

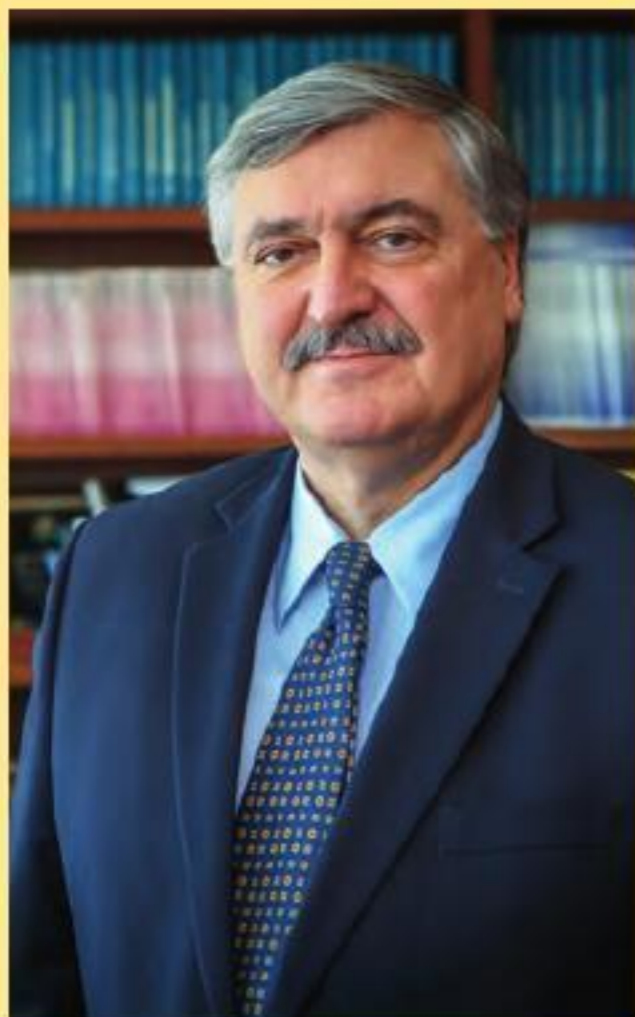
THE NAVEEN JINDAL SCHOOL OF
MANAGEMENT

THE UNIVERSITY OF TEXAS AT DALLAS

VOLUME 17 No.2 SPRING 2014



THE HEART AND THE ART OF JSOM



Hasan Pirkul
Dean and Caruth Chair
of Management

MESSAGE FROM THE DEAN

When I wrote you a year ago in the spring, groundbreaking for the JSOM building addition was imminent. Now construction is moving at top speed. We look forward to opening the new facility on time at the start of the fall semester. You can read about construction highlights on page 10 in this issue.

The expansion is a hard-to-miss sign of the Jindal School's progress, readily visible on campus and to the community. But I also want to make you aware of other impressive signs of progress.

New *U.S. News & World Report* rankings show the Professional MBA program advanced 16 places this year, tying with the University of Maryland - College Park. The PMBA program now ranks No. 22 overall. It is tied at No. 12 among public universities. Last year, JSOM's online graduate business programs established a foothold among the best in the nation by earning the No. 9 position in *U.S. News'* Best Online Education Program Rankings. This year, the online programs moved up again, to No. 4. It is highly gratifying to me — and I am sure to you as well — that both our Professional MBA and online programs are now among the elite in the nation.

We are also very happy to see the graduate program in innovation and entrepreneurship received national recognition. The United States Association for Small Business and Entrepreneurship has recognized it as a standards-setter by bestowing a 2014 National Model MBA Entrepreneurship Program award on JSOM.

As you all know, we strive to be in the lead when it comes to identifying trends and changes in the business environment, and we make every effort to respond in a timely manner to the resulting demands for education. An example of this is our new master's degree program in business analytics.

Officially debuting this fall, the program is enrolling students now. So, too, is our new Executive Certificate in Fundraising, which offers foundational training for this crucial development role.

As ever, we continue to be proud of our students, who are excellent ambassadors for our school. Our students participate in regional and national academic competitions and have an impeccable record. Regrettably, I only have space here to mention those competitions in which our students earned first place.

Recently, full-time MBA students Rohit Tyagi and Sarah (Jane) Slusher joined two medical students from UT Southwestern Medical Center and an engineering student from UT Arlington on a team that won first place in the prestigious International Emory Health Case Competition. It brought nearly 140 students from 24 universities across the United States, Australia, Canada and Sweden together to develop multidisciplinary solutions to a world health issue. Other first-place showings have come from a student team whose members developed a winning app for the Global Connected Car Contest sponsored by the business software firm SAP, from a team of full-time MBA students who won the Humana Healthcare Case Competition, from an undergraduate team that won the inaugural case competition of the Texas chapter of the International Council of Shopping Centers, and from two PhD students who won a doctoral student outstanding paper award from the Southern Finance Association.

Congratulations go out as well to faculty members Dr. Kathryn E. Steckle on being named a Distinguished Woman Scholar by her graduate-school alma mater, Purdue University; to Dr. Sumit Sarkar for being named a Distinguished Fellow of the Information Systems Society; to Dr. Alain Bensoussan for being recognized by the Society for Industrial and Applied Mathematics with the W.T. and Idelia Reid Prize for his research in and contributions to differential equations and control theory; and to Art Agulnek on being selected as chairman-elect of the Dallas CPA Society.

Our alumni and friends continue to support us generously. This year, the total of individual givers climbed significantly. Among alumni alone, we saw a 125 percent increase in the number who made a contribution. I express my sincere appreciation for your support, and I am happy to report our accomplishments now place us among the nation's leading business schools.

Yet, we understand that we can do better — and will do better — for our supporters, alumni and students.

Best wishes,

A handwritten signature in black ink that reads "Hasan Pirkul." The signature is written in a cursive, slightly slanted style.

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THE HEART AND THE ART OF JSOM

PUBLISHER

Dr. Hasan Pirkul
Dean and Caruth Chair
of Management

EXECUTIVE EDITOR

Dr. Diane Seay McNulty
Associate Dean for External
Affairs and Corporate Development

MANAGING EDITOR

Kristine Imherr

ART DIRECTION & DESIGN

ThinkHaus Creative, Inc.
Dorit Suffness and
Miler Hung
Principals

ILLUSTRATION

Roy Scott

PHOTOGRAPHY

Randy Anderson
Marcus Baker
John Fowler
Jill Glass
Randy Eli Grothe
Karah Hosek
Kristine Imherr
E. Michelle Miller
Brian L. Wiest

WRITERS

Harriet L. Blake
Eric Butterman
Jill Glass
Kim Horner
Kristine Imherr
Mia Squilla Pavelle
Donna Steph Rian
Glenda Vosburgh

MANAGEMENT Magazine is a publication of the Naveen Jindal School of Management, in the autumn and spring for friends of the university. The school retains the right to determine the editorial content and manner of presentation. The opinions expressed in this magazine do not necessarily reflect official university policy.

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On the cover: *Untitled*, a watercolor rendering by Jim Bowman of the glass sculpture he has been commissioned to create for the atrium of the new Jindal School addition.

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THE HEART

AND

THE ART OF JSOM

Business is far more than numbers and the bottom line. These stories look at the public spirit and artistic aspects of management education.



FILLING A PHILANTHROPIC NEED

NEW CERTIFICATE PROGRAM TO TEACH FUNDRAISING FUNDAMENTALS

BY KIM HORNER

Few nonprofits can survive without a good fundraiser. These experts are in high demand — and short supply. But a new Executive Certificate in Fundraising program aims to give fundraisers and nonprofit leaders the skills they need to thrive in an increasingly specialized field.

“The Naveen Jindal School of Management’s new Executive Certificate in Fundraising will be an asset for the community by giving fundraisers the tools they need to help their organizations accomplish their missions,” Brent E. Christopher, president and chief executive officer of the Communities Foundation of Texas, says.

Christopher will serve as a guest speaker for the program. The Communities Foundation of Texas, the largest community foundation in Texas, has awarded more than \$1.3 billion in grants to charities since 1953.

Program registration opened in February for classes that begin in June.

The program was created by Dr. Kyle Edgington, certificate program director and visiting clinical professor who was formerly assistant dean for development and alumni relations for the Jindal School.

As assistant dean, Edgington secured the naming gift for the then-School of Management. Edgington, who recently served as president of the Big Brothers Big Sisters Lone Star Foundation, also held fundraising positions at Texas Tech University.

Texas has more than 100,000 nonprofits — and the number of organizations increased 41 percent from 1999 to 2009, according to the National Center for Charitable Statistics. That has fueled a growing need for formalized education and training opportunities for fundraisers, Edgington says. He said the Jindal School program is one of a small but growing number that offers an academically based fundraising certificate.



Full-Time MBA students Roopesh Arely (left) and Todd Williams (center) discuss the new certificate program with UT Dallas Director of Corporate Relations Jessica Watts and JSOM Director of Development and Alumni Relations Marcus Baker.

Fundraising jobs often suffer from high occurrences of turnover, Edgington says. He says the certificate program will help address these issues by building fundraisers’ skills and confidence.

The expectations for nonprofits also have changed, with donors seeking more evidence of the impact of their giving, Edgington says.

“Donors want to know, ‘How can my gift make a measurable and sustainable impact?’” Edgington says.

“The new UT Dallas Executive Certificate in Fundraising

THE CERTIFICATE CURRICULUM

The four-course certificate program will cover the fundamental theories and emerging models of effective fundraising. The courses are:

- Fundamentals of Fundraising
- Fundraising Methods: Annual Gifts, Major Gifts and Planned Gifts
- Government, Corporate and Foundation Fundraising
- Planning and Leading the Campaign

For more information about the Executive Certificate in Fundraising, contact Dr. Kyle Edgington at kyle.edgington@utdallas.edu or visit jindal.utdallas.edu/fundraising.



Certificate Program Director Kyle Edgington outlines the certificate curriculum to a group of potential students.

will give fundraising professionals an excellent foundation for building campaigns that resonate with donors and result in increased support," Susan Hoff, chief strategy and operations officer of the United Way of Metropolitan Dallas, says.

Clint McDonnough, managing partner of the Dallas office of Ernst & Young and a member of the UT Dallas Development Board as well as a number of other nonprofit

and civic boards, also says that the fundraising certificate program will fill a growing community need.

"Fundraisers who take the certificate program courses

will learn the most effective, research-based strategies and best practices to help their organizations make the biggest possible impact," says McDonnough, a past campaign chairman for the United Way and past chairman of the Dallas Regional Chamber.

The courses also will benefit donors, says philanthropist Hunter Hunt.

"Dallas has such a vibrant and growing philanthropic community," Hunt says. But it is also complex, he says, "and at times it is difficult to navigate through the process of best connecting donors with causes. The fundraising certificate program at UT Dallas will benefit its participants in this area — strengthening the broader community." ❤️



Brent E. Christopher



Clint McDonnough



Susan Hoff

CONSULTATIONS = COMMUNITY INVOLVEMENT

STUDENTS EXERCISE SKILLS IN COURSES THAT HELP CHARITIES

BY KIM HORNER

Nonprofits usually cannot afford to hire professional consultants.

But dozens of North Texas charities have received high-quality expertise from Naveen Jindal School of Management students — at no cost.

One student consulting team developed grass-roots fundraising ideas for Hope's Door, a Plano agency that helps victims of family violence. Another beefed up social media for the Wilkinson Center, a Dallas



charity that offers a food pantry, after-school classes and other programs.

"It was a unique opportunity to rub shoulders with people who are doing work in the community that is important and is making a physical and tangible difference," says Josh

Clockwise from bottom right: Robert Wright with Wilkinson Center student team members Richard Hudson, Brandon Southern and Fabe Fan

From left: Hope's Door student consultants Annie Luong, Josh Runnels and Michael Ha



Runnels, who worked on the Hope's Door consulting project. "We really got to practice some of what we learned."

Runnels graduated from JSOM's Full-Time MBA program in December. He now has a job in the nonprofit sector as director of field relations at Irving-based Mothers Against Drunk Driving.

In all, Jindal School students completed eight projects during the fall 2013 semester through a pilot program, a JSOM initiative to increase students' level of community involvement. The school worked with the United Way of Metropolitan Dallas, which asked its partner agencies to submit applications for the students' assistance.

Half the students worked on projects as part of a new community volunteer consulting course taught by Dr. Diane McNulty, associate dean for external affairs and corporate development, and Robert (Bob) Wright, senior lecturer. The other half were enrolled in the fall section of a social entre-

preneurship course that Wright has taught for five years. The pilot program was modeled on projects that students completed for that class.

After finishing their projects, many students have continued to volunteer for charities, Wright says. He adds that at least two former students now serve as chairman of the board of directors for the organizations they helped through their consulting projects.

"If we can continue that kind of involvement, it's a real testimony to the strength of the program," Wright says.

The management volunteer consulting program provides students with an opportunity to use skills they learn at the Jindal School to make significant contributions to the nonprofit community, McNulty says.

"We are proud of the students' creative and dedicated work providing North Texas nonprofits with new ideas," McNulty says. "These projects make a lasting impression not only on the agencies but on decisions students make in the future." ❤️

NONPROFITS THAT BENEFITED LAST FALL FROM JSOM STUDENT CONSULTANTS:

- CASA of Collin County
- Dallas Challenge, Inc.
- Dogwood Canyon Audubon Center
- Hope's Door
- REAL School Gardens
- Vogel Alcove
- Wilkinson Center
- YMCA of Metropolitan Dallas

FEEDING SCHOOLCHILDREN FROM AFAR

BY DONNA STEPH RIAN

More than 1.3 million underserved children in India receive a healthy school lunch each day, thanks in part to Dr. Ram Rao, Founders Professor of Marketing in the Jindal School, and the Dallas organization that he founded.

The Dallas chapter of Food for Education (www.foodforeducation.org) is one of nine U.S. chapters of India-based Akshaya Pātra — a public-private partnership whose name comes from Sanskrit and means abundant, inexhaustible. Akshaya Pātra was established in 2000 to distribute fresh-cooked meals



daily to more than 9,000 government schools. Last year, the Dallas chapter contributed more than \$237,000 — of a total of \$1.4 million raised by all U.S. chapters — to its parent organization. Additional corporate sponsorships and individual donations put the U.S. total funding at more than \$5.6 million in 2012.

“Our purpose is to feed poor children in India, and we are proud to be lending a hand,” says Rao. “About 80 percent of funds are raised in India, with U.S. chapters contributing another 7 to 10 percent.”

Rao started the Dallas chapter in 2008 and served as its co-chair with Suma Kulkarni, a 1981 UT Dallas chemistry undergrad who earned an Executive MBA from JSOM in 2003.

The Dallas chapter is considered “exemplary” and includes 35 to 40 volunteers, says Dr. Radha Mookerjee, JSOM professor of information systems and another active chapter member. She served as the group’s first treasurer and later as a co-chair.

“Akshaya Pātra’s objective is very straightforward,” says Mookerjee, who, like Rao, is a U.S. citizen originally from India. “They want to give a healthy meal to a child who might not get another meal that day. When Dr. Rao introduced



Ram Rao



Radha Mookerjee

Founders Professor of Marketing Ram Rao started the Dallas chapter of Food for Education, which is part of a global network that helps feed 1.3 million schoolchildren in India daily. Fighting hunger is part of the group’s mission to promote education and eradicate poverty.



me to this organization, I and several others were holding loaded plates at a Dallas buffet. It was difficult to think about kids who might not eat if we didn’t help provide for them.”

The Dallas chapter of Food for Education raises funds primarily through an annual gala, where contributors receive updates on how the organization is helping change children’s lives. It also regularly notifies members and contributors regarding others ways to give.

“The Jindal School has been very supportive of our efforts,” Rao says. “They always buy a table, with usually between 15 to 25 faculty attending. Our Dean Hasan Pirkul and [Associate Dean] Diane McNulty have provided us unwavering support. They have been very gracious, generous and encouraging.”

Akshaya Pātra’s success can be attributed to its high technology-intensive kitchens and sophisticated distribution system, Mookerjee says. Nineteen centralized kitchens produce healthy meals reflective of various Indian regions’ diverse cultures and appetites. Specially equipped trucks then distribute these meals up to a 150-mile radius daily, she says.

“The kitchens have been a case study for supply chain models,” Mookerjee said. “Most of us have been to India and seen the operation. I’ve tasted the food. It’s very good.”

In addition to helping overseas, the Dallas chapter helps feed disadvantaged people here at home, with many of its members volunteering at the North Texas Food Bank and other local organizations.

“We are interested in bringing our participation and enthusiasm not only to those in India, but to local organizations that feed poor people and children,” Rao says. ❤️

FOOD FOR THE NEEDY

A JSOM DEAN HAS LED A VACANT-LOT LUNCH BRIGADE FOR MORE THAN 20 YEARS.

BY DONNA STEPH RIAN | PHOTOGRAPHY BY JOHN FOWLER

Every Saturday morning, Gerald (Jerry) and Bette Hoag load their car with fried chicken dinners with all the trimmings — potato and macaroni salads, bread, desserts and bags of oranges — and head to Dallas' Fair Park area, where 50 to 100 homeless and needy individuals and families are lined up, waiting.

Hoag, associate dean of executive education in the Naveen Jindal School of Management, and his wife, Bette, have been serving Saturday lunch to a grateful crowd for more than 20 years.

"We don't ask questions. We feed them a meal and pray with them. Whoever shows up gets fed. They know they can count on a hot meal every Saturday, whether rain or shine, holiday or not," Hoag said. "We also often take clothing and blankets, and toys for the kids. At Christmas, we wrap up hundreds of gifts to hand out. On holidays, we change up the menu and make it special."

The program — which has no formal name — was started in the early 1990s. A retired truck driver named Opal Phillips cooked out of her home and took food to the homeless in the East Dallas neighborhood. When the Hoags learned of the humble effort, they agreed to help. The couple met Opal each Saturday for the next



Jerry Hoag (center) mans the serving line at the weekly lunch he has helped provide the homeless and needy since the early 1990s.

decade, and when Opal suffered a heart attack around 2000, the Hoags jumped in to make sure the food kept flowing.

"For a while we went to different restaurants and picked up food that was still good but about to be thrown out," Hoag says. "Then we tried doing the cooking ourselves, but that didn't last along. Eventually, we decided buying it already prepared from a grocery store was the best way to go."

Friends often pitch in, bringing additional food and sundries, and volunteering to serve. Several former UT Dallas students now have been regulars for years, Hoag says. By 2006, the Knights and Dames of Malta, a Catholic organization of which the Hoags are members, stepped up to lend a hand too.

"That really helped us a lot, having that organization take some responsibility both financially and by providing volunteers," Hoag says. "We were spending from about \$125 to \$150 per week, so having them help made a big difference. It also was fun, having a regular group of people with us. In previous years we were never really sure who would show up to help."

For the Hoags, assisting others less fortunate has been equally gratifying. "You get to know them. They are people too, and they all have a story. I'm a firm believer that programs to help people should be local and personal, not government funded. People need to help people directly." ❤️



Meals are routinely substantial and come with all the trimmings for waiting diners, who typically number between 50 and 100.

GAINING BY GIVING

NONPROFIT INVOLVEMENT HAS CULTIVATED STUDENT SKILLS, CAREERS AND COMMITMENTS.

BY ERIC BUTTERMAN



At left: Undergraduate Marketing Program Director Julie Haworth at work in a Consumer Behavior class | At right: JSOM graduate student Alishan Dhanani (far right) with (left to right) former client turned part-time staffer and volunteer Mason, volunteer Jana Pugh and (behind Pugh) program manager Lena Carrera at the Santa Run event held by My Possibilities, a local nonprofit.

When Julie Haworth, director of the Jindal School's undergraduate program in marketing, decided to have students in her Product and Brand Management class test their skills at nonprofits, she had no idea the impact it would have. But the results over the past three-years have led to ongoing community service and student growth.

"Nonprofits have unique challenges within their budgets," she says, "so there was an opportunity for students to learn.... I also thought these places would have an open mind to letting students be more involved."

For Michael Thomas, executive director of My Possibilities, a Plano, Texas, organization devoted to helping adults with mental and physical challenges, it did not take long to see the value. Haworth student Alishan Dhanani plugged in to more areas than Thomas could have imagined. "Alishan started working for us, and he was key in changing our social media presence," Thomas says. "Often nonprofits will

think of social media last, and he helped show just how valuable it can be. He really understood our mission, and it came through in the marketing he did. He managed the communication of events on Facebook and through our email blasts... and even crafted some of our communications. He also went out into our community and repped our organization. We pulled him in to everything we do — he saw how budgets work, how the HR side works. We even brought him in January to our staff retreat."

"I was able to take what I learned in class and see it be applied in the real world," Dhanani, a December 2013 undergraduate now enrolled in the Professional MBA program, says. "We talked about differentiation in class, and I saw that in the Santa Run that My Possibilities did — as opposed to a normal run for charity with T-shirts they created excitement with thousands of people in Santa suits. It was amazing."

And Dhanani came away with more than a résumé builder — he became a believer. "I'm still



Ana Santellana

working with them now that my internship is over," he says. "After seeing what they do, I really wanted to be a part of their mission."

But Haworth has seen many success stories. Recent graduate Ana Santellana, BS 2013 (see *Alumni Notes* on page 37), got digital marketing experience at Volunteers of America. "The CEO of that organization was very impressed by her

skills, and now she works for 7-Eleven doing social media," Haworth says.

Thomas is quick to say that he would hire Dhanani if the funding was there. "I hope we prepared him for his first career by throwing him into the fire," he says. "It just shows how an organization can benefit from enthusiastic energetic students." ❤️

ACCOUNTING STUDENTS CONTRIBUTE TO CULTURAL COLLABORATION

BY ERIC BUTTERMAN

Accounting Senior Lecturer Mary Beth Goodrich was looking for a way for students to achieve Accounting Information Systems (AIS) class objectives and gain career-relevant experience. Goodrich reflected on how she gained immensely from the 2½ years she spent in China and the many international students at UT Dallas.

A new nonprofit, Chinese & American Culture Connect, approached Goodrich. The organization was facing startup challenges, including implementing accounting processes. So Goodrich's AIS students began to provide solutions, building their skills and résumés in the process.

Students have worked on the chart of accounts, evaluating accounting information systems, evaluating processes and controls for accepting donations, and administering seminars, inventory and purchasing.

"They have a chance to set the tone of the startup for years to come," Goodrich says. "Students'...application of concepts in this class allow them to see the impact of what they are learning."

Chinese & American Culture Connect ([facebook.com/ChineseAmericanCultureConnect](https://www.facebook.com/ChineseAmericanCultureConnect)) works to share language and culture, and to increase understanding between Americans and people of Chinese and Taiwanese heritage. President Andrea Wills says the group feels fortunate to have partnered with

the AIS class, and because UT Dallas "has many international students that our mission really resonates with," the nonprofit looks forward to offering them friendly, collaborative environments. ❤️

"The Chinese students in my AIS class surprised the non-Chinese students, my TA and me with Chinese New Year gifts and an explanation of this holiday and its importance to them," Mary Beth Goodrich (center) says. She adds that the students putting their hands in a cupped position is a traditional way to wish people a happy new year.





JSOM ADDITION DESIGNED WITH STUDENTS IN MIND

EFFICIENCY, SUSTAINABILITY AND AESTHETICS ADDRESSED, TOO

BY MIA SQUILLA PAVELLE

The Naveen Jindal School of Management's new addition remains on track for its September grand opening. Completion will come 14 months after the start of construction last July.

At 108,000 square feet, the new structure will be more than half again as large as the existing building. It measures 204,000 square feet.

The four-story addition "topped out" February 10, and in a traditional ceremony acknowledging the structure had reached its maximum height and interior construction could begin, a crane hoisted an evergreen tree to the top of the building.

The \$25 million project exemplifies the efficient use of space, sustainability and the importance of sticking to a budget, says principal architect Vandana

Nayak. She works for the Plano, Texas-based architectural firm, SHW Group, which partnered with Boston's Goody Clancy in designing the new facility.

Student needs — as well as the university's goal to become a Tier One research institution — were driving forces behind much of the design, Nayak says. The addition was also a response, she says, to what the students were saying was missing from the existing facility, which opened in 2003.

One missing element was informal learning spaces. "Flexibility of these spaces and having a structure that will allow them to change in the future is very important, so the building isn't obsolete as we go along," Nayak says. "This is a part of being sustainable, allowing the building to grow with changing times, changing programs

and changing student needs."

Aesthetically, "we planned for the main common spaces on the first floor of the building to be a two-story volume with abundant daylight," Nayak says. "A large wood-framed continuous window on one side opens this space visually to the landscaped courtyard outside." With a grand staircase in the center, Nayak says the commons is "the heart of the building."

A glass sculpture by Dallas artist Jim Bowman (see *Glass Artist to Create Signature Piece for JSOM Collection* on page 13) will be installed in the commons. The building otherwise "has a very neutral palette that will be a good backdrop for bold, colorful art to be placed to create interest," Nayak says.

Her design emphasizes collaborative spaces at the first and second levels,

both inside and outside. “One of the things you’ll see as you walk in, is how we’ve provided a lot of space [where students] can come together to work on projects, or for informal learning, whether in the café or in the courtyard space right outside the café,” she says, referring to a planned on-site café. “So, it gives students a lot of choices.”

Besides the sales lab where sales students can rehearse and get feedback on presentations, rooms will be available for studying and for group-project work. And, for employment opportunities, Nayak says, there will be a recruiters’ lounge “with interview rooms, to ensure that all students get placed in good jobs and internships.”

JSOM’s Career Management Center plans to move into the new facility, which also will feature student lounges, meeting spaces, tutoring areas and a stock-trading room. PhD students, as well as faculty and staff, are slated to



have offices, and executive education students will gain three classrooms, a lounge and a break room.

As for the exterior, 7,000 cubic yards of concrete have been placed from the foundation to the top, says Senior Project Manager David Fisk of the Beck Group, the general contractor. Concrete provided the filling for one drilled pier after another — 108 in all — each forming an individual column and all of them supporting the entire structure.

The existing school and the addition will be connected by walkways on the first and second floors — the most public parts of the facility — and will share a continuous corridor that will loop around the entirety of the two buildings, giving the impression of one large space. Like its counterpart, the third floor of the new structure will house faculty offices. On that level, a unique open-air walkway between the two structures will permit faculty members to travel back and forth.

From design to construction, every step of the JSOM addition has been taken with conservation, health of its occupants and sustainability in mind, says project manager Fisk, all with the goal of achieving Leadership in Energy and Environmental Design (LEED) certification.

Leftover concrete, residual steel, not to mention wood and sheetrock scraps, are all recycled, Fisk says. “We really try to make sure we’re looking at everything we generate and try to find a home that isn’t a landfill.”



Fisk points to the building’s eventual exterior as further proof of its greenness, saying that not only will it be “a very handsome building,” architecturally, but it will feature several types of stone — each cut in distinct fashion — obtained from nearby Texas quarries, which helped keep shipping costs down.

The facility’s windows will make their own LEED statement because of energy efficiency, Fisk says, as well as add to the building’s good looks. “There will be what we call ‘punched windows,’ which are individual windows that will occur in what might look like a random pattern, but it creates an interesting effect.”

Nayak says that all involved with the project appreciated JSOM Dean Hasan Pirkul’s aspirations and did all they could to deliver his dream, despite budget constraints. “The dean consistently said he wanted a handsome building, a building that would have a presence on the ground, and he wanted something that would look sophisticated and finished, like a school of management graduate would look.” ❤️

John Fowler’s photos, those included here and more, make up *Construction of a Management Building*, an exhibit that was part of *Artistic Impressions of Management*, an April 26 celebration (see *Art and Business Meet at Special Event* on page 12) in the Jindal School.



ART AND BUSINESS MEET AT SPECIAL EVENT FUNDS RAISED FOR JSOM ART COLLECTION AT GALA EVENING

The relationship between business and art was the focal point of *Artistic Impressions of Management*, a special event in the Naveen Jindal School of Management April 26. The event celebrated art as a catalyst for ingenuity and entrepreneurship — key factors in business success. And the evening served as a fundraiser for the new Jindal Art Collection.

Prominent local artists attended, and displays of their works were a highlight of the evening. Thanks to alumni and friends, JSOM's new collection will help provide a cultural experience for students as they receive a world-class business education.

Distinguished alumnus and longtime JSOM benefactor H. Ronald (Ron) Nash, MS 1979, and his wife, Susan, served as honorary chairmen of the evening. Jacqueline Anderson, art consultant, president of JBA Art Solutions and wife of Dallas Museum of Art Director Maxwell Anderson, served as artistic curator on two of the exhibits.

Art on display included *Construction of a Management School*, an exhibit of photography by John Fowler (jmfowlerphotography.com) documenting the creation of the school's 2013-2014 expansion (see *JSOM Addition Designed With Students in Mind* on page 10), and the winning entries of the Jindal School Business Photo Competition.

Other exhibits were:

SELECTED WORKS OF JIM BOWMAN: Dallas artist Jim Bowman (bowmanglass.com) is creating a commissioned glass sculpture constructed of blown glass and fused glass components supported by a welded steel armature that will be a dynamic, colorful focal point in the Jindal School's new addition. Renderings, models and some components of the work-in-progress were on display. (See *Glass Artist to Create Signature Piece for JSOM Collection* on page 13.)

CORPORATE ART SHOWCASE: Several pieces representing the products, services and cultures of companies that call the Metroplex home, including AT&T; Denbury Resources, Inc.; Dr Pepper Snapple Group Inc.; Ebby Halliday Realtors; Frito-Lay; Haynes and Boone, LLC; The Home Depot; Mary Kay Inc.; Reclaimed Textiles; and the Sherwin-Williams Company.

THE GLAMOUR AGE OF FLIGHT: On loan from the UT Dallas McDermott Library Special Collections, this exhibit provided a look

Continued on page 14

Above left: A preliminary model of the sculpture Dallas glass artist Jim Bowman is creating for the Jindal School is on display in his studio. | Above right: A piece of blown glass in the making (top) as Jim Bowman puts his talents to work

GLASS ARTIST TO CREATE SIGNATURE PIECE FOR JSOM COLLECTION

Corporate suites, conference centers, hotels, hospitals, DART stations. You likely have seen a work by Dallas artist Jim Bowman, who has created signature impressions for offices, private homes and public spaces throughout the Metroplex. Now he is making a glass sculpture especially for the Jindal School of Management, which will be installed soon in the atrium of the new addition — set to open this fall.

Bowman has been developing expressions in glass since 1978. He studied under the internationally renowned glass artist Marvin Lipofsky, a leader in the American Studio Glass Movement that put a new emphasis on art — rather just functionality — in glass and on glass blowing as an art form. Bowman received formal training at the California College of Arts and Crafts in Oakland.

For 14 years, his center of operations has been Bowman Glass. Located immediately south of downtown in the Cedars neighborhood of Dallas, the space is home and studio to Bowman and his artist wife, Mary Lynn Devereux-Bowman. It also serves as a classroom for the beginning glass-blowing classes the studio offers through the Creative Arts Center of Dallas.

The Bowmans are committed to a lifestyle of ongoing experimentation and artistic growth in their artwork. Jim Bowman works on diverse approaches to glass art, including glass blowing and casting, kiln-worked glass, and glass and mixed media sculpture. Offices and public spaces in the DFW area displaying his work include:

- Baylor All Saints Hospital, Fort Worth

- Baylor Charles A. Sammons Cancer Center at Dallas
- The Catholic Foundation, Dallas
- Daltile, Dallas
- Downtown West End and Oak Cliff V.A. Medical Center DART stations, Dallas
- Fidelity Investments, Dallas
- Frisco Conference Center
- Hall Office Park, Frisco
- Renaissance Hotel, Richardson

His commissioned piece for the Jindal School will use bold colors and varying sizes of molded and blown glass — a visual display of exploration and innovation. It will capture artistically what business at its best presents to the world — ingenuity, energy and vibrancy, an engaging liveliness, a dynamic that encourages the best. ❤️



Jim Bowman stands amid a display of artworks that he and artist wife Mary Lynn Devereux-Bowman have created at Bowman Glass, their combined home and studio in the Cedars neighborhood south of downtown Dallas.



The painting *Abandoned West Texas Farm* (left) by Jon Flaming and a sculpture that is one of many that Brad Oldham created for The Lumen, a hotel in University Park, Texas, are iconic pieces by the two local artists, whose selected works were on display at the April 26 JSOM art gala.

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back at photography, advertising and ephemera of Braniff International Airlines. (See *Bold Art of Bygone Airlines Tells a Business Story* on page 15.)

STEWOPOT ART PROGRAM EXHIBIT: A selection of artwork created by participants in the Stewopot Art Program, a community outreach serving the homeless and at-risk populations of Dallas, was on display and available for purchase — with the proceeds going to the artists.

POP-UP ART EXHIBIT: This dynamic display featured the work of both emerging and established local artists, including:

Jayshree Bihari — saatchiart.com/ArT-suTra

Susan Bishop — redrosetexart.com

Liz Conrad — arcanewind.com/liz

Beth Eschbach — betheschbach.blogspot.com

Debbie Klein — debbiekleinart.com

Nan Phillips — nan-art.com

Herb Reed — herbreedwatercolors.com

Sandhya Shetty — sandyashetty.com

John Van Ness — johnvanness.net

SELECTED WORKS OF JON FLAMING: A Richardson, Texas-based graphic designer, illustrator and painter, Jon Flaming (jonflaming.com) is best known for his fine art depicting iconic Texas imagery, rural landscapes and various industry brands. He started his own design and illustration studio, Jon Flaming Design, in 1993 and has created award-winning images for big and small companies throughout the U.S., including Milton Bradley, FedEx, Hewlett-Packard, Neiman Marcus, JCPenney and



Brad Oldham



John Flaming

Pepsi. His work has appeared in many publications, including *Communication Arts*, *Graphis*, *Print Magazine* and *The Society of Illustrators* annual.

SELECTED WORKS OF BRAD OLDHAM: Acclaimed Dallas sculptor Brad Oldham (bradoldham.com) has elevated many environments worldwide — from public spaces to private homes — with his site-specific artworks. *The Traveling Man*, his public installation near the Deep Ellum DART station, has become a neighborhood and Dallas icon. In 2010, the Americans for the Arts included the work in its *Year in Review* program. In 2011, the Texas Society of Architects recognized Oldham with its prestigious Artisan Award. This past year, Oldham sculpted and installed a life-size bronze lion sculpture for the National Geographic Society in Washington, D.C.; a sculpture of Wayne Gretzky in Ontario; and a 28-piece installation at The Lumen, a hotel University Park, Texas.

SELECTED WORK OF JANET MCGREAL: A painter and sculptor who works in acrylic, copper and steel, Janet McGreal (janetmcgreal.com), keeping apprised of JSOM's art gala progress, decided to lend the school one of her iconic *Squiggles*. The piece will be on display in the school for six months.

JSOM Associate Dean Diane McNulty, dmcnulty@utdallas.edu, 972-883-4489, and Assistant Dean Erica Yaeger, erica.yaeger@utdallas.edu, 972-883-5855, hosted the April 26 special event and are in charge of the new art collection. Contact them to make a contribution or donate artwork. ❤️



BOLD ART OF BYGONE AIRLINES TELLS A BUSINESS STORY

BY MIA SQUILLA PAVELLE

Among the many exhibits awaiting visitors at the Jindal School's April 26 *Artistic Impressions of Management* event was a signature collection of artifacts that transported those old enough to remember back to a bygone era of commercial air travel and introduced those too young, to a time imaginable only as history or fiction.

The Glamour Age of Flight was made up of a select mix of dazzling photographs and bold, super-sized advertising posters used during the 1960s and 1970s to promote the now-defunct Braniff International Airlines, once an industry innovator headquartered at Dallas Love Field. The entire Braniff collection — acquired by UT Dallas between 1988 and 1992, as the company went



Paul Oelkrug

through a second bankruptcy — is housed at the Eugene McDermott Library, and is part of the library's larger General Aviation Collection. It is overseen with pride by Paul Oelkrug, the library's coordinator of special collections and archives.

"This collection gets more use than almost anything we have," Oelkrug says. "And what's interesting is, it's not all aviation-related



Above: A crew stands astride one of the brightly painted aircraft — dubbed "jelly beans" because of their bold colors — in Braniff's fleet. | Left: Commissioned by Braniff to paint the exteriors of some flagship planes, American artist Alexander Calder (1898-1976) created the eight-legged "Beastie" seen here.

THE HEART AND THE ART OF JSOM



At left: Braniff's design aesthetic included a waiting room (left) that featured chairs designed by Alexander Girard (1907-1993) for the Herman Miller furniture company. | Left center: Three Braniff "hostesses" wearing signature uniforms and bubble helmets by Italian fashion designer Emilio Pucci at the Paris Air Show in the late 1960s. | Below left: A Braniff waiting room at the DFW airport in the 1960s. | Below right: Bold color choices often made Braniff concourses stand out.

research. We've had people who are interior designers and decorators looking at pictures of Braniff terminals."

Braniff's in-your-face ad campaigns, high-spirited, aggressive approach to customer service and revolutionary marketing apparatus made it a force to be reckoned with, indeed, a case study in the use of art as a driver of business, reason enough for any curious JSOM student to venture over to McDermott Library, says Oelkrug.

"There's a lot of interesting information, both historically and from a business perspective. The artwork that was produced, the posters, the advertising art, really caught people's eye," he says. "Braniff was ahead of other airlines in how they approached their business, but you can also look at these archives as business records of an airline that failed twice."

From an artistic perspective alone, the exhibit's flashy images were stunning, reminiscent of a time when going to the airport was actually fun, and flying not only was excit-



ing, but if Braniff was your carrier, the experience could be downright glamorous. With Italian fashion designer Emilio Pucci in charge of uniform creation, and American artist Alexander Calder commissioned to paint Braniff's fleet — the "jelly beans," as they were known, a byproduct of the company's "The End of the Plain Plane" ad campaign — Braniff pushed the bounds of conventional business wisdom at every turn, says Oelkrug.

"When you paint your aircraft bright orange and blue and green and yellow, you really stand out. When you saw a Braniff plane, you knew it was a Braniff plane."

But like the Gilded Age and the Golden Age before it, the "Glamour Age of Flight" and Braniff's once ubiquitous advertising presence came and went, the victim of deregulation, rising fuel costs and dwindling cash flow. But its presence lives on at the McDermott Library, and on April 26 at least, Braniff enjoyed a resurgent moment in the JSOM. ❤️



Annual Fundraising Breakfast Raises \$101K and Nets 40 Scholarships

From left: Jindal School Dean Hasan Pirkul, alumni Charles and Nancy Davidson and UT Dallas President David E. Daniel

The \$101,000 raised at the 2013 Jindal School of Management Scholarship Breakfast has been awarded in 40 scholarships to JSOM students this spring semester. Since it began in 2009, the annual breakfast event has generated more than \$400,000 and funded nearly 200 new scholarship awards.

JSOM alumnus and keynote speaker Charles (Chuck) Davidson told the more than 300 people in attendance at the November 19 event at the Dallas Westin Galleria that the current energy boom can help the nation achieve something once thought impossible: energy independence.

"In my view, the United States is more energy secure today than it has been in many, many decades," Davidson, chairman and CEO of Houston-based Noble Energy, said. "The United States could become energy independent very quickly."

Davidson said the current energy boom stems from technology that has "unlocked huge resources in this country."

"It truly is transformative," Davidson said. "It has changed energy in America. I can't be more excited about what it means for our country and



Davidson Management Honors Program students with the program's assistant director, Caryn Berardi (front row, center)

for all the people in this country."

Davidson, MS 1980, his wife, Nancy Gundy Davidson, BS 1980, longtime Jindal School supporters, visited with students in the Davidson Management Honors Program after the breakfast. The program was named in honor of the couple in 2011 when they joined Naveen Jindal, MBA 1992, in a joint \$30 million gift that also resulted in the naming of the Jindal School.

The Davidsons made the first major alumni gift in 2001 toward construction of the building that now houses the school. They also have designated gifts in support of the faculty, resulting in four Davidson Chairs. ❤️



As presenting sponsor, telecom company and longtime Jindal School supporter Ericsson Inc. took the lead among the 26 event sponsors in making a generous donation. Dean Pirkul (far left) and UT Dallas President Daniel (far right) accepted the presentation check from Tracy McShane Wilson (second from left), Ericsson's director of talent acquisition, and Gunjan Aggarwal, vice president of human resources for Ericsson's North American region and a JSOM Advisory Council member.

MANUFACTURING EXPERT SEES *SERU* COMING TO THE U.S.

BY GLENDA VOSBURGH

AND SHE ALREADY HAS WRITTEN A HOW-TO FOR THE FLEXIBLE PRODUCTION SYSTEM.



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anufacturing is a key driver of the U.S. economy, but American manufacturers have sometimes struggled to keep pace with their global counterparts.

Those looking to improve their competitive edge could benefit from research done by Dr. Kathryn E. Stecke, Ashbel Smith Professor of Operations Management in the Naveen Jindal School of Management, an internationally recognized scholar in flexible manufacturing and supply chain issues.

Purdue University, where Stecke earned two master's degrees and a PhD in industrial engineering, named her one of its 2014 Distinguished Women Scholars at a ceremony in early March.

Her body of work shows why this and so many other honors have come her way. Stecke is widely considered the U.S. expert on the *Seru* Production System, a work-cell-based manufacturing structure created in 1992 by Sony in Japan. Unlike traditional production lines, *serus* (production cells), are comprised of equipment and one or several multiskilled workers who



produce one or more types of parts.

Stecke has spoken about *seru* almost exclusively for the past two years, at universities and conferences in the United States and around the world. “*Seru* started and is mostly used in electronics production, but it certainly is appropriate for other types of manufacturing,” she says. While it is not currently known — or therefore used — in the U.S., she believes it is probable that it will be in the future.

Seru is a more efficient and productive way of making certain types of products, she says, resulting in an increased production output that requires fewer people. “An Implementation Framework for *Seru* Production,” a study published in the January issue of *International Transactions in Operational Research* (Vol. 21, No. 1, pages 1-19) that Stecke co-authored with ChenGuang Liu and Jie Lian of Xi’an University of Technology in China and Yong Yin of Yamaguchi University in Japan, provides practical guidance for creating a *seru* system.

A guidance study Stecke did on supply-chain risk issues, “Sources of Supply Chain Disruptions, Factors that Breed Vulnerability, and Mitigating Strategies,” was co-authored with Dr. Sanjay Kumar of Pennsylvania State University – Erie. The work appeared in a special issue of the *Journal of Marketing Channels* (2009, Vol. 16, Issue 3, 2009, pages 192-226) devoted to managing risks and disruptions in global supply chains. One of the journal’s most-read and oft-cited works, the study provides steps that can be taken to prevent disorder and interruptions due to calamities such as floods, earthquakes and fires, as well as manmade catastrophes, such as terrorist attacks, train derailments and sabotage of infrastructure.

Another area of research that interests Stecke is operations/marketing interface — the relationship of the marketing side of a business,

which creates customer demand, and the operations management side, which is the supply and fulfillment side. That relationship — whether in conflict or in sync — can affect a company’s success.

Stecke’s significant scholarly productivity and ongoing involvement in professional groups has led to many awards and recognitions. Last year, the Institute for Operations Research and the Management Sciences (INFORMS) gave her its Women in Operations Research and Management Sciences (WORMS) Award for the Advancement of Women in OR/MS. The WORMS Award each year recognizes a professor who has helped promote the professional development and recognition of women in the OR/MS field within their own institutions and professional organizations.

Stecke has been an active member of INFORMS, the largest professional society worldwide for professionals in the field, since her days as a graduate student. She has chaired national and international INFORMS meetings, twice served on the institute’s board and was elected an INFORMS fellow in 2009.

She also has served on the board of directors of the Productions and Operations Management society, which recently re-elected her.

Early this year, Stecke was named guest professor of Northwestern Polytechnical University in China. Past international appointments have taken her to Australia, France, Germany, Hong Kong, Hungary, Italy and the Netherlands. ❤️

THOSE LOOKING TO IMPROVE THEIR COMPETITIVE EDGE COULD BENEFIT FROM RESEARCH DONE BY DR. KATHRYN E. STECKE

Above: Kathryn E. Stecke (left), Ashbel Smith Professor of Operations Management, being recognized March 7 as a Purdue University 2014 Distinguished Woman Scholar

Right: Dr. Stecke often uses her expertise to mentor PhD students during the dissertation process.



THREE ALUMNI ADD THEIR EXPERTISE TO COUNCIL

— By Donna Steph Rian —

THREE NEW MEMBERS recently have joined the Naveen Jindal School of Management Advisory Council, a group of corporate executives, experts and leaders from the Dallas-Fort Worth business community who play a vital role in the school’s expansion, development and achievement. The council also provides important leadership in strengthening and enhancing school programs and goals.

Bradley McCleary brings 20 years of information technology experience to the council, particularly in the areas of operations, sales and finance. He is vice president in the application services practice of Capgemini America Inc., the U.S. arm of one of the world’s largest providers of consulting, technology and outsourcing services. McCleary is responsible for the firm’s go-to-market strategy for the energy, utilities and chemicals sector.

A 2001 Jindal School MBA alumnus, McCleary previously served as a strategic



Brad McCleary

planning director at Blockbuster Inc. and a management consultant with Accenture LLP. He joined Capgemini in 2004 and initially was responsible for the transition of the

large Texas Utilities (TXU) account.

“Our company views UTD as a fantastic resource for providing exceptional students with high-tech skills that immediately can be leveraged for the clients we serve,” he says. “One of my key objectives is to continually increase the population of UTD students hired at Capgemini. As a long-term resident of Richardson, I also feel a strong civic responsibility to continue raising awareness of the university in the corporate environment.”

Pat McCown, a partner and practice leader at Grant Thornton LLP, one of the nation’s most well-known accounting organizations, brings more than 20 years’ experience in multi-state tax planning, audit defense, refunds and consulting. A 1991 JSOM undergraduate alumnus, McCown joined Grant Thornton in 2012 after serving in various positions with both public accounting firms, and private and public corporations.

“As a CPA and tax consultant for 22 years, I have had the pleasure to see an incredible

array of business enterprises representing almost every industry and every size company,” McCown says. “From this experience, I have gained insight into how good organizations



Pat McCown

operate, why some organizations fail and what outstanding leadership looks like. This is the kind of insight I can bring to UTD and the council.”

McCown also hopes to help with student

recruitment, as one of his primary roles at Grant Thornton is to “see to the recruitment, growth and development of our people,” he says.


Already, McCown is giving back to his alma mater. At a recent JSOM council meeting, after listening to an update on the \$99,000 raised at the school’s annual

Scholarship Breakfast last November, McCown decided it was “the perfect opportunity to step up.” He added another \$1,000 to the total, and Grant Thornton matched his contribution. As a result, “we were able to award a very deserving accounting student a \$2,000 scholarship,” he says.

Andrea Nicholas, is a managing partner at OptimizePM, a project management consulting, staffing and training firm. For more than two decades, she has been assisting Fortune 1000 organizations in achieving competitive advantages in the marketplace through analyzing and strengthening their project management strategies and systems. Her specialties include strategic project investing, project management talent acquisition and development, mergers and acquisitions integration and project/program/PMO consulting.

Nicholas also is a published author and sought-after speaker at corporate development programs, national seminars and management societies’ events. She earned her BA in interdisciplinary studies from UT Dallas in 1999 and an MBA from the University of Dallas.

“This is an exciting time for Dallas, and I think UTD is ideally positioned to be both an ambassador to the global business community showcasing North Texas’ diverse economic base and talent pool, and a steward to the

next generation of our business leaders,” Nicholas says. “I am eager to be a part of providing the type of guidance that students need and employers demand in my role on the council.” 



Andrea Nicholas

Advisory Council Stalwart Funds Faculty Fellowship

By Glenda Vosburgh

Sydney Smith Hicks knows firsthand how difficult launching a career in academia can be. After earning her PhD in economics from Washington University in St. Louis, she became an assistant professor.

“I know on a personal level how difficult it is to do your research and to become an excellent faculty member,” she says. “I’ve had a lot of hard jobs, but that was the hardest I ever worked.”

The experience left an impression, and it inspired her to make a major donation to the Naveen Jindal School of Management to establish a new fellowship designed to help those in the same situation.

The Sydney Smith Hicks Faculty Fellowship will recognize tenure-track assistant professors in the Jindal School who are early in their careers and within five years of receiving their PhD. Recipients will be selected by Dean Hasan Pirkul, who added funds to bring the endowment to a base level of \$100,000.

“Sydney’s gift meets a priority of Dean Pirkul in creating endowments that can support the school in perpetuity,” JSOM Director of Development Marcus Baker says.

Dean Pirkul will award the annual fellowship of \$4,500 beginning in the fall 2014 semester.

“I’ve been thinking about doing something for five years,” Hicks says. “I lost my father [last] summer, and after that I decided to stop thinking and start doing.”

Hicks, a past chairman and more than 20-year member of the Jindal School Advisory Council, also serves on the advisory board of the JSOM-based Institute for Innovation and Entrepreneurship. She also is a life member of the UT Dallas Development Board.

Off campus, she is a co-founder and director of technology firm DeviceFidelity Inc.; director of Smart Start Inc., a maker of ignition interlock devices; and CEO of SSHICKS Advisors, a banking and strategy consulting company. She has more than 30 years of experience in the banking industry, having served as chief economist of NCNB (the current Bank of America) and visiting scholar at the Federal Reserve Bank of St. Louis. She spent nearly a decade with various regional Federal Reserve Banks and academic institutions.

“I’m hopeful the fellowship will help professors launch their careers more effectively,” she says. “The goal is for their research to transform how we think about or solve a business problem, thus enhancing the free enterprise system.”

To support the Jindal School, contact Marcus Baker, director of Development and Alumni Relations, at 972-883-6298 or marcus.baker@utdallas.edu.



Dr. Sydney Smith Hicks (left) with Dean Pirkul

PBS Host Reflects on Career and the Institute for Excellence in Corporate Governance

By Eric Butterman

When Dennis McCuiston took the helm as executive director at the Institute for Excellence in Corporate Governance in late 2010, he brought to the Naveen Jindal School of Management decades of experience both as an adviser to corporations and as a commentator to the masses. Serving on many corporate boards, including three publicly traded companies in the last 10 years, he has long been an advocate for responsible leadership. He has broadcast the same message as longtime host of his self-named national PBS show, *McCuiston*.

"Corporate governance has been a huge part of my life, and television is an avocation of mine that helps to educate," he says. "I get energized from both."

A bank CEO before he was 30, McCuiston found a second life in education in 1971. "The first class I taught was called Principles of Bank Operations — how different that class would be now!"

When he had the opportunity to become host of a national show in 1990, McCuiston's reach grew. "I've had a chance to interview thousands of people — you can't overestimate the value of a frank discussion!" he says. Experts who have been guests have run the gamut from journalist Jim Lehrer to publisher

and politician Steve Forbes.

Because of his experience, McCuiston was asked in 2006 to moderate one of IECG's first corporate governance conferences.

The annual conference was then and remains now the feather in the institute's cap. McCuiston says it has set the bar high for many years, "and we're now focusing more on key elements of future trends and board dynamics."

"We also want to keep challenging ourselves when it comes to keynote speakers," he says. "How great was it to have Dan Burrus, who the *New York Times* called one of the three important futurists in the world. Or Terry Jones, the founder of Travelocity, knocked our socks off on innovation. There was Raj Sisodia, co-author of *Conscience Capitalism*.... We want to educate people by bringing in the best."

Outside the conference, McCuiston has long had the goal of reaching more business leaders and strengthening all services the institute provides. "For example, I still want more bank directors," he says. "We just had our sixth bank directors' certificate program for them, but I want to do more things. I want to get more credit union directors participating."

Eyeing an initiative to educate directors of nonprofits about governance, McCuiston adds, "We're going to keep growing!"

To further the breadth of the institute, he has started a membership program for both corporations and individuals. For \$389, they



Dennis McCuiston

get to attend the annual conference and the board dynamics series, and are eligible for discounts on other programs.

"We're also doing in-house programs for three boards... about proceeding into the future and getting to a better governance structure," he says.

Under McCuiston, IECG's Board Dynamics Series, periodic seminars in which boardroom behavior is fair game for discussion, have grown as

a huge selling point of the institute. IECG Director Anthony J. LeVecchio has been doing a great job spearheading those, McCuiston says.

He believes the Board Dynamics Series and soon-to-debut Transformational Roundtables — gatherings to help directors prep for the future — can be even more of a focal point.

"We need more like the one on the five types of functional and dysfunctional directors," he says. "It focused on what they look like and how you truly evaluate directors and let them know their performance. How do they improve, and, if they can't, how do you get rid of them."

Beyond creating successful programs, McCuiston has a strong desire to help grow the national visibility of UT Dallas through his own platform. "The television program is vital to getting the word out on what a quality university we have," he says, "and what we can offer. Some of the most innovative work is being done here, and I want my audience to be aware." ❤️

McCUISTON CAREER HIGHLIGHTS

- Bank CEO before the age of 30
- Host for two decades of nationally syndicated show *McCuiston*
- Chairman of the nominating and governance committee of Affiliated Computer Services Inc., a Fortune 500 company sold to Xerox

THOUGHT **YOU** SHOULD KNOW

Mike Peng

Mike Peng, O.P. Jindal Chair of Management, coauthored with Professor Klaus E. Meyer of the China Europe International Business School a review of the United Kingdom's manufacturing prospects. In an opening summary in "Winning the Future Markets for U.K. Manufacturing Output," Peng and Meyer predicted that U.K. manufacturing firms will continue "to excel in industries in which the U.K. has revealed comparative advantage, such as aerospace, automobiles, chemicals and pharmaceuticals. They will also be competitive in high-end niches, such as equestrian goods and leisure marine transport." Published last October, the study was commissioned as part of the UK Government's Foresight Future of Manufacturing Project.



Kathryn Stecke

Kathryn E. Stecke's (see *Manufacturing Expert Sees Seru*

Coming to the U.S. on page 18) latest accolade for contributing to the advancement of women in her field comes from Purdue University, where she earned three graduate degrees on her way to becoming a leading researcher in operations management.

In a program and reception March 7, Purdue honored Stecke, Ashbel Smith Professor of Operations Management in the Naveen Jindal School of Management, as one of its 2014 Distinguished Women Scholars.

Recipients of the title "serve as role models to all of our scholars in the making," Laurel Weldon, Purdue's interim vice provost for faculty affairs, said in announcing the honorees. She recognized Stecke and five fellow honorees as "impressive and accomplished women" who have made significant contributions in their academic and professional communities.

Stecke recently was re-elected to a second term on the board of the Production and Operations Management Society.



Sumit Sarkar

Sumit Sarkar, Charles and Nancy Davidson Chair in Information Systems, last fall was

named a Distinguished Fellow of the Information Systems Society at the 2013 meeting of the Institute for Operations Research and the Management Sciences (INFORMS). The primary aim of the ISS Distinguished Fellow Award is to recognize individuals who have made outstanding intellectual contributions to the information systems discipline. The JSOM Information Systems area boasts two other ISS Distinguished Fellows, Dean **Hasan Pirkul** and **Vijay Mookerjee**, also a Charles and Nancy Davidson Chair in Information Systems, who were named fellows in the last two years.



Art Agulnek

Art Agulnek, senior lecturer in accounting, was chosen as chairman-elect of the Dallas CPA Society at its annual meeting in January. He will serve this year and part of next as second-in-command of the local professional group before becoming chairman in the 2015-2016 year.

The society, a not-for-profit association serving more than 6,000 certified professional accountant members in Dallas and surrounding counties, is the local

chapter of the Texas Society of Certified Public Accountants. The statewide group has 29,000 members and 20 chapters.

A licensed CPA in Texas and New York, Agulnek joined the JSOM faculty in 2002 after retiring as a tax partner from Ernst & Young. During his time at JSOM, he has served in many professional association leadership roles, including two terms as treasurer of the Dallas CPA Society. The Texas Society recognized him with an award in 2012 for his service as chairman of the editorial board of the state group's magazine, *Today's CPA*. He joined the board in 2004 and served as its chairman from 2009 to 2013.



Bobby Chang (right)

Cordia Leung (at left, above), president of the DFW chapter of the National Association of Asian American Professionals, presented **Bobby Chang**, senior lecturer and director of the Innovative Global Leadership Executive MBA program, a Leaders of Excellence award at the group's second annual gala last November. The association is a non-profit for Asian-American profes-

sionals interested in enhancing Asian-American leadership in their careers and communities.



Habte Woldu

Habte Woldu, director of the BS in Global Business and MS in International Management Studies programs, delivered a lecture on “Managing Cultural Differences for Effective Cross-Cultural Communication” in October of last year as part of the annual Diversity Lecture Series that UT Dallas holds to celebrate National Diversity Awareness Month.

Woldu, who received his undergraduate degree in social science in Ethiopia and his PhD in economics from the Poznan University of Economics in Poland, created a course on multiculturalism in the classroom soon after he arrived in Dallas in 1993. His research focuses on areas of human resources management and assessment of cultural values in various societies, with emphasis on emerging economies, cross-cultural studies and analysis of cultural dynamism. Woldu believes that his life experiences have informed his understanding of the importance of diversity for social development and change, but also for staying competitive in the global economy.



Kelly T. Slaughter

Kelly T. Slaughter, clinical professor of information systems and director of the Center for Information Technology and Management, was slated to speak May 8 on big data and analytics at Convergence 2014, the annual continuing professional education conference of the Dallas CPA Society. The conference was expected to draw more than 1,200 participants. UT Dallas helped sponsor the event, which was designed to update certified public accountants in public practice and industry.



Richard Bowen (right)

Richard Bowen, senior lecturer in accounting, spoke March 20 at “Blurred Lines: The National Economy — Whose Money Is It?” a program in the Distinguished Lecture Series of the John Ben Shepperd Public Leadership Institute at The University of Texas of the Permian Basin in Odessa. Bowen was one of three panelists who focused on how monetary policy (central bank) and fiscal policy (government decisions) affect our lives.

Bowen also was invited to

take part in the 2014 Business Ethics Conference for Deans of Catholic Schools of Business in late March at the University of St. Thomas in Houston. The deans and key professors from the top 25 U.S. Catholic business schools were meeting as part of Popes Benedict XVI and Francis’ calls for ethics in finance education, Bowen says. Reading materials in advance of the conference included a case study on Bowen’s whistleblower role in the subprime mortgage crisis that began in 2008. Formerly a vice president at Citigroup, he tried as early as 2006 to warn the bank’s senior management and board of directors about the increasing levels of defective mortgages he was seeing.

FACULTY AUTHORS

Seven Jindal School faculty members were invited to the reception at the UT Dallas McDermott Library on May 1 to recognize faculty authors. Held annually, the reception not only celebrates the authors’ achievements, it also introduces the campus community to their works. The JSOM authors and their works are:



Alain Bensoussan

Alain Bensoussan, Ashbel Smith Professor of Operations Management and director of the International Center for Deci-

sion and Risk Analysis, editor with Shige Peng and Jaeyoung Sung, *Real Options, Ambiguity, Risk and Insurance*, Volume 5 in *Studies in Probability, Optimization and Statistics* (Amsterdam: IOS Press, 2013); and author with Jens Frehse and Phillip Yam of *Mean Field Games and Mean Field Type Control Theory*, SpringerBriefs (New York: Springer, 2013)



Eugene Deluke

Eugene Deluke, senior lecturer in operations management, *SAP SCM: A Supplement for SAP base Supply Chain Management Courses* (Dubuque, Iowa: Kendall Hunt, 2012)



Richard Harrison

Richard Harrison, associate professor of organizations, strategy and international management, author and, along with Alessandro Lomi, editor of *The Garbage Can Model of Organizational Choice: Looking Forward at Forty*, Volume 36 in *Research in the Sociology of Organizations* (Bingley, U.K.: Emerald Group Publishing Limited, 2012)



Robert F. Hicks

Robert F. Hicks, director of the Organizational Behavior and Executive Coaching program, *Coaching as a Leadership Style: The Art and Science of Coaching Conversations for Healthcare Professionals* (New York: Routledge, 2014)



Michele Lockhart

Michele Lockhart, senior lecturer in organizations strategy and international management, editor, with Kathleen Mollick, and author of a chapter in *Political Women: Language and Leadership* (New York: Lexington Books, 2013)



Mike Peng

Mike Peng, O.P. Jindal Chair of Management, *Global Business*, 3rd edition (Mason, Ohio: Cengage Learning, 2013) and *Global Strategy*, 3rd edition (Mason, Ohio: Cengage Learning, 2013)



Suresh P. Sethi

Suresh P. Sethi, Eugene McDermott Chair of Operations Management, editor with Marija Bogataj and Lorenzo Ros-McDonnell of *Industrial Engineering: Innovative Networks*, Proceedings of the Fifth International Conference on Industrial Engineering and Industrial Management "CIO 2011," Cartagena, Spain, September 2011 (New York: Springer, 2012)

PROGRAM UPDATES

Innovation and Entrepreneurship Program Earns National Model Award

The Jindal School's graduate program in innovation and entrepreneurship has been recognized as a national model by the United States Association for Small Business and Entrepreneurship (USASBE).

The association, an academic organization dedicated to advancing the discipline of entrepreneurship, bestowed its 2014 National Model MBA Entrepreneurship Program award on JSOM in January in Fort Worth at the association's annual conference. The recognition was one of the association's Excellence in Entrepreneurship Education Awards.

The Jindal School was among several college programs and universities that sponsored the USASBE conference, which drew more than 500 attendees.

The Jindal School offers a Master of Science in Innovation and Entrepreneurship (MSIE) degree with concentrations in corporate innovation and new-venture entrepreneurship. Equivalent concentrations also are available through two graduate-certificate and several dual-degree

programs. All are taught by full-time faculty with significant entrepreneurial experience.

In addition, the JSOM-based Institute for Innovation and Entrepreneurship (IIE) sponsors student and community education programs, including an entrepreneurship club and the annual UT Dallas Business Idea Competition.

Innovation is driving the economy and job growth, Dr. Joseph C. Picken says. A clinical professor and director of Innovation and Entrepreneurship programs, he helped start the Jindal School's entrepreneurship program 12 years ago.

"The innovation economy is where the action is," says Picken, who also serves as academic director of IIE. "More than 80 percent of the jobs in today's economy are created by startups and small businesses. To compete in the innovation economy, firms will still need all of the traditional skills, but also will require employees and leaders who understand the process of innovation."



Joseph C. Picken

JSOM MOVES UP IN NEW U.S. NEWS RANKINGS



Two Naveen Jindal School of Management programs moved up in the latest national *U.S. News & World Report* graduate-business-school rankings. The Professional MBA program (jindal.utdallas.edu/pmba) climbed 16 spots. It moved to the No. 22 spot overall, tying with the University of Maryland - College Park. Among public university part-time programs, JSOM's tied for No. 12.

The Full-Time MBA program (jindal.utdallas.edu/ftmba) remained at No. 37, tying Texas A&M University and the University of Rochester.

JSOM's online graduate business programs (jindal.utdallas.edu/academic-programs/online-programs) ranked fourth in the nation in the new standings, tying with the University of West Georgia. JSOM moved up from No. 9.

"I think one of the main reasons for our high ranking is that we try to make our online program as much like our on-campus program as possible — same requirements, same courses, and most of the same faculty. I think students appreciate the rigor of our approach to online courses," Dr. Larry Chasteen, director of the Professional MBA Online program, says.

Dr. Monica Powell, JSOM's associate dean of

graduate programs, says online business programs add to the school's long-standing reputation for quality classroom instruction.

"We are pleased to offer our students an exceptional experience in both our traditional and

online programs," JSOM Dean Hasan Pirkul says.



PMBA and online program rankings moved up



Larry Chasteen

RANKINGS SHOW RISE IN SCHOLARLY ARTICLES

By Kim Horner

The Naveen Jindal School of Management released The UTD Top 100 Business School Research Rankings™ for 2014, providing a benchmark to measure faculty research productivity at schools around the globe.

The Wharton School of the University of Pennsylvania retained the No. 1 spot, it has held since the annual rankings began in 2005.

Harvard University maintained the No. 2 place in the latest North American and worldwide rankings, while New York University moved to No. 3. Current-year standings are

based on articles published from 2009 to 2013.

The Jindal School tracks contributions in 24 leading peer-reviewed journals from schools in separate U.S. and worldwide rankings. The scoring system measures single and multiple authors and university affiliations.

The rankings document a significant increase in business faculty research in the past nine years. The 100 ranked schools produced 9,174 articles in the 24 leading journals during the most recent ranking period. That number has risen from 5,879 articles in the first period of the rankings, from 2000 to 2004.

Jindal School faculty produced 170 articles during the most recent period, placing the school at No. 16 in the North American ranking and No. 17 in the global ranking. Since 2005, the school has climbed from No. 36 in North America.

Two non-U.S. schools made the top 20 worldwide, including INSEAD, based in France, Singapore and Abu Dhabi, which was No. 14 worldwide. Hong Kong University of Science and Technology ranked No. 20 worldwide.

For the most recent research productivity rankings, visit utdallas.edu/top100.

MS in Business Analytics Program Starts Fall Semester

Big data keeps getting bigger — and companies need people who can analyze it. To help businesses meet the growing demand for this expertise, the Naveen Jindal School of Management is introducing a Master of Science in Business Analytics degree starting this fall.

“There’s a huge demand for people with these skills,” says Dr. Srinivasan Raghunathan, professor of information systems and coordinator of JSOM’s Information Systems and Operations Management area.

The Jindal School received input from local industry leaders on the skills needed. Students in the 36-hour degree plan can focus in financial, healthcare, IT, marketing or decision and operations analytics tracks.

JSOM already offers many of the courses that will make up the new degree plan, Raghunathan says. He says that new courses also will be added.

See jindal.utdallas.edu/msanalytics for more information.



Srinivasan Raghunathan

GLEMBA Gains New Leaders

The Global Executive MBA (GLEMBA) program has new leadership. Pamela Foster Brady, director of the Executive MBA program, has been named GLEMBA director, and Dr. David Springate serves as academic director for both the Executive MBA and GLEMBA programs. Former GLEMBA Director Bobby Chang remains as director of the Innovative GLEMBA (iGLEMBA) program.

A 2011 graduate of the Executive MBA program, Foster Brady returned as its director in fall 2012. Springate, a Jindal School finance professor, was founding associate dean for Executive Education at UT Dallas and the Executive MBA’s founding director. He has been an instructor for every Executive MBA class since the program’s inception in 1993.

The leadership changes took effect last October and mean that “these two executive MBA programs are moving closer together,” Springate says. They operate as complementary, not competitive, programs. “Yet, by design, they remain very distinct programs appealing to dif-



Pamela Foster Brady



David Springate

ferent executive MBA participants.”

Program curricula differ substantially. The Executive MBA program emphasizes C-suite leadership, strategic frameworks, adjustments to strategy due to globalization and information/big data, and the implementation of enterprise transformation.

The new Global Leadership Executive MBA curriculum, in contrast, appeals to global managers. The new curriculum includes two semesters of U.S. business fundamentals, followed by an in-depth study of multiple developing regional markets and one developed regional market. The program is designed for students to evaluate and enter new markets, then lead and execute in those markets.

The Executive MBA program will continue with its classroom-based alternate weekend format supplemented with two study tours. The Global Leadership Executive MBA program will deliver most classes online, incorporate expanded campus retreats and include both an international residency and an international study tour.

SEMINARS

Scholarly Get-Togethers Help Keep Faculty in Top Form

BY DONNA STEPH RIAN

A lecture on why business researchers need to study logic and philosophy was a unique topic offered this semester in one of the dozens of seminars held in the Naveen Jindal School of Management.

Eric Tsang, Dallas World Salute Distinguished Professor in Global Strategy, elaborated on the subject in a presentation in February to more than 40 faculty members and students attending the Organizations, Strategy and International Management area's inaugural Research Seminar series.

"We, as an area, have had seminars occasionally in the past," says Mike W. Peng, O.P. Jindal Chair of Global Strategy and OSIM area coordinator. "However a number of us thought it would be more beneficial to have a regular series, once a month...on a regular – instead of ad hoc – basis. We believe it also will contribute to the intellectual climate of our school."

Academic seminars such as these are designed to help faculty meet like-minded thinkers and stay at the forefront of their fields. Top minds from around the world often make presentations. OSIM seminars this year included a professor of economics and management from the International Ataturk Alatau University in Kyrgyzstan

as well as one from nearby SMU's Cox School of Business.

MARKETING

Once a year, the Marketing area sponsors its Frank M. Bass UT Dallas Frontiers of Research in Marketing Science (FORMS) conference. Now in its eighth year, the three-day event was established to foster high-quality research in quantitative approaches to marketing, provide a forum for a stimulating exchange of ideas and foster the development of PhD students. The 2014 forum included presentations on such topics as strategic interactions between firms, pricing, social networks and Internet marketing, and innovations in retailing.

Two seminar series also are hosted: an annual Marketing Seminar Series, which includes guest lecturers from outside universities presenting research to faculty and students typically four times each semester; and a Sales Executive Seminar Series, which brings well-known sales executives to campus for presentations to students, faculty and invited outside guests three times each semester.

FINANCE

Finance seminars are open to the public and have been ongoing for many years, says Robert Kieschnick, associate professor and Finance and Managerial Economics area coordinator. "They are unique in that we bring in top finance

scholars to talk about their current research," he says.

MIS

Management Information Systems seminars are open to faculty and PhD students. Recent presenters have keyed topics to health information technology, online gambling behavior, HIV transmission and the Internet, and how online reputation affects social media endorsements and product sales.

CLBOE

The Center and Laboratory for Behavioral Operations and Economics' seminars, which focus on issues in behavioral economics and behavioral operations management, are open to all, says Gary Bolton, center co-director and O. P. Jindal Chair of Managerial Economics.

"The regulars in our audience come from most groups in JSOM, as well as from the economics departments at UT Dallas and SMU," Bolton says.

ACCOUNTING

The Accounting Workshop Series features experts from the United States and around the world. It is open to all and has been ongoing for numerous years. Nearly a dozen topics were presented this semester.

OPERATIONS MANAGEMENT

The Operations Management seminar series is a PhD-level course for OM students, organized by Suresh Sethi, Eugene McDermott Professor of Operations Management. Guest speakers typically are from universities across the nation, but occasionally professors from foreign institutions and corporate industry executives are invited. Outside faculty and other PhD students are welcome, based on space availability. ❤️



Eric Tsang



Robert Kieschnick



Gary Bolton

AND THE WINNER IS



Left to right: Chao (April) Li, Dwight Fraencis Dy, Atul Nagar, Accounting Senior Lecturer Mary Beth Goodrich, Xi (Sunny) Jiang and Prachi Sahoo

AUTO APP IDEA NETS STUDENT TEAM A GLOBAL WIN

A Naveen Jindal School of Management student team won an international competition for its idea for an in-car app that could diagnose problems, direct occupants to repair shops and gas stations or find restaurants and hotels from a dashboard screen.

Their Hermes Road Warrior System was one of six winners in Global Connected Car Contest 2013 sponsored by the business software firm SAP. The JSOM team won in the convenience and safety category for its idea to connect drivers through wireless technology.

The Hermes app would be simple to use by touching the car's display panel. It would diagnose engine problems and give directions to the nearest repair shops. It could sync GPS and fuel data in order to plan gas stops on long trips. And it could scout the best restaurants and hotels along the way.

The team name, PAADS, includes the first letter of each member's first name. Members are Prachi Sahoo, Chao (April) Li, Atul Nagar — all MS in Information Technology students; Dwight Fraencis Dy, who is pursuing a master's degree in management and administrative sciences; and Xi (Sunny) Jiang, who graduated in December with an MS in Information Technology.

Their chief prize is a trip to Silicon Valley in August to meet with experts from SAP and General Motors to advance their idea.

Team leader Dy said the group came up with ideas based on their own driving experiences. The team members are part of the Jindal School's SAP Users' Group, which offers educational, networking and career-development opportunities for students seeking careers in SAP or other business software systems.

FULL-TIME MBA STUDENTS WIN HUMANA HEALTHCARE CASE COMPETITION

A team of JSOM Full-Time MBA students won first place in a national competition for an innovative strategy to help seniors make sure they take their prescribed medications as directed.

The students — Steve Buchalter, Shane Damico, Charlotte Hamm and Madison Moore — won the Humana Healthcare Case Competition last November at Humana's headquarters in Louisville, Kentucky.

It was the second time that a Jindal School team won the competition in the past three years. The team received \$10,000 and job-interview opportunities. The annual competition aims to attract potential employees who can help create solutions to important healthcare challenges.

The UT Dallas team competed against finalist teams from Columbia, Emory, Georgetown, Pittsburgh and Rutgers universities, the University of Minnesota and the University of North Carolina. The Columbia University team won second place at the November 1 finals.

Competitors had to recommend an investment into a product or service to engage members to take an active role in their health. The teams, which received an imaginary budget of \$50 million over five years, were required to provide a detailed analysis of the opportunity and its impact, and an explanation of how the product or service's success would be measured. The finalists made presentations before company employees and judges from Humana's top management.

The Jindal School team recommended a comprehensive program to help people 65 and older better adhere to their healthcare. The students suggested that Humana create an advice line exclusively for that demographic and introduced a pillbox that reminds users to take their medication. The team suggested that Humana acquire a company that provides that type of product and integrate the services.



Left to right: Steve Buchalter, Madison Moore, Charlotte Hamm and Shane Damico

AND THE WINNER IS CONTINUED



PLAN TO SAVE MALL WINS REAL ESTATE STUDENTS FIRST PLACE IN CONTEST

A plan to resuscitate an ailing retail mall earned a team of JSOM undergraduates first place and \$4,000 in the inaugural case competition of the International Council of Shopping Centers.

UT Dallas was one of seven universities invited to enter the first Texas ICSC contest, which was introduced at the trade association's annual conference in Dallas last November. Other invitees were Southern Methodist University, Texas A&M University, Texas Christian University, the University of North Texas, the University of Oklahoma and The University of Texas at Austin.

All four winning Jindal School students had taken the Introduction to Real Estate course taught by Dr. Randall Guttery, director of JSOM's real estate concentrations.

Above: The JSOM team making its presentation to the Texas ICSC contest judges
From left: Douglas Hermann, Karmen Lau, Stephanie Jacobs and Tryna Hammond



Guttery tapped Douglas Hermann, a senior in finance and president of the UT Dallas Real Estate Club; Karmen Lau, a senior in global business; and Tryna Hammond and Stephanie Jacobs, both business administration seniors, to apply what they had learned to the competition challenge.

It called on them to craft a rescue plan for a hypothetical shopping center in foreclosure. The property was held by a bank that had requested help to both stabilize and revitalize the property.

The JSOM team developed a complete response addressing leasing, management, development, government and sales-market concerns. Preparation led to a 30-minute presentation the team gave to a panel of seven judges, including Texas State ICSC Director Kendra Hinterland.

IN THE TOP 10 AGAIN

Students learning and refining salesmanship skills in courses that are part of JSOM's professional sales concentration have placed in the top 10 in national collegiate sales competitions this academic year. Senior marketing major Asha Andrews placed eighth in the speed sell category at the seventh annual National Sales Challenge at William Paterson University in New Jersey in November. Stephanie Reed, who earned her BA from the School of Interdisciplinary Studies in December, was the eighth-place finisher at the Great Northwoods Sales Warm Up from October 31 to November 2 at the University of Wisconsin – Eau Claire.



Stephanie Reed

PHD INITIATIVE LEADS TO AWARD

A research study by PhD students Seong Byun and Jong-Min Oh earned the First Place Doctoral Student Outstanding Paper award at the 2013 annual meeting of the Southern Finance Association last fall. In their winning study, "The Role of Media in Valuing Intangibles: Evidence from Corporate Social Responsibility," they examined the role of media in the valuation of intangible investments in the context of corporate social responsibilities.

Both Byun and Oh are candidates for a doctoral degree in Management Science with a concentration in finance, and their paper is an outcome of a summer research project initiative for PhD students the JSOM Finance area started last summer.



Seong Byun (left) and Jong-Min Oh

AND THE SCHOLARSHIPS GO TO...



Zayd Mabruk

The Dallas chapter of the American Advertising Federation and the AAF Dallas Foundation awarded JSOM student Zayd Mabruk its Morris Hite Memorial Scholarship early this year. The \$3,000 annual award is named for Dallas advertising pioneer Morris Hite (1910-1983).

Mabruk, who earned his BS in business administration in 2012 completed an MS in marketing in December as part of JSOM's dual master's degree program. He is now is enrolled in the Professional (part-time) MBA program and slated to graduate in August.

Mabruk has earned several scholarships during his JSOM career, including one as a member of team in a Personal Selling and Sales Management course that featured a final-assignment competition. Finishing in first place, Mabruk and five classmates won \$3,000 in scholarship money from Henry Schein, a Fortune 500 healthcare products provider.

Three JSOM graduate accounting students have each earned a \$2,500 scholarship from the Accounting Education Foundation of the Texas Society of Certified Public Accountants. All three, Kyle C. D'Souza, Anna M. Knutson and Pearl Promwanrat, earned a bachelor's degree in accounting last year and are slated to graduate from the Professional Program in Accounting in May. Knutson and Promwanrat have contributed postings to the TXCPA2B blog (txcpa2b.com).

BIG RETURNS FOR VITA VOLUNTEERS

by Jill Glass

For dozens of Naveen Jindal School of Management students, tax season is a time for making a difference.

As tax-filing season 2014 entered its last leg, roughly 175 Jindal School students volunteered time and accounting know-how to help needy tax filers.

The students participated in the Internal Revenue Service's Volunteer Income Tax Assistance (VITA) program, a free tax-prep service that draws upon the skills of IRS-certified volunteers to help people with low to moderate incomes. Coordinated by the United Way, VITA puts volunteers through two days of extensive training, then tests them on the IRS tax system.

Since UT Dallas students began participating in the program five years ago, the number of student volunteers has grown from 50 a year to about 175 this year.

Last year, 93 UT Dallas students served more than 2,200 tax filers who earned approximately \$50,000 or less, returning more than \$5.5 million in tax refunds and saving clients more than \$475,000 in tax preparation fees.

This year, as of February 28, UT Dallas students had helped 3,300 taxpayers get back nearly \$9.1 million in tax refunds, averaging about \$2,800 per filer. (Final figures for the 2013 tax year were due in May.)



Some VITA volunteers with accounting faculty member Mary Beth Goodrich (second from left) and VITA coordinator Kathy Zolton (third from left)

Kathy Zolton, JSOM's associate director of the graduate accounting program and VITA coordinator, attributes VITA growth to increased awareness sparked by more aggressive marketing and a new slogan, "We are. VITA." Word of mouth from students who obtained their dream internships after participating last year also helped create more buzz, Zolton says.

But VITA is more than getting taxpayers maximum refunds or bolstering student résumés, Zolton says. "The students gain compassion for a family of five living on \$22,000. It's a perspective you can't learn in a textbook." ❤️

THAT'S OUR TEMOC

The tall, silent type, the mascot is a JSOM marketing student and brand ambassador for UT Dallas

by Mia Squilla Pavelle



about how to market Temoc and to get people to feel the energy, that's my goal as mascot. So, being a marketing major teaches me how to utilize that tool."

While no two mascots are alike, they do have one thing in common: their job description. They

are — all of them — brand ambassadors, and in the fiercely competitive world of higher education, branding can be everything, a point not lost on the hard-charging young marketing man behind the affable Temoc.

"I'm taking Product and Brand Management right now, and the entire time the professor is talking about corporations and how they market their brand and some of their core values, I'm over here relating it, in my mind, to the mascot," he chuckles.

Relating it specifically, he says, to how the mascot communicates, which in the case of his alter ego, is non-verbally, since Temoc is mum. When selling the UT Dallas brand, the student inside the costume — whose identity is top-secret

information — must rely solely on body language, a topic of particular interest to him last spring when he was enrolled in a JSOM Business Communication course. "As the mascot, you really can't talk. It's not like I can *tell* people how great UT Dallas is, so I try to show them how happy the school makes me."

And that requires knowing your audience, a skill Temoc has worked hard to perfect, and which he can relate to firsthand: "With marketing, you always have different tactics, different things you do with different people. If I'm around older folks, I'll act differently than if I'm around students, and I definitely act differently around children."

Take a winter appearance at a Texas Legends basketball game. While helping to promote the Dallas Mavericks development league team's upcoming summer camps, Temoc — representing JSOM's corporate partnership with the league — kicked it into high gear, generating a level of product enthusiasm among the children in attendance that he hopes will bring a long-term return on his investment. "Ten years from now, when those

kids are looking at college applications, when they see UT Dallas, they're going to have at least some faint memory of that giant Comet man at the Texas Legends game."

And, from a marketing standpoint, that may be just enough to sway them. 🍷



As far as marketing goes, it is not a bad time to be in the business of higher education. The Information Age has made it easier than ever for universities to tout their professors and programs, athletics and state-of-the-art facilities. But when it comes to bang for the buck, it's hard to beat the promotional value of the old-school mascot, particularly if that mascot happens to grasp the principles of marketing.

"It's the perfect marriage," says the senior Jindal School of Management marketing major who has been performing as UT Dallas' own Temoc (Comet, spelled backward) since 2012. "If I was a chemistry major or a history major, it might not be so right, but the fact that I'm actually learning

DECADES OF DEVOTION



why so many people who want to reach Gilliland go through Allen.

"We've gotten a chance to probe each other on what's going well and not so well," says Gilliland, who is now semi-retired and serves on corporate boards. "When you have challenges, it's great to be able to bounce ideas off each other, or, if

No one knew what to expect with the inaugural 1994 Executive MBA class. Students gave feedback, instructors adjusted, and much was learned. But for Sam Gilliland, former CEO of Sabre Holdings, and Rich Allen, former vice president of human resources at Texas Instruments, it led to them becoming best friends. They have watched their children grow together, leaned on each other and seen each other succeed. Their personal connections are a value added to what they learned in the classroom.

"We didn't typically complain about anything — we did something about it," Gilliland recalls. "And we both had a similar approach to life and work."

Allen remembers where their friendship truly started. "It was entrepreneurial class," Allen says. "We partnered up with Bernard Goor [a fellow alumnus presently an Oracle VP], we chose wine, and we went with our wives to do wine tasting. We had fun, put on a party for the class, and we sold [wine] by the case.... We came away with the only A."

Even though Allen, who was a division president at Pella Corporation from 1998 to 2005, is quick to defer to his friend's accomplishments, Gilliland always remembers who was the class valedictorian and who helped him with his own weaknesses. "He'd hear me on the phone with colleagues and say, 'Are you kidding me?'" Gilliland laughs. "So I would get my share of coaching."

Probably not surprising to Gilliland, Allen is now a coach for business owners and executives.

For Gilliland, nine more years of long hours led to him becoming CEO of Sabre Holdings in 2003. For Allen, his career at Pella led him to Iowa. Still, the two were only a phone call away. They even joke that this is

something isn't going well for one of us, we can commiserate."

They also have had the opportunity to share the joy of family. As they have watched their wives and children become friends, the Allens and Gillilands have actually spent the majority of the past 20 New Years together. "We even had a dual baby shower," Allen adds.

THE SCHOOL OF MANAGEMENT CONNECTION

Today, both of them use their experience for the benefit of the Jindal school. They are jointly spearheading a drive to put money in the coffers of an opportunity fund they have opened on behalf of the EMBA Class of 1994. Allen also was keynote speaker at a Power of Two mentoring event for the MBA program, and Gilliland gave a talk for the EMBA Speaker Series on how to be a corporate leader — which Allen attended to give support.

Neither has ever lost sight of what the JSOM did for them or the meaning of the friendship that began there. Says Allen: "I would share anything this with this guy and, honestly, I don't know if I can say that about many people." ❤️



Above series: Sam Gilliland (left) with Rich Allen.

Left: Executive MBA and GLE MBA students listened to Gilliland at an EMBA Speaker Series event on January 25.

A L U M N I N O T E S

1970s

Linda DeWeese Dunkel, MA 1976, and her husband, **Tony Dunkel**, BS 1992, EMBA 1994, enjoyed 2½ weeks of retirement before rejoining the workforce at the helm of the Bali Institute for Global Renewal, a global learning organization aimed at empowering students, groups and organizations interested in making a difference in the world. Both Dunkels had served as pro bono advisers to the institute for nearly 10 years. Linda joined as president and CEO, and Tony came in as chief operating officer and chief financial adviser.

Linda continues to serve as the chair emeritus of Interaction Associates (IA), a consulting group where she had been president and CEO since 2002. She works both locally and globally. She sits on the board of the YWCA of Metropolitan Dallas.

A former teacher of cultural anthropology, she received a BS in education from The University of Texas at Austin.

Tony most recently served as operations manager and senior internal consultant for Interaction Associates. Prior to that, he worked as a corporate director of CGI, Inc, a global computer services firm, based in Montreal.

Tony serves as the U.S. president and adviser to the board of World Centers of Compassion for Children International, which helps refugee children worldwide. He is a past mentor in the JSOM Executive MBA program.

Tony and Linda reside in Dallas and Hawaii, and have two daughters as well as two grandchildren.

1980s

Melendy Lovett, MS 1982, became the senior vice president and chief administrative officer at Dallas-based Trinity Industries in March after retiring as president of Texas Instruments' Education Technology division. Melendy had served on the board at Trinity Industries, which provides products and services to the industrial, energy, transportation and construction sectors, since 2012.



In her two-decade career at TI, she previously served as the vice president of the human resources department, where she supervised the company's worldwide compensation and benefits programs as well as

the U.S. human resources operation. She also founded and led a nonprofit organization, High Tech High Heels, made up of TI women who were interested in improving math and science education for high school girls.

Prior to TI, Melendy, a certified public accountant, worked as a senior manager with Coopers & Lybrand.

She is the chairman of the board of directors for AVID Center, a nonprofit organization that focuses on college readiness. She earned an undergraduate degree in management from Texas A&M University.

Her successor at TI is another JSOM alumnus, **Peter Balyta**, GLE MBA 2003 (see page 35).

Warren L. Rapert, BS 1987, chief financial officer (CFO) at Trans-Trade, was a finalist for the *Dallas Business Journal's* 2013 CFO of the Year Award in the logistics and transportation division and was featured in the publication's October 25-31, 2013, issue. Trans-



Trade, which he joined in 2012, coordinates domestic and international ocean, air, truck and train transportation and logistics. He has been working with the executive team to turn

the company around. Trans-Trade was struggling, he told *DBJ* and "needed basic cash management, account cleanup, data integrity and timely reporting."

Previously he was CFO at American Airlines' air cargo services spinoff Worldwide Flight Services. He earned an MBA from SMU and began his career in the audit assurance division of Ernst & Young. He lives in Coppell, Texas, with his wife and two daughters.

One professor who made a difference in his UT Dallas experience and career, he says, was the late Dr. Adolf Enthoven. "Dr. Enthoven was known internationally, had an accomplished career and taught hundreds of students but made me feel he always had time."

1990s

Anthony Reed, MS 1992, is a certified public accountant, consultant and professional speaker. He also is co-founder and executive director of the 10-year old National Black Marathoners Association, which supports black distance runners and walkers. In addition, he is on the Dallas Marathon Board of Directors. He was interviewed about his experiences at the Boston Marathon explosion by *USA Today* and various TV stations. More recently, his article about Marilyn Bevans, one of America's great female marathoners, was published last December in *Runner's World*.

In 2013, he received one of the National Black Data Processing Association's highest honors, the Epsilon Award, for community service. He also was selected to give an oral history of his life as a African-American history maker in track and field (marathoner) by The HistoryMakers, a collection of African-American oral history videos.

The first black in the world to run marathons on

all seven continents (see *The Business of Globalization, Management* magazine, Spring 2012, Vol. 15, No. 2, pages 5 and 14), he completed his 125th marathon in August 2013 in Alaska. He has become one of 40 people in the world who has completed the marathon



"hat trick," which refers to running marathons on all seven continents, in all 50 states and more than 100 marathons. And he was featured on the front page of the November 14, 2013, *Richmond Times-Dispatch*

for starting the National Black Distance Runner Hall of Fame. The second edition of one of his five books, *Running to Leadership: What Finishing 100+ Marathons On All Seven Continents Teaches Us About Success*, will be available this summer.

Will Deener, MS 1995, has been a financial columnist for *The Dallas Morning News* since 2010. His column runs every Monday and has a basic focus on the stock and bond markets. Will has covered some major monetary events, including the crash of the Internet stocks and Enron, and says the extensive financial background he obtained at UT Dallas, particularly in accounting, has been a major asset to him in his work. "Even today, I still rely on my accounting background to better understand stocks." He began working at *The Dallas Morning News* in 1980, serving as both a state and local reporter and assistant Metropolitan editor. He earned a BA in journalism from the University of North Texas.

Ashok Kumar (A.K.) Mago, EMBA 1999, was selected to receive the Padma Shri Award from his home country of India in the category of Trade and Industry at a presentation in March at the Rashtrapati Bhavan, the official residence of the president.

The Padma Awards are considered India's highest civilian award.



Chairman and CEO of Mago and Associates, a U.S.-based business and investment consulting company, A.K. is very involved in the local Asian community. He is especially

interested in improving India-U.S. business relations and has been a strong advocate for deeper U.S.-India ties. He is the founder of the U.S. India Chamber of Commerce, which promotes trade and investment between India and the U.S. As a board member of Dallas-Fort Worth International Airport, he has helped promote air connectivity among various airports in India.

In recognition of earlier contributions and achieve-

ments, in 2010 A.K. was awarded the Pravasi Bharatiya Samman Award, the president of India's highest honor conferred on a non-resident countryman. Other recognitions have included the *Dallas Business Journal* Minority Business Leader Award and the Unity International Foundation's Excellence in Global Friendship Award.

He has served in numerous leadership roles, including as a past chairman of the Asian-American Chamber, Urban League of Greater Dallas and North Central Texas, and the Community Relations Commission. He continues to serve on the Dallas Regional Chamber board.

He and his wife, Monica, have two children.

2000s

Deepak Sethi, PhD 2001, last year published a memoir, *He Opens Another Door*, in which he narrates several episodes in his life's journey, such as his wife's stroke on the day their son was leaving India to attend a master's program at UT Dallas and his own subsequent transition into the PhD program. His



forthcoming book is *India at 67 – At Sixes and Sevens*.

Deepak holds two master's degrees and a postgraduate diploma in management from three leading Indian universities. Since 2001, he has been a

professor at UT Dallas, Oakland University in Michigan and Old Dominion University in Virginia.

Before earning his PhD, Deepak served in the Indian Army for 31 years and took early retirement with the rank of brigadier general. He is a veteran of the India-Pakistan War of 1971, and he later commanded an artillery regiment and an artillery brigade deployed on the border with China and Pakistan respectively. While in the army, he was the editor of *Artillery Journal* and also scripted and produced a motivational film, *Pause to Ponder: Ethics, Values and the Soldier*.

His research has been published in such top academic journals as the *Journal of International Business Studies*, *International Business Review*, *Journal of International Management*, *European Business Review* and *Asia Pacific Journal of Management*. He writes extensively on geopolitical and international business issues, focusing upon South Asia, China and the U.S.

Edwin Karuga, BS 2002, is a business applications consultant with PricewaterhouseCoopers. Originally from Kenya, he is a founder and chairman of the East Africa Chamber of Commerce, based in Dallas with branches in major cities in the United States and East Africa. The chamber promotes trade

between East African countries and the United States. Edwin said in a recent newspaper article that



the top exports from East African countries to the U.S. are coffee, textiles and garments; the top imports are industrial chemicals, equipment and technology, especially computers. Edwin also

is involved in real estate investment in East Africa, tech-startup ventures and construction equipment sales to East African businesses.

Thomas Brockway Spencer, BA 2002 in Interdisciplinary Studies, EMBA 2008; is working on his PhD in public affairs at UT Dallas. Thomas is senior manager of operations in the Office of Academic Information



Systems at UT Southwestern Medical Center at Dallas. He also is the assistant director of the Research Software Core. In these roles, he helps maintain the regulatory systems that support UTSW's \$400 million

dollar-per-year research enterprise and provides a one-stop-shop for faculty and students seeking to enhance their research efforts with cutting-edge technology.

In 2013, he attended the Association of American Medical Colleges Group on Information Resources (GIR) Leadership Institute. The institute focuses on emerging leaders in healthcare technology and management. Thomas recently told the alumni office: "I feel that my MBA degree...has helped me greatly in my career and enhanced my effectiveness in the field of research administration and healthcare management."

Recently married, Thomas and his wife, Lily, who owns a Montessori School near Royse City, Texas, both love education. He is scheduled to teach a graduate-level course this fall in the School of Economic, Political and Policy Sciences.

Kim Vance, MBA 2003, is the marketing director at Frog Street, a privately held company based in Grapevine, Texas, that develops and publishes educational curriculum for the early childhood market. Prior



to taking this role, Kim founded the marketing consulting company, Trugenius Marketing, acting as president for more than a decade while serving clients including Plano-based Dr Pepper Snapple Group and Dallas-

based Solomon Associates. Kim enjoys using her skills to help businesses grow their brand and unleash their marketing potential. She earned a BBA in marketing

from Baylor University. She lives in Dallas with her two young sons.

Peter Balyta, GLE MBA 2003, was appointed president of Texas Instruments Education Technology in February, succeeding **Melendy Lovett**, MS 1982 (see page 34). Education Technology is a TI global division



providing education technology, educator professional development and classroom content focused on improving mathematics and science teaching and learning. Peter has been with TI 14 years, holding prominent leadership roles in marketing, sales and product strategy in North America, Europe and Asia.

TI's CEO, Rich Templeton, recently praised him, saying: "Peter combines a strong understanding of global markets with his earlier firsthand experience as a math educator and curriculum and instruction supervisor. He has great appreciation for educators and channel partners with whom Education Technology works to increase student achievement in STEM [science, technology, engineering and math] education."

Balyta earned a bachelor's degree in education from McGill University in Montreal, followed by an MS from Concordia University, also in Montreal. He earned a doctorate in mathematics education from McGill University.

Richard E. Peck, GLE MBA 2004, is on the board of directors of Toastmasters International, the global organization that focuses on communication and leadership-skills development. Last summer, he was elected to the 2013-2015 term at the organization's annual international convention. He has been a member of his home club, Nutmeg Toastmasters in Woodbridge, Connecticut, since 2006. He also has attained the Distinguished Toastmaster designation,



which is the top level of achievement in the organization. Richard is member of the Network Support department at AT&T, where he has worked 27 years. After earning his MBA, Richard was certified as a Project Management Professional by the Project Management Institute. He volunteers with the Kiwanis International, where he has served as club president and lieutenant governor. In his free time, he likes traveling, photography, drag racing and studying world cultures.

Richard says that while all his UT Dallas professors and classes became a "vital foundation for understanding how an international organization, such



Richard says that while all his UT Dallas professors and classes became a "vital foundation for understanding how an international organization, such

as Toastmasters, operates," it was Patricia Hayden's " 'intercultural savvy' [global business] course that really opened my eyes to the world around us. I use the knowledge that I gained from that course on a daily basis and continue to use it as a basis to grow my understanding of world cultures."

Kendall H. Helfenbein, EMBA 2004, MS 2006, is chief financial officer (CFO) of Romacorp Inc., the international franchiser of Tony Roma's Restaurants. He recently was featured in *Financial Executive International Magazine*. He also was a finalist for the *Dallas Business Journal's* 2013 CFO of the Year award in the restaurants division and was featured in the publication's October 25-31, 2013, issue.

After working in the audit departments for several large companies, he became senior manager in audit for two large public accounting firms. In 1991, he was brought in as CFO for his largest client, Block Management LLC, which was made up of 15 privately owned companies with 7,500 employees. After the



business was sold in 2008, he became director of finance for a Fortune 500 company and then took time off to compete in triathlons — a lifelong goal. He has competed in 14 in all.

Active in his profession, he has published several articles in accounting journals, serves on two boards and is an executive officer in the Dallas chapter of Financial Executives International. He serves on JSOM's Graduate Accounting Advisory Board. He earned a BBA from West Texas A&M University in 1981 and became a certified public accountant in 1982.

Michael T. Clock, EMBA 2005, won the *Dallas Business Journal* 2013 CFO of the Year award in the restaurants division and was featured in the publication's October 25-31, 2013, issue. As executive vice president and chief financial officer for Le Duff America, Mike is responsible for the company's strategic



direction, brand support and external financial communications. Le Duff includes the second-largest bakery/café concept in North America and is the parent company to Mimi's Café, La Madeleine Inc.,

Bruegger's Bagels, Timothy's Coffee and Brioche Doree. Previously, Mike was CFO for the company's La Madeleine Bakery Café brand and has been with the Le Duff America group eight years. Before that, he held leadership roles with Carlson Restaurants Worldwide/TGI Fridays in finance and accounting. Mike also has worked in management at HSC Hospitality (restaurant division for W.R. Grace) as the company's controller and with S&A Restaurant Corporation and

Trammell Crow Family Holdings. A certified public accountant, Mike earned a BBA from UT Arlington, where he serves on the Accounting Advisory Board. He also is a strong supporter of, and sits of the board, of Make A Way Charities, a nonprofit organization supporting single-parent families in the Dallas area.

Jason Hirsch, BS 2005, MBA 2011, became head coach of the UT Dallas men's soccer team in May 2013. As an undergrad, he was a member of the UT Dallas 2004 American Southwest Conference championship team. He succeeded Comet Coach Jack Peel, who retired after the 2012 season. Previously, Jason served as assistant coach and before



that, as a volunteer coach following his senior year.

Jason says he always had a strong passion for soccer, but after high school, his main goal was to get a business degree and get into the finance industry. "However, once I finished my playing career," he says, "I really wanted to stay involved in the game, and so I got into coaching."

Once he made the switch to UT Dallas as the full-time assistant coach, he says, "I felt like I should continue towards my MBA." He believes that having his business degree has made him a better coach. "The information in those business undergrad and graduate-school classes helps me with my daily responsibilities. Having to manage almost 40 men's soccer players on a daily basis takes leadership, and problem-solving skills. I believe the UTD business program helped develop some of those skills."

Active in his profession, he has published several articles in accounting journals, serves on two boards and is an executive officer in the Dallas chapter of Financial Executives International. He serves on JSOM's Graduate Accounting Advisory Board. He earned a BBA from West Texas A&M University in 1981 and became a certified public accountant in 1982.

David L. (Dave) Holmes, BA 2006 from EPPS, MS 2011, is a senior financial auditor at Montgomery, Coscia, Greulich LLP. Dave was a member of the UT Dallas men's basketball team during his undergraduate years and has been a member of Omicron Delta Epsilon, the Economics Honor Society, since 2004. Since graduating, Dave founded the Accounting Alumni Chapter, a division of the U40 JSOM



Alumni, creating a space where accounting alumni can network. Dave also is a member of the Dallas Regional Chamber and its Young Professionals group, helping to foster a growth both personally and professionally. Dave married his wife, Danielle, last December and continues to enjoy lifting weights, playing piano, basketball and golf as well as volunteering at the North Texas Food Bank.

Vijay Sachdev, MBA 2009, is the vice president and corporate relationship manager at BBVA Compass. He previously held other positions with Compass, as

well as Comerica Bank and JPMorgan Chase.

"I truly cherish the time spent getting my MBA at UTD," he says, noting that the JSOM Career Management Center "was instrumental in helping me secure a high-quality internship at JPMorgan Chase that jump-started my banking career."



Vijay has worked in the banking industry five years. He currently is focused on developing relationships with middle-market companies with annual revenues up to \$500 million.

Prior to banking and pre-MBA, he worked in the engineering field for four years and was involved with developing software for wireless telecommunication devices.

2010s

Farhad Rizvi (left), BS 2011, co-founded Shamak Sandals with his older brother, Hammad (right), while he was a junior at UT Dallas. The brothers were born to Pakistani immigrants in Oklahoma but were raised



in Dallas and Saudi Arabia. In Saudi Arabia, the brothers became interested in the traditional Arabian sandal as well as the country's

passion for soccer. While on a trip with the Olympic soccer team, Farhad — who played for the UT Dallas men's soccer team — met children living in the villages of Pakistan. They shared their stories of poverty with him, inspiring Farhad to start the company.

Shamak means "to make peace" in Hindi. The brothers' concept was to use the sales of Shamak sandals as a way to educate children around the world. The sandals are made by South Asian artisans. The Rizvis partnered with The Citizen's Foundation, which is a member of the Clinton Global Initiative. Farhad told *The Mercury*, the campus newspaper, "... for every pair [of sandals] someone buys online, he or she has the choice to donate a scholarship, a textbook or a uniform to a child in need."

After graduating from UT Dallas, Farhad worked for Facebook's marketing team as well as interned in the Office of the Attorney General of Texas. He is working on a travel social-network startup with a team of students from UT Austin. Farhad lives in Austin and is as an associate at the Gerson Lehrman Group, a financial services company.

Musa Ato, BS 2012, started a high-end menswear line, League of Rebels, while still at UT Dallas and championed its branding with the guidance of Julie Haworth, director of the undergraduate program

WEB PAGE STARS

CAMPUS TRADITIONS



Mike Aldas, BS 2011, and fellow alumnae **Rufy Garcia**, BS 2011, and **Leah Torres Violante**, BS 2012, remain on campus virtually via a photo on a new JSOM undergraduate recruiting Web page, Prospective Freshmen (jindal.utdallas.edu/freshmen). They are the happy threesome celebrating homecoming in one of the rotating photos at the top of the page.

Mike (2) is owner and president of Urban Events, Inc. in Florida. The company, Mike says, is a direct-marketing firm that specializes in retail development and trade-show event execution for clients. Mike says that he was drawn to marketing after being on the board of the UT Dallas chapter of the American Marketing Association. Undergraduate Marketing Program Director Julie Haworth "really helped nurture and develop my interest. Without her guidance and encouragement, I never would have run for chair in the AMA," he says.

After graduation, Mike founded a small marketing firm in Dallas and 10 months later had the opportunity to start a second company in the Miami/Fort Lauderdale area.



Rufy (1) is the community manager at Dieste Inc., an advertising agency that services nationwide brands on a multicultural level. Rufy says when she is not working she loves to do "CrossFit and do anything outdoors when the weather allows it, including kayaking and rock climbing."

Leah (3) is a marketing specialist at Ascend Marketing and is working on her Web Design Certification at UT Arlington. She got married last year to a business management major from UT Arlington.

in marketing. Musa also completed an independent study with Haworth in which he made a marketing campaign video for the brand.



Musa is now using his marketing and global business skills in this venture.

He recently relocated League of Rebels to Los Angeles, as well as opened two stores in his home country, Nigeria.

Musa is married to alumna **Svitlana Franchuk**, BS 2011. Since graduation, Svitlana has been in the finance industry as an operations associate with Forex Capital Markets.

Austin Higgins, MBA 2012, is a management consultant with Slalom Consulting. He has a background in military linguistics, journalism and financial consulting as well as entrepreneurship — all of which help him in his work. He has worked with Fortune 15, middle-market and startup companies to help them achieve quantifiable improvements to operations

and the bottom line. Every class at the Jindal School prepared him he says, but Organizational and Management Consulting with Jeff Hicks and Entrepreneurship with Bob Robb, now retired, were the two most influential classes. These classes taught actionable skills in problem solving, presentations and client management, he says, and gave him real-world experience as a consultant. He also is the chairman of the U40 young alumni network at the Jindal School. His goal is to help students and alumni find their place in the corporate world.

Ana Santellana, BS 2013, is the social innovation manager at 7-Eleven Inc., where she establishes relationships with fans via social networks.



She also analyzes social commentary to help 7-Eleven understand guests' perceptions of the brand. Ana says that "using this information, the company is able to

innovate within different product categories and to offer guests the best experience at stores nationwide."

Ana, who used to be a Mary Kay independent beauty consultant, also advises MK IBCs on their social media efforts. Besides social media, Ana enjoys traveling, cooking and reading.

IN MEMORIAM

Santosh N. Kabadi, PhD 1985, was a professor in the Business Administration department at the University of New Brunswick in Fredericton, Canada. He died in a drowning accident in India in November 2010. The university has set up a scholarship in his memory. To donate online, go to unb.ca/donations or send donations to: "Dr. Santosh Kabadi Scholarship" at Development and Donor Relations University of New Brunswick P. O. Box 4400, Fredericton, NB Canada E3B.

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