

THE NAVEEN JINDAL SCHOOL OF
MANAGEMENT

THE UNIVERSITY OF TEXAS AT DALLAS

VOLUME 18 No.2 SPRING 2015



STUDENTS
+ FACULTY
+ PROGRAMS
—
VALUE ADDED



Hasan Pirkul
Dean and Caruth Chair
of Management

MESSAGE FROM THE DEAN

This spring we have celebrated several special occasions. In March, we held a luncheon to thank the major donors whose generous gifts helped the Jindal School surpass its Campaign for Tier One goal of \$50 million. At the end of the campaign, we had reached the \$53.4 million mark. The University also exceeded its campaign goal of \$200 million. Thanks to all who gave and who continue to give for your help in making the Jindal School better every day.

Thanks to the campaign, 52 new endowments were created in our school, ensuring critical support for new programs such as commercial real estate and professional sales, and creating new opportunities for student scholarships and fellowships. We have created 16 endowments for scholarships and fellowships, 16 opportunity funds, nine support funds for students and miscellaneous needs, and 11 endowments for faculty chairs. Recently, six professors named to endowed posts were formally honored at an investiture ceremony. You can read about the investitures in this issue.

I believe that top faculty members and their research are key components in building a top school. Dr. Shaojie Tang, a new assistant professor on our information systems faculty, earned two best paper awards this academic year at international symposiums devoted to computing, networking and next-generation information technology applications. I am also happy to report that Dr. Özalp Özer, Dr. Daniel Rajatranam and Dr. Mike Peng earned recognitions for papers that have advanced the knowledge base in their fields.

Our faculty members also have been recognized by our students. The UT Dallas chapter of the Golden Key International Honour Society, a collegiate honor society devoted to high scholastic achievement, recently chose to induct John Barden, director of the undergraduate accounting program, and Dr. Sonia Leach, director of the undergraduate program in supply chain management, as honorary chapter members.

In a 2014 article published in *Asia Pacific Journal of Management*, several faculty members in our Organizations, Strategy and International Management Area were named among the most influential China strategy researchers in the world. Dr. Peng topped the list at No. 1, Eric W.K. Tsang was No. 4, Zhiang (John) Lin was No. 12. Marketing Professor Fang Wu also made the list at No. 31.

Research productivity of our faculty members led our school to climb five places from last year to this year in the UT Dallas Top 100 Business School Research Rankings™. Our faculty published 196 articles in top peer-reviewed academic journals during the most recent five-year period measured, 2010 to 2014, placing our school at No. 11 among North American business schools.

Independently, *Bloomberg Businessweek* ranked the Jindal School faculty No. 5 in the United States in intellectual capital in its 2014 rankings of the nation's best full-time MBA programs. A standing that reflects the level of research expertise of the faculty, the ranking was calculated by counting all articles published by tenured and tenure-track faculty in 20 leading academic business journals from 2009 to 2013.

Our academic programs continue to be recognized nationally and internationally. In *U.S. News & World Report's* 2016 graduate school rankings, the Full-Time MBA Program moved up four spots to tie for No. 33 in the nation, and the Professional MBA Program tied for No. 29. Our information systems programs tied for No. 16. *Bloomberg Businessweek* ranked the school's Full-Time MBA Program No. 41 overall in the country and No. 19 among U.S. public programs.

Bloomberg Businessweek also rated the school No. 11 overall for return on investment. The publication reported that the typical Jindal School student will recoup nearly 40 percent of costs to attend in the first year after graduation.

Our online programs also turned in strong showings in *U.S. News & World Report's* 2015 Best Online Programs rankings. The report ranks the school's online graduate business programs No. 2 and its online MBA program No. 6.

As always, our students continue to make us proud. This issue includes stories of a JSOM team earning first place — ahead of 27 other universities — in a national ethics case competition, another team winning first — the third Jindal School team to do so in the last four years — in a healthcare case competition, and a trio winning first in the undergraduate division of the annual UT Dallas Business Idea Competition. This year, we started with more than 7,500 total students, 489 of them freshmen. The freshman class grew 64 percent from fall 2013 to fall 2014, and we are busy recruiting another excellent freshman class for next fall.

Undergraduates are highlighted in several spots in this magazine. Their numbers are growing, and we are growing programs for them, including the new BS in Healthcare Management degree curriculum featured in these pages. There is also an article on a new graduate degree program, the MS in Energy Management.

Our ability to create such programs in response to industry needs and our continued improvement are made possible by your belief in the school — and by your support for it. We count on your backing and assistance, and we are very grateful for both.

Best wishes,

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jindal.utdallas.edu

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STUDENTS, FACULTY, PROGRAMS – VALUE ADDED

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On the cover: Undergraduates (from left) Robin Ahmadi, Victoria Puckett, Justin Wong and Kelsey Morrison in the new wing of the Jindal School. Photo by Brian L. Wiest.

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Council members, seeking more input in order to provide better recommendations for the school’s future, invited four undergraduates to make presentations and participate at their February meeting.

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Grand Opening Formally Welcomes New Addition

Ribbon cuttings, speeches, food and more festivities gave the Jindal School’s new wing an official beginning last December 1.

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Six Jindal School professors recently appointed to chairs and endowed posts were recognized at an April 2 investiture ceremony.

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Distinguished Alumni Award

R. Carter Pate, MS 2003, “has demonstrated exceptional leadership in the global business community,” JSOM Dean Hasan Pirkul says.



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Advisory Council Connects to 'The JSOM Experience, From a Student Perspective'

FOUR UNDERGRADS
IN THE SPOTLIGHT

BY: ERIC BUTTERMAN



Meetings of the Naveen Jindal School of Management Advisory Council have always offered plenty of opportunities to talk about the state of the school, and council members are encouraged to make suggestions for improving its future. But the council recently expressed the need for more input — specifically from students — in order to make better-informed recommendations.

Four JSOM undergraduates were invited to attend the council's February 11 meeting, where they each made a presentation and they all later participated in roundtable discussions that are a staple at every meeting.

The presentations revealed the Jindal School is firmly on target toward achieving its mission of hands-on training and a feeling of connectedness between students and faculty.

Marketing major Kelsey Morrison, a junior, opened the presentation. "I love JSOM," she said. "It's done so much for me. It's developed me professionally, and also professors have a lot to do with that. If they weren't so involved and very personal for us — they truly care about us as students — I can honestly say I wouldn't be where I am."



Advisory Council Chairman Steve Penson (left) referred to the visiting students as “great ambassadors.” Their strong presentation showing did not surprise council member Ted Holden (center). Past council chairman Skip Moore (right) said companies look to the University to make strong connections for the future.

Finance major Robin Ahmadi, a senior concurrently pursuing an MS and MBA, credited Professor Randy Guttery for helping him become an assistant analyst at a commercial valuation and property tax services company. “He’s actually the professor that got me my first — and through it — second job,” Ahmadi said. After working part time for a year at Integra Realty Resources in the appraisal industry, Ahmadi transferred to tax consulting after Integra brought Equus Property Tax Services. Equus has more than 40 clients, Ahmadi said, and he and three colleagues “are actively involved in managing their tax bills for more than \$6 billion of property.”

Ahmadi said he felt JSOM properly recognized his dream of working in real estate and has been strongly committed to his passion. “Everything I’m learning in my financial classes I’m applying, mainly to software,” he said. He even cited the school’s involvement in a real estate competition, an effort that led to him and several other students receiving job offers from brokerages.

After presentations, the meeting switched to questions. Advisory Council Chairman Steve Penson was

clearly impressed, referring to the students as “great ambassadors of the Jindal School of Management.” He then put them on the hot seat by asking them why they chose the Naveen Jindal School of Management over other places.

Victoria Puckett, a junior majoring in information technology and systems, recalled a campus visit with her father, unusual because he was the student. “I had actually been to classes with my dad,” she said. “I really enjoyed the ambience, and it has that small liberal arts feel that I was looking for in a public university.”

Ahmadi said picking The University of Texas at Dallas for his undergraduate had been an easy choice thanks to the city’s burgeoning real estate industry. The decision to stay for graduate school wasn’t hard, he said, after he made quick

Advisory Council Chairman Steve Penson invited students (left to right) Robin Ahmadi, Victoria Puckett, Kelsey Morrison and Justin Wong to present their views of the Jindal School at the council's February meeting.



calculations. Estimating a cost to him of \$24,000 in tuition and fees, he found those to be a much lower amount than at other universities he had considered. Their tuition and fees were more expensive, he said, but for their locales, median starting salaries for an MBA — \$81,000 — were similar to the DFW area.

Taking it in, Ted Holden, vice president of Sales and Account Management at Blue Cross Blue Shield of Texas, was not surprised by the students' strong presentation showing. "College and the job market are probably more competitive now than ever," he said. "Students today are fearless and realize they have to be to get ahead. They showed it at the meeting."

During roundtable discussions, the four students also heard council members be highly complimentary of graduates who came from UT Dallas to work for them.

Skip Moore, managing partner at Deloitte & Touche LLP and immediate past chairman of the council, commented that he hopes the connection strengthens even further with the University as an adviser to companies. "When you look at the University, the growth part of our business is more the consulting side," he said. "What we have to understand are what issues companies are going to face so we can then develop solutions. We really need a forward look, and we look to the University and the centers and places where we can connect because this is where it's happening. This is where everything gets brought together and we can learn."

Post-meeting, the students' comments were extremely positive.

Justin Wong, a junior in accounting, appreciated the meeting as a true give and take. "This gives you a chance to show the student's point of view," he said. "We were able to share what our programs are like and find out a little more from companies about what they want from students."

Ahmadi saw tremendous opportunity, both to present and as a rare chance to take in the wisdom of a roster of business heavyweights. "Just look at the accomplishments of the people here," he said. "We're getting a chance to meet them and learn from them. This is a great example of what the school can offer." #

MEET THE STUDENTS

Justin Wong

A junior majoring in accounting, Wong is involved with the Professional Program in Accounting and the Institute of Internal Auditors. Wong also currently works at Montgomery Coscia Greulich in Consulting Services as a part of junior staff. He finds one of the school's best attributes is the receptiveness of professors. "I feel that I can bounce off ideas and get feedback on the goals I have," he says. "It's great to know a professor is interested in my future. You want to know they care."



Kelsey Morrison

Morrison, a junior majoring in marketing, is a member of the UT Dallas volleyball team and has taken her competitive style to bolstering her career. A highlight has been working as a product innovation intern for Southwest Airlines. Helping the Product Innovation team launch and analyze the new Self-Tagging Kiosks for luggage as well as provide support for various product decks, she is excited by where opportunities can take her. "Every company has a challenge they want to meet," she says. "I want to learn more ways to be helpful in solving problems."



Robin Ahmadi

Say "real estate" to Ahmadi, and he is all ears. A senior in finance, concurrently pursuing an MS and MBA on the fast track, he entered the commercial real estate evaluation and consulting industry a year ago with Integra Realty Resources. He currently works as a property tax analyst for more than 40 senior housing clients. He credits Professor Randy Guttery, director of JSOM's real estate programs, with the opportunity. "I was recognized for doing well in my class and was recommended for this chance (at Integra)," he says. "You don't expect someone to help you out like that...It's meant a lot."



Victoria Puckett

Puckett, a junior majoring in information technology and systems, is headed toward joining her father as a UT Dallas graduate. Currently working as an accounting clerk at local medical technology firm Avazzia Inc., Puckett mentioned during the presentation that a passion of hers is volunteering. Just one example is putting her time into the Tzu Chi Foundation, an organization with a heavy focus on disaster relief.



HEALTHCARE MANAGEMENT: THE BUSINESS SIDE OF MEDICINE



NEW UNDERGRADUATE DEGREE PROGRAM IS TRAINING NEXT GENERATION OF MEDICAL MANAGERS

Junior Artie Goldman has not yet graduated, but already he has helped physicians find jobs and he himself has lined up a summer internship at a specialty pharmaceutical company — thanks to the Naveen Jindal School of Management's new undergraduate degree program in healthcare management. Soon after a campus event featuring visits from representatives of numerous Dallas healthcare companies last fall, Goldman landed a position in the Dallas office of national physician search and consulting firm Merritt Hawkins & Associates. He worked there full time for three months as a physician placement consultant while he also worked on earning JSOM's new Bachelor of Science in Healthcare Management (BSHM) degree.

Thanks to the BSHM program, Goldman is about to spend 10 weeks this summer at AmerisourceBergen, learning the logistics involved for delivery and distribution of the company's "time- and temperature-sensitive, very expensive pharmaceuticals," he says, and other medical products.

From Goldman's perspective, both positions enhance a résumé he hopes soon will include a managerial role in healthcare.

What began as a concentration of undergraduate healthcare classes has

BY DONNA STEPH RIAN

evolved into the BSHM degree program — after receiving the go-ahead from the UT System Board of Regents last November. Clinical Professor Britt Berrett, who is director of the program, says it complements the school's 8-year-old Master of Science in Healthcare Management Program.

"This is the only undergraduate degree plan in healthcare management in the UT System that is offered through a business school," says Berrett, a 2009 UT Dallas PhD graduate, Fellow of the American College of Healthcare Executives and a 2011 UT Dallas Distinguished Alumni Award recipient.

"We are unique in that we are presenting an opportunity for business-minded students to gain perspective and knowledge and education on the business side of healthcare. We are looking for a new generation of healthcare leaders — people who have strong management skills. While clinicians make amazing discoveries, they are going to need business leaders to orchestrate making those discoveries successful."

The new BSHM degree is a 120 semester credit-hour program that includes a variety of disciplines relevant to healthcare management, including marketing, supply-side management, information technology, organizational behavior, decision-making operations, international business and strategic planning.

Students also are required to complete an outside internship. This spring, 108 students are participating in the program, many of whom have declared healthcare management as a major, Berrett says.

For sophomore Precious Osuchukwu, the new degree program "seems like a perfect fit." Formerly a political science major at Southern Methodist University and a nationally ranked debater in high school, Osuchukwu transferred to UT Dallas solely because of the new program.

"I chose to major in healthcare management because the world of healthcare is ever-changing," he says. "I think of healthcare as my generation's computer because the field itself yields many opportunities, and innovations are occurring at a rapid rate. I consider myself a problem-solver, and currently in the healthcare sector, there are many questions that need to be addressed and problems that need to be solved. With a degree in healthcare management from UTD, I feel I will be well-equipped and prepared to address these concerns head-on."

Significant benefits of the new degree program are the close proximity and networking opportunities students have with local and national leaders in the healthcare industry. Mid- and upper-level industry executives visit campus, interact with students, serve as visiting lecturers and offer mentoring assistance.

Jim Berg, president of Texas Health Presbyterian Hospital Dallas, hosted a JSOM class on the hospital's campus this spring. Students also visited the new Parkland Hospital and UT Southwestern Medical Center's new William P. Clements Jr.



Precious Osuchukwu, Britt Berrett and Artie Goldman

University Hospital this semester.

"The new undergraduate program in healthcare management at UTD fits a real need in the industry," Presbyterian Dallas' Berg says. "It prepares the next generation to become effective leaders in the journey to improve healthcare value. Course concentration in critical thinking, analysis and data is critical in advancing well-prepared talent."

For student Artie Goldman, the new degree program has been a real coup.

"Classes in this program equal years of networking," he says. "We hear from people from pharmaceutical companies, medical researchers, clinicians, hospital executives and more. It's a huge and unique learning experience." #

This photo appeared on page 5 of the autumn 2014 issue of *Management* and incorrectly identified the man in the center speaking with

Dr. John McCracken (left) and Dr. Forney Fleming (right) as Dr. Esteban Lopez. The guest in the photo is JSOM alumnus Frank E. Martinez, GLEMBA 2007. We regret the error and apologize for any inconvenience.



GRAND

OPEN

FORMALLY WELCOMES NEW ADDITION



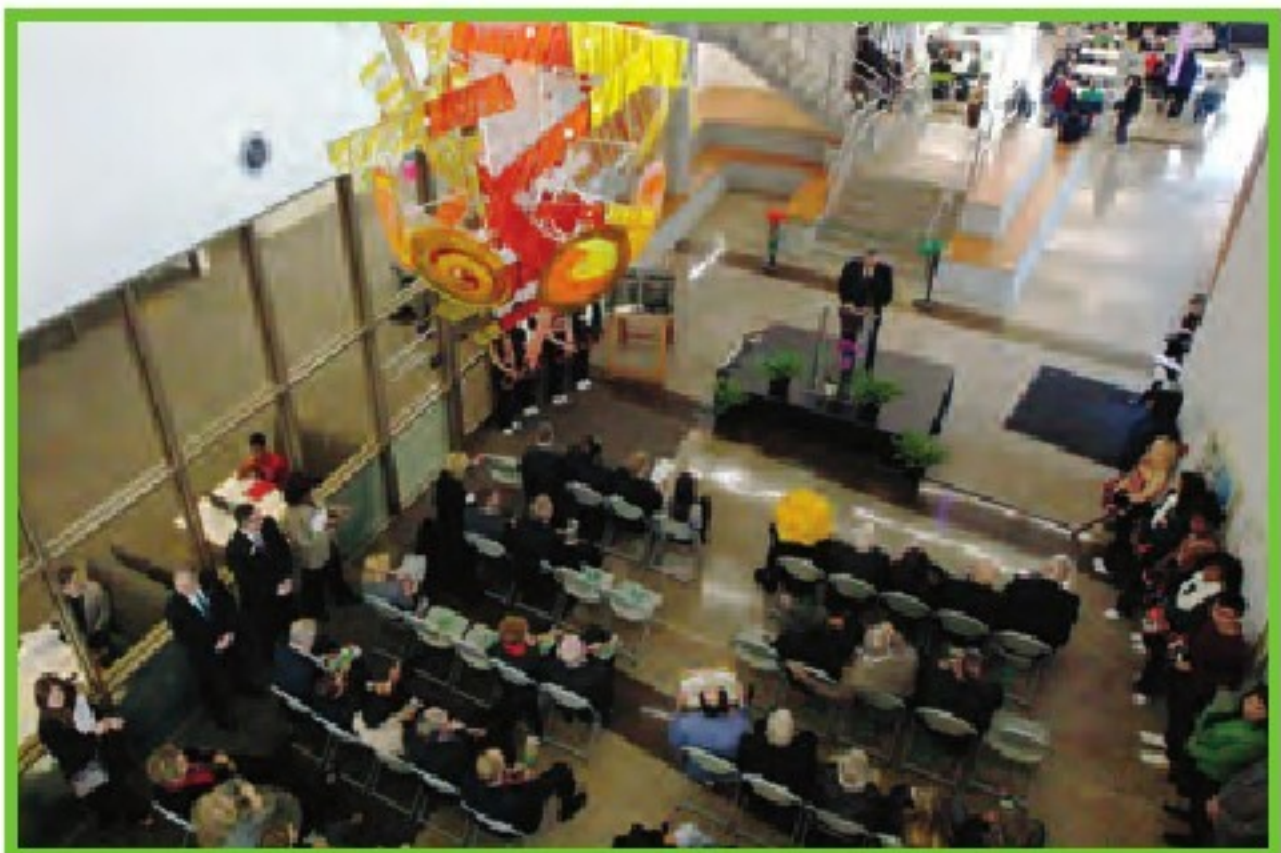
BY: JILL GLASS



(Front row, l to r:) Richardson City Manager Dan Johnson, Collin County Commissioner Chris Hill, UT Dallas Vice President for Public Affairs Amanda Rockow and Richardson Mayor Pro Tem Bob Townsend



Jindal School Dean Hasan Pirkul welcomed guests to the new addition and introduced special guests at the Grand Opening ceremony.



A focal point above guests was the glass and steel sculpture, *Expressions of Management*, by Dallas artist Jim Bowman.

Several hundred Naveen Jindal School of Management supporters gathered last December 1 in the atrium of the school's new wing to celebrate the opening of the much-needed new space. The building was ready when students returned for the fall semester, but it didn't officially debut until the grand opening.

Festivities included a ribbon cutting, speeches, a virtual scavenger hunt for students and servings of "Whooshie Pies," confections named after the University's signature sign, the Whoosh; and a giant cake decorated with a photo that looked like the new wing. Students, staff, faculty, alumni, government officials and community members attended the event and were able to explore the building on their own or on tours that were offered.

At 108,000 square feet, the new facility is more than half as large as the original building, which measures 204,000 square feet.



Dr. Hobson Wildenthal, UT Dallas executive vice president and provost, told the audience that the University has stayed true to its strategy set in 1992, when he joined UT Dallas, in terms of growth and recruiting top-quality students and faculty.



Graduate student Michelle Abuda, a 2014 Jindal School undergraduate now working toward her MS in business analytics, shared her perspectives on completion of the project.

ING



Award-winning sculptor Brad Oldham and his wife, Christy Coltrin, with Oldham's sculpture, *Great Potential*. The three bronze acorns were anchored beneath a tree in the courtyard of the school's new addition. His second piece, *Wise*, is a mirrored stainless steel owl mounted on a pedestal in the courtyard of the main building.



Artist Jim Bowman (right) talked with Jindal School Associate Dean for External Affairs and Corporate Development Diane McNulty at the event. The Jindal School commissioned Bowman to create the glass sculpture that hangs in the atrium and was featured on the cover of the Autumn 2014 issue of *Management*.



Dr. Calvin Jamison (left), vice president for administration, and Dr. Wildenthal, hoisted the scissors for another photo before the ribbon was officially cut.



Left: Dr. Wildenthal (left) with Ray Urban, senior associate and project manager for Goody Clancy, the Boston firm that with SHW Group of Plano, Texas, designed the facility

Top: Dr. Arthur Selender, director of the JSOM Finance Trading Lab, Jerry Hoag, JSOM's associate dean for executive education; Dr. David Springate, academic director for the EMBA and GLE MBA programs; Dr. Wildenthal; Dr. Marilyn Kaplan, associate dean for JSOM undergraduate programs; Caryn Berardi, associate director of JSOM's Davidson Management Honors Program; and Dr. Howard Dover, clinical professor of marketing

C O N F E R R I N G

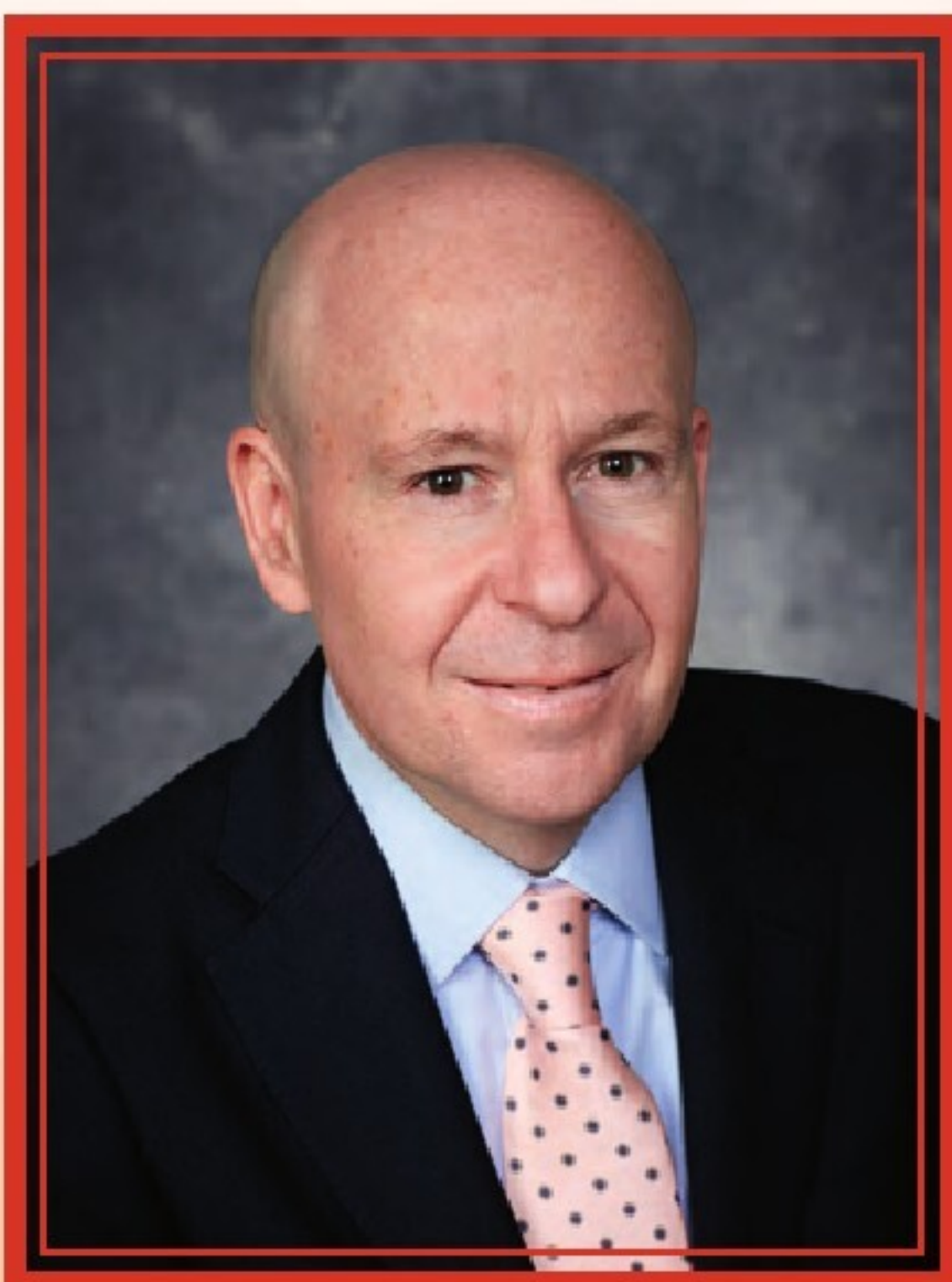
H O N O R S

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Professors appointed to named and endowed positions — the highest academic distinction that UT Dallas confers — are recognized in investiture ceremonies. All were feted at an April 2 event in the Jindal School that also paid tribute to the donors whose generosity has established these posts.

Six of the 11 professors honored this spring are Naveen Jindal School of Management faculty members. All six were featured in JSOM Research Ventures in the Autumn 2014 issue of *Management*. They are:



DR. DANIEL COHEN

TITLE: Professor of Accounting

CHAIR: Ashbel Smith Professor

NOTABLE: Cohen's work, especially his research on the consequences of the Sarbanes-Oxley regulation, has had a significant impact on the accounting profession. He ranks among the top 300 authors in the Social Science Research Network's list of the Top 12,000 Business Authors.

"I am unabashedly honored to receive the recognition imparted by this investiture. I am proud to be a part of the Naveen Jindal School of Management, and UT Dallas."

— **Dr. Daniel Cohen**

Cohen, who joined UT Dallas in 2010, teaches courses in financial accounting and financial statement analysis, as well

as PhD seminars. He recently became the Accounting Area's PhD coordinator.

"I am unabashedly honored to receive the recognition imparted by this investiture. I am proud to be a part of the Naveen Jindal School of Management, and UT Dallas," he says, "as they continue to raise the bar in education and research in accounting. I am fortunate to be in the company of so many prestigious colleagues who do not hesitate to reward merit, and who possess a degree of integrity and candor unknown to others. I look forward to continuing my work here for the many, many years to come."

DR. ÖZALP ÖZER

TITLE: Professor of Operations Management

CHAIR: Ashbel Smith Professor

NOTABLE: Özer's research explores how trust and trustworthiness affect the management of global businesses and decisions, such as pricing.

Özer joined the Jindal School of Management in 2009. A global value chain management and innovation expert, he spent his 2013-2014 sabbatical as a visiting professor at MIT Sloan School of Management. He was recognized with the Teaching Excellence Award at MIT Sloan Executive Education in 2014.

In 2014, Özer received the *Management Science* Best Paper Award "for his



is rigorous and fair in achieving its mission," he says. "UTD today is such an institution. Hence, this investiture is an honor."

DR. WILLIAM CREADY

TITLE: Professor of Accounting

CHAIR: Adolf Enthoven Distinguished Professor in Accounting and Information Management

NOTABLE: Cready has primarily researched the relationship between accounting information and investor trading decisions. Recently, he has examined how accounting information impacts stock prices. He co-authored a paper showing that aggregate market indices and firm level earnings move in opposite

"I cannot imagine working at a better place than an institution that has a mission of producing high-quality products, services, research and graduates, and that is rigorous and fair in achieving its mission." — Dr. ÖZALP ÖZER

contribution to the theory and practice of management."

"I cannot imagine working at a better place than an institution that has a mission of producing high-quality products, services, research and graduates, and that



"I feel privileged that I've been recognized with such an honor."

– Dr. William Cready

directions. That is, favorable firm-level earnings news has negative rather than positive impacts, which carries implications for market-wide price movements.

Cready serves as the Jindal School's Accounting Area coordinator. He is a certified public accountant and management accountant.

Previously receiving the Ashbel Smith Professorship and his students' achievements are among his career highlights.

"I feel privileged that I've been recognized with such an honor," he says. "It's something I really never would have expected when I started out on this career path."

DR. SURESH RADHAKRISHNAN

TITLE: Professor of Accounting and Information Management

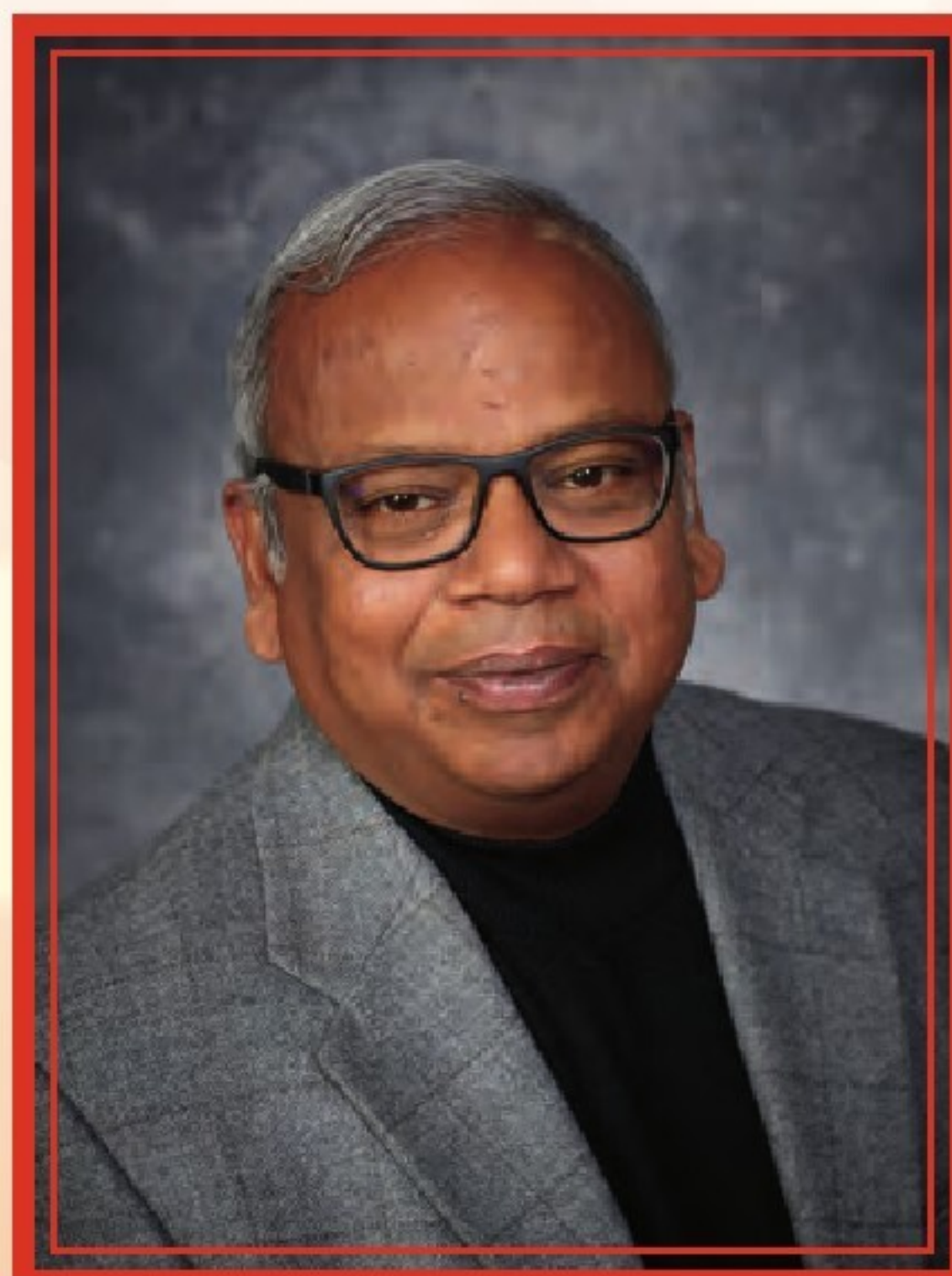
CHAIR: Constantine Konstans Distinguished Professor

NOTABLE: Radhakrishnan is known for developing a measure that quantifies

organization capital, which embodies such ideas as employee morale, brand and culture to show how they can contribute to a company's productivity. His research in this area garnered extensive media coverage. He was invited as a knowledge expert at the Microsoft CEO Summit and SAP Global Congress.

His passion for teaching has earned the admiration of students who have nominated him for awards. He won the Naveen Jindal School of Management's Outstanding Graduate Teacher of the Year award in 2001 and 2007. He also has received teaching awards at New York University and Rutgers University.

"With the master students, the teaching philosophy is to provide simple frameworks to guide their critical thinking skills," he says. "I believe that my role is to guide students to learn how to learn in a changing world."



"I believe that my role is to guide students to learn how to learn in a changing world."

– Dr. Suresh Radhakrishnan

DR. MICHAEL REBELLO

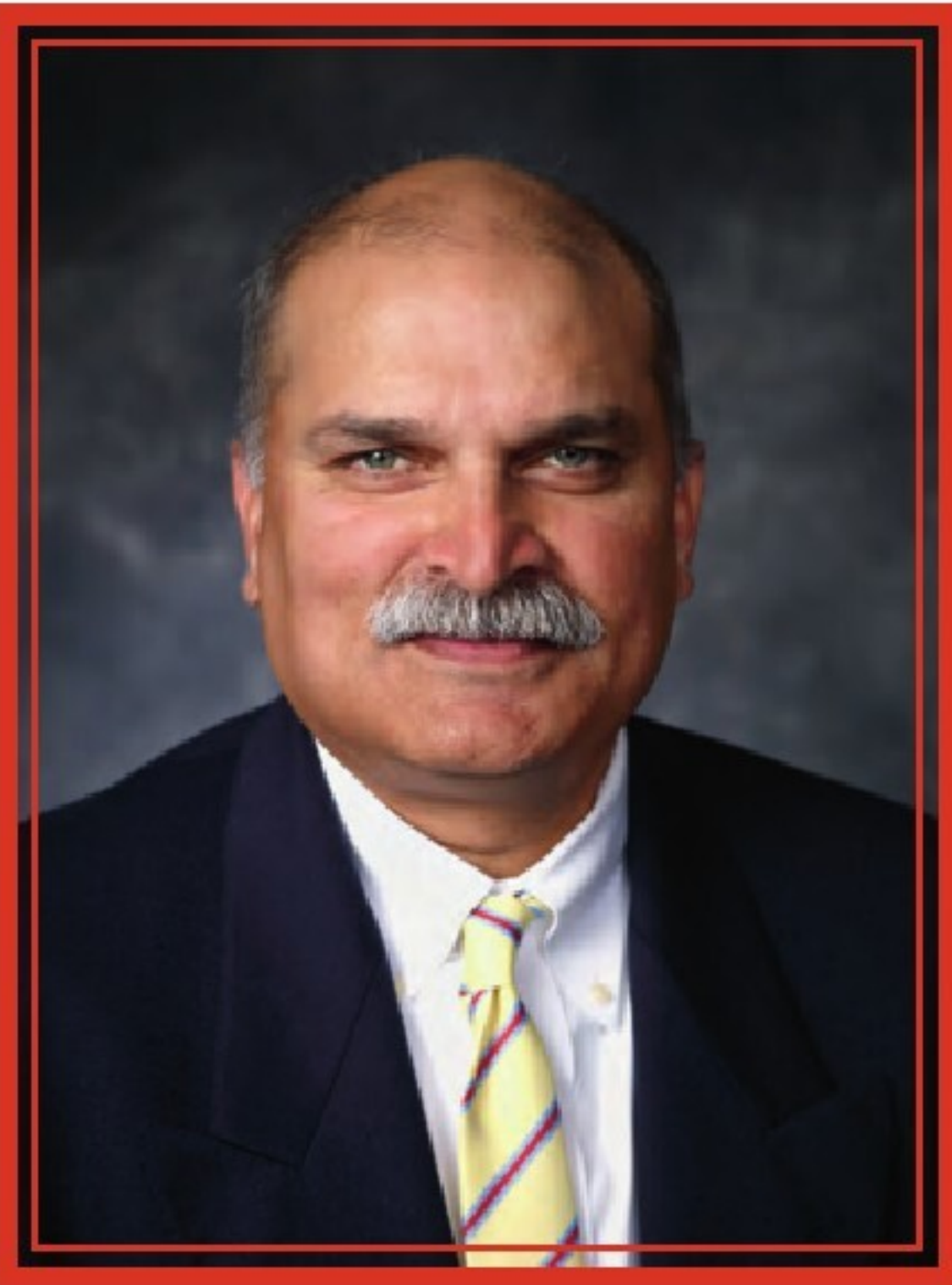
TITLE: Professor of Finance and Managerial Economics

CHAIR: Susan C. and H. Ronald Nash Distinguished Professor

NOTABLE: Among Rebello's research interests are corporate governance, corporate capital structure, corporate restructuring, security analysts and venture capital financing. His research papers on corporate financing choices, corporate boards and auctions have been cited in influential surveys.

"The type of research I do is abstract: modeling corporate finance-related issues," he says. "And I think what it does is help people to recognize the forces at work that drive corporate decisions on things like compensation, the composition of boards of directors and corporate restructuring."

He arrived at UT Dallas in 2007. He serves as the PhD coordinator for the Finance and Managerial Economics Area.



"The type of research I do is abstract: modeling corporate finance-related issues. And I think what it does is help people to recognize the forces at work that drive corporate decisions on things like compensation, the composition of boards of directors and corporate restructuring."

– Dr. Michael Rebello

"I see it as a signal that I'm heading in the right direction. It's one more example of the tremendous support I've felt from the school."

– Dr. Rebecca Files



career," Files say. "I see it as a signal that I'm heading in the right direction. It's one more example of the tremendous support I've felt from the school." ✚

DR. REBECCA FILES

TITLE: Assistant Professor of Accounting

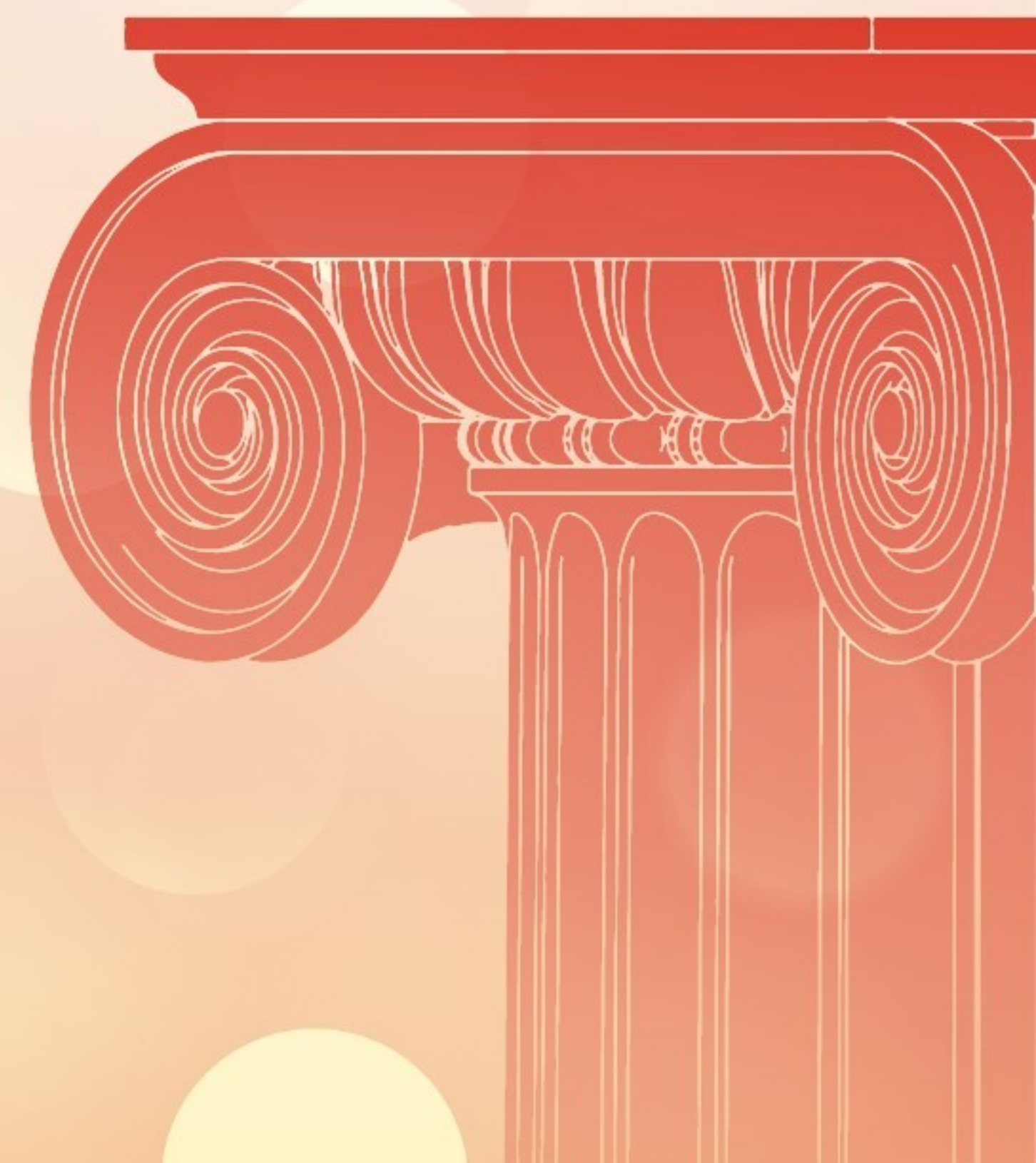
ENDOWED POST: Sydney Smith Hicks Faculty Fellow

NOTABLE: The first Sydney Smith Hicks Faculty Fellow, Files began her university teaching career at UT Dallas in 2009. Her research efforts focus on financial misconduct within firms and how decision-making has a significant impact on external parties and their responses to misconduct.

Files teaches introductory and intermediate accounting in the Naveen Jindal School of Management. She received a Regents' Outstanding Teaching Award in 2014 and a President's Teaching Excellence Award in 2013.

"I feel very honored and appreciate that (Dr. Hicks) is willing to acknowledge people at our school earlier in their

LEARN MORE ABOUT ENDOWED CHAIRS AT
www.utdallas.edu/chairs/



Philanthropist, Author and Emmy Award-Winning Musician to Headline

BY JILL GLASS

Award-winning composer, *New York Times* best-seller author and son of famed financier Warren Buffett, Peter Buffett will take center stage at this year's annual Naveen Jindal School of Management Scholarship Breakfast. As keynote speaker, Buffet will not only share his insights on corporate social consciousness, he also will sing.

The noted philanthropist will present a thought-provoking, multimedia performance, "Life is What You Make It: A Concert and Conversation with Peter Buffett." The performance will take the audience on a journey from when Buffett first discovered the piano, to writing music for commercials and films, to his current philanthropic work and how it has influ-

enced his efforts.

His appearance, a unique and interactive event fusing music, video, audience participation and personal anecdotes, is based on his book *Life Is What You Make It: Find Your Own Path to Fulfillment* (New York: Crown Archetype, 2010), which has been described by former President Bill Clinton as "a wise and inspiring book that should be required reading for every young person seeking to find his or her place in the world."

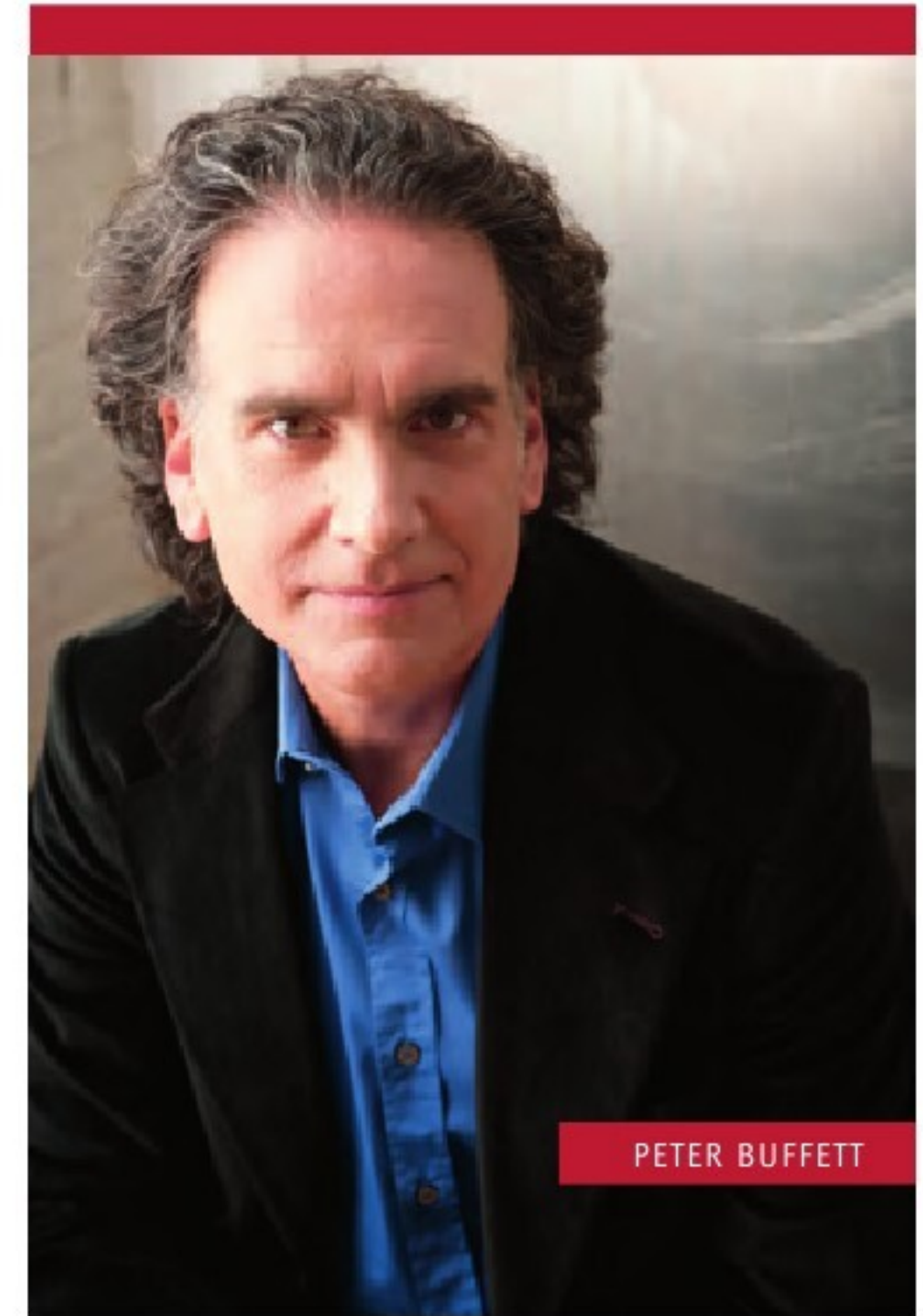
To bring his book's message to life, the "Concert and Conversation" event will feature Buffett on piano, accompanied by a cellist, and it will include video clips from his film, television and philanthropic work as well as candid stories about growing up in the Buffett household.

In his book and performance, Buffett dis-



cusses the importance of integrity and values, and that "giving back," regardless of wealth or background, can shape and define who you are.

Buffett's appearance will be the highlight of the breakfast, the Jindal School's major fundraiser. The breakfast will be held on Wednesday, Nov. 4, at the Westin Galleria Hotel. Begun in 2009, the event has generated more than



PETER BUFFETT

\$500,000 and funded nearly 260 new scholarships. Reservations are available for the next breakfast and may be made at: jindal.utdallas.edu/scholarship-breakfast. The breakfast was established with two missions: to offer a forum for discussing relevant business issues and to support the education goals of UT Dallas students — the next generation of business leaders.

Buffet began his career as the musical mind behind many of the early MTV bumpers — brief transition segments — of the 1980s, and the climatic crescendo in the memorable "fire dance" scene in 1990's Oscar-winning film, *Dances with Wolves*.

Buffett has been praised for his Native American-inspired music, most notably composing the full score for *500 Nations* — the Emmy-awarded CBS miniseries produced by Kevin Costner. He also composed the musical production, *Spirit: The Seventh Fire*, a Native American-inspired show incorporating live native dancing, powwow singing and IMAX-scale visuals. The production premiered on the National Mall as part of the opening of the Smithsonian's National Museum of the American Indian in Washington, D.C. #



Above: Dr. Randy Guttery (left), Dean Hasan Pirkul and alumna Jefflyn Williamson at the 2013 breakfast

Right: Students (standing) being acknowledged at the 2014 event

A blue diamond-shaped logo with a large yellow number '1' in the center. The words 'SUCCESS STORY' are written in red, arched letters across the top of the diamond. Below the '1', the words 'DISTINGUISHED ALUMNI' and 'AWARD' are written in white, stacked vertically.

SUCCESS STORY
1
DISTINGUISHED ALUMNI
AWARD

Corporate Leader Affected Area Economy

Naveen Jindal School of Management alumnus **R. Carter Pate**, MS 2003, retired as CEO of MV Transportation, one of the largest privately owned passenger transportation contracting firms based in the United States, last September. The news release announcing that he was stepping down credited him with growing the company's revenue from \$725 million in 2010 to \$1 billion in 2013, expanding its operations in the Middle East and adding to its school bus operations, on-demand car service and international transportation logistics.

However, the release failed to mention a locally important fact about Pate — that he played an instrumental role in moving MV Transportation's headquarters from the San Francisco area to Dallas in 2012. The move brought about 200 jobs to the area, affecting the economic landscape of DFW.

That impact and his distinguished career are two reasons Pate was nominated for and named one of five 2015 UT Dallas Distinguished Alumni Award winners. Feted April 9 at a gala at the Renaissance Dallas Richardson Hotel, the award winners were celebrated for their professional and personal achievements, as well as their pride in UT Dallas.

"I thought Carter was an excellent choice" for the alumni award, JSOM Dean Hasan Pirkul said. Besides having "demonstrated exceptional leadership in the global business community," Pirkul said, "Pate, like the Jindal School, understands the vitality of our region, and his decision to bring MV Transportation both benefits DFW and adds to its success. And that kind of thinking demonstrates that the Jindal School taught him well."

Today, Pate remains a strategic adviser to MV's board of directors. He serves on the board of directors of the Dallas Regional Chamber and is a member of the National Association of Corporate Directors.

Pate earned his BS in accounting from Greensboro College in North Carolina. He lives in Dallas with his wife, Angela. They have three grown sons. #



R. Carter Pate

14 JSOM UNDERGRADS WORK ON FUNDED RESEARCH

BY JEANNE SPREIER



FOURTEEN NAVEEN JINDAL SCHOOL OF MANAGEMENT UNDERGRADUATE STUDENTS HAVE RECEIVED FUNDING FROM THE UNIVERSITY OF TEXAS AT DALLAS OFFICE OF RESEARCH (UTDALLAS.EDU/RESEARCH) TO STUDY EVERYTHING FROM SUPPLY CHAIN CHALLENGES IN INDIA TO HOW PERSONALITY TYPES IMPACT PRICE NEGOTIATIONS. THIS FAR EXCEEDS THE TWO JSOM STUDENTS WHO RECEIVED SIMILAR FUNDING FOR THE 2013-2014 ACADEMIC YEAR.



Shawn Carraher



Bruce Gnade

Dr. Shawn Carraher, a JSOM organizations, strategy and international management professor, is supervising nine of the 14 JSOM projects. He encourages students in his international business class, which requires a research project for a class grade, to submit their topic to the Office of Research to see if it will qualify for the \$500 undergraduate research stipend.

"I think it is important for undergraduate students to have the opportunity to work with faculty on research projects, no matter what the field or the topic, for several reasons," says Dr. Bruce Gnade, UT Dallas vice president for research and Distinguished Chair in Microelectronics. "It provides an oppor-

FUNDED UNDERGRADUATE RESEARCHERS

BY JEANNE SPREIER

tunity for the students to work with a faculty member on a one-to-one basis ... (and) hopefully it helps students have more information as they decide on their career paths.”

The University’s president, Dr. David E. Daniel, has steered UT Dallas along its trail toward recognition as a Tier One university. A critical component of that designation is research. While exact requirements of a Tier One university are not codified, in general, it is recognized that Tier One universities hold an endowment of at least \$400 million, confer at least 200 PhDs each academic year and grant at least \$45 million in expenditures of restricted research funds in each fiscal year.

“The funds we provide to the students are there to help enable the project in some small way, but I think more importantly they provide a reason for the students to seek out the interactions with the faculty,” Gnade says.

Samantha Reeder, a marketing junior whose project is being overseen by Carraher, presented her research, *The Effect*

Uncertainty Avoidance Has On Business Culture, in February at a conference in Florida. “It was exciting to meet so many professionals who are passionate about the business world,” she says of the experience. “Everyone was so excited that I was presenting as an undergraduate student.

I don’t think many other



David E. Daniel

Continued on page 18

THE FOLLOWING 14 UNDERGRADUATE STUDENTS

are being mentored by Jindal School faculty sponsors as they proceed with studies made possible by Undergraduate Research Scholar Awards. Each award consists of a cash stipend of \$500 paid to the student, as well as an award of \$300 transferred to a University account controlled by the faculty sponsor to pay for research-project expenses, such as equipment or travel, or to pay for related activities.



Rebecca Tjahja, Freshman, Finance

How powerful is Apple Inc.?

Tjahja is researching the relationship between Apple’s product announcements and product releases and the stock prices of competitor companies. Tjahja wants to “increase my exposure to the research side of finance in order to jump-start my career.” She calls herself an “Apple all the way” consumer. “I figured I would combine one of my favorite companies with my field of study,” she says.



Andrew Drais, Junior, Finance

Differences in marketing to Chinese vs. American consumers based on personality and Hofstede’s Model

Drais is focusing his research on the differences in Chinese and U.S. consumers using Geert Hofstede’s model. Hofstede, a Dutch social psychologist, is most noted for his work developing the “cultural dimensions theory.” Drais is looking at the differences in effective marketing campaigns between the U.S. and China. Calling himself “a future expatriate,” Drais says he is interested in this because he plans to run businesses on the global stage.



Jacob Walsh, Junior, Computer Science

Strategic value and disclosure of pending patents

Walsh is using data mining to understand how information is shared about pending, unpublished patent applications. “Technically speaking, it gives me a lot of experience in a variety of things I wouldn’t have ordinarily had the chance to learn,” Walsh says. “I have to take a lot of initiative and learn many new, challenging concepts in order to get the data we need. It’s also an interesting topic, and as a computer science student, it helps me to understand how my work can have great applications outside computer science-related research.”



Gauri Ravindra Kadu, Junior, Marketing

Individualism vs. collectivism: assessing interpersonal group dynamics in Germany and China

Kadu’s research discusses the origination of business structure through cultural values held by China vs. Germany. She says this allows “awareness of optimal industry practices and builds insight in ethics and cultural values between the two countries.” Businesses share similarity in countries, but

Continued on page 18

Continued from page 17

(undergraduates) were there....And I received news that my paper will also be presented at University of Cambridge this July in England.”

This year, more than 100 undergraduates campus-wide received the \$500 research stipend. After 101 of them presented posters of their work in an April contest, 16 finalists — two from each UT Dallas school — were selected. Rebecca Tjahja and Dennis Gonzaga were chosen from JSOM, but neither placed in the top three of the competition.

“The spring undergraduate research day is also a great way to show off our great undergraduate students to local industry leaders,” Gnade says. “It is always a lot of fun to visit with the

students as they present their posters and to hear their stories about why they chose the projects they did. For me, it is one of the highlights of every spring semester.” Carraher says that with more than 400,000 business school students graduating each year, having a funded research project is a résumé booster. “It can mean the difference between an interview, and possibly a job, or not,” he says.

“I think instead of hitting a senior slump, I’ve kind of hit my senior stride,” Reeder says. “So many opportunities have presented themselves this semester.” She already has received casual inquiries from potential employers. “I’ve elected to hold off on committing to anyone until I’m closer to graduation.” #

Continued from page 17

not between generations, she says. She looks at the relation between ethical upbringing and each society’s work culture.



**Samantha Reeder, Junior,
Marketing**

The different effect uncertainty avoidance has on doing business in Russia and China

Uncertainty avoidance, Reeder notes, is a predictor for how comfortable one is with ambiguity or risks. “I think this applies very well to business situations, [and] the comparison is made even more interesting when talking about Russia and China,” she says. These two emerging economies, in the news daily, score very differently on the Hofstede analysis, she says. “If I were to travel to China to open or expand my business, how comfortable will my investors or partners be with risky business decisions?” she asks rhetorically. “The same question can be posed to Russia, with a very different answer.”

**Brian Kihneman, Junior,
Supply Chain Management**

Emerging supply chain challenges in India

Kihneman says his research explores supply chain challenges and opportunities in India by synthesizing prevailing ideas related to improving current supply chain management and networks. He is looking at supply chain challenges and opportunities in India because, he says, he is interested in developing his understanding of complex supply chain issues. “I believe it can serve a practical purpose as a comprehensive and informative survey of key issues concerning supply chain management and networks in India’s emerging economy,” he says.

**Marylud Silva, Junior,
Finance**

Identifying how cultural values, the economy and healthcare systems affect the obesity level of America and China



**Laura Su, Junior,
Marketing**

How personality types can affect price negotiations

Su’s research looks at whether there is an efficient way to negotiate selling a product depending on the client’s personality type. If so, companies could identify personality types and then develop pricing strategies targeting that personality to increase the probability of a sale. Her experiment will consist of observing the selling of a product to a consumer, placing the customer in one of four personality categories, and then describing the price two different ways depending on the category. For example, a price may be described as with sales tax or without sales tax. Su wonders if attention to these sorts of details might improve a company’s performance.

**Orson Chi, Senior,
Marketing**

Programs to improve user retention and engagement

Mobile gaming in particular provides a unique challenge to marketers who rely on consumer loyalty. The challenge for mobile game developers is creating a value proposition that keeps players for longer durations so that the players might be monetized via advertising or in-app purchasing.

With this in mind, Chi’s research investigates important factors with loyalty mobile games in regard to the engagement and retention rate of the consumer.



**Michael Easton, Senior,
Information Technology and Systems**

Examining entrepreneurial hospitality between the U.S. and China

Easton’s research examines the entrepreneurship within the hospitality industries of China and the United States. He says examining cultural and ethical studies will give an idea of how culture influences the industry and whether this impacts managerial decisions, in turn leading to success or failure. He is fascinated by entrepreneurship and wanted it as the center of his research, noting

**UNCERTAINTY AVOIDANCE,
IS A PREDICTOR FOR HOW
COMFORTABLE ONE IS WITH
AMBIGUITY OR RISKS.
— SAMANTHA REEDER**

that China's hospitality industry has grown exponentially in recent years, with huge increases in the number of businesses and profits.

“HOW DO CULTURE, ETHICS AND HUMAN VALUES AFFECT BUSINESS PROCESS UNITS IN DIFFERENT COUNTRIES?”

— DENNIS GONZAGA

**Dennis Gonzaga, Senior,
Accounting**

Outsourcing: Call centers within the U.S. and beyond

Gonzaga's research focuses on globalization, specifically, the outsourcing of call centers within U.S. and beyond. He asks, “How do culture, ethics and human values affect business process units in different countries?” Gonzaga looks at call centers in the U.S., Mexico, India and the Philippines. Gonzaga already has a lengthy résumé, having worked as a supervisor for a janitorial service, owned his own businesses doing contract work for clothing retailers and dry cleaners and providing back-office support including financial record keeping. He says he is very interested in publishing this work.



**Nickolas Johnson, Senior,
Accounting**

A comparison of the U.S. and Asia online shopping practices, dynamics and impacts on global and domestic economies

Johnson says his research focuses on the “extremely distinct differences” in online shopping between China and western economies, noting that many businesses that do well in North America and Europe flounder in China. His research, he says, “focuses on the difference in our cultures, economies and business practices (and how) that has caused success or failure at the global level.”



**Patrycja Labeledz, Senior,
Information Technology and Systems**

Measuring effectiveness in compensation and recognition practices of sales professionals followed in the tech industry in the U.S., China and Poland

Labeledz says her research contrasts various compensation and recognition practices in the technical sales sector by analyzing data from tech companies in the United States, China and Poland. “I am interested in finding out how these practices influence integrity and performance... as well as how cultural differences impact execution of effective compensation solutions.”



**Sara Viklund, Senior,
Psychology and Organizational Behavior**

Personality types of destructive leaders

Viklund says in her research, she will try to find a correlation between destructive leaders and certain kinds of personality traits. She says she is interested in this topic because it combines her two academic areas of interest — her major, psychology, and her minor, organizational behavior. “I want to conduct this research especially because there are many studies about great leaders, but very few about destructive leaders, which I am focused on,” she says. #

DEPARTMENTS ADVISORY COUNCIL UPDATE

ADVISORY COUNCIL WELCOMES THREE NEW MEMBERS

By Eric Butterman

The Naveen Jindal School of Management Advisory Council is always looking to expand its reach and knowledge. Three members who recently joined the council and who are introduced below add more experience from the industries of finance and healthcare.

GIRISH BACHANI

Recently appointed Collin County Market President of Capital One, Girish Bachani is responsible for the design, development and implementation of an integrated commu-

nity strategy for the bank in Collin County.

Bachani is also managing vice president and chief financial officer of the Financial Services Division, which includes the mortgage and auto finance lines of business.

He began his career as an auditor, which he found to be a strong building block for success. “In that role, you get to visit multiple companies, and you’re also looking at it from a top-down perspective,” he says. “That

part gives you a broad view.”

While previously working in various functions at American Airlines, including financial planning and international planning, Bachani saw important lessons in the discipline that came with that industry’s margins. “The finance department was crucial, and it showed you how to manage the business tightly,” he recalls.

At Capital One, which he joined in 2003, he says an important part of his learning stemmed from the financial downturn. “We managed to survive, and now the auto finance business is thriving,” he says. “We learned to change to a relationship model with dealerships....It was more a transaction model in the past.”

Bachani is scheduled to teach a business finance course at JSOM in the fall.

DANIEL CANCELMI

Cancelmi is Tenet Healthcare Corporation’s chief financial officer and previously held the title at Hahnemann University Hospital in Philadelphia. A CPA, Cancelmi gained Big Four experience early in his career in various positions at PricewaterhouseCoopers. A member of the American Institute of Certified Public

Accountants, Cancelmi received the *Dallas Business Journal’s* 2014 CFO of the Year award.

He says that “I’m looking forward to using my time on the advisory council to support the University’s faculty and students as they pursue their academic mission.”

TED HOLDEN

Holden was appointed vice president, Sales and Account Management, at Blue Cross Blue Shield of Texas last November. In this role, he has responsibility for all new North Texas business and account retention for employers with 151 to 10,000 employees.

A part of the health insurance benefit industry for 25 years, he has found success in that field comes down to offering your personal integrity as much as the product. “In our business, it’s about showing customers that you are deserving of their trust and providing for them,...” he says. “As far as my own company, I call tell you our corporate culture is about building appropriate relationships externally and internally.”

Holden won the award for top sales executive at the company on multiple occasions and is president of the Southwest Benefits Association Board of Directors and Executive Committee. #

“I’m looking forward to using my time on the advisory council to support the University’s faculty and students as they pursue their academic mission.”

– Daniel Cancelmi



Girish Bachani



Daniel Cancelmi



Ted Holden

THOUGHT **YOU** SHOULD KNOW

Mike Peng

Mike Peng, O.P. Jindal Chair of Management, has two new honors.

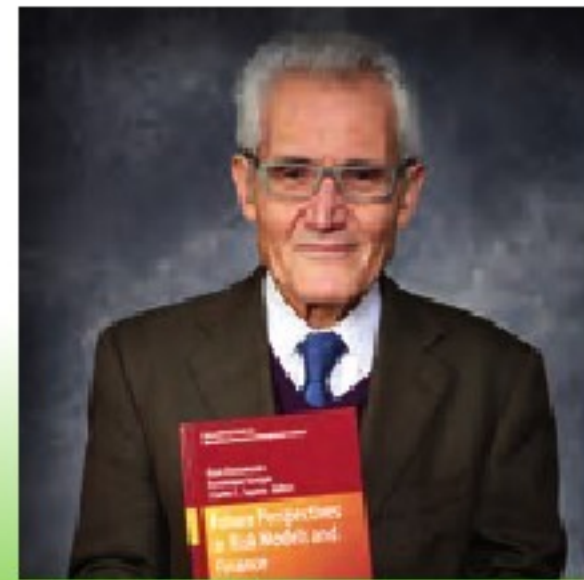
In June, he will receive the 2015 *Journal of International Business Studies* Decade Award at the Academy of International Business annual meeting in Bangalore, India. The honor is in recognition of a highly cited paper, "Probing Theoretically into Central and Eastern Europe: Transactions, Resources and Institutions," that he published with Professor Klaus E. Meyer of the China Europe International Business School in 2005.

Peng joined UT Dallas in 2005. He said he is planning to donate the award's \$1,000 prize money to the Jindal School because it is where he has produced the majority of his research and he is thankful for his "stimulating, collegiate and productive academic home."

The winning paper, Peng said, was the culmination of more than a decade of research, in which he and Professor Meyer tried to push CEE research to new heights by comprehensively reviewing what was done theo-

retically and empirically and by identifying major gaps and developing new insights.

Peng also earned a Highly Cited Researcher Award late last year from Thomson Reuters, a multinational mass media and information company. Thomson Reuters runs the Web of Science, a comprehensive online research platform that named Peng one of the 95 most-cited researchers in the field of economics and business. That puts him in the top 1 percent of researchers in that field.



Alain Bensoussan

Alain Bensoussan, Ashbel Smith Professor of Operations Management and director of the International Center for Decision and Risk Analysis, has received a contract from the French renewable energy company EREN Group to conduct a study titled "Optimization of Wind Farms and Solar Plant Facilities in the Context of Competitive Markets." The three-year contract is in the amount of 150,000 euros.

"EREN Group is a new company that invests in alternative energies with the objective of

competing on the open market," Bensoussan says. His work for the company will focus on the development of methodologies to mitigate the risks associated with providing wind and solar energy due to the uncertainties of the resource that can affect the company's profitability.

One of the biggest difficulties associated with providing alternative energy, he says, is when a commitment is made to provide electrical power, but the resources, such as the wind and sun, do not cooperate.

"It is important to be able to make the best forecast possible of your power capability in order to hedge your risks," he says. "We will do research to hopefully get some good tools for modeling, and we hope to be able to develop expertise in that."

Bensoussan, Dominique Guégan and Charles S. Tapiero are editors of *Future Perspectives in Risk Models and Finance*, Volume 211, in the International Series in Operations Research and Management Science (Cham, Switzerland: Springer, 2014). The book offers insight on several approaches to financial modeling and risk management and considers both theoretical and practical issues.



David L. Ford Jr.

David L. Ford Jr. gave a series of lectures in January to human resource management doctoral students and a class of MBA students at Narsee Mongee Institute of Management Studies School of Business in Mumbai, India. Ford, an organizations, strategy and international management professor, was invited by NMIMS Vice Chancellor Rajan Saxena.

"The school in Mumbai is trying to strengthen its research abilities," Ford says, "and they are inviting people in to lecture to help with that."

His lectures focused on topics drawn from his own research, including career development, cross-cultural environments, cross-race managerial behaviors, international business development, leadership effectiveness models, workforce diversity, workplace collegiality and leadership lectures focused on long-term studies he has conducted in Central Eurasia and Africa.



Indranil Bardhan



Zhiqiang (Eric) Zheng

A paper by **Indranil Bardhan**, professor and Information Systems Area coordinator, **Zhiqiang (Eric) Zheng**, associate professor in information systems; Kirk Kirksey, UT Southwestern; and Sezgin Ayabakan, University of Baltimore and a JSOM 2014 PhD alum in Management Science; received the runner-up award for best paper at the 35th annual International Conference on Information Systems (ICIS) in Auckland, New Zealand, last December. More than 1,220 papers were submitted to this flagship conference on academic research in information systems.

The paper, "Value of Health Information Sharing in Reducing Healthcare Waste: An Analysis of Duplicate Testing Across Hospitals," explores the impact of duplicate medical testing and procedures that can happen when hospitals and physicians do not share patient information.

"We partnered with UT Southwestern and the Dallas-Fort Worth Hospital Council and looked at congestive heart-failure patients over a seven-year pe-

riod," Bardhan says. "These patients often are referred to other physicians and hospitals in the course of their treatment."

The research focused on the extent of duplications of medical tests and procedures for these patients and whether having an IT system in place that allows hospitals and doctors to share patient information decreases the level of duplications. "We found a decrease of between 20 percent and 50 percent," Bardhan says, "and an annual savings of \$1.2 million on a specific category of tests alone. The savings are likely to be higher if all test categories are considered."



Kelly T. Slaughter

Kelly T. Slaughter, clinical professor of information systems and director of the Center of Information Technology and Management, presented research on the IT department and innovation to about 30 senior IT executives from across the United States at a meeting of the Society for Information Management in Atlanta in January.

SIM, a national network for IT professionals, made a competitive selection that resulted in \$5,000 in funding to the center. A SIM member, Kelly represents UT Dallas at the DFW chapter.

Slaughter presented results of his research on structured, or

disciplined, innovation in the IT department, including looking at the kinds of structures to be put in place to make innovation more likely to happen.



Nina Baranchuk

Assistant Professor of Finance and Managerial Economics **Nina Baranchuk** says she was surprised to be asked to contribute to a WalletHub.com article titled "2014's Best and Worst Cities for Singles."

Baranchuk, who is married, says she did not know if she had anything to contribute. "It was kind of an unusual experience for me," she says. "The focus of the article was how single people can meet other people."

WalletHub ranked the 150 most-populated U.S. cities across 25 key metrics, such as the percentage of singles, restaurant-meal costs and the number of attractions per capita in each city. The article included advice from experts including Baranchuk aimed at helping singles find the best cities in which to live and to help them meet other singles once they move there.

Her advice was to choose hobbies that are fun to do with a date and then choose a city where those hobbies are popular. "For example, if one chooses rock climbing, it is probably good to live in the area with lots of mountains," she says.

Evolution Finance says it launched the Wallet Hub website in February 2012 "as a one-stop destination for all the tools and information consumers and small-business owners need to make better financial decisions and save money."



Virginie Lopez-Kidwell

Virginie Lopez-Kidwell, assistant professor of organizations, strategy and international management, is collaborating with Dr. E. Scott Geller and graduate student Shane McCarty and team at Virginia Tech University (where she received her BS in 2001) on a study that focuses on the effect of actively caring for others and the ripple effect of doing good deeds for others.

Actively Caring for People is a movement born at Virginia Tech in the wake of the April 2007 campus shootings. It aims to establish a "more compassionate, interdependent and empathic culture within schools, businesses, organizations and throughout entire communities" by encouraging people to "actively care" for others. Participants hand out green wristbands whenever they see someone doing a kindness for another person, and individuals are encouraged to go to a website (www.ac4p.org) to share their stories.

"It's not just about being nice to people," Lopez-Kidwell says. "It's about doing something nice for people. There is a bystander

effect to that, and so it becomes a movement.”

Another Lopez-Kidwell research project focuses on finding shortcuts to success through innovative thinking. It will include an experiment in using floating to help people focus on being happy in the here and now, in partnership with The Float Spot (www.thefloatspot.com), in Frisco, Texas, where patrons float inside pod-like tanks to relax.

Another of Lopez-Kidwell's current projects is for her Organizational Behavior class. She will use a simulation called Virtual Leader (www.simulearn.net) to increase students' emotional abilities.



Mark Thouin

Mark Thouin says he always had difficulty finding materials for the Introduction to Management Information Systems class he teaches, so he wrote a textbook.

“There was a need,” says Thouin, clinical associate professor and director of the MS in Information Technology and Management Program. “The class is required for all business students as part of their business degree. The difference with this book is that it’s written for a wide audience.”

MIS Case Book (Boston, Pearson Learning, 2014), an e-book, presents a series of academic cases and helps students apply what they learn to the cases that simulate business situations.

It is the first textbook Thouin has written.

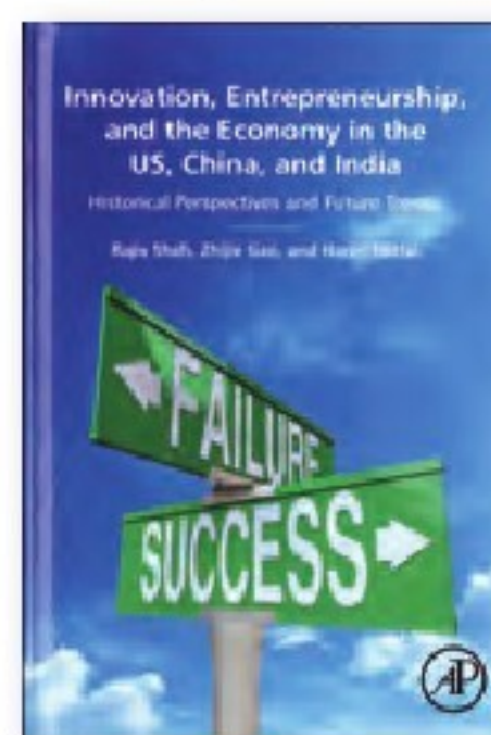
Thouin also has been selected to participate on the MS IS 2016 Task Force, which will provide master’s-level recommendations for curriculum for information systems. The task force includes four faculty members from each of two worldwide organizations, the Association for Computing Machinery and the Association for Information Systems.

“The task force will be getting input from the community and attending several conferences to obtain feedback, with a goal of publishing information in a broadly accessible manner,” Thouin says.



Rajiv Shah

Rajiv Shah, clinical professor of innovation and entrepreneurship and finance, and director of the Executive Systems Engineering and Management Program, worked with Zhijie Gao and Harini Mittal, to write *Innovation, Entrepreneurship and the Economy in the U.S., China and India – Historical Perspectives and Future Trends* (London: Academic Press-Elsevier, 2014).

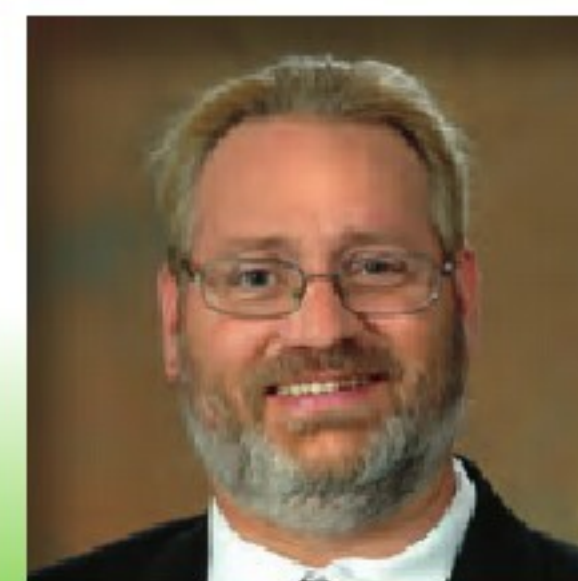


The book identifies factors that drive innovation and entrepreneurship in the United States, China and India, and discusses a way to model the economic impact. “Innovation and entrepreneurship are important for the long-term health of a country,” Shah says, and “there are a lot of differences in the three countries.”

Gao contacted Shah in 2011 about working together on the project. “She was hoping to come to UT Dallas on scholarship, so we talked a few times on Skype and collaborated via email,” Shah says. “The real work started in February 2012 when she arrived here.”

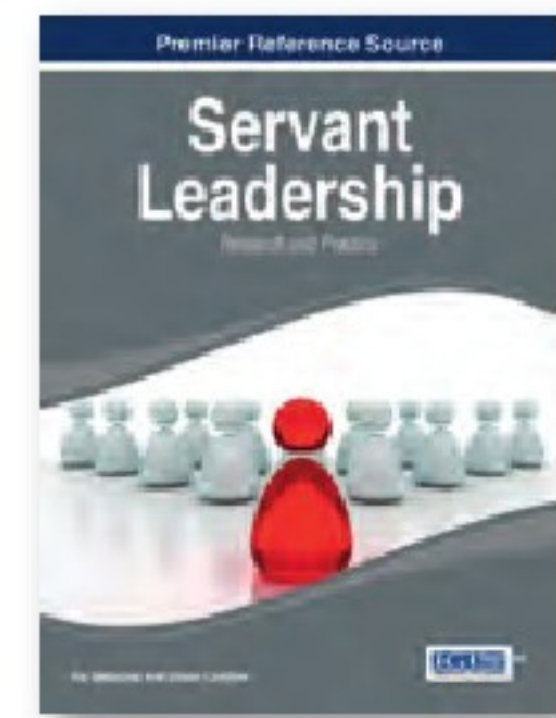
Gao, an associate professor with the College of Economics and Management, Northeast Agricultural University in Harbin, China, was a visiting scholar at UT Dallas from 2012 to 2013.

Harini Mittal, who taught innovation entrepreneurship in India, also contacted Shah about working together. Mittal was at CEPT University, Ahmedabad, Gujarat in India, prior to coming to UT Dallas as a visiting assistant professor. She now is on the faculty of Bronx Community College, the City University of New York.



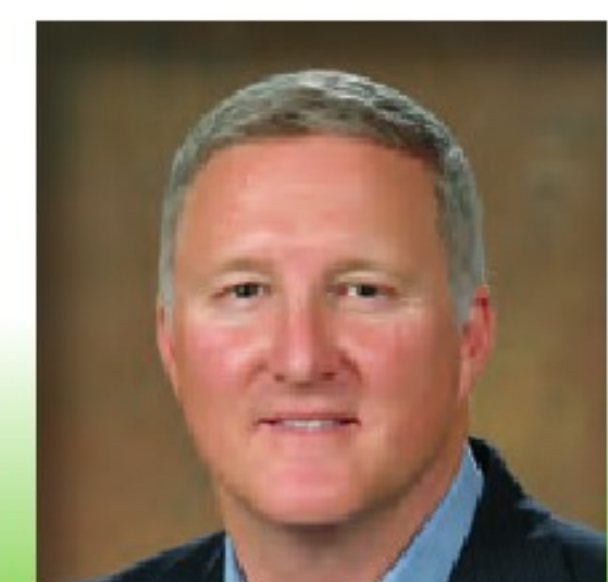
Shawn Carraher

Shawn Carraher, clinical professor of organizations, strategy and international management, and colleague Dr. Raj Selladurai, an associate professor



of management in the School of Business and Economics at Indiana University Northwest, included interviews with both outgoing President and CEO of the Association to Advance Collegiate Schools of Business International John J. Fernandes and Jindal School Dean Hasan Pirkul in their book *Servant Leadership: Research and Practice* (Hershey, Pennsylvania: Business Science Reference, 2014).

The book, Carraher and Selladurai wrote, examines “various types of leaders’ and servant leaders’ experiences, beliefs, thoughts and perspectives on servant leadership — its significance, value, practice and benefits.”



Britt Berrett

Britt Berrett, director of the BS in Healthcare Management Program, preaches transformational leadership and speaks regularly locally, regionally, nationally and internationally at such health-care systems as Dignity Health, BJC HealthCare and Premier Health. He also conducts workshops and boot camps.

In March, he spoke to the

American College of Healthcare Executives' Congress of Healthcare Leadership in Chicago.

Last November, he was the keynote speaker at the Korean Hospital Association National Meeting in Seoul, speaking on – "Leading Change by Changing How You Lead."

In October, he spoke at the International Conference on Healthcare Leadership in Houston on the topic, "Stress in Healthcare? Build a Team!" The event was sponsored by the American College of Healthcare Executives' southern district.

Berrett is also doing a lot of work with industry, having recently spoken at CEO summits for McKesson, Stericycle and O.C. Tanner.

"We're entering a dynamic time in healthcare," Berrett says. "There was a time when life was more ordered. Life now is more complicated. Transactional leadership—do as I say and you'll get paid—is less effective. But there are great leaders out there who are caring. In layman's terms, leaders have to care about the purpose and the meaning of the organization and should care about the individual and what is important to them."



Daniel Rajaratnam

Daniel Rajaratnam, clinical professor of marketing, and his co-authors were awarded

the Sheth Foundation Best Paper Award for their paper published in the *Journal of the Academy of Marketing Science (JAMS)*.

The editorial review board selected the paper, "The Intellectual Ecology of Mainstream Marketing Research: An Inquiry into the Place of Marketing in the Family of Business Disciplines," published in May 2014, from 38 papers published out of 539 papers submitted to *JAMS* in 2014.

The paper examines the contribution of mainstream marketing research to business disciplines. Despite considerable research productivity and sophisticated methodologies, leading marketing scholars for more than three decades have argued that mainstream marketing research has lost its influence among business disciplines.

What sets the paper apart, Rajaratnam says, is that it looks at an old problem in a new way. It not only summarizes the decades-old concerns, but it also provides empirical evidence and concrete recommendations for change and influence. The work also shows which business disciplines have the greatest influence over researchers and practitioners.

Rajaratnam, who joined the Jindal School in fall 2014, teaches undergraduate marketing research, retailing and distribution, and graduate marketing management. He and his co-authors will receive the award at the annual Academy of Marketing Science Conference in Denver in May.



Randall Guttery

Randall Guttery, director of real estate programs and a member of the finance and managerial economics faculty, served as a judge for the Dallas chapter of Commercial Real Estate Women's "CREW Careers: Building Opportunities" competition in October.

The competition included teams of high school girls who were asked to create a plan to re-purpose a 100-year-old vacant building across from an El Centro College campus south of downtown Dallas.

"The girls who participated worked for hours," Guttery says, "and even did an off-site tour of the building. Some of their ideas for the building focused on ways to leverage [its proximity to] the college. One idea was to make (the vacant building) a dormitory and cafeteria, another included a food court, and another included a heated swimming pool."

The program is presented by CREW in the Community, the philanthropic arm of CREW Dallas, says director Kim Hopkins.

"This is the first year that someone from UT Dallas has served as a judge," Hopkins says. "Since the girls who participate are in high school, it was very helpful to have a representative from a local university participate."

Guttery also was recently featured in the "Ask the Experts" section of an article for

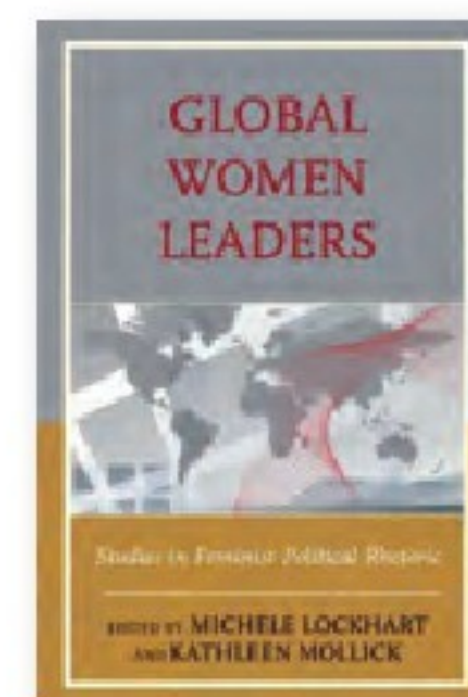
WalletHub.com, "2014's Best and Worst Cities for First-Time Home Buyers." He provided tips for how to determine when you are financially ready to buy your first home, how to choose the right neighborhood and a recommendation on the minimum down payment.



Michele Lockhart

Global Women Leaders: Studies in Feminist Political Rhetoric (Lanham, Maryland: Lexington Books, 2014) is the second book edited by **Michele Lockhart**, senior organizations, strategy and international management lecturer, and Kathleen Mollick of Tarleton State University.

"We analyze language women use to be effective political leaders," Lockhart says. "Our first book [*Political Women: Language and Leadership*] focused on women in the United States, and this second book features international women." Key figures featured in the new book include Elizabeth I and II as well as women leaders from African countries and the United Nations. "We are already working on our third book set for



release in October 2015, which will be about Hillary Clinton and her political and social discourse.”

Lockhart spoke at the Conference on College Composition and Communication at the “Feminist Workshop: Teaching, Service, and the Material Conditions of Labor” session in March in Tampa, Florida. “Kathleen and I talked about our collaboration and the importance of having a mentor,” she says. “We want our findings and success to help others be successful as collaborators in academia.”

Lockhart says she believes that the framework she and Mollick use to look at women in politics can be shifted to other areas, such as the business world. “That’s maybe two books away,” she says.



Richard Bowen

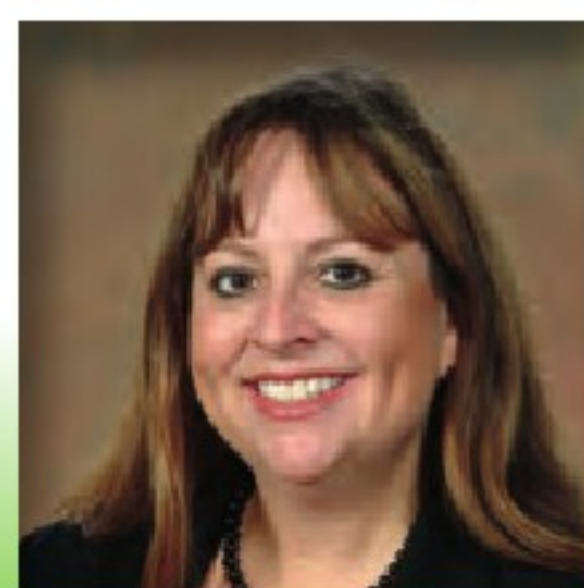
Richard Bowen, senior lecturer in accounting, has started a blog (www.richardmbowen.com/blog) where he posts items on topics that “interest me and come from my unique perspective. I started the blog last fall, but I’ve been mulling it for a long time,” he says. “I’ve never been really savvy with the Internet, but I knew I needed to get into social media.”

Bowen, who began teaching at the Jindal School in 2008, is a former Citigroup executive turned whistleblower. He says he will continue to share his “war story” about trying to warn Citigroup about its risky practices, taking his

concerns to the Securities and Exchange Commission, and testifying before Congress.

“I’m worried about our country,” he says. “History tells us the collapse of every civilization starts with the collapse of ethics, and we’re accelerating.”

Bowen is a member of the National Speakers Association and regularly speaks about his experiences. In March, he spoke about ethical leadership at the UNT College of Business as part of its Distinguished Speaker Series and appeared on Bloomberg TV, the round-the-clock business network. He was featured in Cheryl Hall’s Feb. 15 column in the business section of the *Dallas Morning News*. In January, Deutsche Welle, an international network headquartered in Bonn, Germany, broadcast an interview with him on its WorldLink program, and last October he was interviewed on TruNews Radio.



Mary Beth Goodrich

Mary Beth Goodrich, senior lecturer in accounting and faculty advisor to Ascend, a student group for Asian and Pacific Island students in business, has been personally and professionally changed by living in China and by teaching Chinese students at the Jindal School.

From the end of 2007 until summer 2010, Goodrich and her family were expatriates in Shanghai.

Returning to UT Dallas, she found that her Mandarin skills and experience abroad directly impacted her position. “During the time my family was in China, China came to UTD,” she says. The MS in Accounting Program and other JSOM master’s programs have seen a great increase in international students from mainland China seeking degrees.

Back in the United States, Goodrich and her husband wanted to find a school where their children could continue to learn Chinese. But in 2010, the main opportunities lay in weekend programs or self-study, she says.

That is why, she says, “I am very excited I have had the opportunity to collaborate to bring a full Chinese immersion school to the DFW area.”

Beginning with kindergarteners in the 2015-2016 academic year, the Carrollton (Texas) Christian International Leadership Academy, operated by the Carrollton Christian Academy (www.ccasaints.org), will offer an academic weekday school taught half in English and half in Mandarin Chinese.

Goodrich points out that “one out of five people in the world speaks Mandarin,” She sees the immersion program, which she helped found, “as a great opportunity for people who may have originated from Chinese decent to continue learning about their rich heritage and for others to learn the top language spoken in the world.”

No Mandarin skills will be required to start in the new program. Goodrich says the leadership academy will have built-in support from secondary children at CCA who speak Chinese as a first

language, as well as programs for their parents to learn Mandarin.



Tom Kim

About 50 military veterans in the information technology internship program at USAA in San Antonio heard **Tom Kim** speak last June at an event focused on ways to transition from the military to the private sector. This was Kim’s first speaking engagement at USAA, a financial services company for current and former military members and their families.

Kim, assistant dean of the Jindal School’s Career Management Center, served in the U.S. Navy nine years, so he was able to talk with his audience from the position of a fellow veteran who has successfully made the transition to the private sector.

“It’s a big change for those coming out of the military,” he says. “In the military, you follow orders. In the corporate world, you need to be able to think for yourself. For veterans, it’s about getting out of their comfort zone.”

One of the things he spoke to the group about was the importance of networking. “It’s something that has to be a daily practice,” he says. “Every day there are opportunities everywhere, even in places like grocery stores or Starbucks.”

Online Programs Place in Top 10 of Three Rankings

TOP
10

The Naveen Jindal School of Management's online MBA and online graduate business programs are listed among the nation's top 10 programs by *U.S. News & World Report* in its 2015 Best Online Programs rankings.

The MBA program also placed at No. 9 in the QS Distance Online MBA Ranking's Global Top 10.

U.S. News & World Report ranks the school's online graduate business programs No. 2 and its online MBA program No. 6 in standings released in January.

The rankings highlight the school's commitment both to students who are seeking a traditional MBA degree as well as those who seek specialized professional development offered by an MS degree, said Dr. Hasan Pirkul, Jindal School dean and Caruth Chair of Management.

For the first time since it began ranking online business programs in 2012, *U.S. News* split

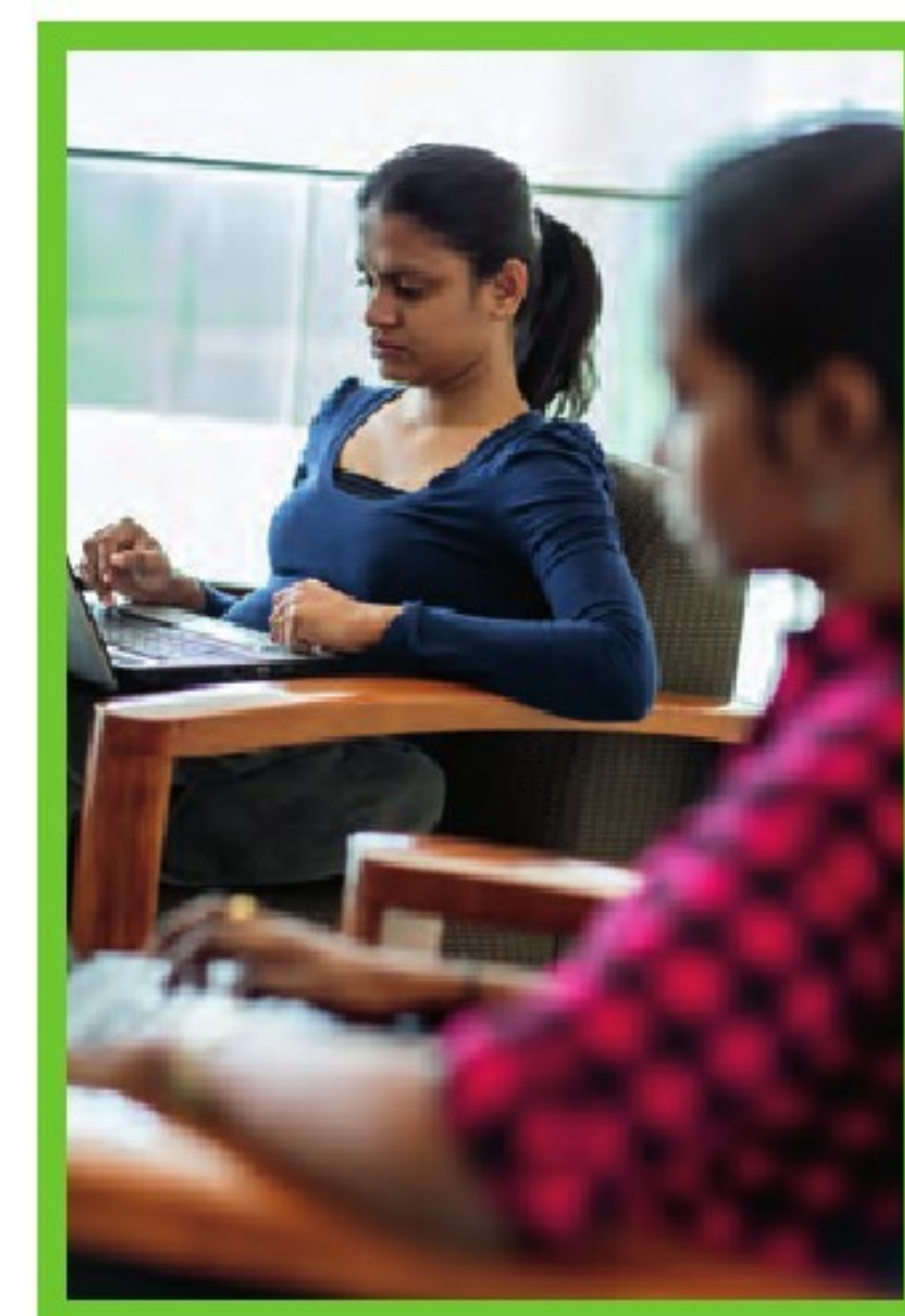
its online graduate business rankings into two — one for online MBA programs and one for all other online graduate business programs. In the 2014 rankings, the Jindal School's combined standing was No. 4.

The rankings include Jindal School degree programs provided completely online. The school offers an online MBA and online master's degrees in accounting and information technology and management. Although not included in the rankings, the school offers other online options in its Executive Education Area.

The QS Distance Online MBA Ranking, released March 26, describes itself as "the world's most comprehensive ranking dedicated exclusively to accredited online and distance learning MBA programs." Last year, the Jindal MBA program was ranked No. 15.

The full QS Distance/Online MBA Ranking 2015 can be viewed on www.TopMBA.com/onlineMBA.

THREE RANKINGS



NEW MASTER'S DEGREE PROGRAM IN ENERGY MANAGEMENT STARTS THIS FALL

by Eric Butterman

The MS in Energy Management Program that the Jindal School's Finance and Managerial Economics Area will begin offering this fall is all about building economic leaders in the oil, gas, wind and geothermal business, program director Dr. Anastasia Shcherbakova says.

The Jindal School has built a program "focused on the finance and managerial aspects of the energy in-

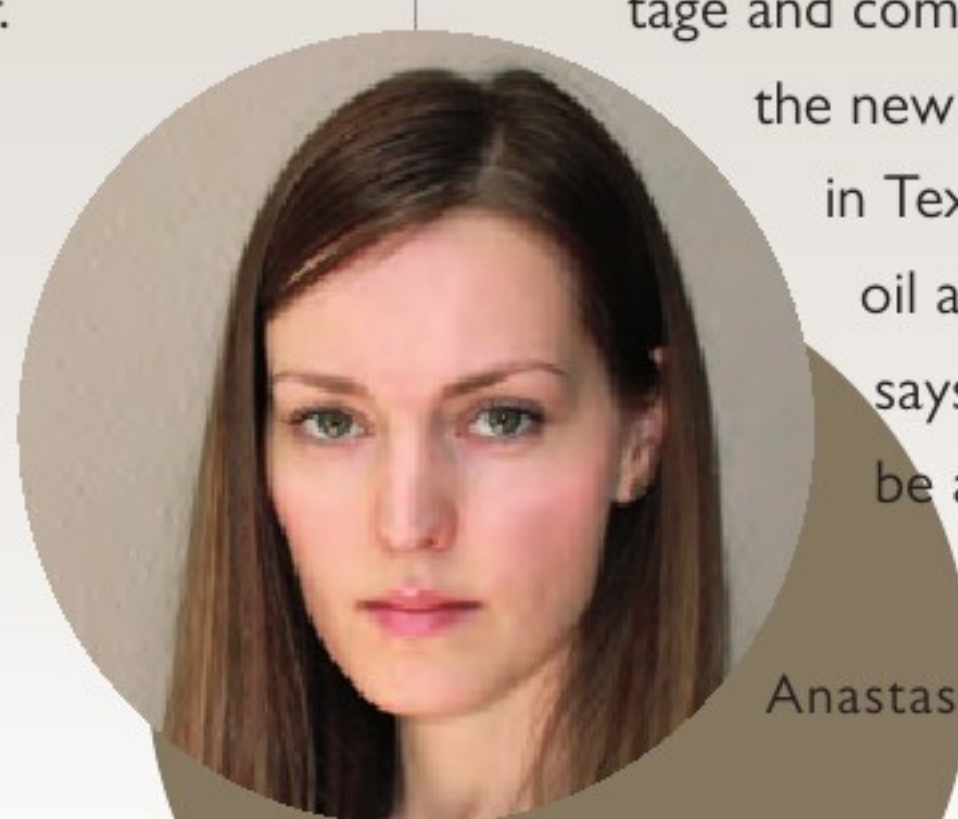
dustry," Shcherbakova says, "in order to give students the ability to evaluate economics of energy projects, to finance them, to create strong strategies for the industry."

Geography presents both a clear advantage and compelling reason for offering the new degree. "We're a school in Texas, which is the heart of oil and gas," Shcherbakova says. "Wind energy, too, will be a focus because Texas has

the highest wind capacity in the country. Conventional sources, renewable sources and the power industry are top areas for learning."

The program's core courses will cover areas such as energy economics and finance, law and technology.

"But electives will allow students to tailor the curriculum to their own needs," Shcherbakova says. "Examples would be focusing on energy logistics and the supply chain, looking at how to deliver energy



Anastasia Shcherbakova

JSOM Advances in UTD Top 100 Rankings

NO. 11 AND NO. 12
UT DALLAS TOP
100
BUSINESS SCHOOL
RESEARCH RANKINGS

The Jindal School faculty placed at No. 11 among North American business schools and No. 12 worldwide in the UT Dallas Top 100 Business School Research Rankings™ for 2015. Last year, JSOM occupied the No. 16 spot in North American and No. 17 in global rankings. The school has climbed from No. 36 in North America when rankings reporting began in 2005.

The rankings are benchmarks that measure faculty research productivity. The school compiles them from a database of research published in 24 leading peer-reviewed journals. The rankings this year are based on articles published from 2010 to 2014. Jindal School researchers produced 196 articles during that period.

In 2015, the Wharton School of the University of Pennsylvania held onto its No. 1 spot among North American and international schools, a position it has held for more than a decade. Harvard Business School retained its hold on No. 2 for the fourth consecutive year.

MIT Sloan School of Management jumped five spots to No. 3, previously occupied by the Leonard N. Stern School of Business at New York University, bumping the Stern School to No. 4. The McCombs School of Business at The University of Texas at Austin maintained its No. 5 place.

“I am happy to see our very strong position in the UT Dallas Top 100 rankings,” Dr. Hasan Pirkul, Jindal School dean and Caruth

Chair of Management, said. “Our faculty continues to strengthen its output, and our standing reflects the growth and maturity of Jindal School faculty members and the extent to which they are creating knowledge in the business world.”

For a complete listing of the most recent research productivity rankings, visit jindal.utdallas.edu/top100.



sources in the most effective manner to the end user, or energy analytics – drawing inferences from a wealth of data.”

Industry advisers in companies ranging from Merit Energy to the Federal Reserve Bank of Dallas helped shape the program. As it goes forward, it will continue to reflect the needs of the industry, Shcherbakova says, “which will help students remain competitive in the job market.”

The program also will benefit from its science, technology, engineering and mathematics — STEM — designation, Shcherbakova believes, and bottom line, she expects the

degree to translate into job opportunities. Graduates “could potentially work in managerial roles within energy companies or at banks that trade energy commodities,” she says. “The program’s curriculum can also lead to positions in energy consulting companies.”

The degree also will be valuable for companies that are large consumers of energy, Shcherbakova says. “Think about Southwest Airlines, or Wal-Mart, and the energy needed to power their airplanes, warehouses and stores. These companies look for hedging

and other price-risk management strategies.”

Dr. Robert Kieschnick, coordinator of the Finance and Managerial Economics Area, is enthusiastic about the program’s vision. “This can evolve into something that serves several sectors and brings people together,” he says. “At our university, we are a conduit for information-sharing in disciplines. In this case, it’s the energy industry — and we conceive it as having fairly broad opportunities.”



Robert Kieschnick

Sales Rookies Learn the Ropes at Event Judged by Pros

BY DONNA STEPH RIAN

Twice a year, undergraduate students in Introduction to Sales have the chance to showcase their selling skills to 100-plus representatives from more than 50 companies. Designated “Rookie Preview,” the daylong event has become a hot sales ticket, paying off for both students and potential employers — often resulting in full-time employment or internships for participants.

“Rookie Preview lets beginning sales students role-play a 15-minute sales call, as if calling on a customer. The person they are calling on actually is an industry representative who has the potential to hire them,” said Howard



Howard Dover

Dover, director of JSOM’s professional sales concentration and a clinical professor of marketing.

Role-plays are broadcast from the Sales Lab, a training facility in

the Jindal School’s new addition, to rooms throughout the Jindal School, where corporate guests watch and rank each student. About 60 students competed last fall; 75 are expected to participate this spring. The day’s top 10 winners are selected, as well as the top three in each room.

Participants in the morning session are invited to lunch with the judges. All students attend the evening reception, dinner and awards banquet.

“This is a great networking opportunity to interact with sales executives, managers and recruiters,” Dover says. “Once students realize there are 50 companies swarming around campus trying to get their attention, we find we have a greater interest in sales.”

Dover created Rookie Preview after “a challenge from Dean (Hasan) Pirkul,” he says. “Dean Pirkul said he thought it was wonderful that I was taking students to national competitions, but said he wanted to do something like that here on our campus.”

Initiated in December 2013, the event is highly successful and has grown every year, Dover says.

“Other universities have heard what we are doing and are interested in replicating our program,” he says. “While lots of universities have events in their sales area, ours is unique because it allows introductory students to have this experience, rather than the more experienced students.”

Advanced sales students, many of whom have participated in prior Rookie Previews, set up, manage and sell the



Top, left to right, back row: Zachary Steinert, Michael Blodgett, Katherine Reagan, Meredith Crawford, Howard Dover. Front row: Abbey Hagin, Olivia Deffner, Laura Su, Gurleen Sidhu, Sesalie Hurtado, Blanca Arelis Lopez

Middle, left to right: Michael Blodgett, J.D. DeLoach, judge John David Harris from Henry Schein Dental and Eyad Almasri

Bottom: Judges evaluating rookies in a Jindal School classroom

event to corporate sponsors, Dover says.

At press time, he had slated the next Rookie Preview on May 1. #

ROOM DEDICATION, SCHOLARSHIP ENDOWMENT HONOR EXECUTIVE EDUCATION VISIONARY

Family, friends, colleagues and former students of the late Dr. Stephen E. Guisinger (1941-2001) gathered in the Naveen Jindal School of Management's Executive Education Area in January to remember him at ceremonies where a classroom was dedicated and an endowed scholarship was announced in his name.

A visionary who pioneered international studies and online learning at the Jindal School, Guisinger was a prominent international economist and consultant to the World Bank when he arrived at UT Dallas in 1976. He was a proponent of Internet-based education, which in early incarnations was dubbed "distance learning." In 1995, he co-founded JSOM's Master's in International Management Program. Nicknamed MIMS, that program evolved into the current Global Leadership Executive MBA — GLEMBA — Program.

Since MIMS/GLEMBA's founding, students from almost 50 countries have enrolled in the program. It now is a 70 percent online Executive MBA curriculum designed for working professionals who want to enter new geographic markets, operate in diverse locales and lead globally.

Jindal School Dean Hasan Pirkul announced at the January 23 festivities that this fall a student in international management studies will be awarded the first scholarship from a \$25,000 endowment established in Guisinger's name.

The dean made the announcement in an Executive Education Area classroom, JSOM 1.502, that was dedicated in Guisinger's memory at the same event.

"It was [Steve's] leadership that gave us the impetus to create online programs," the dean said, noting the school now has fully online MBA, MS in Accounting and MS in Information and Technology Management programs. "And today we are ranked No. 2 among the Best Online Graduate Business Programs by *U.S. News & World Report* and our Professional MBA Program is ranked No. 6."

Those who gathered for a luncheon and speeches to mark the occasion included Guisinger's three daughters, Alexandra, Victoria and Amari, who joined the group via Web conferencing.

"I just wanted to say how much I appreciate what UTD is doing to remember Dad," Alexandra said. "For those of you who

didn't get the chance to meet him, my dad thrived on not just learning but on taking that learning and delivering that learning to other people in any possible format he could."

"I wanted to say to the Class of 2016," Victoria said, "how thrilled my father would be with the award."

The class' scheduled trip to France, she added, is "also very appropriate" because he went there on his first overseas trip.

Amari remarked that it was "really wonderful" to hear the various tributes made to her father. "I was really young when Dad passed away, so this is amazing," she said.

Paying homage to Guisinger at this time is appropriate, Dr. David Springate, academic director of JSOM's Executive MBA and GLEMBA programs, remarked, in part because the school's Executive MBA and GLEMBA programs recently have become "tied together, with one director, one academic director and one staff."

"Steve saw these two programs not as competitors but as complementary....Our timing is right in terms of these two programs fitting together."

Prominent among several former Guisinger students in attendance was Dr. Hossein Shafa. The Jindal School's first PhD in international management studies graduate, Shafa studied under Guisinger's supervision and earned his degree in 1978. "I am very honored to [have been] his PhD student," Shafa said. He recalled that his thesis on investment incentives earned the 1977 Academy of International Business Best Doctoral Dissertation Award.

Shafa went on to develop and chair international business programs at Oklahoma City University, where he earned the Exemplary Teacher Award in 1995. He also worked on management degree programs in several other universities in the United States, China, Argentina and other countries. #



Stephen E. Guisinger



Top: Dr. Hossein Shafa, JSOM's first PhD in international management studies graduate, studied under Dr. Guisinger's guidance.

Bottom: Amari Guisinger (on the monitor) and her sisters attended the event via Web conferencing.



10th Annual Fraud Summit Draws Record Crowd, Top Speakers and Major Scholarship Dollars

MORE THAN 700 internal auditors, fraud examiners and information technology professionals attended the 10th annual Fraud Summit hosted by the Naveen Jindal School of Management March 26 and 27. The 2015 summit, held on The University of Texas at Dallas campus, was the largest in the event's history. Hot-button topics covered cyber-security fraud, an analysis of how fraud is planned, executed, covered up and detected, and ethics and fraud case studies.

Keynote speakers were Jindal School alumnus James D. Ratley, BS 1985, president and CEO of the Austin, Texas-based Association of Certified Fraud Examiners, who spoke about the mind of a "fraudster," and Stephen Minder, CEO of YCN Group, who discussed the 1990s price-fixing scandal that inspired the Matt Damon movie *The Informant!*

A scholarship, named in honor of Ratley, was presented. The Jindal School Center for Internal Auditing Excellence will award the scholarship annually to a student pursuing forensic accounting. JSOM's graduate-level internal audit program is the largest worldwide and one of only three in the



James D. Ratley



From left: Mark Salamasick, Center for Internal Auditing Excellence director, with student teaching assistants Jae Park, Esther Bayazitoglu, Linh Mai, Alex Michael, Samantha Nguyen, and Gabe Cook — all scholarship recipients, and Chris Linsteadt, senior lecturer in accounting

by **JEANNE SPREIER**

U.S. endorsed by the Institute of Internal Auditors as a Center for Internal Auditing Excellence, the highest designation of the IIA.

Since 2007, the annual summit, which is the major source of fundraising for JSOM's internal auditing program, has helped provide \$254,500 in student assistance. Those funds have been awarded in 144 scholarships given to 115 students.

Ratley was a Dallas police officer for more than a decade before joining Wells & Associates, a forensic accounting practice, where he was in charge of fraud investigations. He was named a Top 100 Most Influential People in Accounting by *Accounting Today* in 2012, 2013 and 2014 for his work with the Association of Certified Fraud Examiners.

Minder, the former chief audit executive at Archer Daniels Midland, provided insight to the lysine price-fixing scandal that involved ADM officials, and spoke about the culture that allows large-scale fraud to go undetected.

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IECG BOARD DYNAMICS SERIES



The Institute for Excellence in Corporate Governance hosted executives and board members from Cactus Feeders, Vermeer, Air Tractor and Car Concepts at a Board Dynamics Series presentation last Nov. 19. Robert J. Kueppers (far right), senior partner for Global Regulatory and Corporate Governance at Deloitte, gave a presentation on how boards succeed. IECG member and board member of all four companies, Jack Pfeffer, arranged the educational session at the Jindal School. Those who attended included (from left) Brad Hastings, CEO, Cactus Feeders; Jim Hirsch, CEO and chairman, Air Tractor; Whit Perryman, CEO and chairman, Vermeer Equipment; Pfeffer; George Lamberth, chairman, Car Concepts, Inc.; Dennis McCuiston, executive director of IECG; and Kueppers.



James Rickards

Corporate Governance Conferees Hear From *Death of Money* Author

Author James Rickards, attorney, longtime Wall Street counselor, investment banker and risk manager, and an adviser to the national defense and intelligence communities, predicted international competitive currency devaluation in his 2012 best-selling book, *Currency Wars: The Making of the Next Global Crisis* (New York: Portfolio/Penguin, 2011).

A year ago, in his newest best-seller, *The Death of Money: The Coming Collapse of the International Monetary System* (New York: Portfolio, 2014), Rickards trumpeted “the demise of the dollar.”

Participants attending JSOM’s Institute for Excellence in Corporate Governance 13th annual corporate governance conference had the opportunity to put his crystal ball to the test when Rickards took to the podium as the event’s keynote speaker.

The theme of the April 30 conference was “Money, Regulations, Greed and Public Service.”

Board members and C-suite officers today face a litany of big-picture, strategic issues. Currency wars, sound money and international risks are of special importance. Regulatory issues that revolve around the Securities and Exchange Commission, the Dodd-Frank Act, and how the present Congress interacts with President Obama are also critical to understand. The daylong conference was scheduled to include the above as well as give participants the practical side of how to get on a board and how nonprofit and government agency boards work. Conferees also heard from Dr. Reatha Clark King, chair of the National Association of Corporate Directors.



Hal Brierley

Inaugural Marketing Legends Events Honor Customer Loyalty Program Pioneer

The inaugural Marketing Legends Lecture and Awards Banquet honored Hal Brierley, co-founder of Epsilon, eRewards and Brierley+Partners, and a creator of the groundbreaking American Airlines AAdvantage® frequent flier program. Brierley offered his perspectives on “share of attention” vs. “share of wallet;” the building blocks used to

“The Dallas-Fort Worth area has been an incubator for marketing and advertising trends that have gone global,” Dean Pirkul says. “We are excited to recognize these great minds in the industry who have practiced their craft here in our backyard.”

make a loyalty program a profit center; and maintaining customer attention and loyalty during a lecture before the awards ceremony.

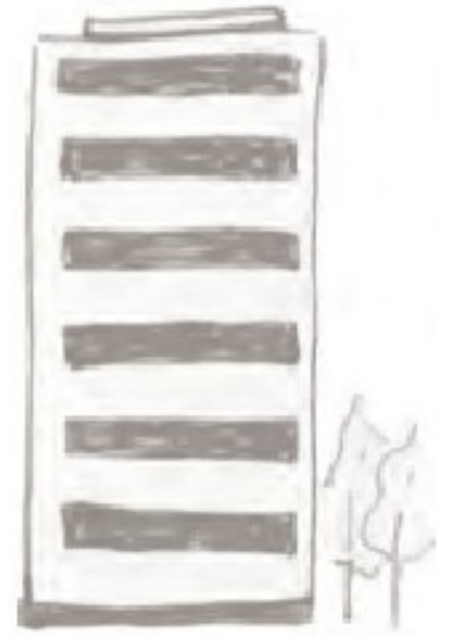
The April 20 event began with the lecture by Brierley, *Rewards for Engagement — Winning the “Share of Attention” Battle*. The lecture, at the Jindal School, was followed immediately by the awards banquet. The banquet included remarks from JSOM

Dean Hasan Pirkul, dinner and opportunities to network with others in the marketing profession as well as with Jindal School faculty.

“The Dallas-Fort Worth area has been an incubator for marketing and advertising trends that have gone global,” Dean Pirkul says. “We are excited to recognize these great minds in the industry who have practiced their craft here in our backyard.”



JSOM ENCOURAGES YOUNG WOMEN TO BECOME ENTREPRENEURS



THE JINDAL SCHOOL WAS THE FIRST UNIVERSITY BUSINESS SCHOOL IN TEXAS to pair high school girls with local businesswomen in a one-day seminar focused on financial independence and women as entrepreneurs. Sponsored by the Jindal School, the UT Dallas Institute for Innovation and Entrepreneurship and Opes One Advisors, the April 8 event, Girls Going Places Entrepreneurship Conference, guided the young women through a series of events that gave them the opportunity to make decisions that a business owner might face. Mentors shared their own experiences.

While Girls Going Places had been held at various campuses across the nation for 15 years, none of those universities had been in Texas.

In all, 140 area high school girls signed up to attend the inaugural Texas event for free.

Melissa Palmer, IIE program director, organized an April 7 kickoff dinner for the program's 30 mentors as well as 100 UT Dallas women students. Keynote speaker Debbie Mrazek, an IIE advisory board member, and founder and president of the Plano, Texas, firm The Sales Company, discussed "Women and Making Money."

According to *Entrepreneur* magazine, Texas ranks No. 2 (behind Georgia) among U.S. states for the fastest growth in the number of women-owned businesses between 1997 and 2014. In Texas, more than 28 percent of businesses are female-owned.



Debbie Mrazek

STUDENT NEWS

Accounting Students Earn Scholarships

Jindal School accounting graduate students Joel Asmussen, Stephen (Garrett) Engel and Brittany Weber recently each earned a \$2,500 scholarship from the Accounting Education Foundation of the Texas Society of CPAs.

More than 100 students from around the state applied for the competitive scholarships, which are given annually. A nine-member TSCPA scholarship committee reviewed the applications and awarded fewer than 50 scholarships in January.

All three recipients earned a BS in Accounting from JSOM last year. Each of

them garnered a \$2,250 scholarship from the Dallas CPA Society last fall, and all are scheduled to graduate from the school's Professional Program in Accounting in May. One of PPA's goals is to prepare students to take and pass the CPA exam.

A testimonial from Weber that appears on the PPA homepage (jindal.utdallas.edu/accounting/ppa) says, in part: "Although the program is academically excellent, it has also allowed me to grow personally, professionally and intellectually. The professors truly care about their students' success and strive to help us achieve our goals."



Left to right: Garrett Engel, Brittany Weber and Joel Asmussen



JSOM Students Go to Cuba on Spring Break Study Tour

As President Barack Obama

announced last December that the U.S. would normalize ties with Cuba after a 53-year break in diplomatic relations, Thomas (Tom) Henderson, the Naveen Jindal School of Management’s assistant dean of undergraduate programs, was putting finishing touches on the itinerary for a spring break study tour to that Caribbean island republic.

Twenty students, both undergraduate- and graduate-level, packed their bags for the mid-March trip, which was hosted in Cuba by the National Association of Cuban Economists and Accountants. The association organized and sponsored a variety of business-related lecturers and site visits for the 10-day trip, which UT Dallas offered through the Jindal School’s International Study Programs.



Tom Henderson

Students visited cooperatives, medical facilities, pharmaceutical and biotech concerns and the University of Havana.

Henderson, a fluent Spanish speaker who grew up in South America, said he was thrilled to be leading the 10-day trip for the 3 credit-hour course. “The purpose of the trip was to expose students to the multiple dimensions of Cuba,” Henderson said, “so that they understand the Cuban business environment, including the current climate of foreign direct investment, trade, imports and exports, and, of course, the future business landscape in light of the changes that have occurred recently.”

Henderson also encouraged the students to interact with Cubans in order to get a feel for how they live and what they think.

Joining Henderson in leading the students was Dr. Habte Woldu, director of the Jindal School’s MS in International Management Studies Program; Dr. Magaly Spector, professor in practice in the office of UT Dallas President David E. Daniel; and Alex Lyda, communications manager in the UT Dallas Center for Vital Longevity.



1) UT Dallas students at the University of Havana in a room Fidel Castro used while organizing the Cuban Revolution of the 1950s



2) Havana street scenes, including 1950s cars still in use today 3) Henderson, far left, Dr. Spector, far right, and students with economist Hugo Pons Duarte (center, in white shirt), who gave them a lecture on the reinstatement of U.S.-Cuba diplomatic relations and the implications for moving forward 4) A street in Havana (left) and the administration building at the University of Havana



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Marketing Junior Earns Morris Hite Scholarship

by Jeanne Spreier

Kelsey Morrison, a Naveen Jindal School of Management junior majoring in marketing, is used to facing down long odds. But she is not relying on luck to secure her future. The adults in her life note that her relentless work, dedication and poise have contributed to her success.

Morrison's achievements (see *Advisory Council Connects...* on page 2) include being awarded a \$1,500 Morris Hite Memorial Scholarship in January. The highly



Kelsey Morrison anticipating action on the volleyball court

competitive scholarship, open to marketing undergraduate or graduate students who attend a university in the nine-county Dallas-Fort Worth area, is granted by the American Advertising Federation of Dallas. Morrison, in her application for the scholarship, noted she works especially hard when something does not come easily.

She applied for the scholarship after completing a summer 2014 internship at Southwest Airlines in Dallas. "Southwest Airlines internships are some of the most

competitive around, and landing one is a major coup," says Julie Haworth, director of JSOM's BS in Marketing Program.

Morrison also plays volleyball for The University of Texas at Dallas Comets as a defensive specialist and was one of 50 UT Dallas student-athletes honored by the American Southwest Conference when it released its Academic All-ASC Teams for the league's fall sports.

"Kelsey is tremendously self-motivated and driven to succeed," says her coach, Marci Sanders. "She seeks out opportunities to improve herself in all aspects of her life including athletics, academics and future career opportunities." Morrison also weekly mentors volleyball players who are 5 to 10 years old.

A team of three experienced advertising professionals judged this year's Morris Hite Scholarship applications. The competition was stiff, and in the end, Morrison along with a junior from SMU shared the top spot, with a virtual tie through the 13th decimal.



Julie Haworth (left) and Kelsey Morrison (center) at the AAF Dallas awards luncheon



Scholarship Honors Memory of Ad Man and UT Dallas Advocate

THE LATE MORRIS HITE

(1910-1983) was the Dallas ad man for whom the Morris Hite Scholarship is named. Hite started his own advertising agency by the time he was 20 and later rose to the presidency of TracyLocke.

A longtime civic booster who helped promote construction of the Dallas-Fort Worth International Airport and who envisioned the Dallas Arts District, Hite also played an active role in the creation of UT Dallas.

In recognition of his efforts, UT Dallas established the Morris Hite Center for Product Development and Marketing Science in 1984.

SALES COMPETITORS BRING HOME TROPHIES AND JOB OFFERS

by Jeanne Spreier



Jessie Richardson (left), Abbey Hagin and Dr. Howard Dover pat Wise, the owl statue in the Jindal School courtyard, for luck.

Jindal School students Jessie Richardson and Abbey Hagin came home with both a second-place finish in the Sales Management Case Competition portion of the International Collegiate Sales Competition and solid job offers from companies looking for top talent.

“The networking was impeccable,” says Hagin, a marketing senior who transferred to Jindal School because of its sales program. She returned from the competition, hosted by Florida State University last Nov. 7 to Nov. 9, with a fistful of business cards. She and Richardson, also a marketing senior, have active job offers.

With just 18 hours to prepare, the women researched, refined and prepared to defend their plans for a fictional beauty supply company that wanted to spend \$1 million to double its sales. Hagin and Richardson developed a 30-, 60- and 120-day plan. Second-round competition required they expand their strategies. The hard work paid off with their runner-up finish — and those job offers.

Dr. Howard Dover, director of the Jindal School’s professional sales concentration (jindal.utdallas.edu/marketing/pro-sales), says students coming out of JSOM sales courses thus far have 100 percent job placement prior to graduation and have an average target earnings of \$68,000 their first year.

“Everybody sells,” Dover says. “But very few are trained.” He notes that among marketing majors, about 80 percent will be involved in sales of some kind and should take at least one sales class.

Companies are looking for professionals with strong sales skills. Technical sales and sales-management positions are among the hardest to fill, according to a 2014 report from Harvard Business School’s U.S. Competitiveness Project.

“Why It’s So Hard to Fill Sales Jobs,” a Feb. 6 article in *The Wall Street Journal*, reported: “Employers spent an average of 41 days trying to fill technical sales jobs, compared with an average of 33 days for all jobs for the 12-month period ending in September 2014, according to Burning Glass, a labor-market analysis firm that worked with Harvard Business School on the report.”

Dr. Mark Thouin, director of the MS in Information Technology and Management Program, last summer founded the Information Technology and Management Ambassador Program. The program’s primary goal is to provide interested students with opportunities to share their experiences and knowledge with others. Approximately 30 volunteer student ambassadors work directly with Thouin to help answer prospective student queries, engage students via social media, participate in hosting events and provide input and

feedback on new program initiatives. The ambassadors are chosen after a rigorous interview process.

“Our existing students wanted to give back,” Thouin said. “Ambassadors often have had tremendously positive and impactful experiences while in the ITM program, and wanted a forum whereby they may share their firsthand knowledge with others in order to help continue the tradition of excellence.”

Thouin, in white shirt at center, with ITM student ambassadors



ENTREPRENEURSHIP CLASSES PAY DIVIDENDS FOR MANY BUSINESS IDEA COMPETITORS

Jindal School undergraduates Richard Brevig, an information technology and systems senior; Dominic Lakhotia, also an ITS senior; and Bilal Ayub, a marketing sophomore, took first place in the undergraduate division of the annual UT Dallas Business Idea Competition last fall with their idea for a customized search engine. Their company, Rival Seek, developed a search engine capable of targeting and filtering data for commercial clients seeking insights into the competition in their areas. The trio picked up \$5,000 for their software efforts.

The winning graduate team members share Erik Jonsson School of Computer Science and Engineering ties. Lucas Rodriguez, a PhD candidate in biomedical engineering, teamed with Danieli Rodrigues, an assistant professor of bioengineering in ECS, and Jonathan Chari, a senior biomedical engineering student, in the company Logan Surgical Solutions - Osteolnk.

The team's winning idea was for adhesive biomaterials that will integrate into the body in implant and bone surgeries. The team earned \$5,000.

"In addition to being on the winning graduate team, Jonathan Chari was also on the undergraduate team that came in second and that won the social entrepreneurship award," Madison Pedigo, director of JSOM's Innovations and Entrepreneurship Programs, said. The second-place team earned \$3,500, and the social entrepreneurship award paid \$1,000. The team is developing Songbird, a brand of books and videos that will help children with speech therapy and be fun for them and their parents to use.

Chari and Lucas are enrolled in JSOM's startup launch course this semester, Pedigo said, as is Chari's second-place partner, Kathryn Ratliff, a graduate student in the School of Behavioral and

Brain Sciences. And Lakhotia took the course last semester.

Nicole Mossman, who placed second and earned \$3,500, in the graduate division, is a student in the Startup Launch Track, a selective program within the MS in Innovation and Entrepreneurship Program that helps students launch businesses.

"There is solid correlation," Pedigo said, "between students enrolled in our introductory entrepreneurship courses and our startup launch courses and success in the business idea competition."

In all, 65 teams entered the annual contest sponsored by the UT Dallas Institute for Innovation and Entrepreneurship (utdallas.edu/iie), which is based in the Jindal School. That number was up from 46 teams in 2013. More than 200 students entered the 2014 competition. Representing all eight UT Dallas schools, the competitors fulfilled an IIE mission to make the challenge a cross-disciplinary campus-wide event.



Left: Undergraduate Winning Team Rival Seek members (left to right): Richard Brevig, Bilal Ayub and Dominic Lakhotia
Right: Graduate Winning Team Osteolnk members Lucas Rodriguez and Jonathan Chari (Danieli Rodrigues not pictured)

JSOM PLACES FIRST IN NATIONAL ETHICS COMPETITION

Practice made perfect for Jindal School of Management seniors Katherine Huston and Lewis Warne, who came in first last October at the 12th annual Collegiate Ethics Case Competition at the Eller College of Management at the University of Arizona. The pair placed ahead of teams from 27 other universities, including Yale, Emory, North

Carolina – Chapel Hill and The University of Texas at Austin.

Rounding out the top four winning spots were Indiana University, Stetson University in Florida and University of Alberta in Canada.

Jindal School accounting faculty member Amy Troutman, the team's advisor, said Huston, an accounting major in the Professional Pro-

gram in Accounting, and Warne, a finance and managerial economics major, were hungry for a win after placing in the top 10 in 2013. To help them prepare, she had them present their case several times to a total of 10 JSOM accounting professors, before traveling to Tucson.

Third Win in Four Years for a Jindal Team at Healthcare Case Competition

A Jindal School team that delivered no-nonsense advice to a novice CEO trying to fix a deluge of problems in his struggling healthcare company placed first and earned \$3,000 in a student case study competition sponsored by the North Texas chapter of the American College of Healthcare Executives.

The competition took place last Nov. 13 in Irving, Texas, in advance of the annual meeting of the North Texas ACHE, where

University of North Texas Health Science Center and The University of Texas at Arlington, and the Texas Transplants, a team of two independent entrants who ACHE grouped together.

The challenge centered on a 60-year-old company that had pioneered a nonprofit, prepaid health-maintenance-organization insurance program. The company's initial market advantage had disappeared over time. Subsequent economic pressures led to "a dire financial situation," the JSOM team said, as well as



"Our team also took a hard look at the 'what ifs,' all the cost, quality and human implications and possible impacts of their advice," Dr. Forney Fleming, director of the MS in Healthcare Management Program, said.

Left to right: William (Bill) Howard, Fallon Wallace, Keith Herl and Dr. Forney Fleming, MS in Healthcare Management program director

results were announced. In addition to a trophy and the prize money, each team member earned student membership in ACHE and in the Dallas-Fort Worth Hospital Council.

It was the third time in four years a Jindal School team won the annual challenge, which tasks competitors with analyzing and then presenting proposals to remedy hypothetical difficulties drawn from issues on the business side of medicine.

Team members Keith Herl, William (Bill) Howard and Fallon Wallace, all graduate students seeking dual master's degrees in business administration and healthcare management, placed ahead of teams from Baylor and Texas A&M universities, the

growing dissatisfaction among patients and the medical group.

Ultimately, ACHE competitors focused on helping the newly appointed CEO quickly find workable means to increase revenue and restore belief in the company's viability.

"Our team also took a hard look at the 'what ifs,' all the cost, quality and human implications and possible impacts of their advice," Dr. Forney Fleming, director of the MS in Healthcare Management Program, said. "I think the judges appreciated that practicality. I believe the students learned to do that in our classes, and it reflects well on them, the excellence of our faculty and the quality of the program."

The case this year was whether a U.S.-based company should "invert" — a topic much in the news as American corporations consider becoming a subsidiary of, or merging with, a foreign company, typically to enjoy tax advantages.

"The best information we learned from last year was to never forget this: It is the Eller Ethics competition," Huston said,

emphasizing the word ethics. "Last year...some of the judges felt we spent too much time on the financials. This year, we made sure to visit ethical issues on every slide of our presentation."

Winners Katherine Huston and Lewis Warne in Arizona



A L U M N I N O T E S

1980s

Connie Perdue, MS 1981, a senior tax manager at Hagy & Associates, P.C., in Austin, Texas, is married to **Brad Perdue**, MS 1982, strategic account manager at Carbon Design Systems. Their daughter, **Caitlin Perdue**, BS 2010, is the membership marketing manager at the Association of Certified Fraud Examiners. For the Perdues, attending the Jindal School is a family tradition that stands out among many others. Brad



and Connie met while graduate students at JSOM, and although almost 30 years separates their time at UT Dallas from Caitlin's graduation, all three agree that their Jindal School experiences helped advance their careers. Brad has worked in the



technology services industry for more than 25 years, and Connie serves on the senior management team of Hagy & Associates. Besides working, Caitlin is pursuing a graduate degree in social

work. The family recently decided to expand their family tradition by providing a one-time scholarship award to help support a Jindal School student in the 2014-2015 academic year. The family hopes many others will benefit from the same lessons they learned during their time at JSOM.

1990s

Mahesh Shetty, EMBA 1990, is a partner, chief operating officer and chief financial officer at Encore Enterprises, a diversified commercial real estate firm in Dallas that he joined in 2008. He has management oversight responsibility for all of Encore's finance, tax, risk management, human resources, technology and operations. Mahesh has more than 25 years of experience as a senior finance executive, including more than 11 years of experience in the hospitality and commercial real estate industry. He began his career at



PricewaterhouseCoopers and has served in executive finance and operational leadership roles with several

large and mid-size private and public companies in the manufacturing, technology and service industries. He is a certified public accountant, a certified information technology professional and a chartered accountant.

An active member of Finance Executives International over the past decade, Mahesh last summer was named president of the Dallas Chapter of FEI, the largest chapter in the country, with more than 750 members. He also serves as the vice chair of FEI's National Technology Committee and is chairman-elect of the US India Chamber of Commerce (formerly the Greater Dallas Indo-American Chamber of Commerce). Mahesh earned a BS in accounting and banking, Osmania University in India.

Daniel A. Parry, BS 1992, MBA 1997, is co-founder and CEO of Praxis Finance Corp., an auto finance company formed in January 2014 and based in Grapevine, Texas. In January 2015, Praxis closed on



a \$100 million investment to expand nationwide. Daniel was formerly chief credit officer at Exeter Finance Corp, a company he co-founded in 2006. It subsequently grew to more than \$2 billion in managed

receivables with a highly successful asset-backed securities program. Previously Daniel served as senior vice president of Risk Management at AmeriCredit Corp (now GM Financial).

Meade Monger, EMBA 1995, MS 2013, managing director and founder of the information management services unit of the global business advisory firm Alix-Partners, is teaching Technology for Business Executives, a course he helped develop, in the Executive MBA Program this spring. Asked to help design a new



curriculum in information technology, Meade says, "I didn't expect to get paid. We talked about the details, and all came to an agreement about what the class would be like, but when I found out they were

offering me a salary, I thought, 'This is a great opportunity to really give back to the school that gave me so much.'" He has chosen to donate his salary to the EMBA program through the Meade Monger EMBA '95 Opportunity Fund and the Executive MBA Class of 1995 Opportunity Fund. Donors may support any part of the school through establishment of

a permanent endowment such as these, which are created with a gift of at least \$10,000, pledged over the course of five years.

Meade's gift to the Jindal School coincides with the 20th anniversary of the EMBA Class of 1995, and he hopes that his gift will lead the way for the other members of his class to make a contribution. JSOM Dean Hasan Pirkul has agreed to match donations designated to the Executive MBA Class of 1995 Opportunity Fund. The goal of the endowments is to provide long-term stability to the school.

Darla Chapman Ripley, EMBA 1997, an associate at Dave Perry-Miller & Associates Real Estate, places a lot of importance on maintaining all networks, regardless of industry or location. She has owned and operated her own horse-racing and breeding program, Dreamfield Arabian Racehorses, Inc., a business, she says, that "afforded a global network of colleagues and friends who spurred my entrance into several independent contractor and



entrepreneurial opportunities." In fact, to expand her skill set and enhance her perspective for working with global clients, she enrolled in the EMBA program. More than 15 years later, as her career paths have transi-

tioned, she says the skills she acquired while at the Jindal School continue to translate across industries and remain relevant. Besides her role in luxury real estate, she is vice president of digital brand marketing for Core Publishing, which produces high-end in-room city hotel magazines. She also is executive publisher – North America of *Gallop Magazine*, which describes itself as "the first global horse-racing magazine."

2000s

Susan Kassen, MBA 2000, is an associate at Ebby Halliday Realtors in Richardson, Texas. After several years spent working in sales and marketing, Susan



decided to combine her passion for real estate and love of the local community, and pursue a career in real estate. During this transition, she relied on lessons learned while earning an MBA from

the Jindal School. Now five years later, Kassen manages a successful real estate career and balances

it with time volunteering in the local community and raising her family.

Susan began her career in advertising at an agency in Dallas. While she enjoyed the creative, fast-paced environment, she wanted to get an MBA. After a transition to the “client side” within the marketing department at Nortel Networks, she was able to pursue a graduate degree and went to school in the evenings after work and on the weekends. She serves as vice president of the Canyon Creek Homeowners Association in Richardson and on the steering committee of the Women in Leadership Committee for the City of Richardson Chamber of Commerce.

Kuntesh R. Chokshi, MS 2001, MBA 2004, is sales director for New Business Hospitality at PepsiCo FoodService. Responsible for driving new business for PepsiCo’s hospitality segment in the U.S., he is based in the company’s Plano, Texas, Frito-Lay headquarters. He joined PepsiCo as a supply chain intern in 2003 and



has worked on growing sales, developing national sales strategy and Go-To-Market business models. He serves as business subject-matter expert on open innovation. Kuntesh holds one U.S. patent and is

awaiting his second for work he has done at PepsiCo.

Kuntesh’s PepsiCo leadership efforts earned him recent recognition in *Flex: The New Playbook for Managing Across Differences* by Jane Hyun and Audrey S. Lee (New York: Harper Business, 2014).

Last fall, he was named a Corporate Advocate of the Year at the 21st National Annual Asian Entrepreneur of the Year Awards in Beverly Hills, California. The honor recognized his service as the national chair of the PepsiCo Asian Network.

Also last year, Kuntesh was recognized for the seventh time with PepsiCo’s Global Harvey C. Russell Inclusion Award, an accolade for his efforts to advance diversity and inclusion in the company. Known as a Chairman’s Award, it is one of the highest awards the company confers.

Kuntesh earned a bachelor’s degree in computer engineering from Bharati Vidyapeeth University in Pune, India. He, his wife, Avani, and their two boys reside in Plano, Texas.

Kendall Helfenbein, EMBA 2004, MS 2006, CFO of Tony Roma’s restaurant chain, Romacorp Inc., was named CFO of the Year in 2014 by the *Dallas Business Journal* in the private restaurant category. Since joining

Romacorp in 2012, Kendall has increased the speed of internal reporting from two months to two weeks and reorganized the accounting and corporate administration departments. A CPA, he has more than 30 years’ experience as a financial professional, including work with Big Four and Fortune 500 companies. Kendall previously served as CFO, secretary and treasurer for Block Management, LLC in Dallas for 18 years. He enjoys competing in triathlons and has completed 15 to date. He is a member of JSOM’s Graduate



Accounting Advisory Board and a member of the board of directors and executive committee of Financial Executives International-Dallas. He serves on the Texas Society of CPAs Board of Directors and is a past board member and vice president of the Dallas CPA Society. He is active in Toastmasters and serves in his local church. He earned a BBA from West Texas A&M University in 1981.

Paul Monroe, EMBA 2004, was hired in December 2014 as vice president of marketing for Dallas-based Janimation, whose mission is to tell inspirational stories using state-of-the-art technology and strong visuals for clients that include museums, sports franchises, educators and corporations. He oversees the high-end animation and live-action studio’s branding and marketing efforts. Upon graduation in 2004, Paul worked for Feld Entertainment, which produces such shows as Disney on Ice, Ringling Bros. and Barnum & Bailey, and Monster Jam. In 2005, he joined the Dallas Mavericks as vice president of marketing and communications, and his responsibilities included oversight of all marketing and advertising initiatives, handling all corporate sponsor and ticketing programs, game-day presentation, community relations, public relations, broadcast and interactive initiatives. He was an executive producer on a team that won a 2013 Lone Star Emmy Award for a sports documentary about Mavs star Dirk Nowitzki, and he won two 2013 Telly Awards. Since December, he has been an adjunct professor at SMU. This spring, Paul spoke at JSOM on the “Evolution of Sports and Entertainment Marketing.” He discussed his time with the Mavericks, focusing on the transformation of the team’s in-stadium experience with animation and shareable con-



tent. Paul and his wife, Cheryl, live in Plano, Texas, with their two boys. Paul earned a BS in Finance from Florida State University.

Dengpan Liu, PhD 2006, was recently awarded tenure and promoted to associate professor of information systems in the College of Business at Iowa State University. His primary research interests include e-commerce and software development. His work has been published in leading academic journals, including *Management Science*, *Information Systems*



Research, Production and Operations Management, *IEEE Transactions on Knowledge and Data Engineering*, and *Journal of Management Information Systems*, among others.

Dengpan earned his MS in Computer Science from UT Dallas in 2001 and a BS in Materials Science and Engineering from the University of Science and Technology of China in 1999.

Apoorv Kalra, MBA 2008, is founder of an Indian wedding website, *BollywoodShaadis.com*, which was featured in a recent issue of the India-based magazine *Open*. In the article, Apoorv notes that “the Indian wedding industry is estimated to be a staggering \$38 billion—the economy of a small country—and growing at the explosive rate of 20 to 25 percent a year. If there is one thing that’s entirely recession-proof, it’s the Indian wedding industry.” Currently *BollywoodShaadis.com* is India’s biggest wedding

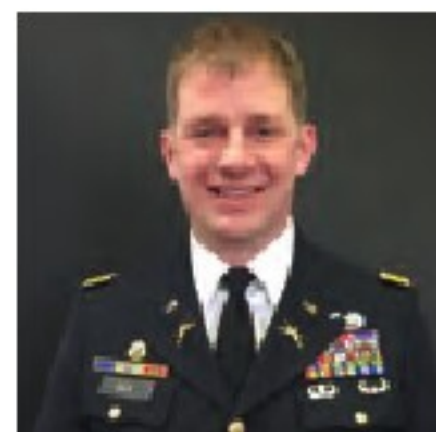


website, according to website analytic companies Alexa and comScore, and receives more than 3 million soon-to-be-married visitors per month. Apoorv says he founded the site in 2012, cashing in on the need of the hour. “Indians don’t mind splurging when it comes to weddings. There was a need of a wedding website that will not only keep soon-to-be-marrieds updated with top wedding trends in India but also helps them to find the right vendors for their wedding.”

2010s

Jonathan Silk, EMBA 2011, a major in the U.S. Army, teaches a leadership class for seniors at the United States Military Academy at West Point. Recently promoted to assistant professor. Jonathan, a decorated combat veteran, has been assigned as a

faculty member since July 2012. He also plays an integral part in the Leader Challenge program conducted by the Center for the Advancement of Leader Development and Organizational Learning at West Point. He resides on the West Point campus with his wife,



Staci, and their family. Jonathan has fond memories of his experiences in the EMBA Program and says Dr. David Springate's Strategic Financial Management Valuation course was one of his favorite classes.

Jonathan earned an MA in Learning Technologies from Pepperdine University.

Scott Duncan, EMBA 2013, was appointed chief of orthopedic surgery at Boston Medical Center, a not-for-profit 482-bed academic medical center, and chair of the department of orthopedic surgery at Boston University School of Medicine on January 1. He completed his residency in orthopedic surgery at the Campbell Clinic, University of Tennessee, and a fellowship in hand and upper extremity surgery and micro-



surgery at the Hospital for Special Surgery at Cornell University Medical College. Most recently, he was with the Ochsner Health System in New Orleans, where he served as system chairman of the department of orthopedic surgery and section head of hand and upper extremity surgery. President and CEO of BMC Kate Walsh noted that he will be an asset to educating "tomorrow's physicians," benefiting both patients and staff. Known as an international leader in upper extremity trauma, carpal tunnel surgery and reconstructive surgery of the wrist, forearm, elbow and shoulder, Scott has served as an international visiting professor of orthopedic surgery, most recently at the Medical College of Peru in Lima. He is a member of the American Academy of Orthopaedic Surgeons, the American Association for Hand Surgery and the American Association of Orthopaedic Executives, among other professional organizations. He earned a bachelor's degree in biology from Harvard University and an MD and master's degree in public health in epidemiology from the University of Washington Schools of Medicine and Public Health.

Peter De Souza, MS 2014, received a \$1,000 scholarship from Meredith Xcelerated Marketing last year and soon interned in the Dallas office of the

New York City-based agency. He was hired full time as a database analyst after graduating with his undergraduate degree in marketing and now helps clients apply their data to their marketing needs. MXM develops content-fueled, fast-paced marketing programs using data-driven strategies that build customer value and loyalty across multiple channels.

Doug Hermann, BS 2014, handles retail project leasing, retail tenant representation and general retail brokerage in the Dallas/Fort Worth area for The Weitzman Group. One of the first undergraduate real estate concentration students at UT Dallas, Doug also



served as president of the Real Estate Club and led JSOM's student team to a first-place finish at the first regional International Council of Shopping Centers competition. Doug says he owes a lot to his professors, who helped guide his search for employment in the vast real estate industry. "I'm just so grateful to everyone at UTD," he said. "Professors [George] DeCourcy, [Randy] Guttery and [Blake] Hedgecock just made everything so practical. The things I learned in their classes I use every day in my work."

IN MEMORIAM



Pamela Dermid McMullen, BS 1980, died Feb. 24 after a battle with cancer. Born Oct. 11, 1958, in Morristown, Tenn., Pam graduated from Plano (Texas) High School in 1976. Pam and her husband, **Dan McMullen**, BS in Psychology 1979, resided in Mansfield, Texas. Pam was an active member of the Walnut Ridge Baptist Church, and a memorial service was held there March 2.

Dan said the couple met at UT Dallas in the fall of 1978: "She was sitting with a friend in the UTD student lounge. I come walking by. She then turns to her friend and proclaims, 'See that guy over there? I'm going to marry him.' And then started the Legend of Pam and Dan. We married in February 1983."

Following graduation, Pam worked in the IT

department at Saputo Foods in Dallas. Her family says she was athletic and enjoyed all sports. Her first priority was her family, and she loved traveling with Dan to the beaches of Destin, Fla. Holiday decor was one of her specialties, and friends say anyone who visited her home would be greeted with the appropriate holiday decorations. The family says she will best be remembered for her selflessness, always giving to others. Besides Dan, survivors include son Christopher McMullen and his wife, Kalee; daughter Brittany McMullen; parents, John and Alline Dermid; brother, Forrest Dermid, and his wife, Cherie; nephew Walter Dermid and niece Mary Dermid. Donations may be made in Pam's memory to the American Cancer Society.

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