

THE NAVEEN JINDAL SCHOOL OF MANAGEMENT

THE UNIVERSITY OF TEXAS AT DALLAS

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GIVING



Hasan Pirkul
Dean and Caruth Chair

As we start another academic year, I am happy to report that the Jindal School again has a significant increase in our enrollments, admitting our largest freshman class ever —with 660 students, while improving the SAT scores of the incoming class.

Starting this fall, all our undergraduate students will be required to complete 100 hours of community service or enroll in a project-based community service-focused course. With this step, we are ensuring that our students are reaching out and embracing our community. Service will instill in students an appreciation for the neighbors — people, businesses, organizations — who surround them. This experience will prepare them to be future business and community leaders and will showcase our high-caliber students.

This fall, we have also welcomed our first group of Jindal Young Scholars. The Jindal Young Scholars Program is a new partnership between the Jindal School and the Dallas Independent School District to offer students in grades 9 through 12 year-round leadership activities to help them succeed after high school by encouraging them to attend college. We are recruiting high school freshmen to join. If students stay in the program and attain predetermined academic achievements, they are guaranteed a full scholarship to the Jindal School of Management. It is our hope that this guarantee will encourage many students to excel in their studies and attend a university. Of course, we hope that they join the Jindal School, but even if they do not, we will have achieved our goal of increasing college attendance among DISD graduates.

As you know, I take great pride in the Jindal School faculty. We carefully assess the research and teaching credentials of those we hire to ensure ongoing quality in the classroom and in research. This year, we have outstanding new hires led by Dr. Stan Markov, appointed as an Ashbel Smith Professor of Accounting. I encourage you to read about him and the 18 other new colleagues, starting on page 19.

I am happy to note that among our faculty scholars, Dr. Suresh Radhakrishnan has received the 2018 Provost's Award for Faculty Excellence in Graduate Research Mentoring. A recent article published in the journal *Scientometrics* recognized Dr. Mike Peng as being in the top 1 percent of the most cited researchers in the fields of business and economics. The same article also reported that UT Dallas ranked No. 39 among the top 50 most influential universities in economics and business worldwide. I also want to recognize Dr. Riki Takeuchi, recently named a fellow of the Association for Psychological Science, and Dr. Eric W. K. Tsang, elected a fellow of the Academy of International Business. Dr. Kathryn E. Stecke and her co-authors earned an honorable mention in the *Journal of Operations*

Management Jack Meredith Best Paper competition. Finally congratulations to Bryan Chambers, Blackstone LaunchPad director, who was honored with a 2018 Tech Titans Award for his work with the UT Dallas Seed Fund.

We continue to be recognized for program excellence. Two recent analyses by Gartner Inc. show the Jindal School has two of the top-ranked supply chain management programs in North America. The MS in Supply Chain Management program is No. 9 among graduate programs. The undergraduate program is No. 23 in Gartner's report. Our Full-Time MBA program came in at No. 19 (tied) among public university programs in 2019 *U.S. News & World Report* rankings. And our Global Leadership Executive MBA program was ranked No. 18 among the Top 30 Best Online Executive MBA Programs of 2018 by *BestMastersDegrees.com*.

Another recognition we welcome is student success. As this academic year began, Rachel McKenna, an accounting major who also is pursuing a BS in Finance, earned a \$5,000 scholarship from Ascend, a professional organization with a JSOM-based UT Dallas chapter. Five other accounting students earned scholarships from the Dallas CPA Society. And two Jindal School undergraduates are each to receive a \$15,000 scholarship from the Texas Business Hall of Fame Foundation.

Our school continues to establish itself as a national leader by hosting major events and conferences. This fall we hosted two national MBA conferences. Nearly 200 conferees from more than 100 universities came for the 25th Annual Part-Time MBA — PMBA — Conference or the second annual Online MBA — OMBA — Conference — or both, and I was pleased to welcome them.

In July, the Operations Management Area hosted the 2018 Manufacturing and Service Operations Management (MSOM) Conference and Special Interest Groups Meeting. More than 400 people attended, and more than 340 speakers were on the program. Keynoter Dr. Serguei Netessine, a University of Pennsylvania Wharton School of Business professor, encouraged the audience to do research that is relevant and responsible to both science and society.

Our Finance and Managerial Economics Area recently hosted its annual Fall Finance Conference, which included participants from a dozen universities, as well as the Federal Reserve Board and the U.S. Securities and Exchange Commission. More than 100 papers were submitted and eight accepted for presentation at the event, whose topics included corporate finance, asset pricing, cryptocurrency and blockchain platforms.

As I close, we are preparing for more fall conferences and our annual major fundraiser, the Scholarship Breakfast. I extend to all of you our deepest thanks for your continued support of our school. We are grateful to alumni, corporate champions and community friends for all they do for our wonderful students. You have our assurances that we strive every day to provide them with an outstanding education.

Best Wishes,

Hasan Pirkul.

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Community service has long played a prominent role in life at the Jindal School. The new requirement formalizes service to others as a part of the student experience.

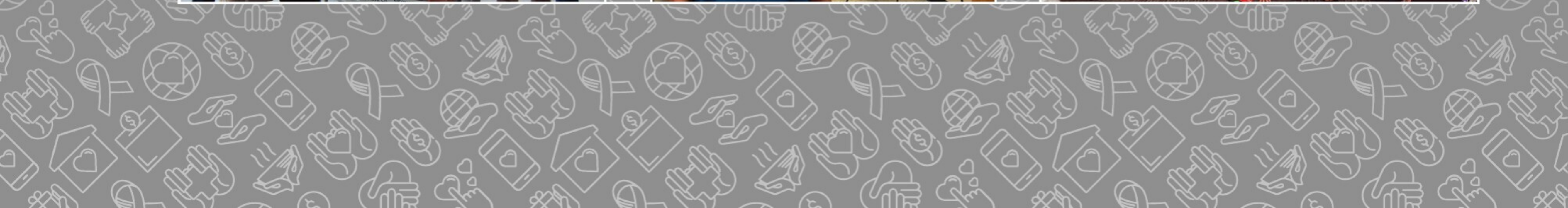
Past service events have included creating and delivering gift basket for patients at Children's Medical Center in Dallas.



Healthcare management students volunteered to help at a Parkland Health & Hospital System open-house event.



Students in the Marketing Area's Product and Brand Management courses have regularly helped local nonprofits get ready for North Texas Giving Day fundraising.



New Service Requirement Readies JSOM Students for Community Engagement

To amp up students' sense of belonging in the bigger world beyond campus, the Naveen Jindal School of Management this fall is initiating a new program, Jindal OutREACH, that will require all undergraduates to dive deep into community service.

From now on, all incoming freshmen and new transfer students need to fulfill 100 hours of community service or work on business-related projects for nonprofits in order to graduate.

Dr. Marilyn Kaplan, associate dean of undergraduate programs, says the Jindal School is launching this initiative because one of its primary goals is to produce well-rounded citizens who engage with and become part of their communities.

"We want somebody who knows how to give back and who understands all parts of society – not just somebody who is good at crunching numbers," she says.

Top: Stacking "care boxes" destined for servicemen and women

Second: Associate Dean Marilyn Kaplan

Third: Dean Hasan Pirkul

Students will have several options for accumulating service hours. They can volunteer at approved nonprofit organizations, enroll in courses that have a service component, or do a combination of the two.

Qualifying course projects might involve creating a marketing plan for a nonprofit, helping an organization with financial statements or undertaking other assignments to help a charitable or service agency.

The new initiative is a result of discussions that Dr. Hasan Pirkul, Caruth Chair and Jindal School dean, has had with Kaplan in recent years about how best to fulfill some of the school's core mission objectives, namely, how to deliver the highest quality management education within the context of 21st century society's complex realities.

From those meetings, they had first launched an internship requirement in 2014.

"One reason we had set up the internship requirement was that students had a tendency to wait too long to apply or talked themselves out of it," Kaplan says. "We're now getting them to try different companies and slightly different positions to really figure out what they want to do in their career long before they've graduated. It has gone so well that we decided to add a layer of community service to their education."

Although 100 hours of community service may seem daunting at first glance, over four years that breaks down to 25 hours a year or 12½ hours a semester.

"Students could knock that out while studying abroad, over a single weekend, during alternative spring break, or even by volunteering an hour or two at a time at various points during the course of a semester," Kaplan says. "If students did just two hours of volunteer work every week, they would fulfill their obligation in less than a year."



100 Hours in One Semester

Robert Wright, a senior lecturer in innovation and entrepreneurship, is teaching a social entrepreneurship course, Social Sector Engagement and Community Outreach (ENTP 4340), that will fulfill all 100 required hours in a single semester. Transfer students might prefer this option if they are trying to keep to a four-year graduation timeline.

"The students will apply skills developed through their academic studies to real-world issues encountered by small, developing businesses," Wright says. "Think of these projects as consulting assignments and the businesses as clients. Teams will deliver targeted solutions to identified problems designed to allow success in the context of a single semester."

Wright, who sits on the board of directors at United Way of Metropolitan Dallas, worked with the organization last summer to design an application that can log and track the service component of the course.

"This requirement has the potential to either enrich the lives of Jindal School students by giving them a community expression, or it changes the course of their lives by sending them down a path of working in community service," Wright says.

The requirement also provides students with opportunities to reinforce soft skills they learn at the Jindal School.

"Community service is a form of leadership training," Pirkul says. "Students learn how to communicate a clear vision of the organization they serve, analyze issues, solve problems, delegate tasks, build trust, and influence and motivate others to contribute to the cause. These are valuable skills that any employer would expect when they look to hire someone." 🙌

Fourth down: Robert Wright

Bottom: One student assists another in the Comet Closet, a Jindal School-based initiative open to all UT Dallas students. Comet Closet provides professional attire to students for internship and job interviews.



Above: Students holding some of the “care boxes” they filled with donated snacks and personal items. The boxes were sent to U.S. servicemen and servicewomen.
Below: Jindal School healthcare management students at an open house at Parkland Hospital in Dallas.

Above: Comet Closet volunteers help students at individual appointments browse for work-appropriate outfits.
Below: Since launching in 2015, the Comet Closet has formalized operations and now serves all UT Dallas students.

Above: Davidson Management Honors Program students who volunteered at the North Texas Food Bank filled 210 boxes for donation.
Below: JSOM volunteers assembling gift baskets destined for patients at Children’s Medical Center in Dallas.



Service Opportunities

The Jindal School has collaborated with both United Way of Metropolitan Dallas and the UT Dallas Office of Student Volunteerism to connect students with a wide range of service opportunities. Students will be able to sign up for volunteer work that suits their interests and skills, and will log completed service hours using project management software.

Administrators have taken into account the fact that many JSOM students already perform community service through fraternities, sororities or student organizations. Those students will be able to count service hours with organizations that have been approved as partners.

“Many students were already doing the entire 100 hours or more,” says Dr. Marilyn Kaplan, associate dean of undergraduate programs. “We were just never able to collect the data or know the impact of what our student body was doing until now.”

Other course offerings for fall 2018 that can fulfill part of the new service requirement include the following:

- Business Basics (BA1100), a required core course for all incoming freshmen, will have a community service component that satisfies five hours of a student’s obligation.

- Product and Brand Management (MKT 3320) offers students a chance to earn 20 service hours working with a nonprofit on a project in advance of North Texas Giving Day.
- Digital and Internet Marketing (MKT 4330) may fulfill 10 hours as students develop Google Adwords campaigns for small businesses if the campaign is for a nonprofit.
- Marketing Research (MKT 3340) may satisfy 20 hours of the community service obligation as students conduct a survey and analyze the results for a nonprofit community partner.



Daniel Rajaratnam

Dr. Daniel Rajaratnam, a clinical professor in marketing, teaches the marketing research course. His students can earn hours by helping nonprofit businesses and organizations such as Habitat for Humanity ReStores and the Humane Society. Rajaratnam says that service projects have multiple benefits — the students get practical experience, the business and organizations get much needed help and the University gets to give back to the community.



Winners with Dean Hasan Pirkul (back row, center) display their trophies during the 2017 OWLIE Awards.

BY JIMMIE R. MARKHAM

JINDAL SCHOOL DEAN'S COUNCIL CELEBRATES 10TH ANNIVERSARY

Student Leadership Group Has Helped Build JSOM Culture, Traditions, Brand and Reputation

Ten years ago, Dr. Hasan Pirkul, Naveen Jindal School of Management dean and Caruth Chair, laid out a vision for a Dean's Council. He wanted to establish a group of student leaders wholly dedicated to helping build the school's brand and reputation.

What members of this student advisory group have accomplished on behalf of the school during the last decade is nothing short of remarkable, according to the faculty member who helped start the council.

But that faculty member, Dr. Monica Powell, senior associate dean and faculty advisor to the graduate students on the council, recognized that "before you can have a brand identity and before you can build a reputation, you have to have believers, students who are proud of the school and feel they belong."



JSOM Senior Associate Dean Monica Powell (center, in white) is surrounded by graduate council members in the spring 2017 semester.



“To instill those feelings, you have to give students traditions and a culture,” Powell says. “And that’s what the Dean’s Council has done; that is its enormous contribution. It has started traditions and created a culture of excellence.”

That culture, in students’ minds, began resonating in 2014 when an art event at the Jindal School brought in *Wise*, the chrome sculpture of an owl by Dallas artist Brad Oldham. The council adopted *Wise*, which sits in JSOM’s courtyard, as the school’s official mascot, and students began feeling a sense of community. Many touch the sculpture prior to exams for good luck, and they take pictures of themselves standing next to it in their cap and gown at graduation.

INCREASING KINSHIP AND THE QUEST FOR EXCELLENCE

The Dean’s Council also increased kinship and the quest for excellence when it created a recognition wall in the Jindal School’s west wing that displayed student achievements. The wall no longer exists, but the underlying idea eventually blossomed into the OWLIE Awards, an Oscars-style extravaganza that



Dean’s Council members started the tradition of touching *Wise*, the owl sculpture, for good luck.

recognizes JSOM community members for exceptional service with a replica of *Wise*. The council conceived it and produces it every year.

The council also had a hand in helping expand the number of student organizations at the Jindal School, Powell says.

“When we started the Dean’s Council, we had four,” she says. “We tasked them with promoting the idea of creating new organizations to fellow students, and they rose to the challenge. Today we have 51. Their efforts have helped build a sense of community among our students.”

The Jindal School’s rapid climb in many business-school rankings has been a direct result of efforts put

forth by the Dean’s Council, Powell says.

“Whenever we needed to find alumni for rankings surveys, the council found them,” Powell says. “They have helped us track down hundreds of alumni. That’s been a big contributing factor in helping us improve our rankings.”

The Dean’s Council also played a key role in helping to transform the School of Management building into an environment conducive to student interaction. The council asked for benches and break rooms and meeting rooms, and their repeated requests helped make all those a priority when JSOM II was designed and built.

“In 2008, students came for class, but you didn’t see them in



Ayn Nguyen, holding up a 2017 OWLIE Awards program

the building — except when they went to classes,” Powell says. “There was no place for them to be. Now, because the Dean’s Council successfully brought that culture to life, we have a living school. And that’s really exciting. It’s a real transformation from what it was 10 years ago.”

More recently, Dean’s Council students have written an MS Oath, which their website describes as “a binding pledge that captures the core values that are embedded in us as Comets. Students are expected to take this oath upon their honor and always abide by the oath in everything that they do as future leaders.”

ONE MEMBER'S SUCCESS STORY

To date, nearly 1,000 students have served on the council, including Gaurav Singla, who graduated in 2017 with an MBA and two master's degrees, one in finance and one in supply chain management.

Gaurav served on the council for both years he was at the Jindal School and as graduate leader for one year. The achievement he is most proud of, he says, was finding a way to formalize communications efforts between council members.

“That’s the biggest problem I saw,” he says. “We had this ‘dream team’ of bright students from every area of the school trying to get things done, trying to get their voices heard and trying to become voices for the other students as well. All our efforts were getting lost due to a lack of coordinated effort.”

Even though committees were meeting and emails were being



Gaurav Singla

exchanged, he says, the burden fell largely on a handful of leaders to communicate and deliver those efforts. He introduced council members to Slack, a collaboration tool that gave members a more efficient mechanism for sharing ideas and executing them.

UNDERGRADS: 'THE VOICE OF THE PEOPLE'

In 2015, another process improvement saw the Dean’s Council split into two sub-groups, one for graduate students and one for undergraduates. Although both groups focus on reputation and culture building, the undergraduates wanted to pursue their own distinct vision.

“Undergraduate council members have these big passions and ideas,” says Sarah Henry, an undergraduate student-services coordinator at JSOM who serves as the undergraduate council’s advisor. “The main constriction that led to the split, though, was meeting times. Undergraduate students’ hours tend to be different from those of

graduates students.”

The undergraduate council consists of four committees: academics, co-curriculars (student organizations, study-abroad programs, and more), engagements, and facilities and services.

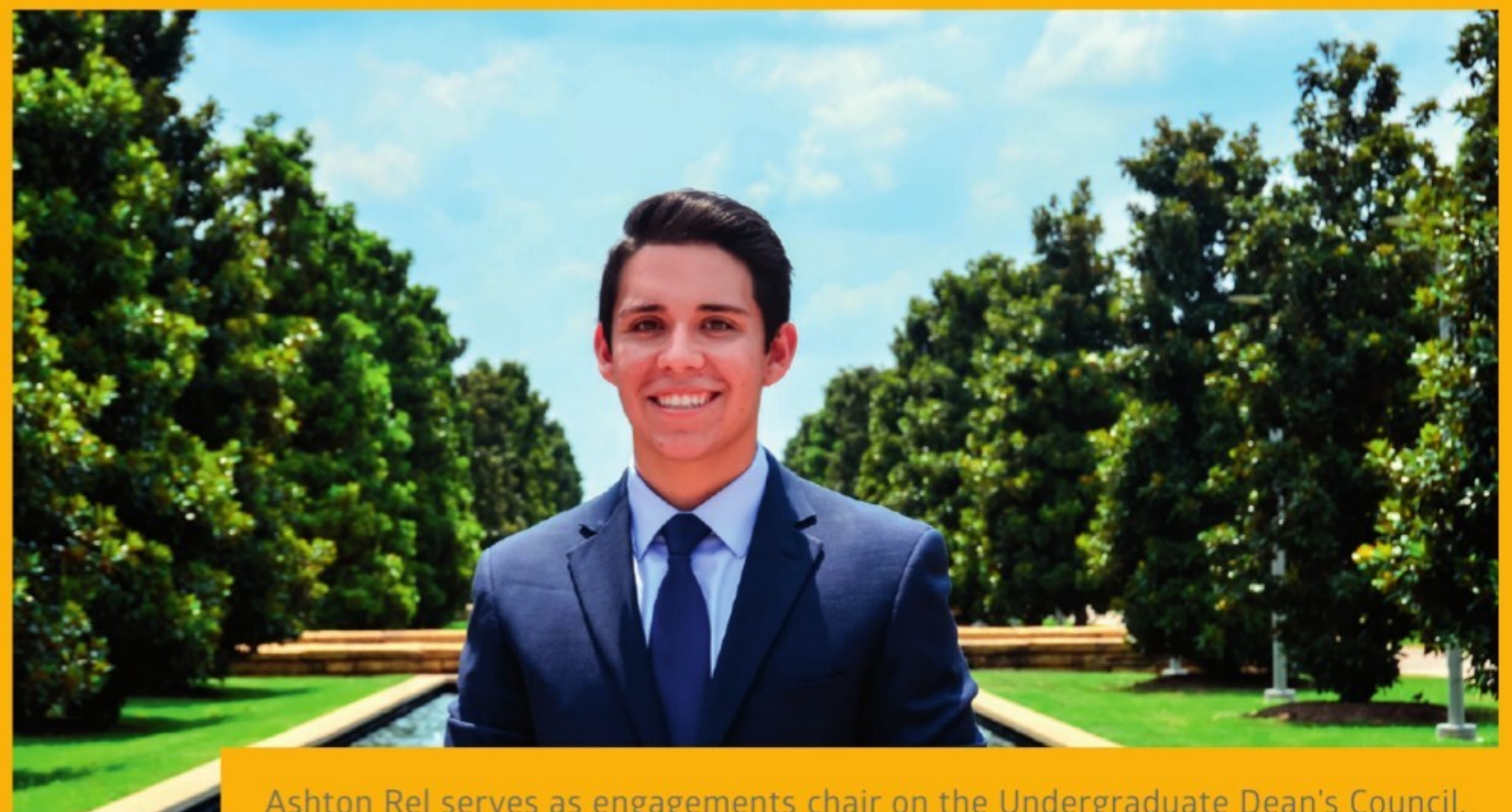
“Every semester, they get together and talk about what could be improved at JSOM in each of these areas and how the student experience could be better,” Henry says. “They’re kind of the voice of the people.”

Undergraduate council members are charged with learning about varying student needs and bringing these items to the table for discussion. Their achievements include having worked with program directors to create a guide of specific courses and skills each major needs for career success. They also worked with JSOM facilities to acquire a color printer for students to use.

Ashton Rel, a senior who is majoring in finance and economics and serves as engagements chair on the undergraduate council, says the council’s diversity is an asset to its mission.

“Since we have a wide range of students who are in this organization, we can all dive into the actual issues that the students are facing from a broad perspective,” he says.

Because council members face the



Ashton Rel serves as engagements chair on the Undergraduate Dean’s Council.

same issues as fellow students, he says, they have a good understanding of which projects to select, how to lead their implementation and how to determine whether issues have been solved successfully.

GRADS: SIMILARITIES OUTWEIGH DIFFERENCES

Like the undergraduate council, the graduate council reflects the diversity found in the graduate student population at the Jindal School. Even so, says Ai (Emma) Fei, a member of the graduate council who is pursuing a master's in accounting degree, the similarities outweigh the differences, which enables members to pursue common goals.

"People are people," she says. "Inside, we are all the same. The council is a place where we can recognize ourselves. The more we participate, the more we can explore our own potential."



That realized potential is what makes the underpinnings of the Jindal School's culture. Powell, looking back on the efforts of the Dean's Council over the past decade, puts their accomplishments into perspective.

"Culture can't be just about what faculty and staff are doing, and what we're doing in research," she says.

"Part of that responsibility needs to belong to the students. They're the people whose lives we're trying to transform. Once they realize that, then they can buy into the idea of culture building. The Dean's Council is a great example of how that works." 🙌



JSOM Senior Associate Dean Monica Powell (back row, center), who helped start the Dean's Council, has some fun with council members Ain Nguyen (back row, left), Shruti Jain (back row, right) and Vikas Ponnuru, doing a pushup, at the 2017 OWLIE Awards.

MASTER'S STUDENT OATH

"We are citizens of the world representing every business function and industry. We believe in fairness, honesty, discipline and, most important, supporting each other and our collective opportunity for excellence. We will make the tough decisions and demonstrate professionalism at every crossroad, because being a member of the Jindal community matters to us and to the world in which we are preparing to lead."

Ai (Emma) Fei, a member of the graduate council, enjoys the diversity of the group which, she says, helps members explore their own potential.

It is said that a good idea always attracts other good ideas. That certainly was the case for Dr. Shawn Alborz's idea to establish an endowment for fellowships for graduate students at the Naveen Jindal School of Management.

A couple of years ago, Alborz, an associate dean and director of the MS in Management Science and MS in Supply Chain Management programs, started thinking about the future and how he wanted to one day be remembered. The result was the founding of an endowment, which funds the Shawn Alborz Fellowship in Management. "I wanted to establish something that would be my legacy, and I felt this was a good idea," he said.

Alborz committed to making a \$12,500 contribution, which was matched by Jindal School Dean Hasan Pirkul. The \$25,000 total met the minimum required to create a fellowship and allowed the first award — \$1,000 — to be made last year to MS in Management Science student Zeinab Zangeneh Madar.

In a thank-you letter to Alborz, Madar wrote, "Thank you for your generosity and support. I hope one day I will be able to help students achieve their goals just as you have helped me."

Meanwhile, Alborz was so pleased with the program that he wanted to tell others about it. He shared his story at a faculty meeting and was surprised at the response. "I told them about the huge amount of satisfaction I get from being able to do this, and how wonderful it feels to get a nice thank-you letter from the recipient of the award," he said.

Following Alborz's lead, seven professors in the supply chain area responded with donations, along with faculty from other program areas who learned of the initiative and desired to create endowments supporting their students.


"This is a big deal," Alborz said. "It's a lot of money, and a meaningful way

**LEAVING
A LEGACY**

**JINDAL SCHOOL PROFESSOR'S
ENDOWMENT
SPARKS FACULTY GIVING**

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BY GLENDA VOSBURGH



First Shawn Alborz Fellowship recipient Zeinab Zangeneh Madar (left) with Alborz

for faculty to support the Jindal School and students in their programs. Knowing that you've done something that makes a real difference in someone's life is one of the biggest benefits of the program. Being able to establish something that will serve as part of your legacy for years to come is an added bonus."

With a minimum contribution of \$12,500, that Dean Pirkul will match, individuals or companies can establish a scholarship for an undergraduate student or a fellowship for a graduate student at the Jindal School. These awards are uniquely named by the donor and awarded annually to deserving students. Contributions, which are fully tax deductible, are made in a lump sum, or an extended payment plan is set.

Dr. David R. Parks, a clinical associate professor of operations management, heard about the endowment program in a presentation during an industry advisory board meeting. "It sounded like a really good program that could benefit students," he says. "I think we can use it to help students — clearly through financial means. But it also demonstrates, in a tangible way, the Jindal School's and my personal interest in their professional development."

Another fellowship donor, Dr. Milind Dawande, Ashbel Smith Professor and Operations Management Area coordinator, said he was happy to contribute to making the programs in supply chain management, already among the best in the world, even stronger.

"The endowment helps us attract the best students by improving the financial support we offer."

For Alborz, one of the most rewarding things about the endowment is being able to meet with fellowship recipients, hear their stories and learn how the fellowship has helped them. "We are going to have a gathering every year so that the professors can meet their fellowship recipients," he said. "Their hearts will be melting." 🤝

A GROWING LIST OF FACULTY PHILANTHROPISTS

Through his own commitment and by revving up the altruism of fellow Jindal School professors, Dr. Shawn Alborz has shown himself a leader in scholarship giving. He and those he inspired join a growing list of Jindal School faculty members who bolster their belief in student potential with financial support.

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Faculty-established Jindal School endowments include the:

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SHAWN ALBORZ FELLOWSHIP IN MANAGEMENT

PROFESSOR N.N. BISWAS FELLOWSHIP IN THE JINDAL SCHOOL

REBA BISWAS FELLOWSHIP

PAMELA POSTER BRADY EMBA 2011 SCHOLARSHIP

ARUNDHATI DAWANDE FELLOWSHIP

DELUKE FAMILY SCHOLARSHIP/FELLOWSHIP

EDGINGTON FAMILY OPPORTUNITY FUND

PROFESSOR RANDY GUTTERY REAL ESTATE

OPPORTUNITY FUND

HAWORTH FAMILY SERVICE-LEARNING SCHOLARSHIP

MICHEL HONHON FELLOWSHIP

INTERNATIONAL MANAGEMENT OPPORTUNITY FUND

MATHEW AND GRACEY JACOB FELLOWSHIP FOR THE JINDAL SCHOOL

DAVID PATTERSON KIESCHNICK FELLOWSHIP FUND

LI AND WANG FELLOWSHIP

DIANE S. MCNULTY OPPORTUNITY FUND

B.P.S. MURTHI FELLOWSHIP IN MARKETING ANALYTICS

DAVID R. PARKS FELLOWSHIP

PROJECT MANAGEMENT CLUB FELLOWSHIP

MARK SALAMASICK IT AUDITOR FELLOWSHIP

SCM EXCELLENCE FELLOWSHIP

KATHRYN E. STECKE FELLOWSHIP

DR. WALTER SUTTON, JR. AND BEVERLY SUTTON

ENDOWED SCHOLARSHIP

Distinguished Alumnus Built a Network of Success

BY JEANNE SPREIER

DISTINGUISHED ALUMNI AWARD

Each day on his way to work, Chuck Butler, BS'91, drives by the location where he used to live while in college — now a long-gone little room outfitted with a bed and mini-fridge at the childcare center where he worked while attending UT Dallas. He was paying his way through school, working after class as the accountant for the daycare center. The free room maximized his earnings.

Fast forward more than 25 years and Butler, who completed his accounting degree at what was then the School of Management, is now founder and managing director of Palomino Capital, where he leads management teams, lenders and investors through the private equity investment process.

Butler received a UT Dallas Distinguished Alumni Award this year. He is active in a number of civic and charitable organizations, including the Cattle Baron's Ball, the Ann & Nate Levine Academy, Temple Emanu-El and Heroes for Children. At UT Dallas, he mentors MBA students and, in 2017, he established the Palomino Capital Opportunity Fund for Entrepreneurship.

Proceeds of the fund support the Institute for Innovation and Entrepreneurship and Blackstone LaunchPad, enabling students, staff, faculty and alumni to pursue entrepreneurial endeavors. Butler also is an investor and participant in the UT Dallas Seed Fund.

While at UT Dallas, with encouragement from professors, Butler joined the student chapter of the Texas Society of CPAs. "It was my involvement in that group that allowed me to build a personal network, which connected me to a Coopers & Lybrand manager," Butler says.

"It was that moment where I realized that life was way more than grades and technicals. Those were important, but it was ultimately going to be relationships and genuine connections that would lead me to a more purposeful life."

Butler admittedly had horrible grades at The University of Texas at Austin, his first college destination. "UTD took a chance and enrolled me," he says. "Without it, I would have had a terribly difficult climb. And to land a position at Coopers & Lybrand (now part of PwC) during the economic downturn of 1991 was unbelievable. From there, I was able to compete and grow based upon my own merits. That's all anyone could ask for."

Long after that downturn, Dallas now offers outstanding opportunities, Butler says. "I think business school provides you opportunity. ... Embrace that chance and go for it." 🙌



Chuck Butler

Chuck Butler, BS'91, speaking March 24 at the UT Dallas Awards Gala, where he was recognized as a Distinguished Alumnus



By T.D. Christensen

WORK/LIFE BALANCE

AN ESSENTIAL INGREDIENT IN
HUMAN RESOURCES MANAGEMENT EXPERT'S SUCCESS

© PREDPIXEL/ADOBESTOCK

A

s Riki Takeuchi talks about his career and his research, he glances at the clock. In 30 minutes, he needs to be at the UT Dallas Activity Center to teach a brand new taekwondo class for Jindal PhD students.

"I'm a firm believer that in order to be creative and productive, you have to have a healthy mind and body," says Takeuchi, a faculty member in the Organizations, Strategy and International Management Area and the Jindal School of Management Advisory Council Distinguished Professor. He also happens to be a third-degree black belt.

"Most management literature doesn't talk about it, but physical health is critical in being resilient, productive and disciplined," he says.

Finding new ways to inspire employees and organizations to perform at the highest level is a major theme in Takeuchi's research. But he admits he did not start hitting his own career goals until he went through plenty of trial and error and learned some key lessons from his late father.

A native of Tokyo, Takeuchi moved to the U.S. for two years as a teen when his father,



(From left) UT Dallas President Richard C. Benson, JSOM PhD student Dorian Boncoeur, Jindal School of Management Advisory Council Distinguished Professor Riki Takeuchi and Jindal School Dean and Caruth Chair Hasan Pirkul at the investiture ceremony in April, during which Takeuchi's endowed position was formally bestowed.

Kazuo Takeuchi, worked as a visiting professor of human resource management at North Carolina State University. While attending high school in Japan, the younger Takeuchi realized he had not gotten the best education possible. So instead of going to a Japanese university after graduation, he enrolled at North Carolina State, "which was the best choice I ever made," he says.

He flourished at North Carolina State, yet Takeuchi still struggled to find his career path. He moved back to Japan to be closer to his girlfriend at the time, and spent three years trading stocks and bonds for a Japanese securities company.

It was a dead-end job, with little chance for advancement. But it taught him valuable lessons about seeking out jobs that do not kill

Riki Takeuchi



creativity or quash employee aspirations, he said.

“Everything at that job was decided by the higher-ups, and that’s the part I didn’t like – somebody telling me what to do, when to do it, and how to do it,” he says. “I realized this isn’t the job for me.”

Takeuchi returned to the U.S. and earned a master’s degree at Purdue University and a PhD at the University of Maryland. In 2004, he landed a job as a professor at the Hong Kong University of Science and Technology, where he began researching cutting-edge ways to get employees to do their best work.

In both his research and in his own career, Takeuchi followed the footsteps of his father and found inspiration in the elastic nature of academia.

“My father was a good role model: He knew that [being a professor] requires working long hours, and it takes a lot of initiative, but it’s also flexible and autonomous and rewarding in the sense that he didn’t have to go to school every day – he could play tennis with my family on some weekdays,” Takeuchi says.

Similarly, Takeuchi thrives on having a flexible work/life balance in which he can easily carve out time for exercise and to be with his wife – who he met in Hong Kong – and their 5-year-old daughter and 3-year-old son. “I get to spend more time with my family, which is one of the best aspects of being in this profession,” he says.

As a researcher, Takeuchi has delved deep into topics like employee creativity, aspiration performance, performance change patterns, and strategic human-resource management. His research has appeared in noted publica-

tions including *Journal of Applied Psychology* and *Academy of Management Journal*.

Last year, *Personal Psychology* published a paper he co-authored on cross-cultural adjustment – a key subject as the global village continues to shrink and employees increasingly work with colleagues who look, speak and act differently than they do.

“In our research, we found out that you *can* transcend cultural boundaries, but it all depends on your attitude,” he says. “People who have a fixed belief that culture can’t be permeated are the ones who do not adjust well when they are on an international exchange.”

Traits like having an open mind and a positive attitude are often taught at an early age. But research shows that employees of all ages flourish when their companies find new ways to inspire their employees, he says. As an

example, Takeuchi points to the way Volkswagen disrupted the assembly-line format and let some of its workers assemble cars as a team.

“Before, individuals just put two tires on one side of the car – very specialized work that makes it very dehumanizing,” he says. “But by working as a team, it adds job complexity and autonomy. It enhances the motivation potential.”

Thanks to the tech revolution, more and more organizations are thinking outside the box. Takeuchi believes that if that creativity continues to be funneled in the right direction, the results will not only improve the workplace, they will improve society as a whole.

“My research highlights the huge potential that individuals can have if they’re more creative, productive and influential,” he says. “Even changing a job slightly can make a big difference.” 🌱

Ricki Tackechi (at left in both photos below) is teaching taekwondo to PhD students. The group meets regularly at the UT Dallas Activity Center.



COUNCIL CHAIRMEN REFLECT ON COUNCIL'S GROWTH

{ *by* Jeanne Spreier, Glenda Vosburgh and Eric Buttermann }

A strategic asset to the Jindal School, the advisory council pays benefits in the growing number of internships, scholarships and endowments members help secure, in the classroom involvement and speaking engagements they take on, and in the marketing outreach they perform in endorsing the school and its graduates in their workplaces and in the community.

WORK OF OUTGOING ADVISORY COUNCIL CHAIRMAN HELPED JSOM GROW ITS DFW INFLUENCE

During the past two years, the outgoing chairman of the Naveen Jindal School of Management Advisory Council, **RAY HEMMIG**, helped the council grow membership by 35 percent and grow the value of the council as a strategic asset for the school.

CEO and chairman of Retail & Restaurant Growth Capital, Hemmig said that at the beginning beginning of his term, he asked Dean Hasan Pirkul how many council members he wanted. "He said, 'We need 50 representatives from the top businesses in our area. I particularly want those who already have or will employ our most important product — our Jindal School graduates,'" Hemmig recalls.

Hemmig took that as a challenge, formed a committee of six former advisory council chairs and Kevin Ryan, the council's then vice chairman, and got

help from the Jindal School external relations team, led by Dr. Diane McNulty, in order to reach his goal.

"I believe that UT Dallas is the best academic partner for our business community, and the companies represented on the advisory council get an up-close opportunity to develop meaningful relationships," Hemmig says. "Council membership also provides an important two-way communication vehicle for the Jindal School to receive input from the DFW business community.

In his time as chairman, Hemmig says he developed personal relationships with other council members, the UT Dallas administration, faculty and staff, "and I deeply value those relationships."

"My greatest personal satisfaction has come from being in the classroom as a guest speaker, as a panel judge or as a participant at Jindal School student events. I am grateful for the privilege to have served as the JSOM advisory council chair and to have interacted with such high-quality individuals, and I hope I have added some value to JSOM and the next generation of leaders in the DFW business community."

LEADING ALUM AND NEW ADVISORY COUNCIL CHAIRMAN ENCOURAGES BROAD PARTICIPATION

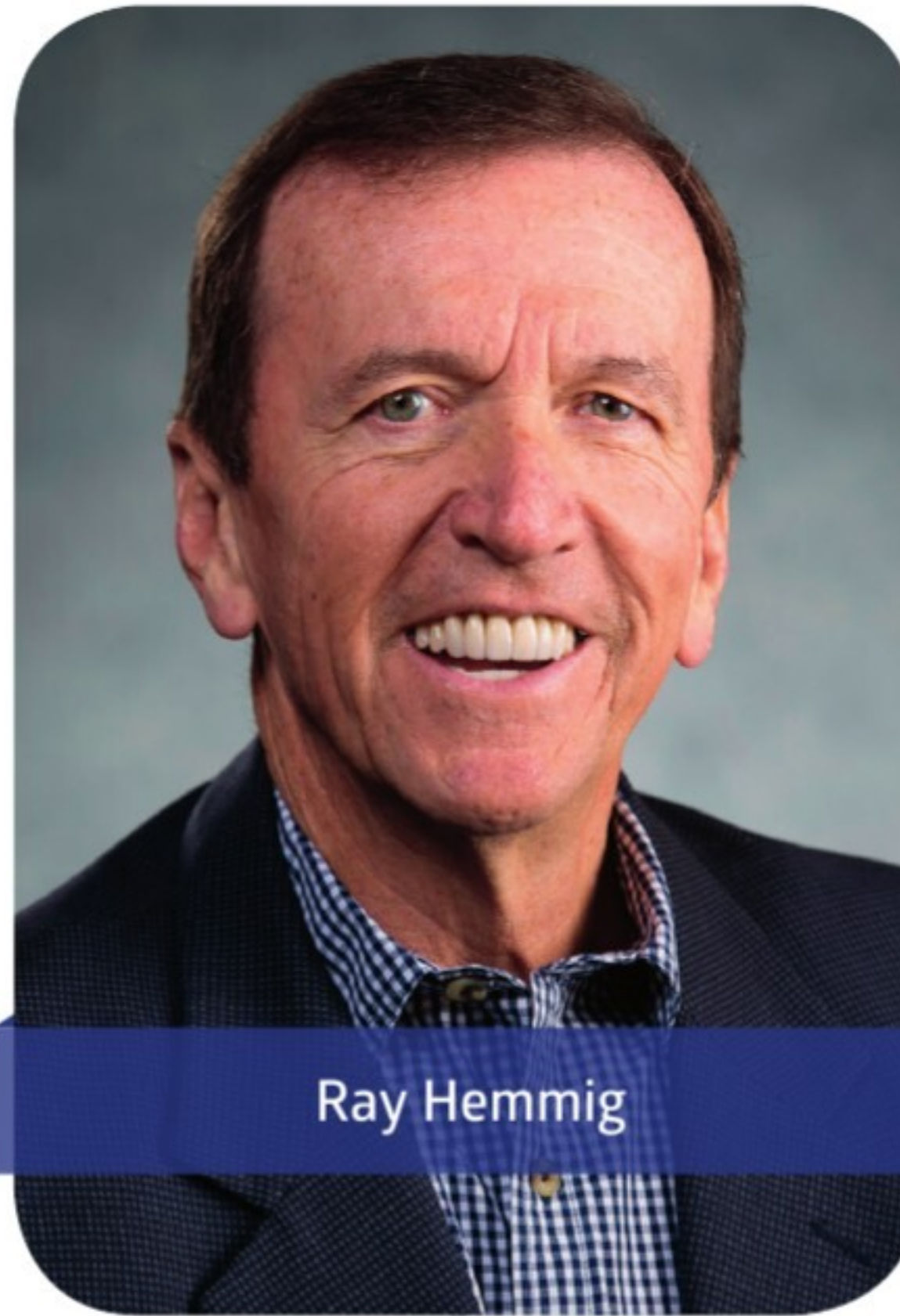
As the incoming new chairman of the advisory council, **KEVIN RYAN** knows he has big shoes to fill. He is excited about the challenge.

Ryan, who earned a master's degree in business administration from JSOM in 1995, is chief financial officer and senior vice president of Merit Energy Co. in Dallas. He joined the advisory council in 2010 and has been serving as vice chairman for the past year.

"My predecessor, Ray Hemmig, increased membership on the council to 50 companies," says Ryan, who officially stepped into his new role Sept. 19. "I'm fortunate to be able to come in at this time."

One of Ryan's primary goals as advisory council chairman is to encourage members to participate in all the partnership options available to them. "Not just attending meetings," he says. "They might want to mentor students, give lectures or serve on panels at a breakfast meeting. There's a variety of ways they can be involved."

In addition to leading the advisory council, Ryan



Ray Hemmig

is co-chairman of the council that serves in an advisory capacity to JSOM's MS in Energy Management program and the Power of Two Alumni Mentor program. In 2013, he and his wife established the Kevin and Cristi Ryan Opportunity Fund, which supports JSOM, and in 2014, he received the University's Distinguished Alumni Award.

UT Dallas is a tradition in his family. His father, Terry Ryan, graduated from the school in 1981 with a degree in business and public administration. Ryan says he has always been impressed with how hard the administration and faculty work to raise the profile of JSOM and UT Dallas. "The school used to be a 'hidden gem,' he says, "but it's not hidden anymore."

New Members:

MARK ENVANI, PARTNER AT EY

Mark Envani knows a thing or two about how to transition. He was born in Iran, and a government regime change in 1979 led him to switch gears from studying international law and diplomacy in Switzerland to studying electrical engineering in Texas.

"I had to change my path quickly and adapt. This country offered me many opportunities," he says. "People may not realize just how fortunate and blessed we are in the U.S."

To his point, he saw an opportunity soon after arriving in the United States.

After earning a Bachelor of Electrical Engineering degree from The University of Texas at Austin, Envani started his career as a design engineer at IBM's Personal Computer Division, in Boca Raton, Fla. He returned to school at Southern Methodist University for an MBA in finance and marketing. He also served as a technology consultant, providing technology strategy insights to IBM's clients in the telecommunications industry.

Envani became a certified public accountant in 1994 and joined a small regional accounting firm in Atlanta as a staff accountant. In 1998, he joined Deloitte and became a partner in 1999. He moved up and onward. Along the way, he became a Technology Risk Services practice leader at Deloitte in Dallas, and then a partner at



Kevin Ryan

Ernst & Young, in a leadership position focusing on deployment of information technology and business controls.

He added another title once he moved back to Texas: rancher. He enjoys managing his ranch and cattle in Corsicana.

"I love the outdoors and nature" he says. "Raising cattle, driving a tractor; these things make me happy. It's an amazing feeling to enjoy the land and share these experiences with my family."

His mission with the advisory council is to become an active member and collaborate with faculty and students to shape the future now. His purpose and mission are to provide opportunities for others so that they can achieve their full potential. He believes deeply in UT Dallas and all its potential.



Mark Envani

She led as many as 350 people on the technical team. "You look at how things are today, and you see how we had a chance to have a hand in the future. It's gratifying but also leaves you in awe of how far internet commerce has come."

On the personal side, she has sailed since she was a teenager, and once took off with her husband with charts and intuition from the Virgin Islands. "I've always loved the ocean and the feeling of being out there in vast beautiful water," she says. "It gets you in touch with a whole different world."

As a member of the advisory council, she hopes to open up worlds as a mentor to young women in technology and share the hope that the industry is striving to provide. "I was once just a coder, but look at all it helped lead to," she says. "I'm still having a blast today and look forward to helping others grab their own positive experiences!"

MAMIE JONES, SENIOR VICE PRESIDENT PRODUCT DEVELOPMENT, INTUIT PROCONNECT

Senior vice president of product development for Intuit's ProConnect income tax online and desktop software, Mamie Jones is particularly proud of the Plano-based tax company being cited as one of the best places to work in the nation. "We can work hard and still think about making lives enjoyable for employees," she says. "It doesn't have to be one or the other."

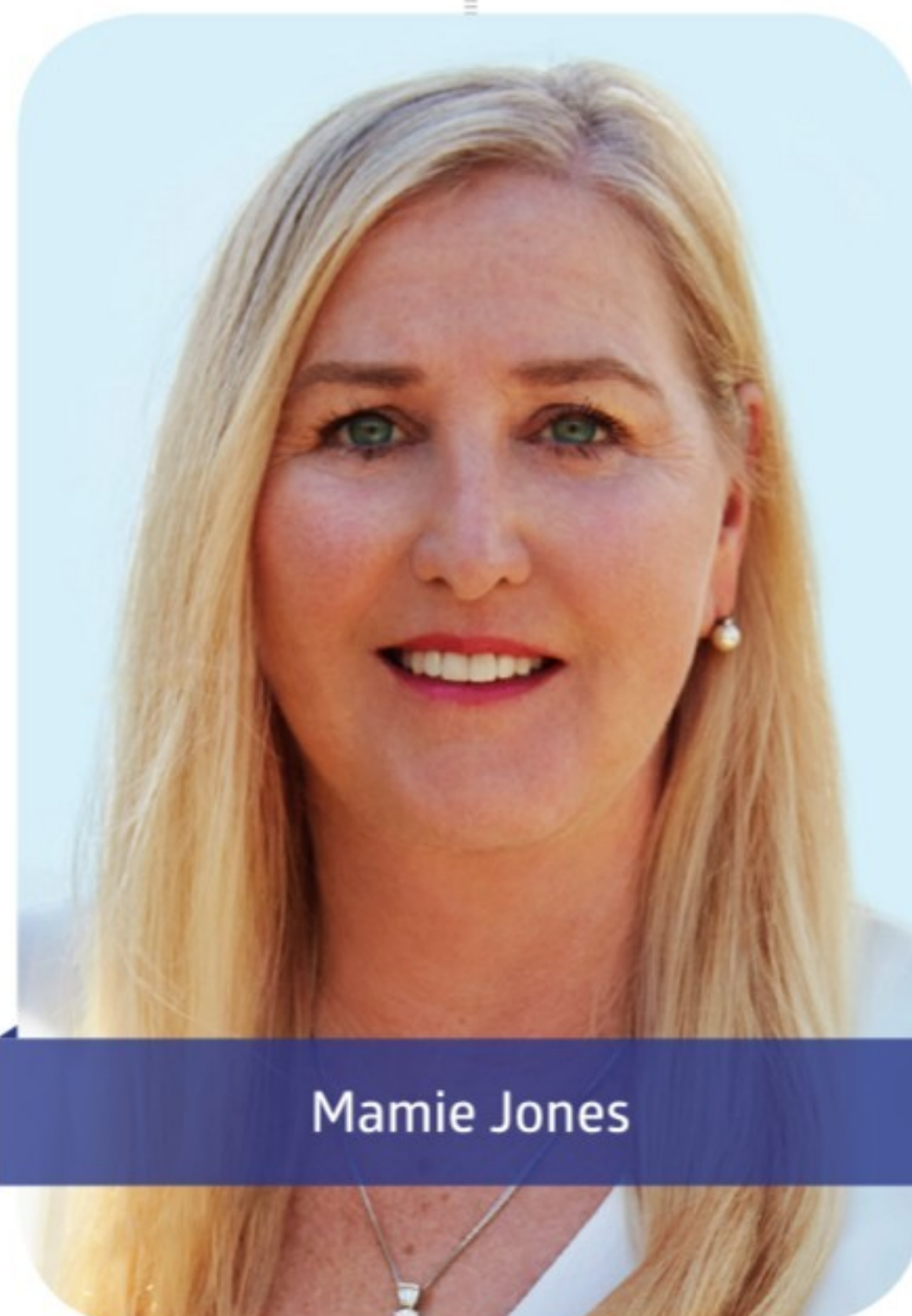
Jones now leads more than 300 technology professional and this year was a winner of a *Dallas Business Journal* Women in Technology Award. In a question-and-answer session, she told the publication "success is all about people. If you inspire people that is half the battle."

In her Intuit role, she says, "I also enjoy the challenge of how tax laws continue to change, and it's a pleasure to serve clients of all sizes in helping them better navigate it."

Jones is an experienced navigator on many fronts, business and personal.

In an earlier business role, when she was senior vice president of strategic sourcing and senior vice president of product and delivery at Travelocity, she had opportunities to combine technology and flight in many ways.

"It was a unique time in the '90s when internet travel was taking off," she says. "There wasn't a handbook back then; we were helping to create it."



Mamie Jones

MATT KELSO, SENIOR VICE PRESIDENT, FINANCE, AT HEALTHSMART

Matt Kelso's plans for a healthcare career have taken him to the business rather than the medical side of medicine, where he originally thought he would land.

A double major in business administration and biology, Kelso earned a bachelor's degree from UT Dallas in 2002. "I was setting myself up to go pre-med," he says, "but through an unfortunate conversation with a disgruntled anesthesiologist realized that maybe this path wasn't

what I wanted to do. I was able to ultimately learn that my gift was in relating finance to operational teams in corporate settings. It's amazing how much fat some companies have to trim."

Now he is more concerned with the health of a balance sheet than with biological trends.

While earning an MBA in finance and strategy from Southern Methodist University, he started his career as an operational finance manager at Perot Systems from 2005 to 2008. He then became director of finance at a publicly traded healthcare company: American CareSource.

Today he is a senior vice president of finance at HealthSmart, an Irving, Texas-based third-party administrator and provider of customizable and scalable health-plan solutions

for self-funded employers.

Once a part of a world championship online gaming team for Virtual World – Martian Football, Kelso says a good deal of success in gaming is picking the right person to lead and understanding which players will excel in which roles.

“Business isn’t so different,” he says. “You watch a video game team and you’ll see who will likely do well in my line of work. I can teach financial knowledge...but leadership? That’s something not so easy to teach.”

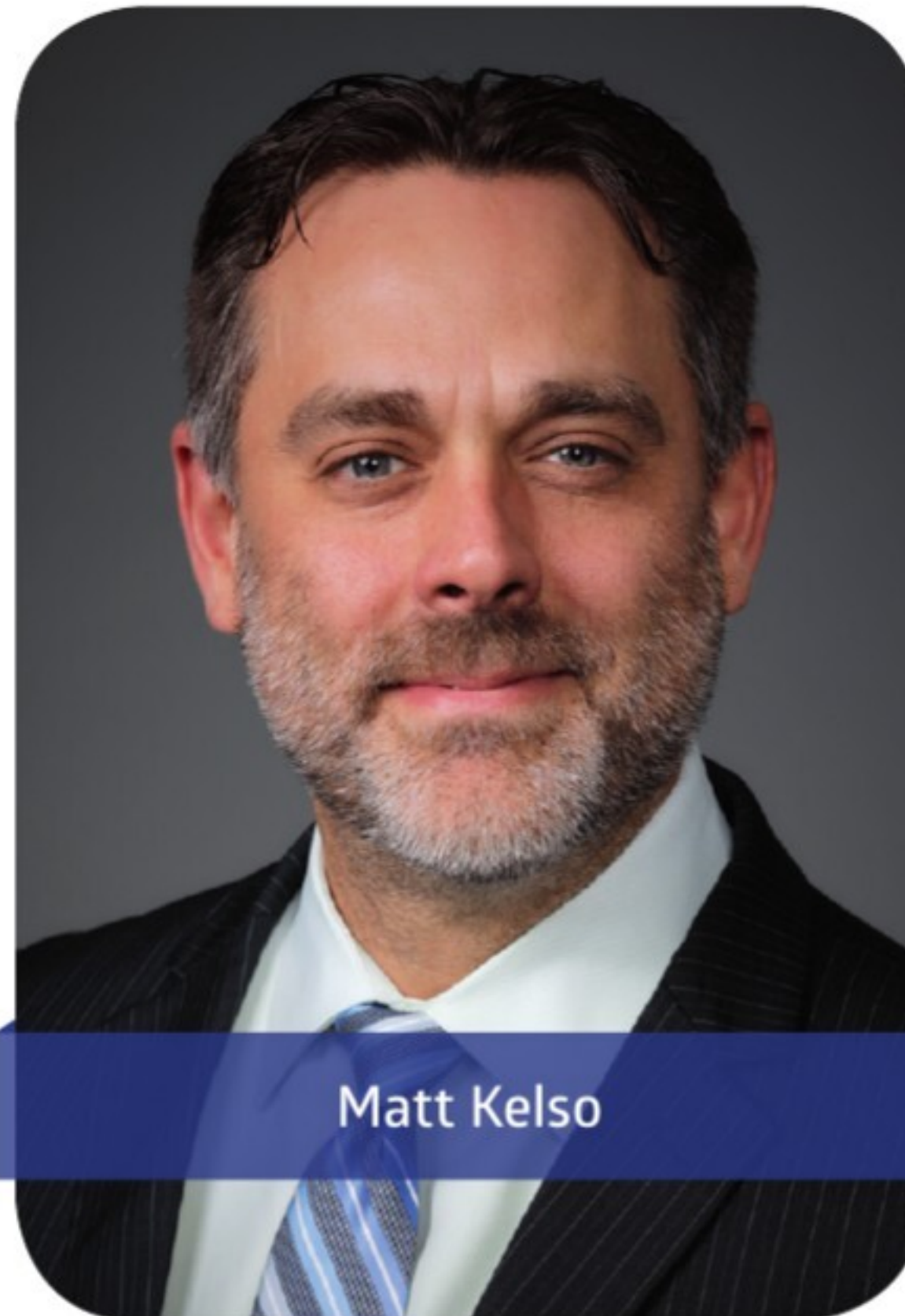
In his current role, he says, every day brings the kind of challenge that lets him lose himself for hours as he once did as a gamer. “When you love what you do, the time flies by,” he says. “Solving problems and working as a team, that’s what drives me.”

DANIEL W. PHIPPS, VICE PRESIDENT, ENGINEERING, DAL-TILE CORPORATION

Dan Phipps worked on motorcycles and cars while growing up in the small town of Cherokee, Iowa. Starting out as a student of architecture at Iowa State University, he later turned his tinkering into a manufacturing engineering undergraduate degree at the University of Northern Iowa. He used both experiences to help assemble buildings that might be far from skyscrapers yet can easily take companies to new heights.

With a gift for manufacturing plant design, Phipps used his interest in architecture to design from the standpoint of “form follows function,” with people and machines working toward a common goal. “Not everyone can envision how to make these kinds of buildings work,” he says. “People think about building beautiful structures, but when a building and its people do not work as a cohesive ‘machine,’ it shows — in lost profit and people feeling uncomfortable.”

Two years out of college, he was part of the design-build team for a manufacturing plant for Waterloo Industries. “We wanted to move away from a rigid union-based operation to a more flexible team-based approach,” he says. “The cultural shift in the manufacturing operation made a bigger difference than anything I could do from an engineering standpoint, which led to a renewed interest in organizational behavior.”



Matt Kelso

In 2002, he earned an MBA from Iowa State University with an emphasis in human resource management, and the next year, he joined Dallas-based ceramic tile producer Dal-Tile Corporation. Since signing on, he has held posts ranging from maintenance manager to his present role as vice president of engineering. “I’m focused on plant construction and other large capital projects. My department has built the largest tile plants in the United States,” he says.

In 2010, he earned an MS in project management from UT Dallas. He credits that degree as a key to his success today. “All that I do is project management,” he says. “And you see people who don’t have the organization, the critical thinking skills to get things done, and you wish they had the education I was

fortunate to receive,” he says.

His own experiences are part of what has brought him back to serve as an advisory council member. “I see a pool of talent at the school we can potentially pull from,” he says. “But I also see a chance to pass my knowledge in manufacturing, an area with a great deal of opportunity that people overlook.”

ROHIT RAI, FORMERLY AT LOCKHEED MARTIN AERONAUTICS

Completing a thesis is a major accomplishment, but when Rohit Rai finished his to earn his 1992 MBA at MIT, he faced one more test. Overseen by the famed late Nobel laureate in economics Franco Modigliani, Rai was more than a little anxious when it was time to drop off his final work.

“I remember I brought my thesis over, and professor was ready to hit me with one question: ‘What did you learn?’ Looking at a genius like Modigliani, there was only one thing I could say. I told him I learned...that I had a lot more to learn. He smiled. Thankfully, I had the answer he was looking for.”

Rai has carved his own path with more than three decades of profit-and-loss and general management experience. Previously vice president of Competitive Supply Chain for Lockheed Martin, he also was president of the Equipment Division at Snap-On Inc.

“I have led the transformation of capital-intensive, complex businesses in a global environment



Daniel W. Phipps

and helped make improvements in terms of the top line and the bottom line," he says. "The formation of that is based on a value system created over the course of time. I moved into offshore oil drilling right out of engineering school, but at that time the strong wave of the information technology revolution had just started on a global scale. I jumped into the IT growth mostly on the front end and leveraged my operations management skills to support Fortune 50 companies."

In addition to his MBA, Rai has a bachelor's degree in electrical engineering from Malaviya National Institute of Technology Jaipur in India.

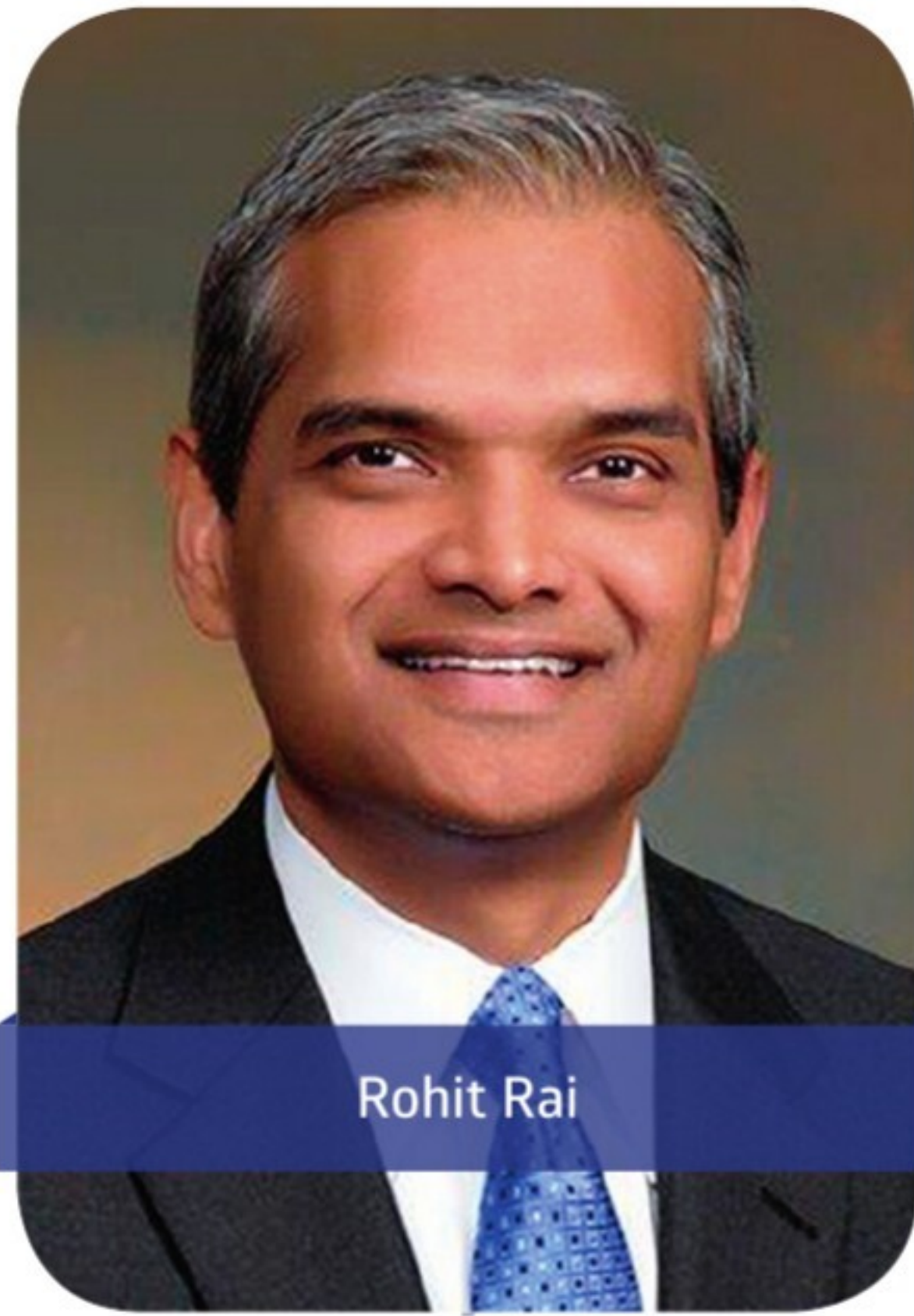
He has found volunteering with Big Brothers Big Sisters of America among his most rewarding experiences. "It really woke me up to see how just a little influence can make a big difference," he says. "Some of these kids may be the first ones to go to college and even just explaining to them a path to make that happen can mean so much to them."

As a new member of the advisory council, Rai wants to provide an ear for students and leadership for those who want to learn to be leaders themselves. "It can be intimidating at large corporations, but a good plan and the right tools can give you confidence," he says. "I want to give back to my community, and the business school is such an important part of it. I see here many of the leaders of tomorrow."

ANURAG VARDHAN SINHA, INDUSTRY HEAD AND SENIOR VICE PRESIDENT OF COMMUNICATION SERVICE PROVIDERS, AND MEDIA AND ENTERTAINMENT IN THE AMERICAS, INFOSYS

Anurag Vardhan Sinha says he was always on the move growing up, with an engineer father finding opportunities with many companies. It was exciting but could spin your head at times, he says.

As he matured, Sinha decided to study engineering, too, and graduated with a Bachelor of Engineering in Computer Science and Engineering degree from the P.E.S. Institute of Technology at Bangalore University. He later studied global leadership in Stanford University's Executive Education program.



Rohit Rai

Unlike his father, Sinha settled at one company after graduation and stayed with it. That company is Infosys, an India-based multinational IT, consulting and outsourcing services corporation that specializes in digital transformation.

"It's amazing to think I've been with them for more than 25 years, but this company is always embracing innovation and thinks about its employees as well as its customers," says Sinha, now Dallas-based industry head and senior vice president of Communication Service Providers, and Media and Entertainment in the Americas. "I'm focused in my role, for example, on the opportunities of artificial intelligence. I'm also passionate about my work as Infosys' head of the Diversity and Inclusion Council for North America."

The council is part of the corporation's 2020 Talent Strategy to hire 10,000-plus American professionals.

Beyond his role as a global technology and business leader, Sinha is a public speaker, thought leader and impassioned advocate of education and diversion in technology. He delivered the keynote address at the Jindal School's annual India Celebration last April, an event Infosys sponsored.

Although he grew up in India, where yoga began, it did not become a major part of his life until he came to the United States. "It wasn't the first time I was exposed to it, but it was being in a yoga group in Chicago that led me to become a practitioner," he says. "What many people don't realize is that it isn't just exercise — it's a way of life. It improves you physically, but provides you with balance."

Sinha hopes he can add some balance to the Jindal School as well. "I really want to understand what the priorities are for the school

and how I can support in bridging the gap," he says. "I want to help connect students with ways to do well with corporations and contribute what life experience that I have. Community is important to me, and it's obvious that the school is a strong part of the Dallas community. You see the enthusiasm for learning and the passion for improvement. My company gains by being a part of that." 🙌



Anurag Vardhan Sinha

The Jindal School Welcomes 19 New Faculty Members

By: Eric Butterman

The Naveen Jindal School of Management this autumn welcomes 19 new faculty members, several of whom are returning after assignments elsewhere. The continued growth of JSOM's reputation, its appeal among business researchers and its reputation for attracting serious, dedicated students are among the top reasons the newcomers cite for joining a faculty that at the start of the 2018-2019 academic year includes 222 faculty members and 113 adjuncts.

The Operations Management Area gains six new hires. The Information Systems Area gains five, and the Marketing Area three. The Organizations, Strategy and International Management Area has two visiting assistant professors. The Accounting, Economics and Finance, and Executive Education areas each gain one new faculty member.



Growing up behind the Iron Curtain in Bulgaria, **STANIMIR (STAN) MARKOV** gained an early appreciation for how markets beyond his homeland worked.

Now an Ashbel Smith Professor of Accounting at the Jindal School, he cherishes the chance to illuminate them. "I will be teaching a capital markets course to doctoral students and Introductory Financial Accounting to undergraduate students," he says. "It will be my first time in a while teaching that last one. But it's my chance to help where the need is. It will be fun to have a variety in the types of students I have. It means different expectations but also different points of view."

Previously, an associate professor of accounting at JSOM from 2007 to 2013, Markov was on the faculty at the Cox School of Business at Southern Methodist University from 2013 until his return. His last SMU position was professor of accounting and Marilyn and Leo F. Corrigan Research Professor.

"I can't tell you the difference in just the five

years since I've been gone," he says. "All the research, added courses, you just see why [JSOM's] reputation just keeps on growing. It's a terrific feeling to be back here with so many people I know and be a part of this exciting time for the business school."

His research focuses on how information, accounting and non-accounting is produced and used by information intermediaries and capital markets. "I hope to encourage PhD students with their work," he says. "My style has been to be a little tough, but people have seemed to appreciate it. They know the journals they want to publish in will be tougher."

Markov has a PhD in business administration and an MA in applied economics from the University of Rochester, along with an MBA from Georgetown University.



Previously an assistant professor at the University of North Carolina at Chapel Hill,

BIN HU is now an associate professor of operations management at JSOM and is teaching Purchasing,

Sourcing and Contract Management.

"I work in two main research areas: sourcing management and operations in innovative industries," he says. "I mainly employ analytical economic and operations research models to study my problems of interests."

Of course, the U.S. market in which Hu is immersed is far different from the one he experienced in his formative years. "Growing up in China and eyewitnessing its incredible growth to become the world's factory in the globalization process, I was fascinated by myriad supply chain and sourcing issues, and chose to focus on this topic for my PhD thesis," Hu says.

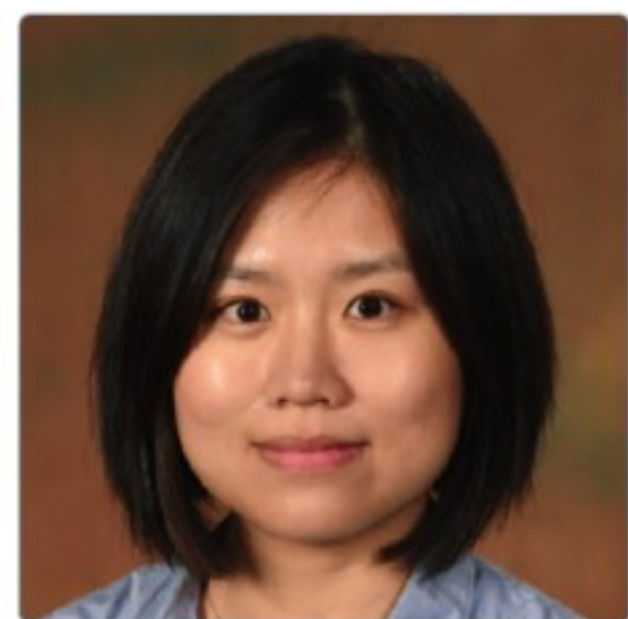
"On the other hand, as a person, I have always been interested in and following technological innovations. I assembled my own computers, built my own TV boxes, and own a 3D printer and virtual reality goggles. Such personal interests have fueled my recent expansion into research in innovative industries such as 3D printing and Uber."

Hu has a PhD in business administration from the University of Michigan and a BS in mathematics from Peking University.

"I'm excited about a whole new experience,"

Hu says. "In particular I look forward to new and rich opportunities and experiences from the metropolitan region."

Hu hopes to bring innovations together with teaching, including exploring the opportunities of adopting virtual reality in education.



XIAOXIAO TANG joins JSOM as an assistant professor of finance. She will teach a PhD course, Topics in

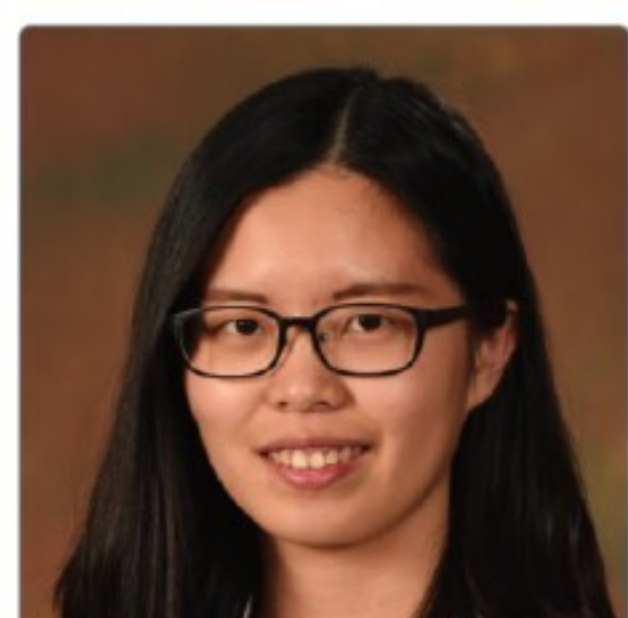
Theoretical Asset Pricing, and an undergraduate course, Investment Management, next spring.

Tang received a bachelor's degree in mathematical sciences from Tsinghua University and earned a PhD in statistics from the University of Virginia and a PhD in finance from Washington University in St. Louis.

She also received the All-University Graduate Teaching Assistant Award and Best Teaching Award from the University of Virginia in 2012.

Tang's research deals in theoretical and empirical asset pricing. "More specifically, I am interested in examining the relationship between the option market and stock market," she says. "I try to extract the forward-looking information from options to predict future stock performance."

She is out to make her research both predictive and instructive. "In the derivatives market, the asset prices incorporate huge information about the future," she says. "The key is the ability to disentangle the useful information from noises. Exploring the possibilities of such an ability really excites me. Besides, I have good training in math and statistics, which equips me with good technical skills to research in this area."



YINGJIE ZHANG joins JSOM as an assistant professor of information systems. She

earned a PhD in information systems and management from Carnegie Mellon University, a Bachelor of Engineering degree in computer science and technology and a BS in economics from Tsinghua University. She served as a research intern for global wholesale trade platform *alibaba.com*.

Zhang's research interests are in the areas of mobile and sensor technologies, big data and smart city, user-generated content, sharing economy and social media. One study she co-authored, "Using Online Geotagged and Crowdsourced Data to Understand Human Offline Behavior in the City: An Economic Perspective," was published in the December 2017 issue of *ACM Transactions on Intelligent Systems and Technology*. Another, "The Impact of Car Specifications, Prices and Incentives for Battery Electric Vehicles in Norway: Choices of Heterogeneous Consumers," appeared in *Transportation Research, Part C: Emerging Technologies* in August 2016.

Zhang received a distinguished undergraduate student award at Tsinghua University. At Carnegie Mellon University, she was a recitation instructor in courses such as Exploring and Visualizing Data and Economic Analysis. She also was a teaching assistant in several courses, including Large Scale Data Analysis for Public Policy, Exploring and Visualizing Data, and Marketing and Digital Strategy.



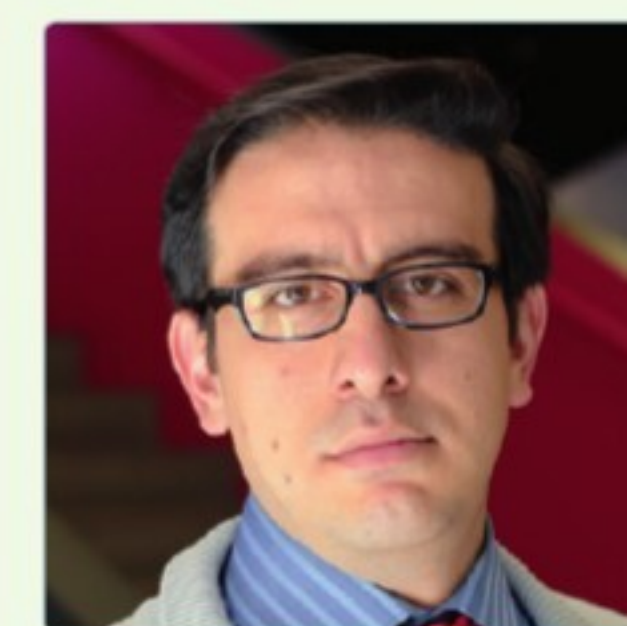
JOONHWI JOO, assistant professor of marketing, is also a postdoctoral research associate at JSOM.

Joo recently received a PhD from the University of Chicago in economics and gained a strong variety of experiences by being a teaching assistant for undergraduate to PhD courses. Joo's areas of research include structural empirical methods, choice theory, pricing and branding. "I started out from empirical industrial organization broadly," Joo says. "Over time, my research interests narrowed down to the consumer choice and consumer demand, which

is very closely related to marketing. I ended up writing my dissertation implementing the Rational Inattention, a new line of stochastic consumer choice theory, to the pricing problem."

Joo is excited by the backdrop JSOM offers. He believes the people are the difference that has allowed the University to ascend in stature. "The intellectual environment here is so stimulating," he says. "Faculty and staff are friendly, and the students are proactive."

Enjoying his time in a teaching assistant capacity, he looks forward to now being at the professor level. "I want to inspire students to see how economics affects all our lives," he says. "It's understanding how it comes alive and how it leads us."



SHERVIN SHAHROKHI TEHRANI, assistant professor of marketing, previously was a

research assistant and instructor at the University of Toronto, where he earned PhDs in quantitative marketing and mathematics. He taught everything from Introduction to Logic to Principles of Marketing. The latter relates to a key area of research for him.

"I am a theorist and an empirical researcher in marketing," he says. "My first paper was about the benefit of selling the product through competitor outlets."

Tehrani is working on research on the benefits of advertising targeting by firms. "We show that sending the right message to the right consumers can be profitable even in a competitive market where all firms do advertising targeting," he says. "Our research shows that the geotargeting and geofencing are profitable strategies for firms although it seems [to be] increasing the market competition."

Also, he believes that quantitative marketing should provide more realistic and practical models by addressing the bounded rationality of decision-makers. "We know people find shortcut processes to make decision in complicated environments. So, a realistic and

pragmatic model should be able to address agents' bounded rationality."

A study he co-authored, "Selling Your Product Through Competitors' Outlets: Channel Strategy When Consumers Comparison Shop," (*Marketing Science*, Vol. 37, No. 1, January-February 2018: 138-152) shows, he says, "how an intuitive approach, to model the learning behavior of consumers in the market, can capture and predict their decisions better than a fully complicated rational model."



ANDREW FRAZELLE, assistant professor of operations management, has a PhD from Duke

University in business administration in the area of decision sciences and a BS in industrial engineering from the Georgia Institute of Technology.

During his time as a PhD candidate, he worked as a researcher, teaching assistant and independent instructor. He also served as a graduate mentor to undergraduate and master's students in the Data+ Program at Duke's Information Initiative. This fall, Frazelle is teaching Logistics and Inventory Management in the BS in Supply Chain Management program.

Frazelle is proud of the paper he co-authored, "Strategic Open Routing in Service Networks." Published online in May in *Management Science*, it was selected as a finalist in the Institute for Operations Research and the Management Sciences' 2016 Manufacturing and Service Operations Management Student Paper Competition.

"My research focuses on operations management problems in service operations and supply chains, often in the presence of strategic customers and innovative business models," he says. "My goal is to generate insights that will help managers and consumers adapt to a world that offers more opportunities to be strategic than ever before, and to improve the efficiency of the systems that they inhabit."

To study such systems, he employs techniques from multiple disciplines related

to operations management and operations research, including queueing theory, game theory, inventory management and business analytics."



ROBERT (BOB) KAISER, who joined the faculty as a clinical professor of healthcare leader-

ship and management, is the new director of the MS/MBA in Healthcare Leadership and Management for Healthcare Professionals programs in the Executive Education Area (see "Administrative News" on page 25).

Kaiser brings a wealth of healthcare executive experience. From 2006 to 2018, he was senior vice president at Bank of America Merrill Lynch. He co-founded the company's Health Benefit Solutions Division, an integrated offering within Merrill Lynch retirement services that focused on healthcare and longevity.

"UT Dallas is fortunate to be located in one of the most enriched parts of the country that deals with healthcare," Kaiser says. "We have the greatest opportunity to influence and direct the transformation that will occur with the current and next generation of healthcare leaders and management."

Kaiser's goal is to be a part of a center of excellence at the Jindal School that addresses the needs of the healthcare industry with a variety of educational resources.

"Integration of this offering is my primary goal," he says. "It's a singular and compelling opportunity to advance healthcare literacy and engagement."

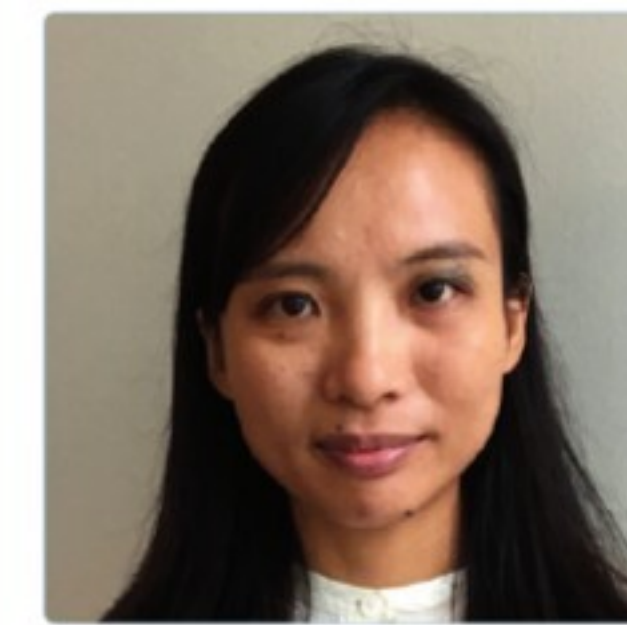
He will teach Negotiation and Conflict Management in Healthcare late this semester, Quality and Performance Improvement in Healthcare next spring and Competencies of Effective Healthcare Leaders next fall.

As a past chairman of the Richardson Chamber of Commerce, he worked to help establish Richardson and UT Dallas as an emerging technology centric business center.

Kaiser holds a PhD in Learning Technology

from the University of North Texas.

His primary area of research is healthcare trends and their transformation into the longevity economy.



LING GE joins the Jindal School as a clinical associate professor in the Information Systems

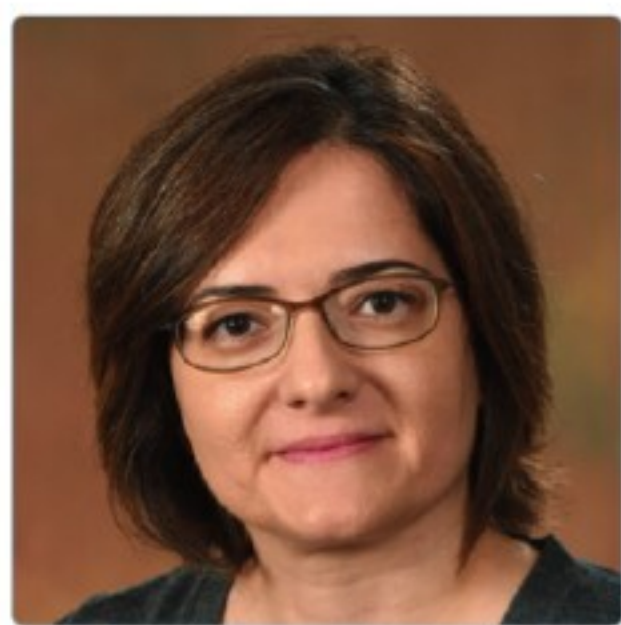
Area after teaching at The City University of Hong Kong as an assistant professor. She is excited to return to the UT System, having earned a PhD in information systems from UT Austin. Ge's areas of research are myriad, including internet platforms, crowdfunding for microfinance, digital healthcare and inter-organizational governance.

"I am fascinated with how the internet and technologies change the world," she says. "In combination with my interest in microfinance and healthcare, I started to examine these phenomena."

Ge has been a co-author in the *Journal of Electronic Commerce Research* for the paper "Consumer Showrooming, the Sunk Cost Effect and Online-Offline Competition," (Vol. 19, No. 1, February 2018: 55), and in the *International Journal of Production Economics* for "A Design Method for Supply Chain Traceability Systems With Aligned Interests" (Vol. 170, Part A, December 2015: 14-24.).

Ge is teaching Business Analytics With R and Programming for Data Science this fall, building on the positive experience she had at The City University of Hong Kong. Ge has been gratified by student reactions that she has been able to open a new perspective for them, and she looks forward to growing her own perspective as a member of the Metroplex educational community.

She also plans to stay briefed on Dallas Mavericks scores, as her family has a great deal of love for the blue and white.



A clinical associate professor in the Operations Management Area, **AYŞEGÜL TOPTAL BILHAN**

previously was a faculty member at Bilkent University in Turkey in the Department of Industrial Engineering. She is teaching Managerial Methods in Decision Making Under Uncertainty, and Statistics and Data Analysis this fall. She is familiar with UT Dallas, having been a visiting scholar here in the first half of 2009.

Bilhan earned a PhD from Texas A&M University in industrial engineering after earning undergraduate and master's degrees in the same subject at Bilkent, and her areas of research are supply chain management, sustainability, environmental regulations and production planning.

"I have 14 years of experience in university teaching and research," she says. "I believe each and every student has potential to succeed academically. I would like to help my students to achieve that potential by closely mentoring them. I think college years are very important for personal development of individuals. I would like to encourage my students to start thinking about how they can connect academic knowledge to real life and in what type of causes they can utilize their knowledge to make the world a better place."

Seeing UT Dallas as a leader in student body diversity and strong alumni relations, she hopes to add to the success stories she has heard from previous students. "Just having a hand in someone's success means so much," she says. "It's an honor to teach such talented students at this world-class university."



RAMESH SUBRAMONIAM, clinical associate professor of supply chain and operations

management, is engaged in the consortium to mentor UT Dallas MBA students for consulting jobs.

With a Six Sigma Black Belt and project management professional certifications, he served as a management consulting executive for A&M, a global strategy consulting firm. "Most recently, I was the managing director for FTI Consulting for four years and prior to that worked in supply chain leadership positions at Verizon, *Amazon.com* and GM/Delphi Corporation for 22 years," he says.

Subramoniam received a PhD from Erasmus University, Rotterdam, an MS from Rensselaer Polytechnic Institute and an MSME from Texas Tech University.

His research is in reverse supply chain, returns management and remanufacturing. He became interested in that line of research through his job at Delphi Corporation, where he was responsible for remanufacturing operations and earned the corporation's Lean Leadership award.

He is teaching Quantitative Business Analysis, Integrated SCM Information Systems and Operations Management this fall.

Previously, Subramoniam served as an adjunct faculty member at UT Dallas and at Central Michigan University, and he was an American Production and Inventory Control Society instructor.

"My primary goal is to develop the students, coach them for the great opportunities that wait for them when they graduate," he said. "I am also equally passionate about working with my fellow faculty and colleagues, to research, continuously learn and publish in the coming years."

He also looks forward to mentoring students for potential industry and consulting opportunities.



Clinical Assistant Professor of Information Systems **SOURAV CHATTERJEE** spent more than a

decade in consulting before deciding to switch to academia. Teaching predictive analytics this past year as an adjunct faculty member at Southern Methodist University, his last position

in industry was senior vice president at a local financial consulting firm.

Teaching Business Analytics With R and Advanced Business Analytics Using R this fall, he has a firm goal of helping students enter the real world with practical skills.

His research is also important to him. "I have always been interested in analyzing data and drawing inferences based on sound analytical and quantitative techniques," he says. "I started working with large data sets while I was doing my PhD. Since then, I worked in quantitative consulting, where I frequently had access to proprietary large data sets. These data sets often posed significant challenges, but also offered opportunities to come up with interesting and innovative insights."

His reasons for joining JSOM include the school's knowledge in the applications of science and technology. He also cites the teaching and research opportunities it offers by integrating technology and business applications.

"I am also excited about the diverse student body at UT Dallas, which brings in the cross-cultural problem-solving approaches," he says. Understanding those approaches are critical in today's global business environment, he adds.



JAMES SCOTT joins JSOM as a clinical assistant professor of information systems. Affectionately known

to his students over the years as "Dr. J," he also is the chief data scientist for the Center for Finance Strategy and Innovation and the faculty co-sponsor to the UTD Blockchain Club under CFSI.

Formerly vice president of technology at Qtv LLC, Scott's research is in financial technologies, blockchain technologies and their financial impacts to the business community through the use of data analytics.

"As a new technology, fintech/blockchain needs to be vetted and researched to find new and improved ways where utilization makes sense," he says. "Once this new technology

receives mainstream acceptance, I desire to use data analytics to understand this new source of data and how it can be applied to improve the lives of individuals.”

As an instructor, he believes in establishing a safe and comfortable environment for students to grow and to demonstrate both the theoretical concept being taught and the topic’s real-world application.

According to Scott, it comes down to a long-view approach. “My greatest goal is to help prepare students for a career, not just a job,” he says.

Also a U.S. Army veteran, he shares a passion to provide continued support to the Military and Veterans Center at UT Dallas by volunteering in the instruction and mentoring of former soldiers.



A senior lecturer in information technology and management, **NASER ISLAM**

brings his considerable corporate experience, including as a trainer and, most recently, as a senior system design consultant for Enterprise Systems. Teaching Business Data Warehousing and Data Visualization, he mainly works with data analytics and visualization, although emerging blockchain technology is a passion.

“I got attached with data science back in 2007 at work utilizing In-Memory computing concept and worked on a shared database research project about blockchain and cryptocurrency of a university in California,” he says.

His goal is to train students with cutting-edge tools and techniques, while providing knowledge of science, art of data and computer technology for business.

But for Islam, his most vital tool is the superior academic setting and population of JSOM. “It has a vibrant set of students with a craving to learn the modern science of data and data interpretation tools in the business decision-making process,” he says. “I believe my academic achievement, 17 years of corporate

work experience and unique teaching style will provide an excellent learning curve for students of new science.”



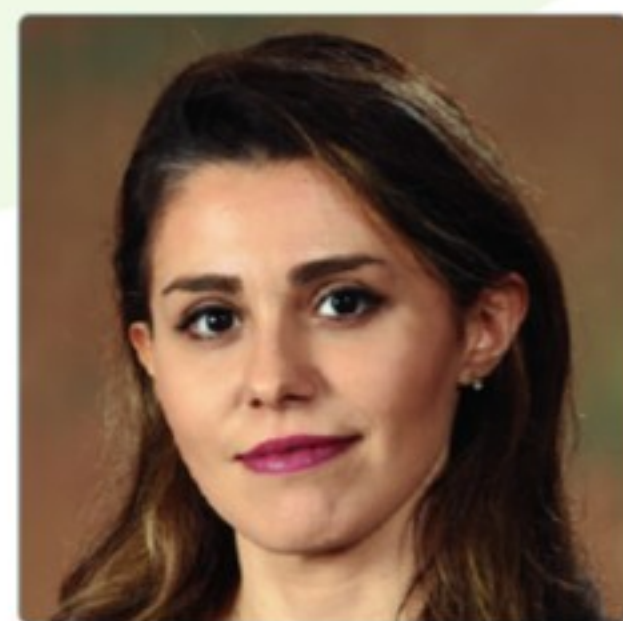
GUIDO TIRONE has an MBA from Southern Methodist University, an MS in management from

Bocconi University and a BA in economics from Catholic University of the Sacred Heart in Rome.

A senior lecturer in marketing, Tirone also works as director of web analytics and online personalization at Neiman Marcus, where he is a previous Employee of the Year. He is teaching Marketing Web Analytics and Insights and is developing an online course and seminar on the topics of web analytics and big data,

Tirone developed a graduate thesis on the factors that influence e-commerce sales, and he continues to expand it. He is excited about teaching at UT Dallas and is excited to have the opportunity to help students learn about the world of analytics and prepare to enter the professional world.

“I want to help JSOM build strong marketing analytics courses that can satisfy the current job market requirements, as well as support students in finding what they love and how to pursue it,” he says.



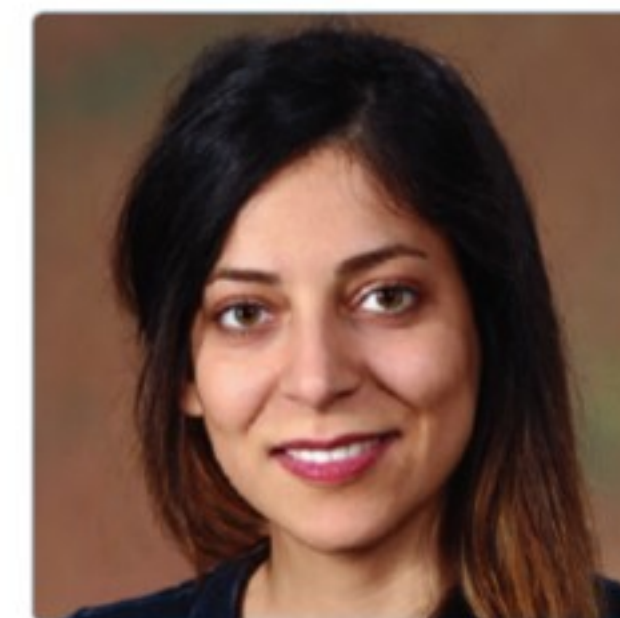
A recent PhD alumna in industrial engineering from the University of Arkansas, **KHATEREH**

AHADI has research interests that include applied operations research, large-scale optimization, supply chain management and data analytics.

A senior lecturer in the Operations Management Area, her teaching interests include prescriptive analytics, supply chain management, operations management, and probability and statistics. Previously a teaching assistant and instructor for

Engineering Economics Analysis at the University of Arkansas, she was also a project management office analyst for Tablieh Construction Company.

Ahadi has co-authored two papers under review and is co-author of a working paper, “An Approximate Dynamic Programming Approach for Selective Maintenance in Multi-Component Systems.” As a graduate research student at the University of Arkansas, she worked on developing efficient dredging strategies for improving transportation infrastructure resilience – a project financially supported by the U.S. Department of Transportation – and an approximate dynamic programming approach for selective maintenance in multi-component systems.



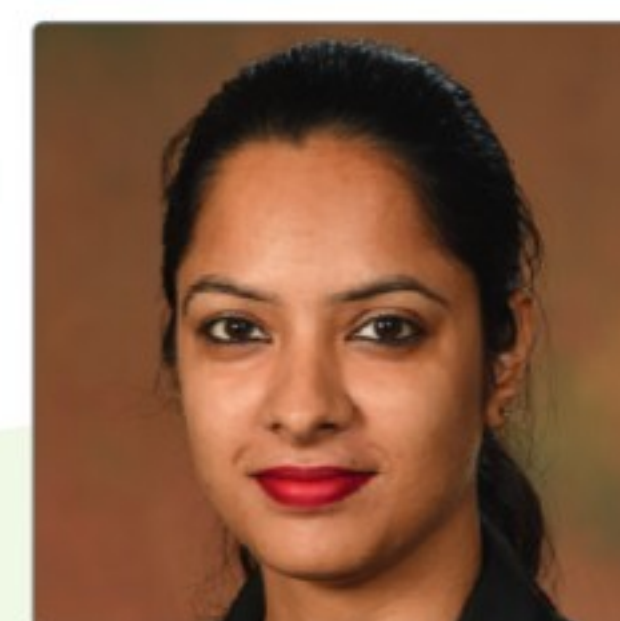
NEGIN ENAYATY AHANGAR, a senior lecturer in the Operations Management Area,

is teaching Quantitative Business Analysis and Managerial Methods in Decision Making Under Uncertainty this fall.

She co-authored “Attribute Control Charts With Optimal Limits,” which was published in *Quality and Reliability Engineering International* in 2015. The work dealt with a control chart for count data.

Ahangar has a PhD and a master’s in industrial engineering from the University of Arkansas and a bachelor’s in industrial engineering from Sharif University of Technology in Iran.

While at the University of Arkansas, she was an instructor in applied statistics for engineers. She is a member of the Institute for Operations Research and the Management Sciences, and the Institute of Industrial Engineers.



Having earned a PhD from the Business School at the University of Jammu

in India in a record time of two years, **VANEET KAUR** joins JSOM as a visiting assistant professor in organizations, strategy and international management, and is teaching International Business.

Kaur previously received a Gold Medal from the president of India, Shri Pranab Mukherjee, for being a top performer on the management faculty. She also garnered a Silver Medal for securing the second position in the Bachelor of Commerce standings at the University of Jammu. On the basis of her academic merit as well as a research proposal, Kaur was awarded a Mulana Azad National Fellowship from the government of India to pursue a PhD. Her area of research is strategic management and global business operations.

“The Naveen Jindal School of Management is one of the best B schools in the United States,” she says. “I want to become a part of the institution and contribute towards it while growing as an academician.”



AGNIESZKA SKUZA returns to JSOM as a visiting assistant professor concentrating on organizations,

strategy and international management. She previously was a visiting professor at JSOM for various semesters between 2002 and 2013. Her teaching interests include human resource management, human resource planning, and

training and development.

Skuza’s present research focuses on talent management in multinational corporations (MNCs) in different host environments with a strong focus on the variation and similarity in the behavior of MNCs, whether across countries or industries. She also focuses on international management with an emphasis on human resource management, the role of the corporate HR function in international firms and cross-cultural management.

Skuza has a PhD and a master’s in management from the Poznan University of Economics and Business in Poland. She has taught and delivered executive education in the United States, England, Finland, France, Ireland, Mexico, Portugal and Spain. 🌱

THOUGHT YOU SHOULD KNOW

ADMINISTRATIVE CHANGES



Varghese Jacob

Jindal School Vice Dean **Varghese Jacob**, Lars Magnus Ericsson Chair, assumed duties as UT Dallas interim dean of graduate studies on Aug. 1. He serves in place of Dr. Marion Underwood, who accepted a new position at Purdue University. While a search for a new dean proceeds, Jacob is overseeing the quality and

effective function of graduate education and the Office of Graduate Studies at UT Dallas. He is splitting his time between that office and the Jindal School.



John Barden

John Barden, formerly assistant dean, has been promoted to associate dean and named successor of **Gerald (Jerry) Hoag** as head of Executive Education programs in

JSOM. Hoag, who has stepped down as associate dean, resumes full-time duties as executive director of The Leadership Center (see “Former Associate Dean of Executive Ed Pivots to New Role” on page 31).



Doug Anderson

Doug Anderson has been appointed JSOM’s assistant dean of development and alumni relations, succeeding **Erica Yaeger**, who left UT Dallas to

become chief external affairs officer at the North Texas Food Bank.

Anderson previously served 15 years as senior development director at Texas Health Resources, where he personally secured \$18 million in new funds, created new fundraising events and led several capital campaigns. In one, he supervised an internal \$10 million, five-year hospital campaign that exceeded its goal with \$11.5 million in less than three years. In another hospital campaign, he had the lead role in securing a \$6 million gift and a \$3 million lead gift in an effort that raised \$82 million, \$11.4 million over the target amount.

Earlier, he was development

director and then executive director of the North Texas Division of the March of Dimes. In other related roles, he served as development director at Blue Cross Blue Shield of Texas Caring for Children Foundation, a campaign representative of the United Way of the Capital Area (Austin) and a major gifts and planned giving intern at the American Cancer Society in Austin.

He earned a Master of Public Affairs and a BA in government from UT Austin.



William (Bill) Hefley

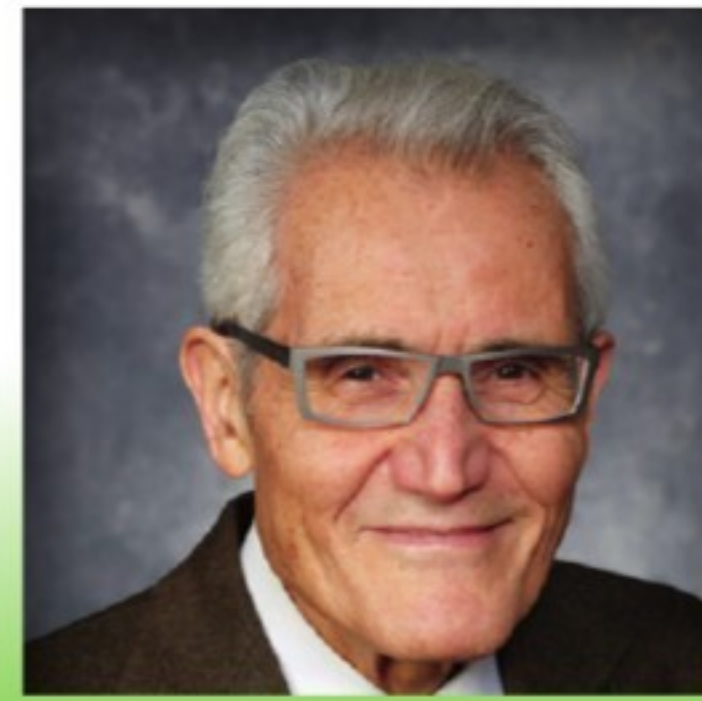
William (Bill) Hefley has accepted the position of director of the MS in Business Analytics program, succeeding **Kashif Saeed**, who stepped down to pursue a PhD at another institution.



Robert (Bob) Kaiser

Robert (Bob) Kaiser, clinical professor of healthcare leadership and management (see “The Jindal School Welcomes 19 New Faculty Members” on page 22), is the new director of the Executive Education MS in Healthcare Leadership and Management for Professionals program. He succeeds **Keith Thurgood**, who is on leave.

FACULTY



Alain Bensoussan

Alain Bensoussan, Lars Magnus Ericsson Chair and director of the International Center for Decision and Risk Analysis, is the author of *Estimation and Control of Dynamical Systems* (Cham, Switzerland: Springer International Publishing, 2018), which was published in June. The book is Volume 48 in the Interdisciplinary Applied Mathematics series, whose purpose is, according to Springer, “to meet the current and future needs for the interaction between various science and technology areas on the one hand and mathematics on the other.” Bensoussan’s work “provides a comprehensive presentation of classical and advanced topics in estimation and control of dynamical systems with an emphasis on stochastic control.”



Mike Peng

An article published in the August issue of *Scientometrics*, a journal concerned with the quantitative features and characteristics of scientific research, showed **Mike Peng**, O.P. Jindal Distinguished Chair of Management, is among the top 1 percent of the most cited

researchers in the fields of business and economics.

“A Bibliometric Analysis of Highly Cited Papers in the Field of Economics and Business Based on the Essential Science Indicators Database,” (Vol. 116, Issue 2, pages 1039-1053) looked at 2,140 highly cited papers between 2005 and 2014. The papers were written by 4,499 authors. Among them, 76 authors had at least five highly cited papers – meaning those that ranked in the top 1 percent by citation frequency for each year in the 10-year (2005 to 2014) span.

The top scientist, with 12 highly cited papers was Dr. James J. Heckman, a University of Chicago economist and winner of the 2000 Nobel Memorial Prize in Economic Sciences. Peng and three other researchers tied for second; each had nine highly cited papers. In addition, the study reported that among the top 50 most influential universities in economics and business worldwide, UT Dallas ranked 39th.



Suresh Radhakrishnan

Suresh Radhakrishnan, Constantine Konstans Distinguished Professor of accounting and information management, was recognized at the spring UT Dallas Doctoral Hooding Ceremony May 8 as the recipient of the 2018 Provost’s Award for Faculty Excellence in Graduate Research Mentoring.

“The award belongs to the students and my colleagues for their hard work and support,” Radhakrishnan said. “Successful

mentoring would not have been possible otherwise.”

Dr. Inga Musselman, vice president for academic affairs and provost, created the mentoring awards and presented them at the hooding ceremony. In a letter announcing recipients, she wrote that she established the honors “to formally recognize faculty mentors who demonstrate superior leadership, support and guidance towards the development of UT Dallas undergraduate and graduate researcher endeavors.” A faculty committee selected recipients from 11 nominees. They included Radhakrishnan’s fellow JSOM professor, **Seung-Hyun Lee**, coordinator of the school’s Organizations, Strategy and International Management Area.



Riki Takeuchi

Riki Takeuchi, Jindal School of Management Advisory Council Distinguished Professor, was named a fellow of the Association for Psychological Science in May. Fellow status is awarded to APS members who have made sustained outstanding contributions to the science of psychology in the areas of research, teaching, service, and/or application.

Featured in the JSOM Research Ventures story in this issue (see “Work/Life Balance an Essential Ingredient in Human Resource Management Expert’s Success” on page 12), Takeuchi is an organizational psychologist

who specializes in international management issues. He was named a fellow of the Society for Industrial and Organizational Psychology in April.



Eric W. K. Tsang

Eric W. K. Tsang, Dallas World Salute Distinguished Professor in Global Strategy, was elected a fellow of the Academy of International Business in March. He was inducted in a ceremony at the AIB 2018 Annual Meeting in Minneapolis in June.

AIB Fellows are a select group of distinguished academy members recognized for either their outstanding scholarly contributions to the field of international business or their significant contributions to the academy.

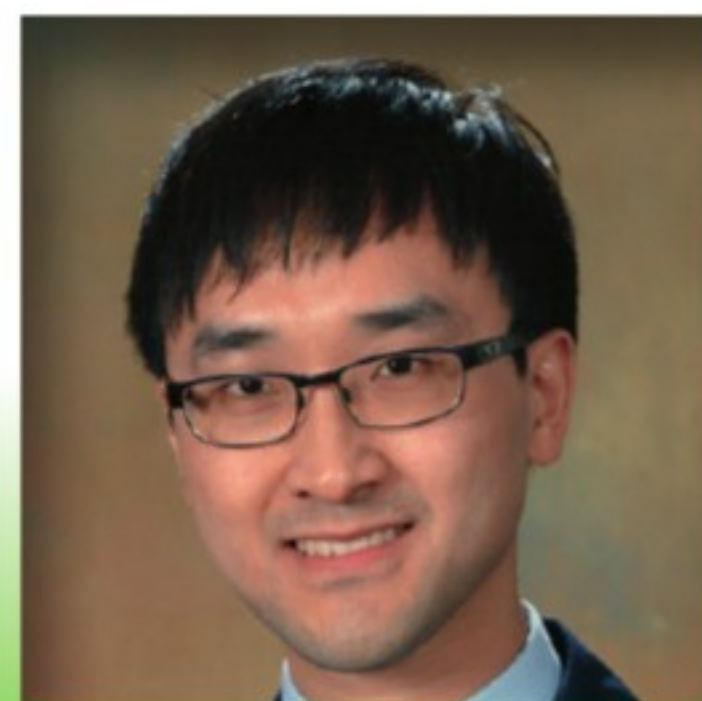
Tsang's research interests are much broader than international business. He is also a leading scholar in applying philosophy to solve methodological problems related to assumption, explanation, generalization, ontology, replication and theory testing. Some of these research results were included in his book *The Philosophy of Management Research* (New York: Routledge, 2017).

"In this sense, I am an 'outlier' among the fellows," he says.



Kathryn E. Stecke

Kathryn E. Stecke, Ashbel Smith Professor of Operations Management, and her co-authors, Yong Yin of Doshisha University in Japan, Morgan L. Swink of Texas Christian University, and Ikou Kaku of Tokyo City University, earned an honorable mention in the *Journal of Operations Management* Jack Meredith Best Paper competition. Their study, "Lessons from Seru Production on Manufacturing Competitively in a High-Cost Environment," was published in the journal in Volumes 49 to 52, pages 67-76, in March 2017. The award was presented at the Academy of Management annual meeting in Chicago in August.



Shouqiang Wang

At its mini-conference in Houston in May, the Production and Operations Management Society College of Humanitarian Operations and Crisis Management presented its best paper award to **Shouqiang Wang**, JSOM assistant professor of operations management, and his co-authors, Saed Alizamir of Yale University and Francis de Vericourt of the European School of Management and Technology, for "Design of Public Warning Systems."

Their paper placed ahead of 24 other submissions.



Randall S. Guttery

Randall S. Guttery, clinical professor of finance and managerial economics, and head of Jindal School Real Estate Concentrations, has been a frequently cited expert in the *Dallas Morning News* recently.

In the Aug. 1 story, "Are Student Loans and Avocado Toast Really Keeping Millennials from Buying Homes?" he noted that millennials "want the same things their parents did: a house in a safe neighborhood with good schools nearby."

In a July 11 story, "California Real Estate Startup Enters Dallas Market Offering Cheaper Home-Buying Option," he commented on how new realty startups and their changing roles affect agents and consumers.

In a July 5 story, "Dallas Real Estate Startup Door Is on a Tear, But Is the Disruption in Full Effect?" he talked about changes coming in real estate brokers' commissions.

And in a July 3 story, "In 2011, Dallas Had 375 Houses for Sale Under \$50,000. What About Now?" he discussed the diminishing stock of low-priced housing in Dallas.



Jennifer Johnson

Accounting Senior Lecturer **Jennifer Johnson** was featured Aug. 20 in "How to Bridge Theory and Practice in the Classroom—With a Real World Tech Twist," an article on the news platform of EdSurge, an educational technology company. The article was based on an interview with and video of Johnson. She discussed how she uses Intuit Quickbooks and other technology in the classroom. She also discussed how she goes about innovating curriculum and offered advice to other educators on how to bring together the theoretical and the practical in curriculum.



Bryan Chambers

Blackstone LaunchPad Director **Bryan Chambers** was honored Aug. 9 with a 2018 Tech Titans Award for his work with the UT Dallas Seed Fund.

Chambers earned the Investment Catalyst Award.

Launched in January 2017, the seed fund invests exclusively in technology startups founded by UT Dallas students, faculty, staff, alumni and other affiliates. Structured under the Institute for Innovation and Entrepreneurship, the program seeks to invest in early-stage businesses with inventions, discoveries, products or services that have achieved proof of concept, or a prototype, and are ready for commercial product development.

Chambers also initiated and donated to a new endowed development structure formed in partnership with the Jindal School in

which JSOM will match 100 percent of funds donated to the program.

Tech Titans is a technology trade association that represents a quarter of a million employees through its 300 member companies.

TEACHERS AND STAFF HONORED

Jindal School Dean Hasan Pirkul announced the 2017-2018 Outstanding Faculty and Staff Award winners September 21 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):

- **Lucretia Ensminger**, ProConnect business relationship manager, outstanding staff member
- **Sonja Corbin**, lecturer in marketing, outstanding adjunct faculty teacher

- **Maria Hasenhuttl**, clinical assistant professor of organizations, strategy and international management, outstanding online teacher
- **Parneet Pahwa**, clinical assistant professor of marketing, outstanding undergraduate teacher

- **Xiaoou Bai**, PhD student in international management studies, outstanding teaching assistant
- **Dorothee Honhon** (not pictured), associate professor of operations management, outstanding graduate teacher.



Supply Chain Programs at Jindal School Rank Well in Latest Gartner Analysis

Jimmie R. Markham

The Naveen Jindal School of Management has two of the top-ranked supply chain programs in North America, according to two recent analyses by Gartner Inc.

The Master of Science in Supply Chain Management program is ranked ninth in the consulting firm’s latest analysis of the Top 25 North American Graduate Supply Chain Programs. The Jindal School’s undergraduate program is ranked 23rd in Gartner’s 2018 undergraduate report.

Gartner, a global research and advisory firm based in Connecticut, publishes a biennial report that provides supply chain executives with a list of the top schools from which to recruit talent. The number of schools that were considered for the graduate ranking increased from 44 in 2016 to 46 this year. Despite the increased competition, the Jindal School’s

graduate program still climbed one spot, from No. 10 to No. 9. The main drivers in the rankings, according to Gartner, were either “improvement in curriculum or the emergence of a newcomer with strong curriculum.”

The Jindal School has risen in Gartner’s rankings from No. 16 in 2014, to No. 10 in 2016 to No. 9 in 2018.

“We continuously work with our Supply Chain Management industry advisory board members to ensure proper alignment between what the employers require from our students and how we are training our graduates — especially in technology and analytics,” said Dr. Shawn Alborz, associate dean and director of the MS in Supply Chain Management program. “I am pleased that this ranking reflects the progress we are making.”

The undergraduate Supply Chain Management program’s No. 23 ranking is down one position from the 2016 ranking. A total of 56 undergraduate programs were analyzed in 2018, up five from the 2016 report.



Shawn Alborz

JINDAL SCHOOL ENROLLS LARGEST FRESHMAN CLASS EVER

The Jindal School enrolled its largest freshman class ever this fall. On Census Day, Sept. 5, when fall figures were counted, the first-time-in-college total for freshmen was 650, including double majors. The comparable number in fall 2017 was 467. The increase reflects growth of 39.2 percent.

At the campus level, the incoming freshman total was 3,865. Last year, the comparable number was 3,177, reflecting a 21.7 percent increase.

"The growth — particularly our growth — does not surprise me," Dr. Marilyn Kaplan, JSOM associate dean of undergraduate programs, says.

"Since UT Dallas opened its first residence hall, campus life and campus culture have blossomed. And with nine undergraduate degrees, the Jindal School has something for every freshman interested in business," Kaplan says.

That includes, she says, the BS in Human Resource Management program, the newest undergrad program, which began accepting freshmen this year.

"JSOM is a comparatively young school, but we are moving up in rankings, which is growing our reputation and getting us noticed," Kaplan says.

Undergraduates also notice the school's



internship requirement, she says, and how the school has its own Career Management Center to help with internship as well as job placements.

"Employers now often want grads they hire to have participated in more than one internship," Kaplan says. "When you enroll as a freshman, you have time to participate in more than one internship. You also have time to study abroad — we have great programs for that — and you have time to take part in student organizations," Kaplan says. "UT Dallas is awash in student organizations; we have more than 50 based in the Jindal School alone."



As the school's acclaim spreads, she says, so does its ability to attract top learners. So the rise in the average SAT score, from 1245 in 2017 to 1255 this year makes sense to her. So does the increased number of freshmen who were National Merit Scholars, from 157 campus-wide last year to 172 this year, with 16 in JSOM.



"The Jindal School undergraduate programs have a top-notch education and a first-rate college experience to offer," Kaplan says.

"And we are glad more and more freshmen recognize that and choose us." 🙌



"The growth — particularly our growth — does not surprise me," Dr. Marilyn Kaplan (in bottom photo, above) JSOM associate dean of undergraduate programs, says.

Hashtags Help UT Dallas Management Students Get Noticed by Employers

By Jimmie R. Markham

Graduate students in the Jindal School are learning valuable lessons at the intersection of education, industry and social media that are bolstering their professional and personal development.

Dr. Mark Thouin, a clinical associate professor of information systems and director of the MS in Information Technology and Management program, is requiring students in the program to post their internship experience reports with the hashtag #UTDMSITM on LinkedIn, the professional networking platform.

"I was always amazed and impressed by everything our students are doing out there," he says. "In many ways I felt that it was a secret because only I knew about it. This public forum is a great way for students to showcase what they're doing each and every semester."

Thouin has multiple audiences in mind for the assignment: faculty, prospective students and employers. Since the three groups form a synergistic marketplace network that helps drive the regional economy, finding creative ways to connect them is important to him.

The Jindal School's faculty and administration benefit from these types of assignments because, Thouin says, they gain better insight into what students are doing during internships.

"Reading about those experiences helps us because when we're teaching classes we can prepare better examples that relate directly to what the students are learning," he says. "I also see a huge value in building the school's and the program's brands. Our students are doing great work. Gaining them some visibility helps us recruit new students and faculty, and helps existing students find full-time jobs. Alumni also become more willing to engage when they learn about these positive experiences."

The response from students has been overwhelmingly positive. Nisha Date, who last summer completed a 12-week data analysis internship at Intuit, says her experience helped her grow both as a student and a person.

"This was my first corporate experience as well as my first post on LinkedIn," she says. "At first I was terrified. I didn't know how many things I would have to say about the company. A lot of people from Intuit are on my network, so I knew that a lot of them would be reading it."

Within the first two weeks, however, she relaxed, realizing that her experience was so positive that she could not wait to share her report.

Most students, Thouin says, are eager to highlight their internship experiences. Even those who find themselves in a less-than-ideal situation are learning that tact and diplomacy in describing their experiences can pay long-term dividends.

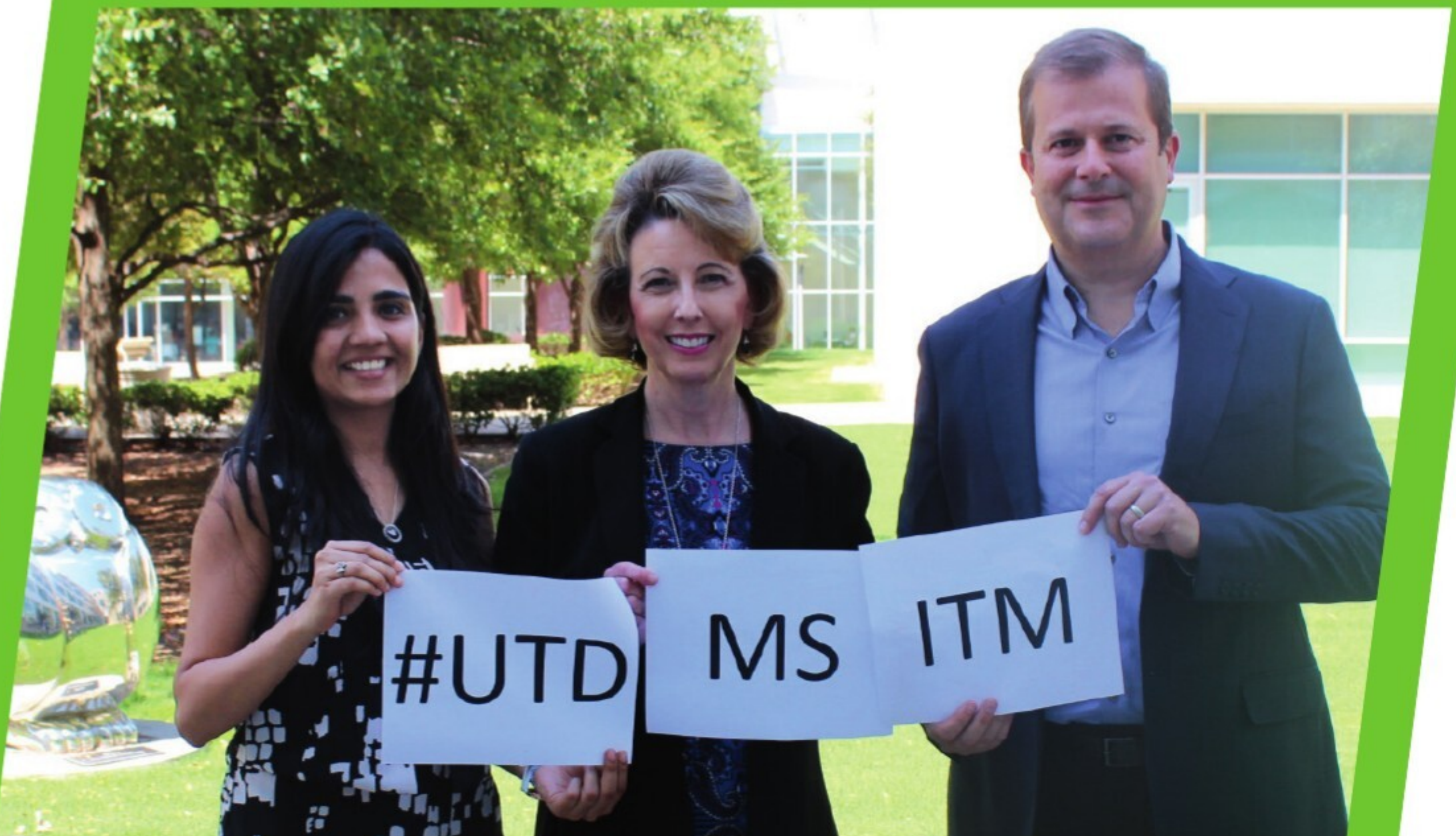
"Increasingly, when we think about job searches, the static résumé is going out the door," Thouin says. "In many ways, your LinkedIn profile is your résumé. Getting students comfortable with keeping their profiles up to date in a meaningful and appropriate way is going to be to their benefit. They'll be able to find jobs, network with other professionals, stand out and get noticed."

Employers, Thouin says, often look at their internship programs as key pipelines to identify top talent and as a way to promote their companies. This is especially critical in a tight job market in which employers are competing for highly skilled workers like those who come out of the Jindal School's MS in ITM program. Now, by simply searching for a hashtag, recruiters and prospective students can zero in on their programs of interest.

The assignment has proved to be so successful that every program at the Jindal School, both graduate and undergraduate, is making plans to adopt it. Each program will have its own hashtag.

"These internship reports have a multiplying effect when combined with a hashtag," says Dr. Monica Powell, Jindal School's senior associate dean and dean of graduate programs. "They're so highly visible that prospective students are better able to take notice of the great work we do at the Jindal School, as are employers who are gaining a better understanding of the high-quality employees that graduate from the Jindal School." 🤝

MS in ITM student Nisha Date (at left) had such a positive internship experience that she could not wait to share her LinkedIn report. She is pictured with JSOM Senior Associate Dean Monica Powell (center) and MS in ITM Program Director Mark Thouin.



Graduate Finance Program Earns STEM Designation

BY
CARYN BERARDI

Another degree program in the Naveen Jindal School of Management has earned the state-certified Science, Technology, Engineering and Math (STEM) designation. Beginning this fall, the MS in Finance program joins seven other graduate and two undergraduate programs in JSOM with the distinction.

Dr. Carolyn Reichert, clinical associate professor and director of the MS in Finance program, said the effort for STEM designation came about from both employer and student feedback to have a program that focused on the quantitative and technical skills that are increasingly required and utilized in the workplace.

“STEM skills are part of the finance industry, and this is a continuing progression that’s not going to change,” she says. “The designation tells employers about the quantitative nature of the program and helps students highlight their forward-looking skills.”

Collaborating with the UT Dallas Office of Assessment and others within The University of Texas System, the finance faculty reviewed the curriculum and made changes to strengthen and emphasize technical and statistical elements of courses in preparation for the designation. Reichert credits the already quantitative focus of the program and the academically rigorous reputation of JSOM and UT Dallas with helping secure the STEM distinction.

In addition to increased technical knowledge and employability for all students, the STEM degree offers opportunities for international graduates to qualify for an extension to work in the United States for up to 24 months.

Reichert sees the designation as a benefit for both students and the University as higher education and the finance industry evolve.

“This really helps our program maintain our competitive edge in a rapidly changing educational landscape, while our students feel more prepared for the changing workforce and the technical skills they are going to need,” she says. 🙌



Carolyn Reichert



The Jindal School
Risk Management
and Insurance

Concentration scored double coverage in the May issue of *The Insurance Record*, a biweekly insurance news publication based in Richardson that bills itself as “The Voice of Texas Insurance.” Debra Richardson, director of the concentration, wrote the cover story, which talked about RMI at UT Dallas, and student members of the campus chapter of Gamma Iota Sigma, an international professional fraternity for those in the insurance and actuarial fields, were featured on the cover in a photo that was taken at the 2017 Gamma Iota Sigma Conference.

FORMER ASSOCIATE DEAN OF EXECUTIVE ED PIVOTS TO NEW ROLE

By Jimmie R. Markham

Gerald (Jerry) Hoag has stepped down as associate dean of Executive Education programs at the Naveen Jindal School of Management after having served 10 years. He passed the reins to Associate Dean John P. Barden (see “Administrative Changes” on page 24), at the beginning of the fall semester.

Hoag, who has served as executive director of The Leadership Center since its founding in 2003, will continue in that role. Past center initiatives have included the Excellence in Leadership Speaker Series, which brought to campus such notable speakers as James A. Baker, former U.S. Secretary of State, as well as the design and execution of customized programs for corporate clients.

In 2008, when Hoag took the helm of the Executive Education Area, administrative duties left him less time to spend on center activities. But acting on his behalf, the JSOM corporate education team was able to deliver dozens of programs for the center’s corporate clients in Dallas-Fort Worth.

Hoag is now devoting his full attention to reinvigorating the center with a new mission to develop executives for global leadership roles.

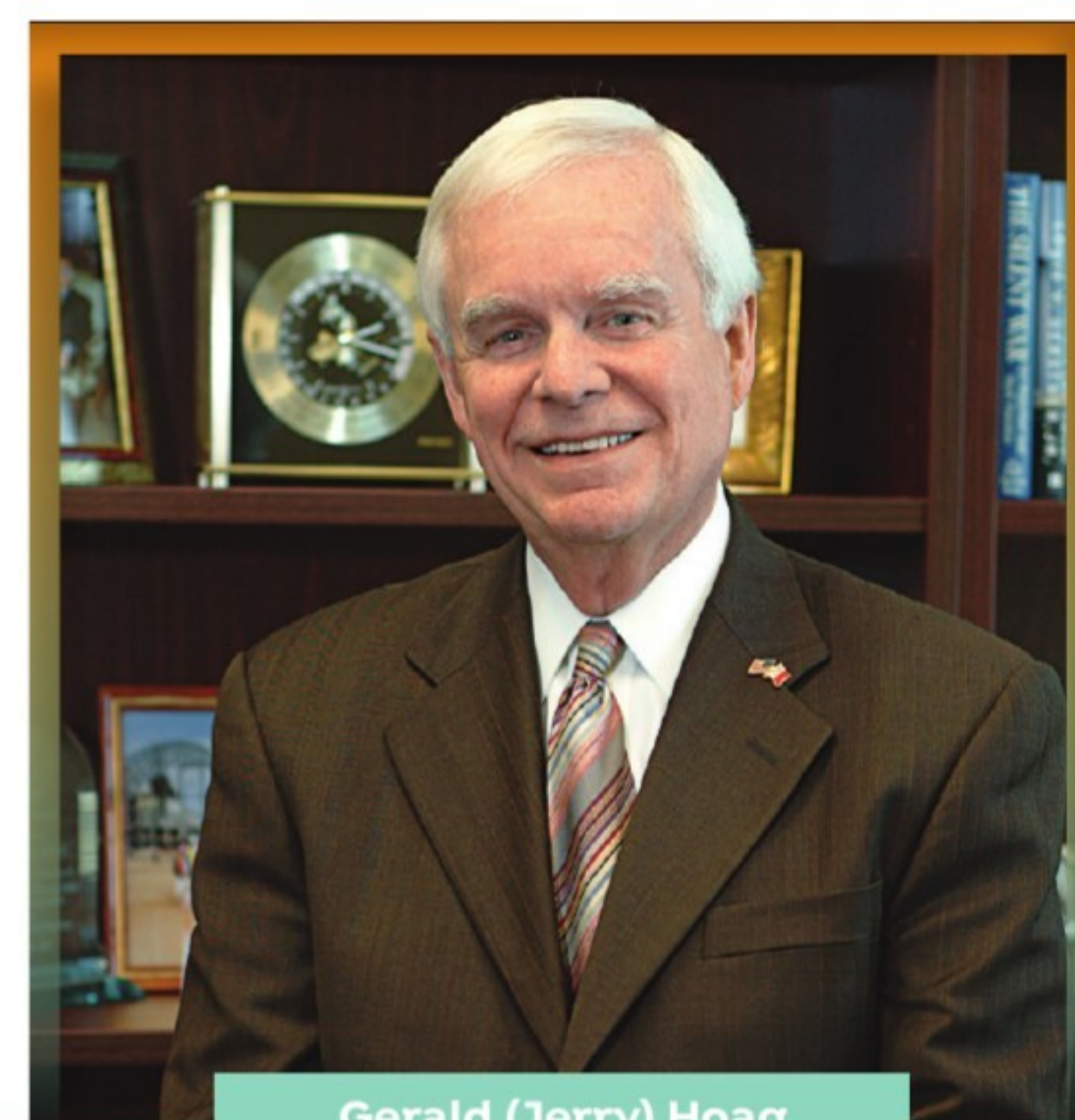
“It’s personally exciting for me, because — as a dean — my primary role was managing people and programs,” he says. “This role has more to do with developing products and programs, so ... I’m challenged to create, think differently and come up with new ideas. What I need to accomplish this — and I think we have it — is a great team.”

The team will include an advisory board of selected UT Dallas faculty, local C-suite executives and other prominent community leaders, including James Keyes, chairman of Wild Oats Marketing LLC (see “Jindal School Symposium Focuses on Innovation in Project Management” on page 33).

Hoag developed some firm beliefs about how to develop leaders both with the center and as a management consultant working for years with senior executives. The new iteration of The Leadership

Center will take this philosophy into account.

“Changing a person’s behavior takes a long-term, intense effort,” he says. “They need a coach to be their accountability partner to use what they are learning. What has to happen is that an individual needs to develop a new behavior that becomes a habit; otherwise, if there’s a crisis, they go right back to their old behavior. That’s going to be our focus at the center when working with executives.”



Gerald (Jerry) Hoag

Center for Information Technology and Management to Increase Industry Engagement

By Jimmie R. Markham

Dr. Ron Bose, a clinical professor in the Jindal School’s Information Systems Area, takes over this semester as director of the Center for Information Technology and Management. He fills a vacancy left by Dr. Kelly Slaughter, who left JSOM to become director of the undergraduate program in business information systems at Texas Christian University in Fort Worth.

Bose says the center’s goal under his direction is to increase the frequency and quantity of industry engagement. This includes industry sponsorships for internships and student competitions. The center also will work with companies on funded information systems projects and research.

Before arriving at JSOM, Bose joined the UT Dallas 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.

Bose has assembled an advisory board with executives from companies such as Accenture, Amdocs, Microsoft and Oracle, and the American Heart Association. They are helping Bose expand his network to get the word out about information systems programs in the Jindal School.

“I expect we will attract more companies willing to engage with us,” Bose says. “A lot of companies are interested in evaluating our undergraduate and master’s students for jobs, as well as in engaging with our faculty on projects and research.”



Ron Bose

Emerging Technologies Summit

Showcases

AI, Blockchain, and Fintech Innovations

By T.D. Christensen and Jimmie R. Markham

Steve Guengerich



The inaugural UT Dallas Emerging Technologies (EmTech) Summit held in April took a deep dive into lightning-fast changes taking place in artificial intelligence — AI, financial technology — fintech, and distributed ledger technologies — such as blockchain and hashgraph — that let any two parties exchange value and assets without oversight from governments or financial institutions.

“UT Dallas launched the EmTech Summit to give faculty, students and professionals a deeper understanding of how and why tech is changing so quickly,” said Steve Guengerich, executive director of the Institute for Innovation and Entrepreneurship, whose academic programs are based in the Jindal School.

Don Tapscott, the executive director of the Blockchain Research Institute and author of 15 books related to the impact

of technology on business and society, delivered the opening keynote address. Providing an audience of more than 500 a primer on blockchain technology, he delved into details of how this framework will transform the business landscape because it offers a way to securely keep up with huge amounts of data involved with rapidly evolving technological changes.

Blockchain works, Tapscott said, because millions of data miners around the world simultaneously validate every transaction and then bundle it into secure blocks of data that can no longer be altered. Anyone who tries to hack a block to commit fraud would have to hack not only that block, but every previous block



Don Tapscott

Mark Hopkins



in the history of the chain and every copy of that block on millions of computers.

Besides Tapscott, more than 20 tech innovators from around the globe spoke about dozens of topics.

Many sessions involved “dapps” — decentralized applications — and cryptocurrencies like bitcoin. Blockchain evangelist and IBM futurist Mark Hopkins, co-founder of The Roger Wilco Agency, a branding and marketing company, said cryptocurrencies will help poorer countries develop faster by “banking the unbanked” and putting more power into the hands of individuals.

“I’m whole hog into crypto,” Hopkins said. “I even pay my son his allowance in cryptocurrency.”

Dave Copps, a tech entrepreneur and founder of Brainspace, a machine-learning software company, was one of several speakers who talked about

Dave
Copp

the rapid development of AI, which he described as “the science of teaching machines to think like a new species ... not to think like humans.”

For all the talk of breakneck advancements, a recurring summit theme was the

idea that enduring change that improves the quality of life remains the goal of all this innovation.

Keynote speaker Leemon Baird, founder of hashgraph, a distributed-ledger-technology alternative to blockchain, and co-founder and chief technology officer of Swirlds, a related software platform, has said it does not matter how fast a piece of technology is. What matters most is what the speed enables you to accomplish.

“We want to make moves that are revolutionary,” Baird said. “Whether it’s seven transactions per second or thousands of transactions per second, we want to change society.” 🍀

Leemon
Baird

Jindal School Symposium Focuses on Innovation in Project Management

Innovation and disruptive change might not be the first concepts that come to mind with project management, but they should be, said speakers at the 12th Annual UT Dallas Project Management Symposium. The two-day event in May drew more than 425 project management professionals, executives, faculty, staff and students to the Jindal School and the Davidson-Gundy Alumni Center.

Opening speaker James W. Keyes, chairman of Wild Oats Marketing LLC, offered a fundamental truth about any transformation. “Change is really the hardest thing in the world for people to accept,” he said.

Keyes discussed his time as chairman and CEO of 7-Eleven and Blockbuster. “[Whether] you’re leading a corporation or... a team of five, you’ve got to understand that it’s almost an inertia,” he said. “When you’re trying to move forward, I don’t know of any project that isn’t trying to create change.”

On the second day, an opening interview with Robert S. Kaplan, president and CEO of the Federal Reserve Bank of Dallas, focused on “Economic Conditions and Key Challenges Facing the U.S. Economy.”

When asked what advice he would give business leaders, Kaplan suggested that they think much more broadly, beyond just maximizing quarterly and annual profits.

“Schools are deteriorating, wealth inequality is rising,



James W. Keyes



Robert S. Kaplan



Jayadev Gopinath

we’ve got a bunch of at-risk people in this state and country...” Kaplan said. “What are you doing about it?”

Jayadev Gopinath, general manager, Advanced Tech, Platforms, Innovation, Data & Analytics at Toyota Motor North America, followed Kaplan with his presentation about “Driving Innovation in the Digital Economy.”

Gopinath explained what companies need to build a “data-analytics ecosystem” that allows them to become a data-driven company.

“From data, you want to drive insights,” he said. “From insights you want to drive action. From action you want to measure results.”

The most challenging part of the process, he said, is for a company to take action from those insights because it requires a culture change.

In all, the symposium featured four keynote presentations, 28 breakout sessions grouped in six subject areas and three interactive sessions, including a board game. Discussions ranged from innovative project management concepts and techniques to managing successful blockchain projects.

The Naveen Jindal School of Management Executive Education Graduate Degree Program in Project Management, the Dallas chapter of the Project Management Institute and *PM World Journal* sponsored the symposium. 🍀

FIRST COHORT OF JINDAL YOUNG SCHOLARS BEGIN THEIR UT DALLAS CAREERS

FOUR graduates of the Dallas Independent School District became the initial cohort of the Jindal Young Scholars Program this fall when they enrolled in the Naveen Jindal School of Management.

The Jindal Young Scholars Program guarantees tuition, room, board and expenses for four years for qualified DISD students who commit to earn a JSOM degree in a timely fashion.

Mike Campos, Giovanni Lopez and Jason Manzala, from the School of Business and Management at Yvonne A. Ewell Townview Center, enrolled in the BS in Finance program. Oscar Urrutia, from W.T. White High School, enrolled in the BS in Global Business program.

"I'm excited for these young men," Billy Schewee, director of the young scholars program, says. "I'm proud to be a part of this program that provides this kind of opportunity and excited that this became a reality."

Jindal Young Scholars must maintain their

By Jimmie R. Markham

From left: Giovanni Lopez, Jason Manzala, Mike Campos and Oscar Urrutia make up the initial cohort of the Jindal Young Scholars Program.



grades, participate in program activities and involve their parents whenever possible. In addition, they will serve as the first ambassadors of the program.

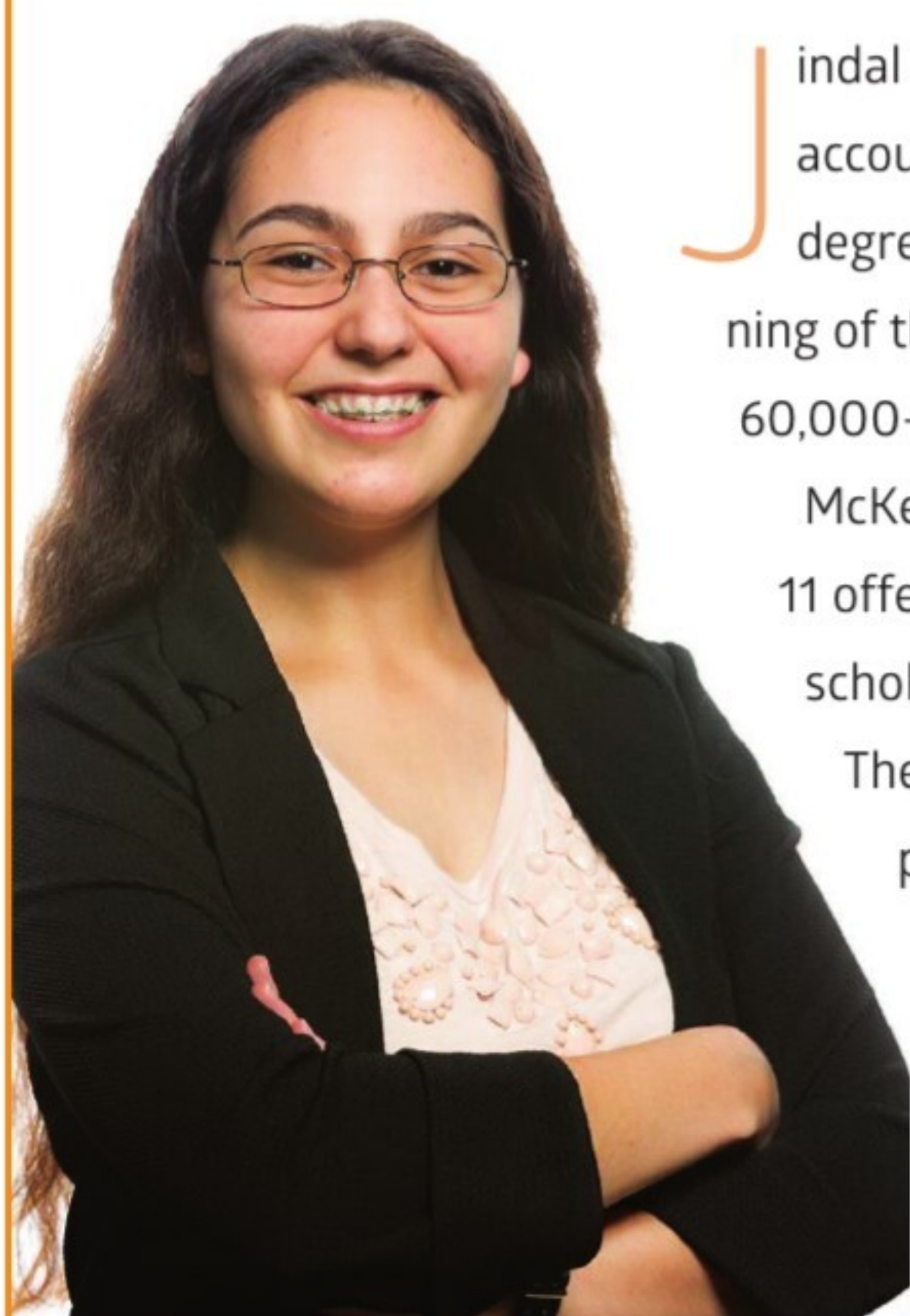
"By being the first cohort, we provide inspiration and that leadership that everybody's asking for," Urrutia says.

Dr. Hasan Pirkul, Jindal School dean and Caruth Chair, says he is grateful that his vision for the program is coming to fruition after 10 years of planning. Part of the vision includes substantial

funding from community and corporate partners, such as State Farm.

"We have a commitment to building safer, stronger, better-educated communities," said Darren Allred, philanthropy manager for State Farm, at a cohort event in early May. "The Jindal Young Scholars Program is the absolute definition of that. It's starting with the children that are going to make a difference for many, many years to come." 🙌

JSOM Senior Wins \$5K Scholarship



Jindal School senior Rachel McKenna, a fast-track accounting major who also is pursuing a BS in Finance degree, earned a \$5,000 scholarship at the beginning of the fall semester. The award came from Ascend, a 60,000-member Pan-Asian professional organization.

McKenna's prize, the AICPA Scholarship, was one of 11 offered this year by the Ascend Foundation for scholastic excellence and community contributions.

The nonprofit organization distributed the awards in partnership with the American Institute of CPAs.

The AICPA funded the scholarship and paid for McKenna to travel to San Francisco in August to accept the scholarship at Ascend's 2018 National Convention.

"This award affirms the fact that I chose the right profession for me," she said. "It means a lot that the AICPA is investing in my future."

A member of the Jindal School's Professional Program in Accounting, McKenna plans to sit for her CPA exam upon graduation and then pursue a career as an external auditor.

She serves in a variety of leadership roles on campus, including as a leader for Ascend's UT Dallas chapter. She has been an ambassador for JSOM's Career Management Center and has been mentoring business students since her sophomore year. She was an office assistant for more than two years at the Institute for Excellence in Corporate Governance, and is currently a supplemental instruction leader at the UT Dallas Student Success Center. 🙌

Undergraduates Earn Scholarships for Exemplifying Entrepreneurial Spirit

The Texas Business Hall of Fame Foundation has awarded scholarships to three UT Dallas undergraduate students for demonstrating leadership and entrepreneurial spirit. All three have zeroed in on an entrepreneurial business idea and plan to use the funds to get them launched.

Konan Mirza, Tina Dimitrova and Brian Hoang each have won \$15,000, with funds for their awards donated by the Mitchell Family Foundation.

Mirza, a finance and economics junior, started AltaAir, a company that manufactures modular drones with interchangeable parts for detecting air pollution. The company began when he and teammates entered a high school competition. He and his teammates soon realized that they had a viable idea. Mirza, a member of the Davidson Management Honors Program at the Jindal School, enrolled at UT Dallas with the express purpose of realizing his vision.

"We started implementing it," he says. "We started assembling a team, a marketing plan, a business plan, getting mentors, talking to people with connections and trying to get a little recognition."

They soon connected with the Institute for Innovation and Entrepreneurship and entered the Big Idea Competition in 2017. They took home third place and Best Undergraduate Idea, along with \$7,500.

Hoang, a software engineering senior in the Erik Jonsson School of Engineering and Computer Science, co-founded Immosis LLC, a tech agency that creates immersive software experiences across multiple industries using virtual and augmented reality.

As someone who has always been interested in technology, he sees his path as one in which he can make a difference — but at a large scale. "Scale is the key," he says. "Making a difference person-by-person is great and all, but I want

to put my efforts into one thing that that can, in turn, improve many lives."

Dimitrova, a finance senior, plans to start her own private equity fund. For that, she says, she needs to cultivate a network of potential advisers and investors, and applying for the Texas Business Hall of Fame Scholarship was one good way to do that.

"I'm excited about getting a chance to meet businesspeople who are in the Texas Business Hall of Fame and speaking with them," she says. "I will be able to find out how they got to where they are and get snippets of advice from them."

Dr. Diane McNulty, associate dean for external affairs and corporate development at the Jindal School, is also co-vice president of the scholarship committee at the Texas Business Hall of Fame Foundation. In that role, she interviewed scholarship candidates and was impressed by the sheer number of students — not only from UT Dallas but throughout the state — who had entrepreneurial ideas.

At UT Dallas, "we have worked really hard to build a great entrepreneurial program" she says. "More and more students are opting into entrepreneurship and innovation than ever before — with all the associated creativity and risk. That's great news for the future of the State of Texas. Every one of these scholars has staked his or her future on making sure our state's economy continues to thrive." 🌱



KONAN MIRZA

TINA DIMITROVA

BRIAN HOANG



Five Jindal School accounting students recently were awarded \$8,000 in scholarships by the Dallas CPA Society. From the left Mehwish Ali, Kenny Nguyen and Patrick Sarman and Nick Breining, all Professional Program in Accounting students, received awards, as did BS in Accounting student Schyleur Song (not pictured). The purpose of the Dallas CPA Society's scholarship program is to provide assistance to senior and graduate accounting students who plan to become CPAs and enter the accounting profession. Applicants must have a minimum of 15 accounting credit hours and a minimum grade-point average of 3.5.

$$5 + 15 + 3.5 = \$8K$$

MBA PROFS ENCOURAGED ENTREPRENEURIAL ALUMNA COURTNEY CALDWELL TO FOLLOW HER VISION

By T.D. Christensen

Courtney Caldwell is thrilled that her 17-year-old son, Trey, has decided to follow in her footsteps and become an entrepreneur. And like any good parent, she has some words of advice for him.

Her first nugget of wisdom: Dream big and then just start.

"My husband and I tell him all the time, 'The richest place in the world is the cemetery, because that's where unfulfilled dreams, books that were never written, inventions that were never shared end up,'" says Caldwell, MBA 2006. "If you don't go out and live your dream now, you're doing a disservice to the entire world."

Caldwell is living the dream, big time, as chief operating officer of the fast-rising McKinney-based ShearShare, an Airbnb-type app for cosmetologists and barbers who want to rent salon space by the day.

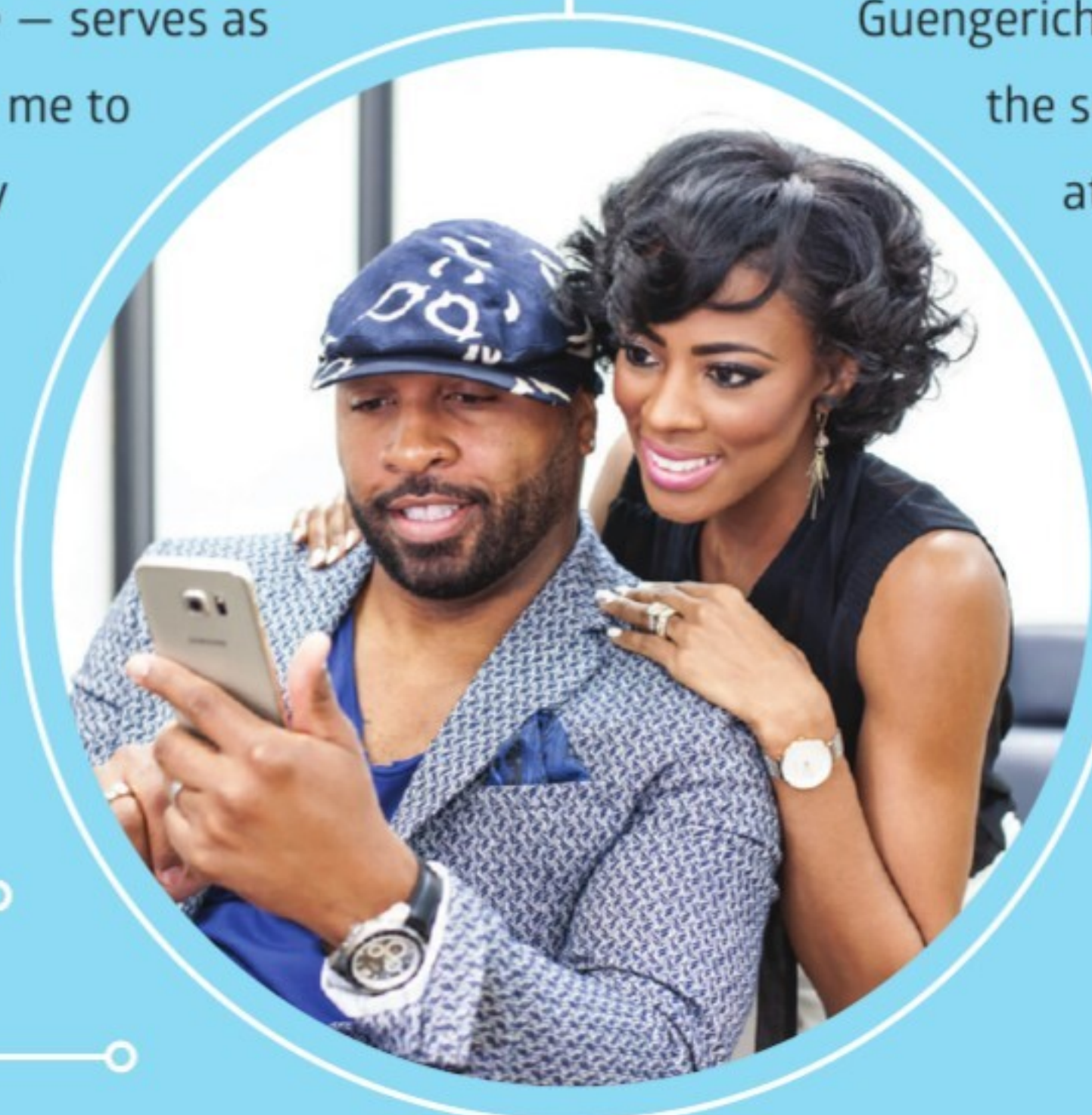
Since she and her husband, Dr. Tye Caldwell, co-founded the business-to-business platform in 2016, it has grown from a tiny two-person startup into a flourishing global platform that connects beauty and barbering professionals in 380 cities in 11 countries. In recent months, ShearShare and its staff of 10 have garnered a slew of awards and accolades, not to mention more than a million dollars in funding (See *The Kudos Keep Coming*, on the next page).

None of it would have been possible without educators at Jindal School nudging Caldwell to follow her vision, she says.

"The MBA professors really emphasized how a student's uniqueness — culture, upbringing, life perspective, career experience — serves as a competitive advantage," she says. "They encouraged me to use my own background. And for the first time, I really heard how important it is to bring whatever is distinctively 'you' to the table to help solve problems."

Today, Caldwell is happy to repay the favor by serving on the board of the Institute for Innovation and Entrepreneurship. In July, she became a member of the institute's advisory board, the Entrepreneurship Council.

Tye (left) and Courtney Caldwell



Bryan Chambers, director of the Blackstone LaunchPad, the campus-based entrepreneurship program designed to mentor and support students, faculty, staff and alumni looking to launch their own companies, says Caldwell's ability to think outside the box was evident from the get-go and was a big reason why the UT Dallas Seed Fund, money set aside to help entrepreneurs ready for commercial product development, invested in ShearShare in 2017.

"The first time we heard Courtney and Tye Caldwell pitch ShearShare to the UT Dallas Seed Fund, we knew they were a strong candidate for investment," says Chambers, who oversees the fund.

"They had deep industry experience and were solving a common problem for industry professionals. They exhibit the essential skills required to run a successful startup; thus we were pleased to recommend them for a grant in the first investment cycle of the UT Dallas Seed Fund. Further, we're proud to provide continued support, like sponsoring ShearShare's investment application to top-tier accelerator funds, like Capital Factory."

Steve Guengerich, executive director of the Institute for Innovation and Entrepreneurship, says investing in forward-thinking entrepreneurs like Caldwell and ShearShare triggers a strong cause-and-effect reaction.

"Our data shows that for every \$1 UT Dallas is investing, our companies are raising another \$24 from other investors — a significant multiplier effect,"

Guengerich says. "Texas competes in a global marketplace, and the source of our economic prosperity is a balance between attracting and retaining large and mid-size global corporations and nurturing high-growth, high-potential startups like ShearShare."

Of course, even the highest-potential startups often face daunting obstacles early on. Caldwell says being a female minority posed complex challenges that most entrepreneurs never have to think about.

She recalls the day she and Tye went to their first meeting with a venture capitalist in Silicon Valley. The first words to come out of the VC's mouth were, "Wow! I'm actually happy to see that you guys aren't two white males from Stanford."

Caldwell was flummoxed. "Where do you go from there? Do you say 'Thank you' and start into your pitch?" she says, recalling the incident with a laugh. "Thankfully, this was not our first rodeo. It didn't deter us at all."

Before she and her husband launched ShearShare, Caldwell spent more than a decade as head of marketing for various enterprise corporations, while Tye ran Salon74 in Plano, earned his doctorate in professional barbering and authored a best-selling book. Deciding to leave a steady 9-to-5 job and start a new company from scratch was not easy, she says.

"It takes a special type of individual to start something that never existed before, to go against the status quo of what everyone else around you is doing," she says. "But I had a great model in my husband. Tye's been an entrepreneur since he was 19 and is a great example of how to turn your passion into your life's work. That passion is what pushes you on the days when you can't see the next win, when you haven't eaten or slept and just want to say 'I'm done!'"

But passion is not the only key ingredient. Caldwell says running a startup



Courtney Caldwell speaking at a Jindal School Women in Leadership Series event in February

can be so intense that staying healthy both mentally and physically is essential. She and Tye try to maintain peak health with a strict plant-based diet.

"Meditating and going vegan are two of the best things we've ever done," she says. "It's been about 10 years now. We didn't jump right in — it was a slow process — but we saw immediate benefits, like clarity of thought and the ability to operate at high intensity. All of a sudden, I felt like I had the brain space to solve some of the world's biggest problems."

Being a vegan helps her cope not just with the stress of running a fast-growing business, but with the constant travel between Dallas and Silicon Valley, where most of ShearShare's investors are based. Caldwell does not rule out moving west someday, but she says she is committed to staying in North Texas for the foreseeable future.

"Tye and I are determined with a vengeance to put Dallas on the map when it comes to startups," she says. "Why can't there be an Airbnb or a Facebook or an Uber coming out of the South? Why would that raise anyone's eyebrow? We tell future entrepreneurs that if you have an idea, you don't have to live on either coast. You can live your dream right here in Dallas." 🙌



THE KUDOS KEEP COMING

ShearShare has picked up multiple awards and seed money in recent months. Here are some notable recent milestones for the company and its co-founder, Courtney Caldwell:

- Winner of UT Dallas Seed Fund grant, Investment Cycle I in April 2017
- Winner of the L'Oreal Women in Digital NEXT Generation Award in September 2017
- Winner of a \$100,000 investment in the Diversity & Inclusion Investment Challenge, presented by Capital Factory with Dallas Entrepreneur Center, DivInc, and Perot Jain, LP in January
- Winner of a \$250,000 investment at Google Demo Day in March. ShearShare is the first Texas startup to bring this award to the Lone Star State.
- Winner of a *Dallas Business Journal* Women in Technology Award in March
- Winner of the Fund Conference NEXT Award in April, an award that showcases the most promising startups in Texas
- Recipient of a \$500,000 investment in May after appearing on *The Pitch* podcast.
- Winner of \$10,000 in June in the first Freshbooks Reshape the World Challenge

{ ALUMNI NOTES }

1990s



Gerry D. Baker, BS 1990, EMBA 2006, was named senior vice president over revenue-cycle management at Parkland Health & Hospital System in Dallas last November. Gerry's experience in Medicare and Medicaid billing

and compliance as well as his knowledge of healthcare-technology solutions made him a good fit for this new role, according to the Parkland announcement. Gerry served as president and principal consultant for McGraw Baker Consulting from 2006 to 2017, most recently directing revenue cycle operations for a county health system in California. He has also been a senior manager at First Consulting Group and a manager at Ernst & Young.

Shelley Compton, MBA 1993, was named manager of the Telecommunications and Technology Division of the engineering firm M.S. Benbow and Associates in Metairie, La., in July 2017. Prior to joining Benbow & Associates, Shelley was vice president of Life Cycle Support with Textron Marine and Land Systems, and held a leadership role as vice president of Quality & Technical Services for Mechanical Equipment Company. She also has held positions with Hawk Industrial Services, American Airlines, Philips Electronics and Texas Instruments. She has held certified quality engineer and ISO9001 lead auditor certifications and is a certified project management professional as well. Shelley earned a BS in mechanical engineering from the University of Mississippi.



Randal G. Sahn, MS 1994, was named chief financial officer of Denton-based AccessBank Texas. He brings more than 25 years of experience in the financial industry. Prior to AccessBank, Randy served for 13 years as the CFO of Northstar Bank. He also has served as divisional controller at Bank of Texas and CFO for two community banks in the Dallas area; and worked as a bank examiner for the Office of the Comptroller of the Currency, a federal regulatory agency. He earned a Bachelor of Business Administration in Finance degree from the University of North Texas.

Paul Nichols, BA in interdisciplinary studies 1995, MBA 1998, a member of the first freshman class admitted to UT Dallas, joined the UT Dallas Institute for Innovation and Entrepreneurship as an assistant director in August. In his new role, he is working on expanding curriculum opportunities for students throughout the University, outreach with DFW companies and entrepreneur organizations,

and initiatives to grow local and national prominence of the institute and UT Dallas in entrepreneurial efforts and corporate innovation.

Paul's background includes being a co-founder and CEO of Cirasys Inc., a UT Dallas startup commercializing digital power control technology.



Before that, he was director of engineering technology for the Texas office of Silicon Valley Expert Witness Group in Richardson. In that role he worked with law firms engaged in intellectual property or patent litigation to locate and provide technical and scientific consultants and expert witnesses. Earlier, he was a principal and co-founder of STARTech Early Ventures, a high-tech startup seed fund and business accelerator. He also spent four years at Texas Instruments.

In 2015, Paul received one of the first OWLIE Amazing Alum awards for excellence in supporting JSOM students.

2000s

Vik Thapar, BS 2000, was promoted to partner and a member of the investment committee at the Dallas-based investment firm of Cypress Growth Capital. His focus is investments in the business-to-business software and technology-enabled services space. He is involved in all aspects of the firm's investment activities and assists portfolio companies primarily with growth initiatives.



Previously, Vik was the director of the North Texas Regional Center for Innovation and Commercialization. In this role, he supervised the process of identifying, vetting and mentoring companies that were seeking funding from the State of Texas' \$200 million Emerging Technology Fund. He also has spent time in the information technology field.

Vik often lectures at colleges, including UT Dallas, where he previously served on the Institute for Innovation and Entrepreneurship's advisory board. In 2017, Vik earned one of the *Dallas Business Journal's* Minority Business Leader awards. And in 2016, he was named to the *Dallas Business Journal's* "40 Under 40." Vik grew up in Richardson and was always drawn to UT Dallas — despite it being so close to home. He enjoys spending time with his wife, a pediatric emergency medicine physician, and their two daughters.

Jordan Asher, MS 2001, was named senior vice president and chief physician executive at Sentara Healthcare in Norfolk, Va., in July. Jordan is an MD who earned his medical degree from Vanderbilt University after graduating from Emory University with a BS in biology. In his new position, he works to foster clinical effectiveness and cul-



tivate a culture of excellence in the delivery of clinical services across the continuum of care. He oversees system-wide Clinical Quality and Safety, Clinical Effectiveness, the Sentara Quality Care Network (SQCN), the High Performance Design process and Clinical Performance Improvement initiatives.

Prior to his work with Sentara, Jordan was chief clinical officer of St. Louis-based Ascension Care Management. He served the organization and its subsidiaries for more than 25 years in a variety of roles. Jordan is a member of the American Association for Physician Leadership and the American Society of Hypertension. He also has earned a graduate certificate in Formation for Catholic Healthcare Ministry Leadership from the Aquinas Institute of Theology and Ascension Health. In his downtime, he enjoys playing golf and reading books on the Civil War. He was once a member of a hot-air balloon race team.

Robert (Brian) Livingston, MBA 2001, MS 2002, serves as president and COO of Firebird Restaurant Group, which includes El Fenix, Snuffers, Village Burger Bar, Meso Maya, La Ventana and Tortaco brands. He also serves as president of Sunrise Mexican Foods LLC, a USDA/FDA-regulated manufacturer of frozen foods. He and his wife, Brittany, own the Celebrity Cafe & Bakery brand with four locations in the DFW area, and they are franchisees of the Texadelphia restaurants in Frisco and Plano.



Brian and Brittany reside in Frisco with their two daughters. He was elected to the Frisco City Council, Place 6, in June 2017 and was selected as the 2016 Frisco Chamber of Commerce Entrepreneur of the Year.

Brian earned a BBA in finance from The University of Texas at Austin. He began his professional career as a commercial banker in the DFW area. After 11 years as a banker, he moved to Firebird Restaurant Group, becoming the chief financial officer. In 2013, Brian received recognition as one of the *Dallas Business Journal's* "40 Under 40" honorees and in 2012 was a finalist for a *D CEO* magazine Financial Executives of the Year award.

R. Carter Pate, MS 2003, is the interim chief executive officer of the social services company, Providence Service Corp. Since 2016, Carter has served as the compensation chairman for Advanced Emissions Solutions Inc., the



holding entity for a family of companies that provide emissions solutions to customers in the power-generation industry. Since 2015, he also has been chairman of the board for BioScrip Inc., a national provider of home-care

management solutions.

From 2011 to 2014, he was the CEO of MV Transportation Inc., one of the largest privately owned passenger transportation contracting firms based in the United States.

A CPA, Carter had spent almost two decades in leadership positions at PricewaterhouseCoopers, including serving as the U.S. and global managing partner for healthcare and government practices.

In 2015, Carter received a UT Dallas Distinguished Alumni Award. During the 2017 Comets Giving Day, Carter and his wife, Angela, established the first endowed accounting scholarship at the Jindal School. He earned a BS in accounting and a PhD from Greensboro College in North Carolina.

He has served as a director on the Dallas Regional Chamber and is a member of the National Association of Corporate Directors, which recently named him a Governance Fellow. He is the co-author of the corporate restructuring book, *The Phoenix Effect: Nine Revitalizing Strategies No Company Can Do Without* (New York: John Wiley & Sons, 2002).

The Pates live in Dallas and have three grown sons and six grandchildren.

Finny Mathew, BS 2004, was named president of Integris Bass Baptist Health Center in Enid, Okla., last November. He began at Integris in 2006 as an administrative resident. After earning an MS in healthcare administration from Trinity University in San Antonio in 2007, he served as director of operations from 2009 to 2011. He left Integris and went to work as chief operating officer at Kosciusko Community Hospital in Warsaw, Ind., from 2011 to 2013. He then served as chief executive officer of Crossroads Community Hospital in Mount Vernon, Ill., from 2013 to 2017.

Finny is a member of the American College of Healthcare Executives. He and his wife, Cassie, and their two children were excited to return to Oklahoma.

Neil Farquharson, MBA 2005, is the marketing director at Dallas-based Reporting USA Inc., where he is responsible for promoting a number of brands. Since graduating from JSOM, he has filled marketing roles for several companies in the DFW Metroplex, utilizing integrated marketing communications, analytics and other traditional and digital marketing techniques. He attributes much of his success to working closely with sales teams to create collaterals they actually use, and to the generation of inbound leads.

Neil is an adjunct professor at the Jindal School, teaching Principles of Marketing to undergradu-

ates, and he is a member of the advisory board of the school's Marketing Area. He also is an occasional contributor to *The Dallas Morning News*, writing for the op-ed page on topics ranging from civic duty to child safety. Neil grew up in Scotland and earned a Bachelor of Engineering degree from the University of Glasgow.

Mark Cox, BS 2006, MBA 2009, has been named a managing director of Riveron, a national business advisory firm, where he currently provides leadership in the Midwest region and assists clients in navigating capital markets transactions. He began his tenure in 2013 in Dallas, where the company is headquartered. (In addition to Mark, Riveron employs several other alumni and executive managing director of Dallas, Ozan Gursel, who serves on the Jindal School advisory council.)

Prior to Riveron, Mark was in the assurance practice at Ernst & Young. While at UT Dallas, Mark played four years on the school's baseball team.

Duncan Havlin, GLE MBA 2009, is the national sales manager at On-Net Surveillance Systems (OnSSI), a leading manufacturer of video surveillance management software in Pearl River, N.Y. He is responsible for managing and overseeing OnSSI's United States and Canadian sales teams. Prior to this, he was the company's Western regional sales manager for five years. Before that, Duncan held leadership roles with Pelco (Schneider Electric), GE and Samsung Electronics/GVI. Duncan has been in the physical security industry for more than 20 years. He earned a BA in international relations and Spanish from the University of Minnesota.

David Willson, MS 2011, is an owner and manager along with his brother and fellow JSOM alumnus **Jonathan**

Willson, MBA 2012, of Mom & Popcorn, a gourmet popcorn and nostalgic candy store; ProvenCFO, a managerial accounting firm; and YayGood, a fundraising company. Mom & Popcorn is located in downtown McKinney, Texas; and David and Jonathan manage it remotely from Provo, Utah. ProvenCFO, located in Utah; is a company that services private equity fund portfolio companies and high net-worth family companies. YayGood, a recently

launched McKinney business, offers fundraising programs for schools, sports organizations and youth groups in North Texas.

The Willson brothers are natives of South Africa who immigrated to Utah with their family in 1998. The brothers have pursued various entrepreneurial ventures. Their first U.S. venture was Renoak Financial Inc. in 2007, a mortgage bank and brokerage with offices in California, Dallas and McKinney.

Following his graduation, David worked for David Haemisegger and Nancy Nasher, providing accounting and information system services for both NorthPark Management Company and the Nasher Foundation.

While attending JSOM's Full-Time MBA program, Jonathan founded the UTD Energy Association to help MBA students find jobs in the energy industry. He also earned a \$10,000 scholarship from the Texas Business Hall of Fame Foundation, for an idea to create an online platform to connect business owners with capital providers.

In October 2016, the brothers sold Zenkeep, a managerial accounting firm they had founded two years earlier, and made the move to Utah. David and his wife, Sarah, live in Provo with their son and two daughters. Jonathan and his wife, Katie, also live in Provo, with their son and daughter.



Nico (Quan) Nguyen, BS 2012, and **Karmen Lau**, BS 2013, recently quit their corporate jobs to open an ice cream business in Plano called Milky Treats. The longtime friends considered themselves full-time foodies and always knew that someday they were going to start a business together. During their time in corporate America, they did a lot of traveling and discovered many unique dessert concepts that included cereal as toppings. They decided to combine their passion for food and business to build an ice cream company focused on everyone's favorite childhood treat. According to Karmen and Nico, Milky Treats is the first ice cream shop in the Dallas area to use a custom aeronautic

2010s



steel blender to infuse toppings and cereals together, resulting in a more intense flavor. The shop offers cereal-infused ice cream swirls, ice cream-filled doughnuts, and 15 unique/rotational handcrafted ice cream flavors.

"We make all of our ice cream in house to maintain the quality, and we wanted to make sure that it was served in a modern, fun and energetic setting," Karmen says.

Their goal, Nico says, "was not only to create an ice cream shop, but more so to create an ice cream brand that was more relevant to the youth culture. There are the typical [frozen yogurt] shops for the younger kids and the chain/old-fashioned ice cream parlors for the older folks, but there wasn't really anything new or exciting for the generation in between. We felt that this was an untapped market."

The store opened in July 2018.



Gottfried Laubichler, BS 2013, MBA 2015, is a senior investment banking analyst for Capital Alliance Corp. in Dallas. Prior to his studies at UT Dallas, he was in the hospitality business. He worked as an assistant

hotel manager in Filzmoos, Austria. Before that, he was a management intern at the Fairmont Hotel in Dallas.

Marguerite (Margo) McClinton Stoglin, MBA 2014, earned a 2018 *Dallas Business Journal's* Women in Business Award. Honorees were recognized at an awards luncheon Aug. 23.

Margo was recognized for her work as Texas state director of IGNITE, a nonprofit that trains the next generation of female political leaders. Her responsibilities included supervising strategic planning, program management, fundraising and budget management of the organization's Texas programs. During her more than three-year tenure — she stepped down in July — programming expanded dramatically. IGNITE now trains young women at more than 45 schools and colleges across Texas, organizing them to vote, run for office and become civically engaged.

Margo, a fourth-generation entrepreneur, is now concentrating on her consulting business, CRM & Associates LLC, which she launched in 2011, and her family, which includes a daughter and a son.

She also serves on the board of directors for the Family Place, and volunteers for a number of nonprofits, including Fort Worth Rotary, United Way of Metropolitan Dallas and Rainbow Days.



Prior to attending JSOM, Margo earned an undergraduate degree in education and sociology from Emory University, a master's degree from Harvard University, and a doctorate from Florida State University.

Christopher Dunnahoo, MS 2015, is a practicing physician for Leading Edge Medical Associates in Longview, Texas, and is board certified in both emergency and EMS medicine. He recently was elected to the American Health Council's Board of Physicians and was bestowed the council's Best in Medicine, Leader in Medicine Award.



He earned a bachelor's degree in biomedical science from Texas A&M University. He attended The University of Texas Southwestern Medical School and then completed his Emergency Medicine Residency at Vanderbilt University Medical Center, serving as chief resident in 2006. He has academic appointments at The University of Texas Health Science Center at Tyler and at LSU Shreveport.

Actively involved in EMS, Christopher is the medical director of Champion EMS, based in Longview, and the Kilgore Fire Department. He also serves as the director of EMS relations for Leading Edge Medical Associates.

Christopher says he is passionate about improving pre-hospital care for people in the communities he serves. He has served as a volunteer physician for the Highway 80 Rescue Mission Clinic.

He has served as a volunteer physician for the Highway 80 Rescue Mission Clinic.

He was co-founder of CommuniCare Technology — now Pulsara — a medical application software company. He served as vice president of operations in 2012 and 2013 and is now an advisory board member.

Also a Sunday school teacher at First United Methodist church in Longview, Christopher is married and has four children.



Thea Junt, MS 2016, MBA 2016, recently joined Children's Health System of Texas as its sustainability manager. Thea is the former UT Dallas associate director of energy conservation and sustainability. During her

time on campus, Thea led programs such as greening buildings and construction, transforming landscapes through habitat restoration, and establishing the Eco-Reps, a student internship opportunity through the Office of Sustainability.

"Construction, energy and water were my main job — the butterflies and the bees were part of the fun," she says. "I also like to show that women can do construction first, with the Mother Earth stuff tied in nicely." She is a member of Phi Kappa Phi honor society.

William (Will) H. White, EMBA 2016, MS 2017, and **Kiran Devaprasad**, EMBA 2016, MS 2016, saw their app, TraceIT, listed in April on the Federal Motor Carrier Safety Administration's website for approved electronic logging device vendors. TraceIT is a cloud-based platform that allows trucking company dispatchers and drivers use

real-time data to manage business.

"We have now fully integrated our hardware and software solution to provide end-to-end logistics support," Will wrote in a recent email.



In April, TraceIT exhibited in Austin at the Fund Conference, a connection event for entrepreneurs, venture capitalists, angel investors and industry experts. In June, TraceIT had a booth at the Texas Trucking Show in Houston.

In August, the company exhibited in the Great American Truck Show in Dallas.

Manmohan Aseri, PhD 2018, joined the Tepper School of Business at Carnegie Mellon University as a visiting assistant professor after graduating this spring. "I really had a great time at UT Dallas and was fortunate to be part of a very productive research group. The academic environment at UT Dallas is one of the best I have seen, and the University is highly respected in the academic circle. The (Information Systems) PhD program at UT Dallas is very well structured and funded." Aseri's doctoral thesis on "Procurement Policies for Mobile-Promotion Platforms" was published online last fall.

Yeongin Kim, PhD 2018, started as an assistant professor of information systems at Virginia Commonwealth University in August. His doctoral thesis, "Essays on the Economics of Information Sharing in Healthcare," is under review in top information systems journals. "The Information Systems PhD program at UT Dallas provided me great opportunities to work closely with outstanding professors. I am grateful for all the intellectual support and valuable advice that our professors have provided to me during my stay at UT Dallas," Kim says.

Cheng Nie, PhD 2018, joined Iowa State University as an assistant professor of management information systems in August. He entered the PhD program in August 2012. "It's been a long journey. Most of the time, I was working on my dissertation with my excellent advisors: Sumit Sarkar and Eric Zheng. Their dedication to great research has always inspired me to work hard and be creative. Both of them have shown, by example, how to be a productive researcher. I expect our mentorship and friendship to continue for years to come.

"In my spare time, I ran. In 2017, I ran at least 5K every single day. Even when I went for campus visits for my job interviews, I kept on running. I finished my first full mara-



thon in Allen, Texas, on December 31, 2017, in 3 hours, 17 minutes. My personal best is 3 hours, 3 minutes in the 2018 Irving Marathon. Running is like meditation in motion. It gives me equanimity and fitness to face the challenges in my life."



Danish H. Saifee, PhD 2018, joined the Department of Information Systems, Statistics and Management Science at the University of Alabama in Tuscaloosa this fall as a tenure-track assistant professor. Saifee's

research interests include healthcare information systems, healthcare analytics, social media in healthcare, socioeconomic and behavioral analysis of online user-generated content, business analytics, information

systems security, numeric and textual data mining, and econometric modeling. While at the Jindal School, he co-authored a paper, "Do Online Reviews of Physicians Reflect Healthcare Outcomes?" that earned the best paper award at the 2017 International Conference for Smart Health. A subsequent version of this paper, "Are Online Reviews of Physicians Reliable Indicators of Clinical Outcomes? A Focus on Chronic Disease Management," earned the best student paper award at Eighth Conference on Health IT and Analytics in 2017. Danish also was featured in an April 2017 UT Dallas News Center story

that focused on "Healthcare Outcomes, Information Technology, and Medicare Reimbursements: A Hospital-Level Analyses," a study published in the *International Journal of Electronic Healthcare*. The paper developed the foundation for the one of the chapters of Danish's doctoral dissertation.



ALUMNI EVENTS

The Jindal School takes pride in its alumni and encourages them to stay connected with the school. Alums help in many ways. They serve as role models who mentor students and help them network. They serve as speakers in classrooms and at events, and they host and facilitate events. They offer internships to students or employ them after they graduate. Through their own achievements, alums reflect on the school and add to its reputation as a top business school.



