the Blackstone Charitable Foundation has funded LaunchPad programs at 20 universities in the United States and Ireland, which are accessible to more than 630,000 students.

Last year, the foundation donat-



Top: UT Dallas Interim Vice President for Research Rafael Martin **Center: Ribbon cutters were Martin (left) and Bill Stein, Blackstone’s senior managing director of real estate**
Bottom: Blackstone LaunchPad Program Director Bryan Chambers

ed \$3 million to start LaunchPad programs at three schools in Texas — UT Dallas, UT Austin and Texas A&M — aimed at helping an estimated 130,000 students explore entrepreneurship as a career path.

UT Dallas matched the foundation’s \$1 million grant for the campus Blackstone LaunchPad, providing a combined \$2 million in funding over three years.

At the dedication, leaders from UT Dallas and Blackstone expressed their pride and enthusiasm for the initiative.

Presentations by campus entrepreneurs — all of whom took Jindal School innovation and entrepreneurship courses — rounded out the April 27 program. Will White, EMBA’16, MS’17,

spoke about the path he and co-founder Kiran Devaprasad, EMBA’16, MS’16, took to create TracelT, an app that helps transportation companies get automated location updates of their freight and vehicles. Dr. Lucas Rodriguez, MS’14, PhD’16, spoke about his journey to form Cersci Therapeutics, a pharmaceutical company that develops non-opioid analgesics for the alleviation of acute and chronic pain.

The event included the introduction of IIE’s new executive director, Steve Guengerich (see *New IIE Director*, below) and presentations of \$25,000 checks to UT Dallas Seed Fund recipients ShearShare and Cosmunity.

Attendees toured the Blackstone LaunchPad space, which features a main open room, two conference rooms, five individual offices and a breakout area for staff. Staff members have dubbed the main room “the collaboration zone,” where the bulk of programming, breakout sessions, events, workshops and classes are conducted. **20**



New IIE Director Helms All Campus Entrepreneurship Efforts

One of the leaders of Austin’s robust tech-startup scene relocated from the Silicon Hills to the Silicon Prairie last spring to join UT Dallas as executive director of the Institute for Innovation and Entrepreneurship.

Steve Guengerich brought a wealth of knowledge, connections and expertise from his more than three decades of experience as an entrepreneur, investor, mentor, author and educator. He had been a director and remains a mentor at Capital Factory, an Austin-based technology incubator and working space. As principal at Powershift Group, a venture development group, he helped launch companies such as Appconomy, Moxie and Nano Global. He has authored or published 12 books and dozens of articles about business innovation and information technology.

His arrival coincided with the grand opening of Blackstone LaunchPad at UT Dallas. The LaunchPad co-working space and accelerator helps the institute realize its vision of being the one-stop shop for assisting students, faculty, staff and alumni to launch new businesses. IIE’s mission, Guengerich says, is about “enabling the next generation’s startups.”

According to Guengerich, small-business ownership continues to account for half of the U.S. economy. It is an expansive field open to more than just an elite group of risk-takers. An entrepreneur, he says, can be anyone with deep passion for a topic, the desire to learn and a willingness to try.

In addition to his duties helping all the campus entrepreneurship efforts, Guengerich will serve as a clinical associate professor in the Jindal School’s Organizations, Strategy and International Management Area.

“With IIE, every student, faculty member and staff person can connect to a full range of resources to educate, empower and equip them for success. We have a top-25 ranked academic program in entrepreneurship in which I teach, we have a brand-new co-working space and accelerator with the Blackstone LaunchPad, and we have a world-class incubator, the Venture Development Center, providing dedicated desk space, specialized facilities and commercialization services. My message is simple: Come visit us!” **20**



By Eric Butterman

New Center for Healthcare Leadership and Management Unites JSOM Programs

Fast-growing, appealing to diverse audiences and yet united in their efforts to make UT Dallas a thought leader in their discipline, the healthcare management programs at the Jindal School have banded together to create a new Center for Healthcare Leadership and Management (CHLM), which formally debuted in April.

“The center is intended to bring all of the faculty together, reach out to many of you that are in industry and invite you to speak and lecture and be part of this great effort,” Dr. Britt Berrett, center director, told an audience of healthcare professionals, students and professors gathered at JSOM to mark the occasion with a brief program and reception.

Referring to the BS in Healthcare Management program, which he also directs, Berrett told the audience that “we started the program about a year-and-a-half ago, and already we have over 350 undergraduate students that are healthcare management declared.”

He added that finding internships and job shadowing will be an important part of enlightening those students when it comes to opportunities in healthcare.

Other JSOM healthcare management programs are the:

- MS in Healthcare Leadership and Management
- Executive MS/MBA in Healthcare Leadership and Management for Physicians
- Executive MS in Healthcare Leadership and Management for Healthcare Professionals
- Certificate in Healthcare Leadership and Management for Physicians, and
- The Essential Elements in Accountable Care Organizations.

Dr. Forney Fleming, director of the MS in Healthcare Leadership and Management program, said that a master’s degree is vital for those in healthcare management. “Fifteen years ago, the master’s was optional for that kind of employment goal,” Fleming said. “Not anymore.”

He said that his program’s evening classes, flexible format and online options, allow students to continue to work full time, if they choose.

Dr. Keith Thurgood, director of the Executive MS in Healthcare Leadership and Management for Professionals program, envisioned the new center putting UT Dallas firmly on the map in terms of leadership in healthcare and management. “This can be a center of excellence for thought leadership,” Thurgood said. “Fundamentally, the industry needs to create leaders who will drive transformational change and who have a different skill set tomorrow than they have today.

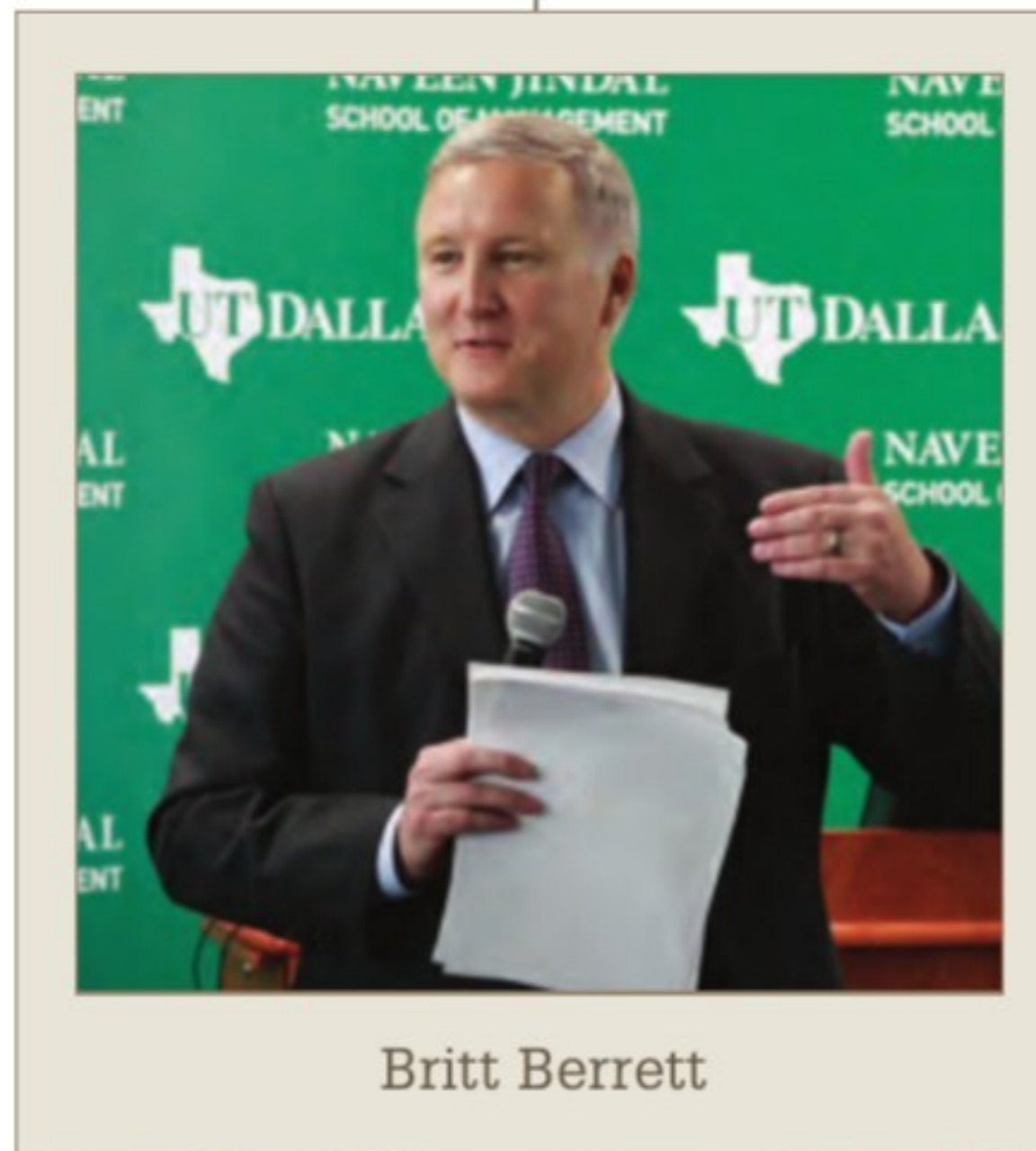
“We know cost structures aren’t sustainable, and we need leaders to find alternatives,” Thurgood added. “The center will allow you to learn from many tools, including case studies, discussing problems and coming up with solutions.”

Away from the podium, Fleming said healthcare management is such a dynamic field that he changes his lectures every semester — to the point that he does not use a textbook. “The changes happen faster than they can print them,” he said. “But that makes it fun.”

One of his students echoed how exciting healthcare management courses and the center can be because of the unknown. “Like Professor Fleming says, they’re training us for jobs that don’t really exist...yet,” said Mariana Garay.

Berrett believes UT Dallas can play a big part in the future of healthcare through its ability to explore — with the center serving as a focal point for such endeavors. “This university and Texas are filled with entrepreneurs with creative ideas,” he said. “Within healthcare, it’s a structure and industry reluctant to change. This area has a perfect climate to bring engaged healthcare-minded individuals to the issues and find solutions. From the

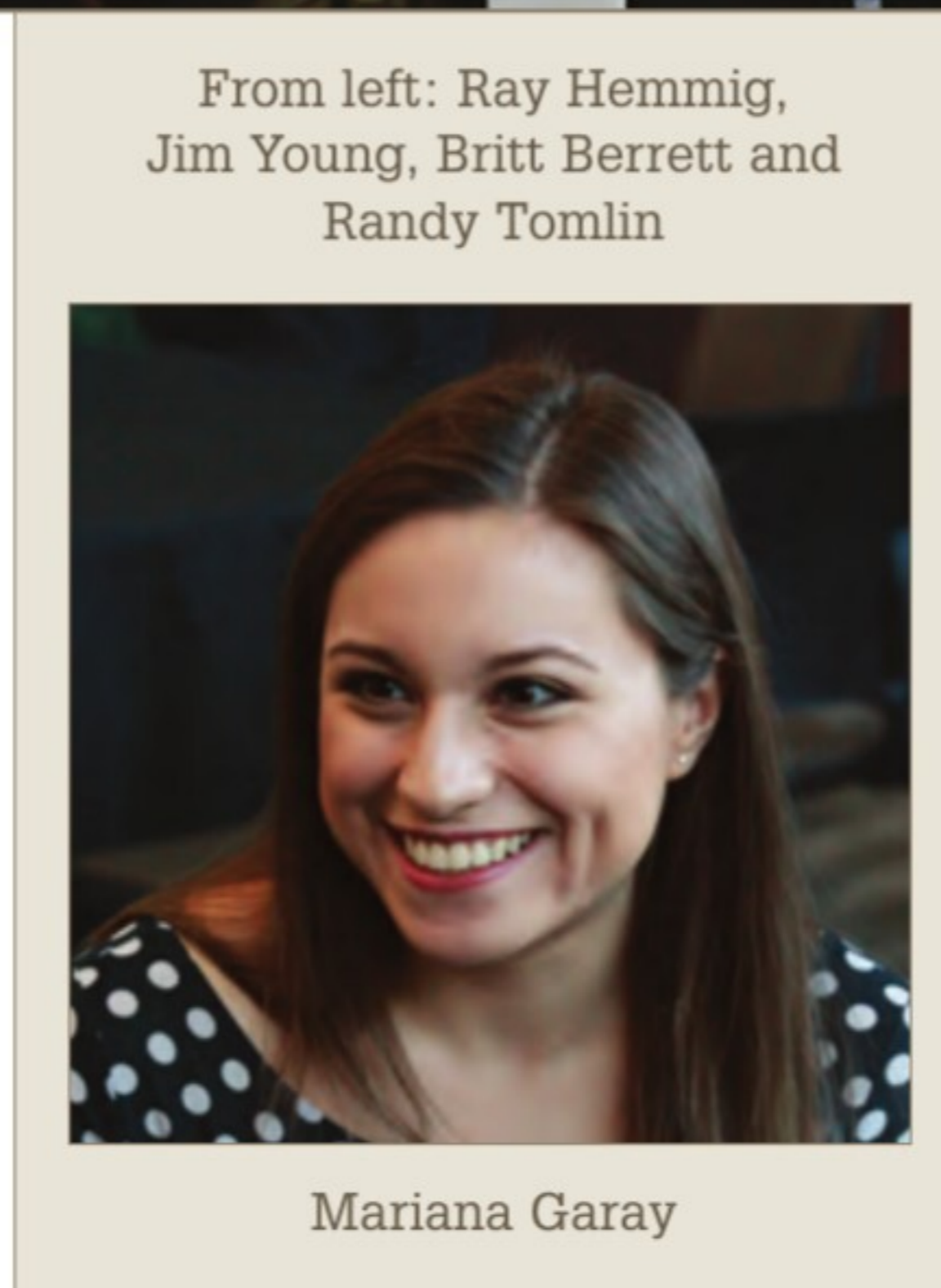
long waits in the lobby to how many bills you see, we have a terrific chance to improve efficiency.” **20**



Britt Berrett



From left: Ray Hemmig, Jim Young, Britt Berrett and Randy Tomlin



Mariana Garay

Women's Group of Boardroom Aspirants Joins Forces with IECG

By Jimmie R. Markham

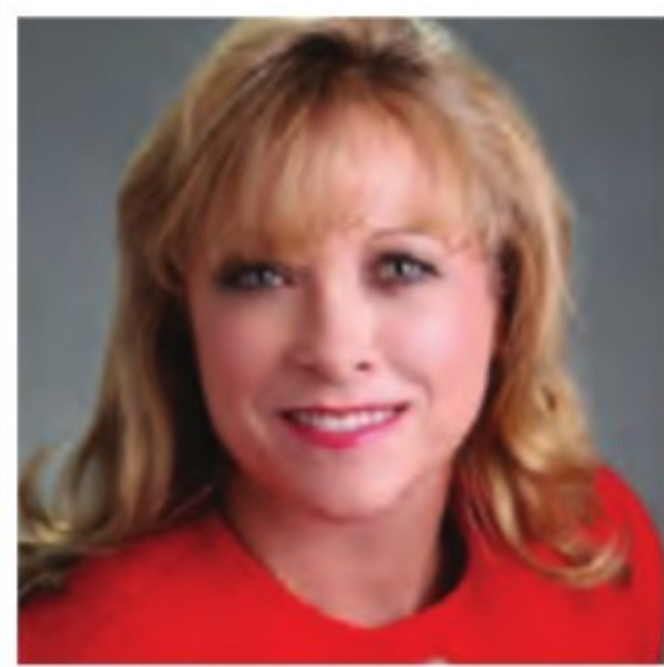
The Board Connection, a nonprofit organization whose mission is to increase the number of women serving on corporate boards and in the executive suite, has merged with the Institute for Excellence in Corporate Governance at the Jindal School.

Kelly Harris, a partner with Dallas-based consulting firm Harris & Dickey LLC and a member of both groups, spearheaded the merger initiative to further the interests of both organizations.

“

We have the talent — we just needed a broader reach. Joining forces with IECG gives us a more diverse organization.

”



Above: Kelly Harris

At right: Members of The Board Connection — with founder Melisa Dennis front row, center, in pink — celebrated the group's merger with the IECG at a June 20 gathering in Dallas.

“The benefit of merging with IECG was to expand TBC's network via the IECG's wider network of like-minded individuals,” Harris says. “Partnering with UT Dallas gives us a broader platform as well as the ability to have a greater impact on public policy and the resources to elevate information. We have the talent — we just needed a broader reach. Joining forces with IECG gives us a more diverse organization.”

Melisa Denis, a partner in KPMG LLC, a Big Four accounting firm based in Dallas, started The Board Connection in 2009 with a mission of helping women prepare and network for board positions. The organization identifies and connects accomplished women in the state of Texas, expanding their influence within their respective business communities.

“While our members have quite a bit of nonprofit service — that is both valuable

and good — the talent and experience of the women of TBC can make a bigger impact in corporate America,” Harris says. “This merger will help us reach that goal.”

The addition of TBC's members has increased IECG's roster size from 151 to 185. The percentage of female members has increased from 22 percent to 36 percent.

Dennis McCuiston, executive director of the IECG, sees the merger as well-timed and mutually beneficial.

“We are so active right now and are going to get even more active in helping people actually get on boards,” McCuiston says. “With all the programs and events we have now, we can continue to build our members' skills and get people much more knowledgeable about our new members and their skills. We're always interested in increasing our gender diversity, so adding them to our group is another contribution we could make on the diversity side, as well as gaining talent. These women bring a perspective that we may not know, and I think that can help us all.” 20



SURVEY OF PRIVATE COMPANIES REVEALS WHAT GOVERNANCE AREAS ARE MOST VALUED

A new research study by the Institute for Excellence in Corporate Governance at the Jindal School of Management offers a glimpse into governance practices and attitudes at family-owned and private companies. Nearly 200 respondents from companies headquartered across the U.S. – a majority in Texas – were surveyed for the study. All were CEOs, owners and/or board members and chairs from across a wide range of industries, sizes and life-cycle stages. The knowledge derived from the study provides key business stakeholders a tool with which to benchmark their governance practices against other private companies with similar characteristics.

By Jimmie R. Markham



Left: Suresh Radhakrishnan, IECG Research Director

Center: Rebecca Files, IECG Associate Research Director

Right: Dennis McCuiston, IECG Executive Director

“There are plenty of surveys for publically listed companies,” says Dr. Suresh Radhakrishnan, the institute’s research director. “For private companies, however — even though there are periodic surveys — they are not done on a regular basis; so there is less thought leadership there.”

The initial report, “The Value of Good Governance for Private Companies,” indicates that private companies participating in the study widely acknowledge the value of a board of directors; particularly the value they add in the areas of strategy and operations. The report reveals that risk assessment and mitigation are areas of expertise less commonly represented on the boards of these companies. Private companies “may do well to consider adding expertise to assess future trends, for example in information technology, so as to effectively mitigate risk,” the report concludes.

“Our plan is to continue to do these surveys with private companies,” Radhakrishnan says. “Once we have a benchmark, we will keep informing the constituents as to what is happening with their governance, what the reality is on the ground.”

The initial report has been published online (jindal.utdallas.edu/files/private_company_survey_june_2017.pdf), and survey responses have been codified. More comprehensive reports will be published in the near future. All reports will be made available to the survey respondents and to the general public.

“I view this initial report as a preliminary first step to get an idea as to what the boards of private companies look like and how they add value to the companies,” says Dr. Rebecca Files, IECG’s associate research director. “My takeaway from this report is seeing — in the companies that have boards — the areas of expertise that are adding value the most, then comparing and contrasting those to the needs and wants of the companies that don’t have boards.”

A vast majority of the companies (82 percent) have either a fiduciary board — that is, a body of experts that helps companies maintain financial accountability — or an advisory board, one that offers nonbinding strategic advice in various areas of expertise. Two-thirds have both.

Among the 18 percent of the companies that do not have either type of board, more than three-fourths perceive the value of having an advisory board. A majority (53 percent) do not see the potential value of having a fiduciary board.

The areas of board expertise most valued by the respondents were operational rather than financial. Legal and regulatory compliance and growth expertise ranked highest at 65 percent, followed by marketing (59 percent), technology and industry connections (both at 47 percent). Only 35 percent perceived the value of having a financial expert on an advisory board. Even so, most advisory boards (85 percent) of the surveyed companies had a financial expert. While 56 percent of companies that have both types of

boards had one.

Most surveyed companies that have boards see strategic insight/direction and being a sounding board for the CEO as the top two ways in which advisory and fiduciary boards can add value to a company.

The three primary impediments to creating a board among the respondents were loss of control, cost in time and cost in money.

“We’re seeing a bit of a disconnect between what the respondents say they want and what they actually have,” Files says. “In terms of our constituents at the IECG — people who are interested in getting on boards and playing a valuable role in these private companies — we’re hoping that this study will help them fill the roles on boards that most private companies say they need to have to succeed.”

For Dennis McCuiston, executive director of the IECG, studies such as this one align directly with the institute’s goals of creating value for C-suite executives and board members.

“The survey set the stage for the newly developed Governance Capital Model that our advisory board developed,” McCuiston says. “The model works not only for private companies, but it also works for public companies and nonprofits. The new model allows a company’s board and management to assess the level of governance capital in place in order to achieve their strategic outcomes. Communication is increased, and more importantly, performance is enhanced.” **20**

Scholarship Winners Will Invest in Academics, Startup Ventures

| By Jimmie R. Markham

Three students from the Naveen Jindal School of Management have each won a \$15,000 scholarship from the Texas Business Hall of Fame Foundation. Omeed Shams, an innovation and entrepreneurship graduate student; Rachel Hugo, a senior in healthcare management; and Vijay Bhagvath, a senior in finance; all exhibited entrepreneurial aspirations, leadership qualities and good academic credentials, three key prerequisites required of recipients. The students will use the funding to pay for school, invest in their respective startups or both.

The Texas Business Hall of Fame was formed in 1982 to honor outstanding business leaders in Texas and to inspire leadership of the future by funding scholarships that help recipients pursue their business education in Texas schools.

On Nov. 1, the JSOM winners were to attend the organization's Scholarship Luncheon, where they were to be presented with their awards, named for Cinemark founder and chairman Lee Roy Mitchell. That evening, they were to attend an induction ceremony for incoming hall of fame honorees, a black-tie gala that would afford them the opportunity to network with Texas Business Hall of Fame Legends, who include Mitchell.

Omeed Shams:

Mobile App Innovator

Shams, founder and CEO of Kwest, a mobile app that offers interactive guided tours, says his scholarship funding "is much needed."

Shams' business partner, Andrew Brown, MS'16, conceived the app, which is available in both iOS and Android. It helps visitors navigate unfamiliar locations through a combination of augmented reality, geolocation, riddles and puzzles.

"We're pivoting and building a new platform, so it was very timely, not to mention the recognition — the access to the network I would say is invaluable," Shams says.

Kwest, which launched in 2015, takes up much of Shams' time. Academically, he says he has "taken the slow track" toward his master's degree



Andrew Brown (left) and Omeed Shams (right)

and plans to graduate in fall 2018. Madison Pedigo, director of the MS in Innovation and Entrepreneurship program at the Jindal School, has worked closely with Shams and suggested that he apply for the scholarship.

In conjunction with his studies, Shams has taken advantage of the robust business startup programs available to UT Dallas students, alumni, faculty and staff through the Institute for Innovation and Entrepreneurship. He has worked closely with Bryan Chambers, program director of Blackstone LaunchPad, and others at IIE.

Rachel Hugo: Real Estate to Retail to Grad School

Hugo, whose entrepreneurial background includes having started two companies — a real estate investment business and The Lost Toys, a vintage toyshop — will use her funds to pay for graduate school. She will complete her bachelor's next May and began working toward a master's degree in the fast-track Healthcare Leadership and Management program this fall at the Jindal School.

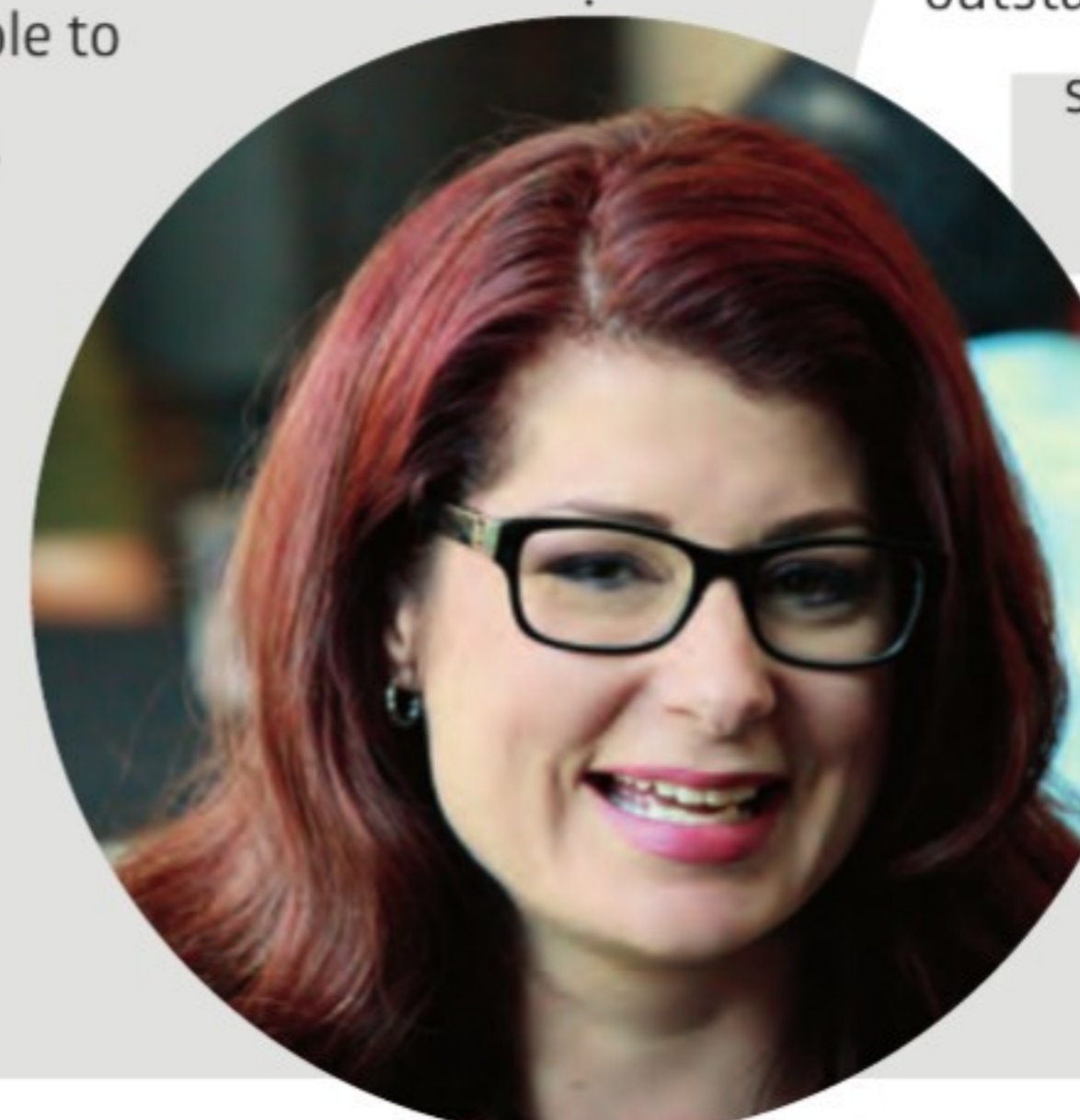
"The funds from the scholarship will make a huge difference for me," Hugo says. "Now I will be able to go straight through and start grad school immediately."

Having lost her husband to a long illness, Hugo was inspired and comforted by the professionalism of the medical professionals who cared for him during that trying time and offered her "a buoy of support." The challenges she faced helped her find her calling, which, she says, "is to help others receive the care which so greatly helped me."

Her long-term goal is to open a concierge medical service to deliver healthcare to patients via a combination of telemedicine and home visits. A business of this scope will require building a network of professional contacts.

"A fundamental aspect of success is who you know and how you interact with them," she says. "Getting access to Texas Business Hall of Fame network is kind of an adrenaline shot. Anybody who's in there is in there for a reason and has a lot to offer. Hopefully, I will eventually have a lot to offer them, too."

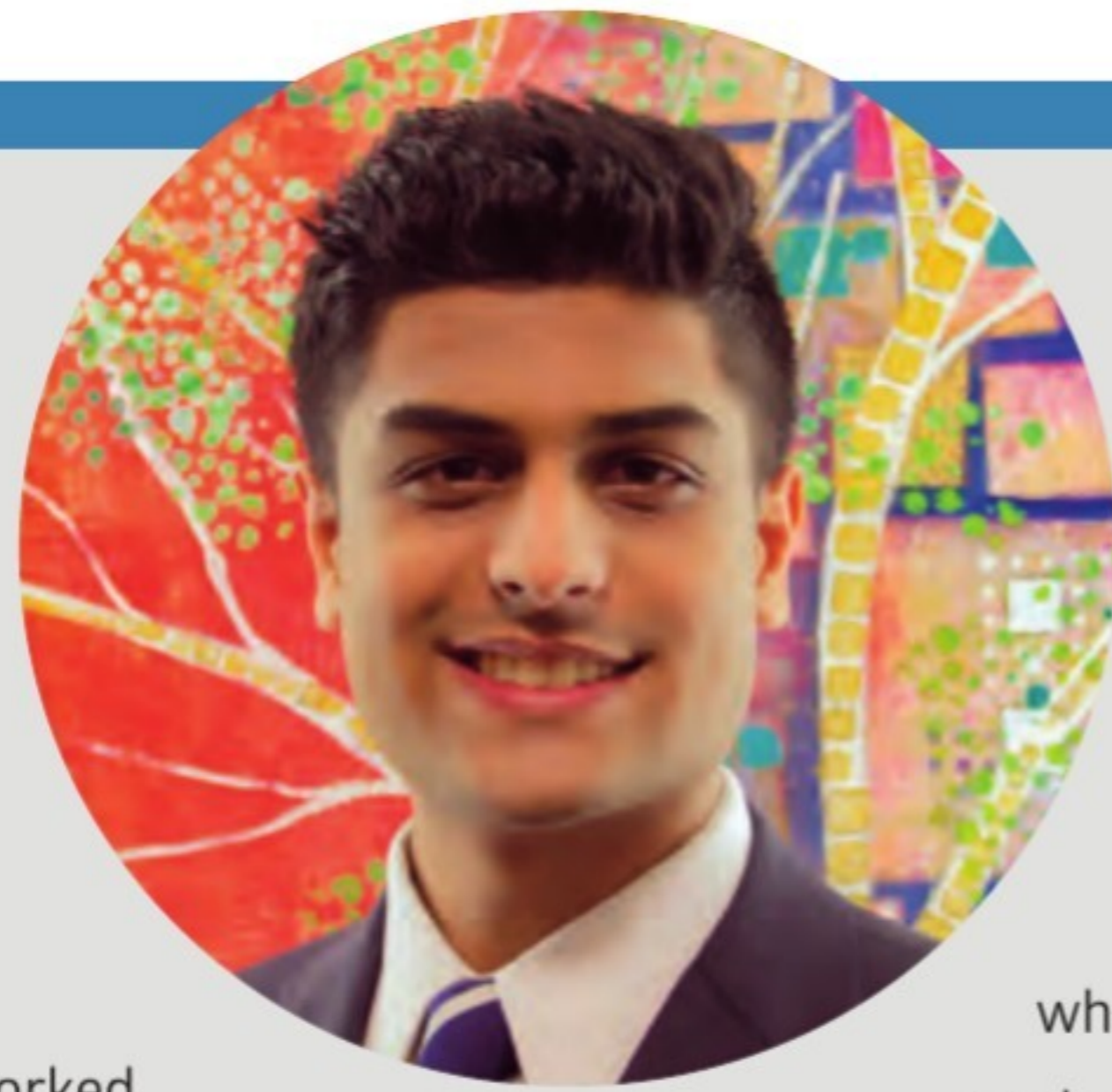
In years past, the scholarships were available only to graduate students — preferably MBA students. A few years ago, the scholarship committee of the Texas Business Hall of Fame Foundation officially expanded the applicant pool to include outstanding undergraduate juniors and seniors. Beginning next year, the focus again will be on applications from graduate students, but outstanding undergraduates will be considered.



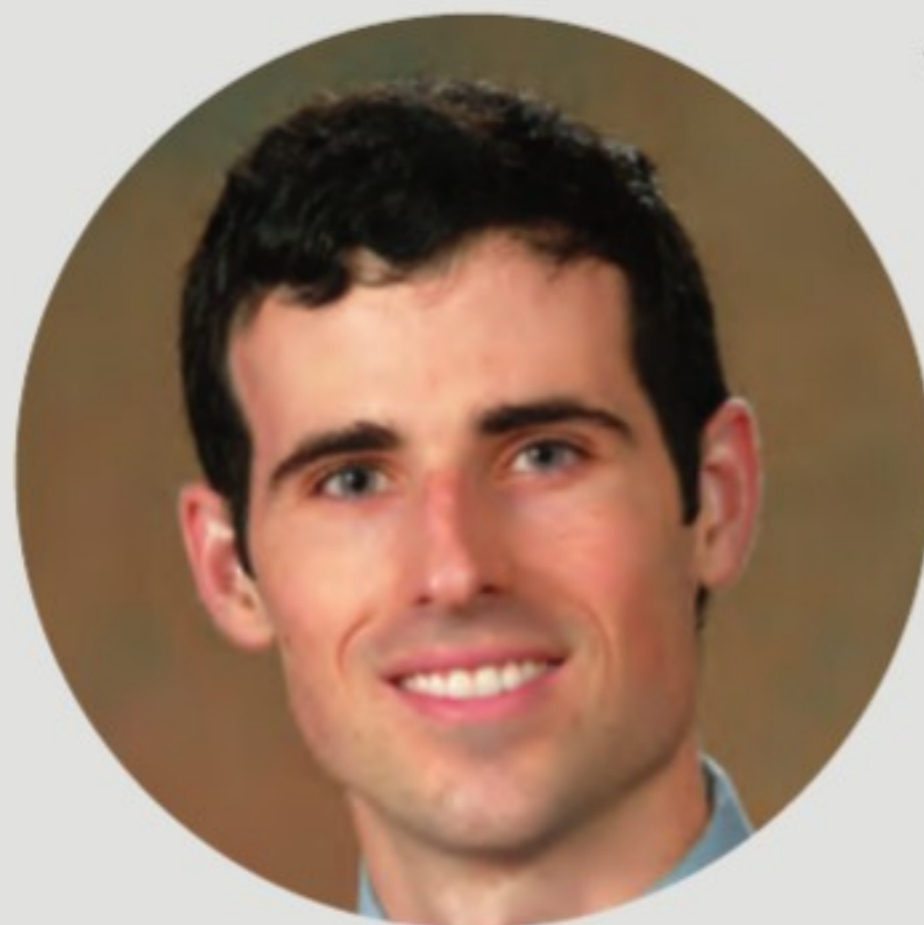
Rachel Hugo

Vijay Bhagvath: Making the Most of Connections

For Bhagvath, business and academic connections played key roles in securing his scholarship while still an undergrad. Last summer, he worked for Business Hall of Fame inductee and former Texas Rangers owner Tom Hicks at Hicks Equity Partners as a private equity intern. He also worked as a founding venture capital analyst for the UT Dallas Seed Fund, an IIE program that invests in technology startups. He collaborated with Chambers and Alex



Vijay Bhagvath (above)
Alex Treece (below)



Treece, faculty advisor for the Seed Fund and director of the Professional Program in Finance at the Jindal School, to select promising startups for funding.

Treece advised Bhagvath, who is in the PPF program, to apply for the scholarship.

"Vijay is one of those students who is easy to recommend anywhere," Treece says. "He works extremely hard, has a very diverse range of experiences and continually elevates the game of those around him. I can't think of a student who is more deserving of this reward."

Bhagvath's entrepreneurial pursuits have involved working with a business partner to develop a longboard that converts into a skateboard and co-founding and co-creating Snapp'n Save, an app that helps college students find deals from nearby restaurants and stores. The project had a successful beta launch on the Apple Store but was ultimately scrapped so that Bhagvath could better pursue his passion for investment banking. Like Shams and Hugo, he plans to remain in Texas to pursue a career — another requirement for winning the scholarship.

"I really like the fact that this scholarship program is for entrepreneurship and helping improve the Texas economy," Bhagvath says. "It's an honor to be a part of the Texas Business Hall of Fame with all of the greats who have done so much for our state." **20**

Eugene McDermott Graduate Fellow Earns Three Awards

By Glenda Vosburgh

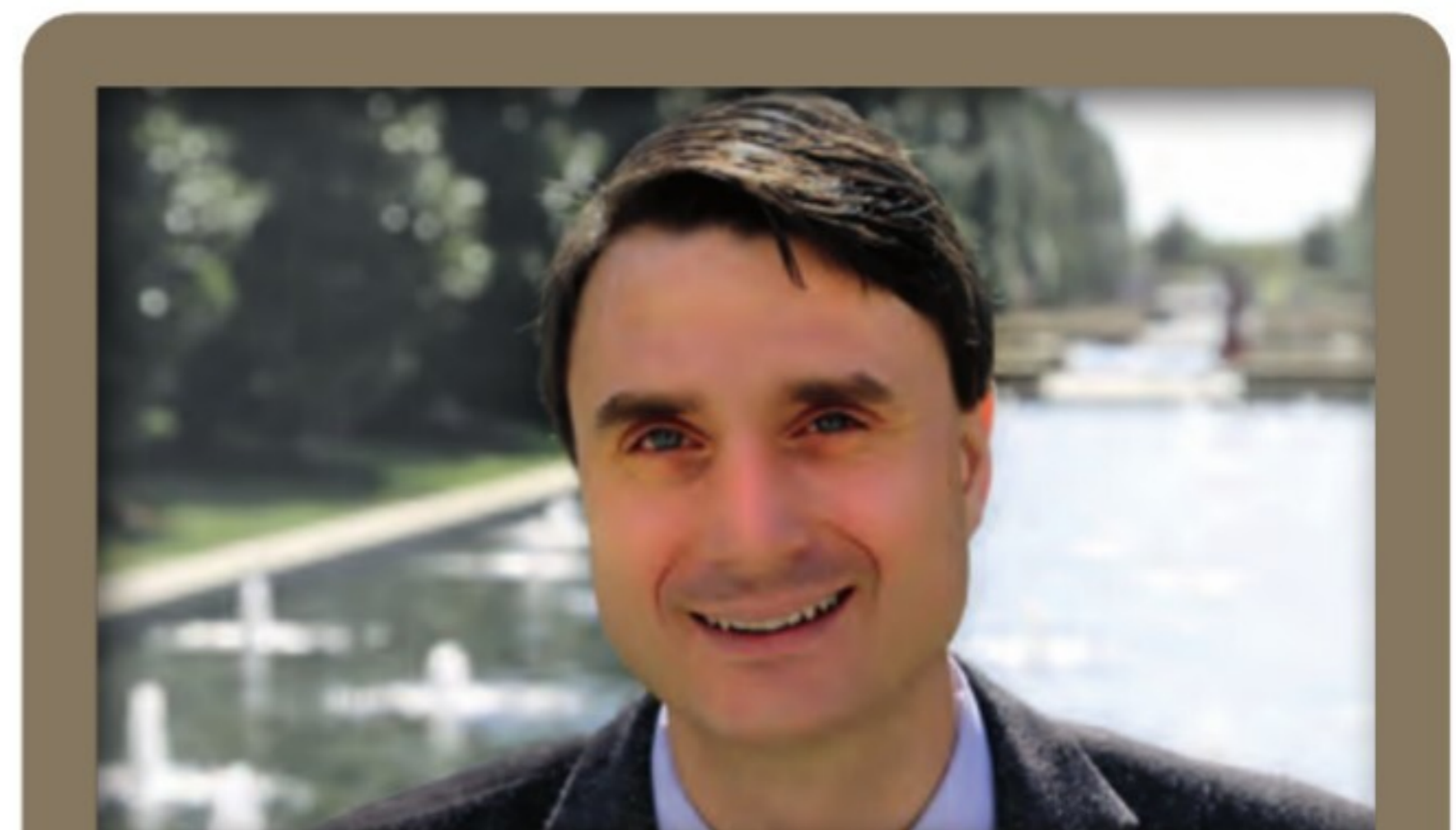
Jindal School doctoral candidate Blair Flicker recently earned three important awards for his research into human-computer interaction in business.

Flicker, who is pursuing a PhD in management science with a concentration in operations management, focuses on understanding the value of human decision-makers in business — as opposed to using fully automated policies — and identifying the best ways to integrate human insight with decision-making software.

In July, he won the 2017 Behavioral Operations Conference Best Presentation award for a discussion of his work focused on how to model managerial insight and incorporate it into decision-support tools.

In May, his work was recognized by the National Science Foundation when he received a \$23,000 NSF Dissertation Award for "Integrating Managerial Insight and Optimal Algorithms," a project he is working on to develop a model to study how a business can best connect human-decision insights with technology.

Flicker, who is assistant provost for academic affairs at UT Dallas,



said he will use the money to pay research participants to take part in economic games designed to study decision-making and to travel to research conferences.

Flicker also received a \$10,000 Golden Key Graduate Scholar Award last summer. Golden Key is an all-discipline international honors society with a UT Dallas chapter. He was required to submit a description of his research, career goals and the "Integrating Managerial Insight" project.

Flicker's interest in operations management and his research grew

out of his experience in computer science and psychology. He earned a BS in computer science and a BS in psychology from the University of Illinois at Urbana-Champaign in 2006. In 2012, he earned an MBA from the Jindal School.

“Computer science is about solving problems, but the thing that intrigues me is solving the right problems. Fundamentally, computers are just tools to help humans — to build better tools,” he said.

“When I came here, I found this field of operations management, and I was surprised to see parallels to computer science,” Flicker said. “There’s an interesting overlap, so after I received my MBA, I decided I was serious about academia, and I wanted to become a professor.”

Flicker’s faculty advisor is Dr. Elena Katok, Ashbel Smith Professor of Operations Management and co-director of the Center and Laboratory for Behavioral Operations and Economics, who has



Elena Katok (above)
Reena Schellenberg (below)



worked with him for the past three years.

“The type of research he does is very innovative,” she said. “When he won the Behavioral Operations Conference Best Presentation award, he competed against about 15 other presentations. He is a very strong presenter, and he’s committed to his research.”

Flicker, a Eugene McDermott Graduate Fellow, said that program has played a major role in allowing him to pursue his research and to be successful.

In addition to recruiting top talent to UT Dallas, the program, founded in 2014 with a gift from Margaret McDermott, widow of Texas Instruments and UT Dallas co-founder Eugene McDermott, provides research funding so that graduate students can stay focused on science, not fundraising.

Reena Schellenberg, director of the program, said Flicker’s achievements are a testament to the mission of the program, to attract brilliant scholars to study at UT Dallas and to provide them with resources to facilitate top-quality research.

JSOM Undergrad Earns Top Intern Award

by Harriet L. Blake

Slavyk Majewski liked being part of Enterprise, the car rental company that “will pick you up,” and did so well there that he earned the title of No. 1 intern in the region last summer. The designation got him a \$1,000 bonus, plus plaudits from managers who expressed hope that he will rejoin the company in a full-time job after he graduates.

Majewski, who is on track to graduate this December with a Bachelor’s in Busi-

ness Administration degree, is focused on sales. He says he applied for several internships through the Jindal School’s Career Management Center, but Enterprise seemed like “the one that would offer the best experience.”

Wearing multiple hats during his time with Enterprise, he managed inventory, collected money and interacted with customers.

Matt Overley, Enterprise Holdings area rental manager in Denton and North Texas, was Majewski’s supervisor, and called him “the most genuine, self-driven young man I’ve ever worked with.”

And Overley noted, he has worked with dozens of interns during his time. “From day one, Slavyk took ownership of the job, cared about winning and wanted to learn.”

Majewski worked primarily in the Denton Enterprise branch. He did initial

one-week training in Irving and reported to the corporate office in Frisco.

JSOM, Majewski says, has given him a good start. He has been particularly impressed by his sales professor, Semira Amirpour, a member of the Marketing Area faculty.

Equally impressed, Amirpour remembers “Slavyk placed third out of more than 110 students competing during Spring 2017 Rookie Preview. He is a highly motivated, hardworking and driven individual with an eagerness to learn.”

“Winning the rookie award,” Majewski says, “gave me confidence and helped me with the Enterprise internship.”

“UTD really opened the door for me. I consider myself so blessed. I received so much support from UTD and Enterprise. Enterprise is a good culture and knows how to build momentum.”

Slavyk Majewski



PhD Student Brings Home **BEST PAPER AWARD**

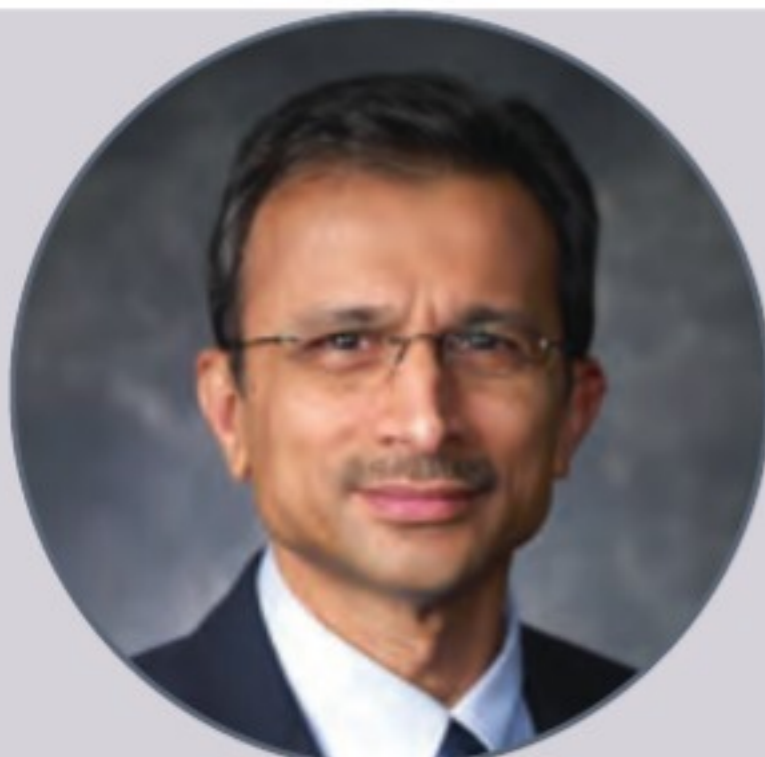
Accounting PhD student Zhongwen Fan won the Best Paper Award at the 2017 MIT Asia Conference in Accounting in Hangzhou, China, in July for presenting “The Role of Capital Expenditure Forecasts in Debt Contracting,” research he is co-authoring with Dr. Ashiq Ali, Charles and Nancy Davidson Chair in Accounting, and Dr. Ningzhong Li, associate professor of accounting. Fan was selected from about 30 presenters at the two-day conference.

“The best paper award is open to all presenters, and most of them are faculty, making this achievement that much more special,” said Ali, who added that the award reflects both the paper’s quality and the quality of the presentation.

Sponsored by the Massachusetts Institute of Technology Sloan School of Management, the conference sought to attract academics and practitioners of accounting and corporate governance in the Asia-Pacific region as well as leading scholars from the United States, Europe and elsewhere.



Zhongwen Fan



Ashiq Ali



Ningzhong Li



(From the left) JSOM MS in Marketing Program Manager Keith Dickinson, UT Dallas AMA Officers Alaa Nasser and Tony Guerrero, DFW AMA Collegiate Marketer of the Year Jessica Munoz, marketing student Fatima Zaidi and UT Dallas AMA faculty advisor and BS in Marketing Program Director Julie Haworth celebrate May 4 at the DFW AMA Marketer of the Year Gala.

Jindal School Student Earns Campus and Professional Recognition

By Jeanne Spreier

BS in Marketing degree student Jessica Munoz earned both the campuswide Student Diversity Award and the DFW American Marketing Association Collegiate Marketer of the Year award last spring.

Describing Munoz as both an active and admired leader across campus, Raul Hinojosa, director of community engagement in the UT Dallas Office of Diversity and Community Engagement, said, “She pushes herself to be part of a diverse set of organizations and to take a genuine interest in people who are different from her.”

Munoz is the fifth Jindal School student to earn the Collegiate Marketer of the Year Award. Since Joshua Joseph, BS’12, picked up the inaugural honor in 2012, JSOM marketing students have earned all but one of the competitive CMOY awards (see *Jindal School CMOY Winners*, below).

Munoz, who will graduate in 2018, also earned admiration from Dr. Julie Haworth, BS in Marketing program director. “Her unique skills include her drive and professionalism, as well as her patience and warm personality,” Haworth said.

“I never imagined I would be able to attend college, so to be receiving these two awards is an extreme honor to me; and they motivate me to continue to work hard to accomplish my dreams,” Munoz said. “I want to help give hope to other students who may not believe that scholarships or getting recognitions in their field is possible for them.”

In addition to involvement in the campus AMA chapter, Munoz is involved in the Sigma Lambda Gamma sorority. “As the largest Latina-founded, multicultural membership sorority in the nation, we strive to empower women of all backgrounds by honoring our five principles of academics, community service, cultural awareness, social interaction, and morals and ethics,” Munoz said.

JINDAL SCHOOL CMOY WINNERS

- | | | | |
|-------------|-------------------------|-------------|-------------------------------|
| 2017 | Jessica Munoz | 2014 | Ganapath (Ramu) Vela, BS 2015 |
| 2016 | Kathryn McCord, BS 2016 | 2012 | Joshua Joseph, BS 2012 |
| 2015 | Josh McKinley, BS 2015 | | |

Two Accounting Graduate Students Earn Prestigious **EY Scholarships**

By Jeanne Spreier

Two Jindal School graduate accounting students have earned full-ride scholarships from a program that Big Four accounting firm Ernst & Young has set up to increase diversity and inclusion among academically talented minority students.

Cesar Garcia and Anthony Ayala received their bachelor's degrees in accounting from the Jindal School in May. Both earned EY Scholars awards that pay tuition as they pursue their MS in Accounting degree in JSOM's Professional Program in Accounting. Each scholarship is worth about \$15,000. EY also pays the approximately \$1,500 fee for the CPA exam that Garcia and Ayala will take next year. Additional bonuses are available for passing that exam within a



Cesar Garcia (left) and Anthony Ayala

certain timeframe.

"We know joining the firm with a master's degree can help students strengthen their technical knowledge, help them pass the CPA

more quickly and provide a network of like-minded students with whom they can start and grow in their careers," says Lindsey Schuholz, inclusive recruiting consultant with EY. "The national statistics show that black, Hispanic and Native American students are less likely to pursue a master's degree and less likely to join the profession than other demographics. EY has had a long history of supporting master's degrees for strong students."

EY also has had a long supportive association with the Jindal School, according to Professional Program in Accounting Director Amy Troutman. "We've had a great relationship with EY for the past 10 years," Troutman says. "In fact, they were the first firm to really buy into hiring students from PPA. So, it is no surprise that they are the firm to offer full-tuition scholarships to our students."

TWO JINDAL SCHOOL GRAD STUDENTS AWARDED **SCHWEITZER FELLOWSHIPS**

By Harriet L. Blake

Two Jindal School graduate students are the first UT Dallas recipients of Albert Schweitzer Fellowships, awards made to continue the legacy of the late (1875-1965) physician and Nobel Peace Prize recipient whose medical work embodied an ethical commitment to underserved communities.

Jazzmyn Wilson, an MBA and MS in Information Technology and Management student, and Asha Vadlamudi, an MBA and MS in Healthcare Leadership and Management student, were among the 12 graduate and medical students selected to receive a 2017-2018 award from the DFW Schweitzer Fellowship Program.

Funded entirely by charitable donations and grants, the purpose of the program, which is based at SMU's Dedman College of Humanities and Science, is to develop young leaders who are inspired to make positive

changes in health and human services.

Wilson's project addresses a health and wellness need in South Dallas. Specifically, she says, "I want to address the food desert of South Dallas and help rebuild the connection between the young residents of South Dallas and city institutions, such as Frazier Revitalization and the Diabetes Health and Wellness Initiative [part of Baylor Scott & White's Southern Sector Health Initiative]. ... I want to improve access to healthy food and at the same time foster healthy habits."

She hopes, she says, her fellowship project will broaden students' relationship with nutrition awareness.

Vadlamudi's project addresses chronic diseases by implementing a disease-management and prevention program for older adults at the Wellness Center for Older Adults in North Dallas. She plans to conduct free weekly health checkups at a local clinic, which will provide wellness health screenings and key indicator measurements, such as blood pressure and weight.

In addition, "the program will educate participants about healthy living habits and medication management, which will help to keep their diseases at a manageable level. The participants also will take part in free exercise classes and nutrition workshops in which they will be motivated to stay active," she says.

Jazzmyn Wilson (left)
Asha Vadlamudi
(right)



(From the left:) Danielle Walts, Marco Pisterzi, Miguel Limongi, Daniel O'Dell and Brian Korver

A real estate case competition netted a team of students from the Jindal School a second-place finish, \$3,000 and an object lesson in business networking.

Danielle Walts, who is pursuing MBA and MS in Finance degrees, assembled a team of fellow MBA cohort members Marco Pisterzi and Daniel O'Dell, Professional MBA Flex student Brian Korver and Executive MBA'16 alumnus Miguel Limongi, now pursuing a master's degree in finance with a concentration in real estate.

The competition, the 12th annual "Texas Shoot Out" Real Estate MBA Case Challenge, was organized by the North Texas chapter of the National Association for Industrial and Office Parks, a commercial real estate development association. Teams from Baylor, SMU, Texas A&M, Texas Tech, UT Arlington, UT Austin and UT Dallas were tasked with developing and submitting a best and final offer price for two undeveloped parcels in Plano.

The team members had a little more than two weeks to put together their case. Before they received their instructions, they



JSOM Team Places Second, Polishes Networking at Real Estate Competition

By Jimmie R. Markham

\$6,000 prize.

Walts took her own networking advice. She met Julie Lynch, principal at LYNIOUS Talent Management, who wrote the case for this competition and was recruiting at the event.

"She offered me a temporary position for this summer," Walts said. "When she found out I used to be a commercial real estate property manager before I came to the full-time program, she offered to turn it into an internship, so I ended up taking it. It's a great company and a great opportunity. If it all works out, they're looking to add someone to their staff in about year. That's right about the same time I will be graduating."

reached out to Jindal School alumnus Edmund Lord, MBA'16 — who had participated in two previous competitions — for advice.

On April 6, the team presented its findings in front of a panel of seven judges — all of whom hold leadership positions in the commercial real estate industry.

"I told my teammates that we may go into it and we may not win, but it's important to meet people," Walts said.

The networking was important for Limongi, too. But he also was pleased with the team's second-place showing — UT Austin took the first-place

Jindal Graduate Student Receives Award from Healthcare Executives

By Jimmie R. Markham

A Jindal School graduate student earned a regent's award from the American College of Healthcare Executives for planning and executing a February event that attracted about 140 people to Medical City Dallas for a roundtable discussion on leadership.

North Texas ACHE Regent John Allen, program manager of the Safe Transitions for the Elderly Patient program at the University of North Texas Health Science Center Fort Worth, bestowed the honor on

Jakeb Spears, BS'16, now a dual Full-Time MBA and MS in Healthcare Leadership and Management student and immediate past president of the UT Dallas Healthcare Management Association.

"Jakeb is recognized for his leadership in planning and executing the New Horizons event held Feb. 20, 2017, at Medical City in Dallas," Allen stated. "He volunteered from the very start and was instrumental in the success of the event."

The event brought together

seven local CEOs and more than 130 attendees to engage in a roundtable dialogue about effective leadership — the first time ACHE North Texas held the event, Allen explained. North Texas ACHE is the local chapter of the American College of Healthcare Executives, an international professional society

of more than 40,000 healthcare executives who lead hospitals, healthcare systems and other healthcare organizations.

According to Allen, Spears' efforts included creating marketing materials and recruiting volunteers to help with the program.

"He demonstrated a strong ability to work with others, collaborating and organizing activities with volunteers, ACHE leaders, local healthcare professionals and other stakeholders to ensure the event was executed flawlessly," Allen stated. "Jakeb's enthusiasm, leadership and personal investment in this event makes him deserving of this recognition."



Jakeb Spears

JINDALCONNECT EARNS
MARKETING AWARD
IN ITS FIRST YEAR



Left: Executive MBA Program Director Pamela Foster Brady with alums at the inaugural JindalConnect Live event on Sept. 21. Right: The event took place in the new Davidson-Gundy Alumni Center.

JindalConnect, the online platform used to facilitate community among Naveen Jindal School of Management students, alumni, faculty and friends, received the “Best Marketing Campaign” award from Graduway last spring. The software company hosts more than 410 school and university alumni platforms globally, including Rice University, Rensselaer Polytechnic Institute, Rutgers University and SMU’s Cox School of Business in the U.S.

“JindalConnect has proved to be a strong network, with strong marketing, and we would like to congratulate you on your achievements,” Dalia Mays, a vice president with Graduway, said in presenting the award.

The networking platform was launched officially in February with Jasmine Carter, Jindal School director of alumni relations, and Jeanne Spreier, marketing coordinator, using everything from ticket giveaways to personal pitches to encourage people to join. The jindalconnect.com platform went from zero to more than 5,000 in less than a year.

A little like LinkedIn, JindalConnect lets those within the JSOM community know about jobs in their companies, allows members

to connect with alumni in their profession or seek out other Comets living in their community. “We have a fair number of alumni in all of the major cities in the U.S.,” Carter says. “This makes it so much easier to find those with Texas ties.”

Another function of the platform — on the Groups tab — allows students and alumni to connect according to career interests, rather than degree. “We have, for instance, quite a number of alums who are in the real estate business, but the Jindal School doesn’t have a real estate degree,” Spreier says. “This allows you to find others in your industry who share that UT Dallas connection.”

“This has been a collaborative effort between the alumni and marketing teams,” says Erica Yaeger, Jindal School assistant dean of development and alumni relations, about the award. “I’m glad they’ve been recognized for their efforts.”

JindalConnect
Seek Guidance. Share Wisdom. Build Careers.

{ ALUMNI NOTES }

1990s



Lisa Danzer, BS 1988. MS 1992, recently was recognized with a 2017 Women in Technology Award from the *Dallas Business Journal*. Among 25 honorees, Danzer was fêted for her work with the DFW Alliance of

Technology and Women, a nonprofit that strives to increase the number of women in the technology field and in executive positions. A board member since 2003, she served as ATW president from 2002 to 2013 and is

now president emeritus.

“This award means working with the ATW cause for over 15 years is all worthwhile,” says Danzer. “It was great for me to see the organization grow from something that could only attract 20 people from the community to now, where we had an event the other night that was almost 300 people — and lots of men.”

Danzer, who began her career in the insurance field, was enticed into technology by classmate **Mary Ellen Winborn**, BS 1988.

A manager of regional administrations at Motorola, Winborn recruited Danzer.

“I thought she had all the qualities you look for in an

employee. She was intelligent. She was resourceful. She was working to complete her education,” recalls Winborn, who retired in 2001 after 25 years with Motorola. “She’s done very well, and I knew she would excel no matter what she went into.”

Danzer began in an administrative role at Motorola but moved into systems engineering. From Motorola she went to Sun Microsystems for 12 years.

Christopher Turner, BS 1995, is CEO of Emergicon LLC, an ambulance billing-services company that he founded in 2006. Emergicon supports Texas emergency medical service providers. Christopher is a seventh-generation Texan



with more than 20 years of experience in the healthcare management industry. He also is an active member of several emergency-medicine organizations.

Prior to founding Emergicon, Christopher was CFO of CareFlite from 2004 to 2006. He notes that when he joined CareFlite, the company was posting a loss of \$1 million annually, but during the two years he was there, he says, he was able to turn the loss into a \$1 million profit through an extensive reorganization of the billing process and a new focus on clinical documentation and reimbursement.

Previously, he served as divisional finance manager at EmCare from 1999 to 2002, as a key market segment analyst at United Healthcare, and as a planning analyst at Zale Lipshy University Hospital – UT Southwestern Medical Center Dallas.

Christopher earned a Master of Healthcare Administration degree from Texas State University.

He and his wife, Jennifer, have two sons, and the family enjoys traveling.

2000s



Doug Weiss, BS 2000, was elected last November to the city council of Pflugerville, Texas. He also serves on the board of the Pflugerville Community Development Corporation, which focuses on economic development in

Pflugerville. During his tenure, he has served as vice president and president of the board. Pflugerville, the 11th fastest-growing city in the nation, has been recognized by *Money* magazine as the 12th-best place to live. "I'm focused on providing our citizens with services and opportunities that allow us to grow as individuals and as a community, and that idea seems to resonate," Doug says.

Doug manages the Digital Services team in the Business Solutions division at Shutterstock Inc.

"My UT Dallas education enables me to solve problems; to connect the dots between people and ideas, developing solutions that meet the needs of my clients and my community," Doug says.

Robert Brevelle, MBA 2002, is the managing director for Startup Evo. The company fast-tracks the development of startup companies as well as entrepreneurs. The company also manages a venture capital fund focused on agribusiness, aerospace, transportation and defense-related technologies.



Previously, Robert was managing director and partner at Tech Wildcatters; and before that president and executive director of the board of directors of Teledyne e2v from 2012 to 2014. Robert also serves on the board of directors for technology companies MobiFalcon, Luminari and EIE Materials. He is a partner in TIG Investments. In addition, Robert is a council member and adviser to New York-based firms Gerson Lehrman

Group and Coleman Research.

He is a Project Management Institute-credentialed project management professional, and he is a graduate of the Executive Leadership Program at Cornell University. He earned a Bachelor of Science in Computer Science degree and a Master of Science in Computer Science and Engineering degree from the Illinois Institute of Technology.

Robert is a life member of several organizations, including the Association of Old Crows, Association of the United States Army, National Guard Association of the United States, and the Armed Forces Communications and Electronics Association.

Mitzi Chamakala Chollampel, MBA 2004, received one of the 2017 *Dallas Business Journal's* Women in Business



Awards on Aug. 22, specifically for her work in the tourism industry. The annual awards celebrate influential women throughout North Texas who make a difference in business and in their communities. It is the second year

the awards have included the Women in Tourism category.

Chollampel is the senior manager for international marketing and public relations at Dallas Fort Worth International Airport. She earned her JSOM degree after graduating from The University of Texas Austin in 2000 with a BBA in marketing.

Her first job at the airport was as a trade-marketing manager, a position she held from 2008 to 2015. Then the airport started a new department that incorporated all international marketing and public relations. The vision was to continue the relaunch of the airport's new brand abroad and help position DFW as a destination for international travelers, Chollampel says, promoting air service through or to DFW Airport as the best option when it came to international travel.

"We are promoting DFW as the premier gateway to America for international travelers," she says.

Chollampel's husband, John, manages real estate holdings for a law firm. They live in Carrollton with their three children.



Bryan P. Powell, MBA 2004, is a shareholder at Westwood Professional Services, where he also serves as vice president of the land division. The division consists of residential and commercial markets, has more than 130

employees and generates \$24 million in revenue across multiple U.S. offices.

Bryan joined the company in 2010 to initiate the Dallas-Fort Worth operation, which has grown to more than 60 employees.

He now represents the land division on Westwood's executive team and is responsible for the division's goal setting and vision, strategic planning, acquisitions, profit and loss, and senior leadership team development.

Bryan also has a proven record of working with clients to ensure their projects' success. He has more than 18 years of experience working on entitlements, feasibility analysis, site development, project management and

client management. His primary focus is on clients and project management for residential and commercial developments. His experiences ranges from one-acre commercial developments to complex 2,000-acre master-planned mixed-use communities.

He earned as BS in civil engineering from Texas A&M University.

Todd Zavodnick, EMBA 2006, recently was appointed chief commercial officer and president of Revance Thera-



peutics, a Newark, California, biotechnology company that develops botulinum toxin products for use in treating aesthetic and therapeutic conditions. In his new position, Todd leads the company's commercial operations along with the launch of new products.

Todd previously served as president of international at Zeltiq-Coolsculpting, which was acquired by Allergan Ltd. in April.

Todd serves on the board of directors for NovaBay Pharmaceuticals, Allurion Technologies and the Children's Skin Disease Foundation. He also is an active member of the North Texas chapter of the Young Presidents' Organization. He earned a BS in pharmacy from Rutgers University. Todd and his family reside in Colleyville, Texas.

2010s

Shahzil (Shaz) Amin, BS 2011, is the founder and CEO of Blue Track Media, managing partner at Karlani Capital



and founder of Plugged Labs Inc. Shaz founded Blue Track immediately before starting his freshman year at UT Dallas. His goal was to ensure that his family would survive after the death of his father when he was 16. In

2014, he sold Blue Track Media to the venture firm, Karlani Capital, where he is now a managing partner and invests in technology companies. He founded Plugged Lab, an audio headphones manufacturer, while a senior at UT Dallas. Shaz also is the venture adviser this year for CometX (formerly Comet Accelerator), an Institute for Innovation and Entrepreneurship program that helps students, alumni, faculty and staff fine-tune their startup ideas before bringing them to the marketplace.



Mo Katibeh, EMBA 2011, recently was promoted to chief marketing officer at AT&T Business, where he is responsible for marketing both traditional telecom services as well as mobility and strategic services. He also oversees business solutions for cybersecurity and cloud connectivity.

Mo previously served as the senior vice president for Advanced Solutions at AT&T, where he oversaw product development and marketing for emerging growth services.

Mo was one of four JSOM graduates featured in the May 19 issue of the *Dallas Business Journal* as 2017 "40

Under 40” honorees. The “40 Under 40” awards celebrate up-and-comers in a cross section of industries and business sectors in the Dallas-Fort Worth area, focusing on business leaders who are under the age of 40 and making a difference at their workplaces by excelling in their current roles and making valuable contributions to their organizations.

JSOM graduates **Stephanie Bowers**, Executive MBA 2010; **Brian Enzler**, BS in Business Administration 2004; and **Saadia Sheikh**, BS in Business Administration 2009; were the other Jindal School honorees.

Steven Lange, EMBA 2013, recently published a business case study, “Huawei Deals with Liability of Foreignness” in the fourth edition of *Global Strategy* (Boston: Cengage Learning, 2016), a textbook written by Dr. Mike W. Peng, O.P. Jindal Distinguished Chair of Global Studies. While in the Executive MBA program, Steven had written a course paper with his cohorts for Peng’s course,



Global Strategy, and Peng said that the paper had the potential to be crafted into a case study for his upcoming textbook revision. After earning his EMBA, Steven significantly updated and revised the paper for inclusion in the book.

Steven has been the regional director of corporate relations for the American Cancer Society since 2014. He manages the CEOs Against Cancer chapter for North Texas, a group of business leaders dedicated to positively impacting their employees and community through cancer-prevention and screening-awareness projects. In addition, he works with F1000 companies in Dallas-Fort Worth to raise awareness and funds to support the American Cancer Society’s mission.

In July, Steven returned to UT Dallas to give a presentation on tobacco cessation as part of the Tobacco-Free Campus initiative that launched June 1. Previously, he was senior manager of sponsorships for AT&T Performing Arts Center from 2009 to 2013, and he was director of corporate partnerships for FC Dallas, a Major League Soccer team. Steven resides in Dallas.

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Jacqueline Michelle Abuda, BS 2014, MS 2015, is a technology risk and analytics senior consultant for Crowe Horwath LLP, in Columbus, Ohio.

Michelle gave the commencement address at JSOM’s

2014 undergraduate class graduation. She notes that with the help of the Jindal School’s Career Management Center, she obtained an internship each summer during her undergraduate years.

While at UT Dallas, Michelle was a member of the Davidson Management Honors Program (see *DMHP Goes to D.C.* on page 2), served on the Dean’s Council as the Undergraduate Leader and Graduate Leader, and helped found the JSOM Book Club and the TEDxUTD Club.

A frequent contributor to the *JSOM Perspectives* blog, Michelle blogged in a July post about the best ways to stay in touch after graduation.

Michelle married fellow Comet alum **Ravi Gattamaraju**, BS 2015, an electrical engineering graduate, on June 24 at Ashton Gardens in Corinth, Texas.

In Memoriam



Albert (Al) Joseph Osina, MS 1978; was born in Houston on Jan. 21, 1948, and died June 1 due to complications following surgery. He graduated from Pasadena (Texas) High School and after entering Lamar University in Beaumont, Texas, on a basketball scholarship earned a BS in business administration there.

He married Janeen Comeaux in 1989. The couple had two children, Justine and Sam. His widow says, “Al lived for his family and was very close to his kids, which he did not have until his mid-40s.”

Al owned both automobile and real estate businesses. He also was a certified public accountant. Janeen recalls that Al bought his first used-car lot in the Heights area of Houston in 1988, and “it grew to three car lots and was very successful. ... They were sold in 2015, and Al then invested in real estate and rental properties, many of which are in Galveston, which is where he had hoped to retire.”

Al was a member of Saints Simon and Jude Catholic Parish in The Woodlands. Survivors besides Janeen include daughter Justine Marie Osina and son Samuel Albert Osina, brother Mark Jay Osina, and sisters Karen Osina Andrews and Suzanne Osina Chandler.



Karen Evans Wunderlick, BA 1987, MBA 1991, passed away Aug. 19, 2016. She was 51. Born in Houston, she grew up in Fort Worth and lived most of her life in Frisco. Her husband, Jeff, says, “Karen Evans Wunderlick could never get enough education. She was a gifted student and a skilled teacher who was always eager to share her knowledge with others.”

After she earned her degrees, her husband suggested she take a part-time real estate agent job with Ebby Halliday, where her career began. He says she was dedicated to the real estate industry, held many designations and served on many boards. The youngest person to have served as president of the Collin County Association of Realtors, according to her husband, she was

an owner in two real estate franchises and a successful property investor. She used to say that her UT Dallas MBA was the “catalyst of her career,” Jeff says.

She was planning to enter law school and continue learning, but she passed away unexpectedly, he says.

Karen was predeceased by her father, Ruben Evans, and a brother, Jerry Evans. Survivors in addition to her husband include her mother, Judy Biel; daughter, Jennifer Elizalde and her husband, David, and their children, Jacqueline and Victoria; son C.J. Wunderlick; stepson Paul Wunderlick; stepdaughter Stephanie Strings and her daughter, Savannah; brother Robert Evans; sisters Dianna Porter, Rebecca Evans and Michelle; and her husband, Chad Lanier.

Jana Kay West Ringener, BS 1990, passed away May 11 in Louisville, Colorado. Born July 27, 1954, in Norman, Oklahoma, she was the daughter of Boyd and Eva West. A 1972 graduate of Boulder (Colorado) High, she married Craig Ringener in Iowa Park, Texas, in March 1984.

She was involved in many churches during her life, including Richardson Heights in Richardson, Texas.

She worked as an administrative assistant in several places, including the University of Colorado Boulder and the City of Addison, Texas. She worked as a systems analyst for EDS Corporation for three years, after which she began a career in real estate. She obtained her real estate broker’s license in 1995 and worked for many years with Re/Max Alliance.

She was a talented seamstress, quilter and interior decorator.

She also was an accomplished flutist, says her husband, Craig. “She loved playing classical and jazz and enjoyed listening to all kinds of music — except my collection of old-time country,” he says. Jazz was her favorite genre, Craig says, and she attended live performances at every opportunity.

Jana enjoyed traveling overseas and domestically. Road trips, says Craig, always included shopping at antique and thrift stores.

Survivors besides her husband include son Beau Ringener, parents Boyd and Eva West, sister Cheryl, and uncle Lloyd West.

Naveen Jindal School of Management

THEN *and* NOW

A look at the school in 1997, the year MANAGEMENT debuted, and in 2017

ENROLLMENT



9,194



Average SAT Score: **1,115**

2,320



Average SAT Score: **1,195**

Female:	1,097	3,956
Male:	1,218	5,238
Not Known:	5	

FACULTY

40 300+
1997 2017



PHYSICAL SPACE



1997

Faculty, staff and students from the School of Management were scattered among four campus buildings.

2017

In August 2003, a 204,000 square-foot, four-story building became the new home to the School of Management.

In 2014, a 108,000 square-foot expansion opened.



JINDAL ART COLLECTION

1997

Did Not Exist



2017

Highlights of the Jindal Art Collection include:



Golden Flower



Great Potential



Oil on Canvas (Landscape No. 1)



Squiggles 3



Wise

DEGREES CONFERRED



3,006



653



Undergraduate Master's Doctoral

ALUMNI

45,706



11,605



as of 1997



as of 2017

RANKINGS

2017

By 2017, programs in the Jindal School placed highly in some of the most prestigious rankings. Highlights include:

Full-Time MBA:

- No. 16 (tied) among public university programs and No. 38 (tied) overall, *U.S. News & World Report* (2018)
- No. 1 for best student salary-to-debt ratio, *U.S. News & World Report* (2018)
- No. 12 among U.S. public university programs and No. 29 overall, Best Business Schools 2016, *Bloomberg Businessweek*

Professional MBA:

- No. 7 among Best Online MBA Programs, *U.S. News & World Report* (2017)
- No. 8 among public university Professional MBA Programs and No. 22 overall, Best Business Schools 2015, *Bloomberg Businessweek*

Online Graduate Business Programs:

- No. 2 among Best Online Graduate Business Programs, *U.S. News & World Report* (2017)
- No. 7 among Best Online MBA Programs, *U.S. News & World Report* (2017)
- MS in Business Analytics: No. 9 among similar programs in the U.S., *The Financial Engineer* (2017)
- MS in Supply Chain Management: No. 10 for Supply Chain Management Programs in U.S., *Gartner* (2016)



1997

In 1997, the School of Management did not appear in any business school rankings. That distinction first occurred in 2003, when the Executive MBA program was ranked at No. 61 by the *Financial Times*.



Global Forecast
11:00 Forecast presentation
12:00 Lunch w/ Lisa
1:00 Sales training
2:30
3:00 Soccer practice

A magazine cover with a green and white globe graphic and a list of activities.

MANAGEMENT
THE UNIVERSITY OF TEXAS AT DALLAS

Building for the Future

A magazine cover featuring a photograph of a modern building's interior with a curved glass facade and a large, colorful, abstract sculpture hanging from the ceiling.

The School of
MANAGEMENT
The University of Texas at Dallas

Going Global

UTD School of Management programs on international business connections

page 2

A magazine cover with a night cityscape background and text about international business connections.

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

RESPONDING TO STUDENT

A magazine cover featuring a photograph of a modern building's exterior with a large tree and a sign that says "RESPONDING TO STUDENT".