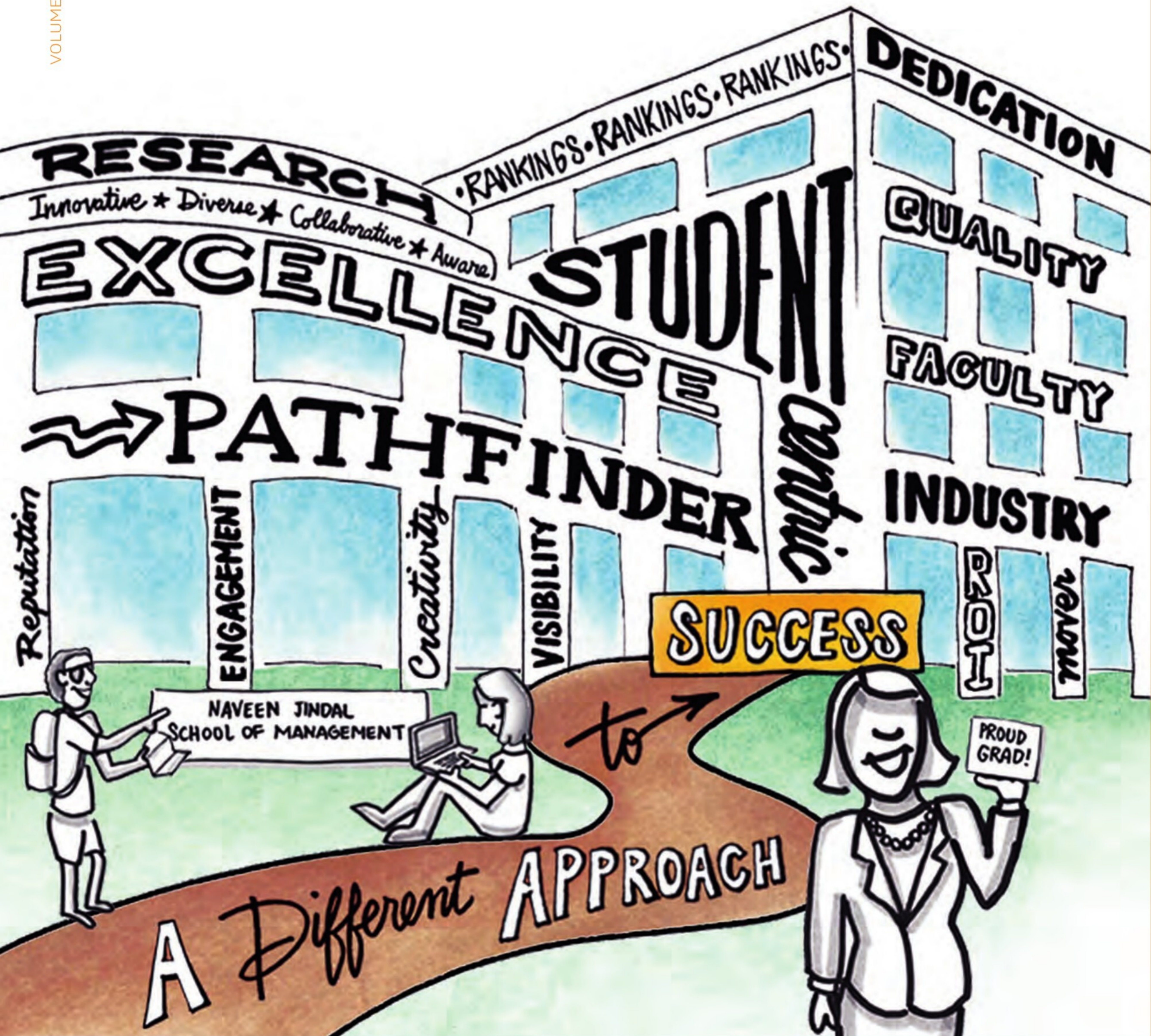


THE NAVEEN JINDAL SCHOOL OF  
**MANAGEMENT**

THE UNIVERSITY OF TEXAS AT DALLAS

VOLUME 20 No. 2 SPRING 2017







**Hasan Pirkul**  
Dean and Caruth Chair

Research is an integral part of what we do and who we are at the Jindal School, so I am pleased to see that this issue of *MANAGEMENT* features several stories about research and shares the news that our faculty's rankings for research productivity moved up substantially this year. In the UTD Top 100 Business School Research Rankings™, the Jindal School moved from No. 11 in North America and No. 12 worldwide last year to No. 5 in both 2017 rankings.

Prolific research has a positive ripple effect. It helps us recruit outstanding faculty who teach and create top-notch programs that attract high-quality students. Given these helpful influences, I am not surprised that new *U.S. News & World Report* rankings put our part-time MBA program at No. 20 among the nation's business schools and our full-time MBA program at No. 38. In new *U.S. News* rankings of online graduate programs, the Jindal School moved from No. 4 to No. 2, and the online MBA program moved from No. 9 to No. 7. Debuting in rankings from The Princeton Review and *Entrepreneur magazine*, the MS in Innovation and Entrepreneurship program came in at No. 22 among more than 300 universities.

Such standings reinforce our stature, as do faculty and student achievements. Investiture ceremonies in early April saw four Jindal School professors formally welcomed into an endowed post, the highest honor the University conveys. Dr. Alain Bensoussan moved from an Ashbel Smith Professorship, supported by the UT System, into a Lars Magnus Ericsson Chair, supported by Ericsson Inc. Hired last fall, Dr. Sanjay Jain officially became an O.P. Jindal Distinguished Chair. Drs. Ganesh Janakiraman and Srinivasan Raghunathan were appointed to Ashbel Smith Professorships. Dr. Han Xia is the newly appointed Sydney Smith Hicks Faculty Fellow. These appointments bring to 27 the number of JSOM professors serving in investiture positions.

Endowed posts reward senior-level faculty. Among our junior colleagues, I am pleased that Dr. Jianqing Chen received the 2016 Sandra A. Slaughter Early Career Award from the Information Systems Society of the

Institute for Operations Research and Management Sciences and that Dr. Mehmet Ayyaci received the Best Young Researcher Award last October from the Workshop on Health Information Technology and Economics.

Congratulations, too, to Dr. Mike Peng, named for the third straight year to the list of Highly Cited Researchers from Clarivate Analytics, formerly Thomson Reuters. The 2016 list includes about 3,000 researchers, among them only 70 scholars in economics and business, Dr. Peng's field. Only two UT Dallas professors across all disciplines were named to the list.

Drs. Ashiq Ali and Bin Li earned a best paper award from the Multinational Finance Society; Drs. Metin Çakanyildirim and Serdar Simsek earned the 2016 Best Teaching Case Study award from the Decision Sciences Institute.

More good research news comes from Dr. Indranil Bardhan, professor of information systems, who is serving as senior investigator on a \$1 million National Science Foundation-funded project to improve patient healthcare information sharing.

We believe in challenging our students to participate in extracurricular activities. In rising to this challenge, they often excel at regional and national levels, bringing the school as well as themselves well-deserved recognition. Recent examples of this came from members of the career-prep organization Phi Beta Lambda, who placed first in 22 of the 45 competitions at their state leadership conference. Likewise, 24 of 28 UT Dallas DECA chapter students who recently competed at nationals, placed in the top 10 of their events. Two DECA students placed first in the Financial Statement Analysis event, and four others placed second in marketing events.

Another activity we encourage is student research, and in the Student News section is included the story of a healthcare management junior whose research culminated in him winning second place in a prestigious national essay competition. Other winners cited include an accounting senior who placed second in an international online business challenge and several students who took home top prizes in sales contests. Another story is that of two MS in Innovation and Entrepreneurship students who recently secured a \$500,000 investment in their startup, an endeavor that began as an idea they had to submit for class. I like that the entrepreneurship track in which they enrolled obligated them to take action early. Setting this requirement was one way we distinguished this program from our competitors' — a distinction that worked to the students' benefit.

You can read about other ways we are innovative in our quest for excellence in the stories here we call "A Different Approach to Success." Those include stories about our new MS in Financial Engineering and Risk Management program and about the new Essential Elements of Accountable Care Organizations, a program aimed at physicians. Approved too recently to be included in this issue are two programs launching this fall, the BS in Human Resource Management and Research Foundations in Accounting, a graduate certificate program aimed at students interested in earning an accounting PhD.

So much is new that it is hard to believe that another academic year will soon end. As it does, I am reminded that we could not have achieved so much — top rankings, high-quality research, superior faculty, engaged and accomplished students, relevant programs and an expectation of excellence — without the backing of our community. Thank you, students, alumni, faculty, staff, business friends, corporate benefactors and other supporters. We continue to strive to prove your trust is well-placed in the Jindal School of Management.

Best Wishes,

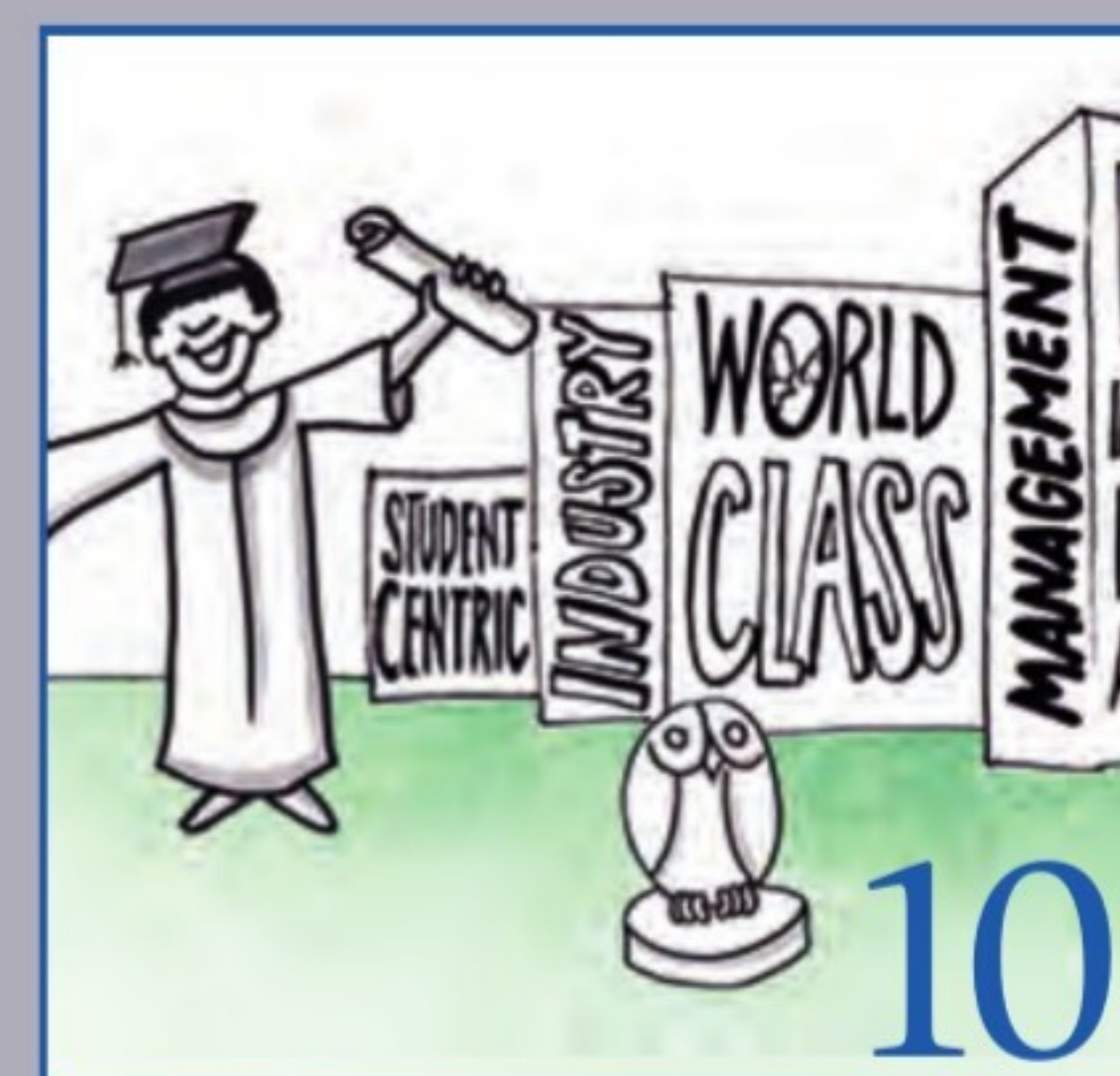
*Hasan Pirkul*

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 A  
 DIFFERENT  
 APPROACH  
 TO SUCCESS  
 ...



## 2 Research Not Just a PhD Pursuit at JSOM

The Jindal School encourages students at all levels to undertake a serious scholarly study and try to get results published. The effort often introduces opportunities and a new sense of accomplishment.

*Jimmie R. Markham*

## 6 Jindal School Builds Reputation for Research Productivity

High value is placed on faculty research at the Jindal School, home of The UTD Top 100 Business School Research Rankings™. The rankings measure research productivity, and this year, JSOM moved up to No. 5 in both North American and worldwide standings.

*Jimmie R. Markham*

## 10 A Different Approach to Success

The Jindal School sets itself apart by traveling to excellence along many paths. Stories here detail some of the distinctive ways the school moves toward success.

*Jimmie R. Markham and Kim Horner*

- 11 New Course Introduces Physicians to Value-Based Medicine Model
- 12 Jindal Students Plug Into AT&T's Smart-Cities Project
- 13 New Graduate Program Fills Growing Market Need for Managing Financial Risk
- 15 Students Gain Access to Tech Tools Through Industry Partnerships
- 16 Crossing Silos — JSOM Profs Help Engineering Students Gain Professional Polish

### DEPARTMENTS

- 19 Advisory Council Update
- 20 Faculty News
- 24 Program Updates
- 27 Center and Conference News
- 34 Community Engagement
- 36 Student News
- 41 Alumni News
- 45 Contributors

## 18 Distinguished Alumni Awards

C. Michael (Mike) Brodie, BS 1976, and Dr. Peter Balyta, GLE MBA 2003, were honored at the spring UT Dallas Awards Gala for career achievements and service to the University.

*Eric Buttermann*

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# Research Not Just a PhD Pursuit at JSOM

**U**ndergraduate and MBA students at the Naveen Jindal School of Management are conducting scholarly investigations, presenting their findings at academic conferences, winning awards and even getting their work published. That is impressive, as are the underlying lessons that are helping them succeed in life.

When MBA student Bob Wimpfheimer took Dr. Shawn Carraher's Strategic Management (BPS 6310) course in fall 2015, he learned that one course requisite was to conduct research and write a paper about the findings.

"At first, I thought, 'Boy, this is pretty serious. I'd better do as good a job as I can on this,'" Wimpfheimer says. "I really felt, in some ways, that it was a shot in the dark."

Although happy with the A he received in the class, Wimpfheimer did not think that the paper he had written, "The Concept of Guanxi (关系) and Its Effects on Knowledge Management in China," was very good.

Carraher, a clinical professor and JSOM's undergraduate research director, thought otherwise and encouraged Wimpfheimer to submit it

**By Jimmie R.  
Markham**



to the CAMOT 2016 International Conference, an annual gathering organized by the Camot Innovation Academy Cambridge, an East-West think tank established at Cambridge University in 2006. The conference brings together academics, researchers, corporate leaders, policymakers, managers and students to discuss ways that Western countries can collaborate with China.

Wimpfheimer reluctantly submitted the paper just prior to the deadline last August but was certain that nothing would come of it.

“To my surprise, a couple of weeks later, I got an email back ... saying you’ve been accepted and we’d love for you to present your paper in Cambridge,” Wimpfheimer says. “I said, ‘Well, that’s cool.’ I decided, ‘Why not?’ and started making arrangements to attend.”

Wimpfheimer won the Best Student Paper award at the conference, an honor usually bestowed on PhD students.

“I was kind of flabbergasted, surprised



Shawn Carraher



Students who traveled to England with Dr. Shawn Carraher last fall for an international conference do the Mini-Whoosh outside the Cambridge University Department of Engineering, where the two-day meeting was held. MBA student Bob Wimpfheimer (fourth from left, front row) won the Best Student Paper Award at the conference.

and terribly honored,” he says. “I didn’t think very much of it, but apparently everybody else did. I learned that there is no reason why I couldn’t be a contributor to the knowledge stream. The barriers to entry are not that high. Knowing that, why wouldn’t I?”

## Heady Stuff for Undergrads

**E**arly in spring 2016, when Carraher mentioned CAMOT to students in his class, Daniel Blough, a business administration senior, was not at all interested. The conference’s aim was to discuss globalization in higher education, and Blough knew nothing about his topic,



Daniel Blough

“The Importance of Expatriate Training and the Effects of Guanxi, Jugaad and Blat in Emerging Markets.”

By April, Blough was feeling more confident. Finished with research, he was



satisfied with his work and submitted the paper. It was accepted, and by October, he was off to England with Carraher and fellow classmates.

"We were pretty much the only non-PhD students that were accepted to present at the conference," Blough says. "It was a lot of fun and really kind of a growing experience. That's what I really value about that class — it helps us bridge that gap between being a successful student and being a successful person in the business world by doing these things."

Blough learned about the cultural differences between what he described as a relationship-based society like China and the "what can you do for me?" attitude of U.S. business practices. He concluded from his research that Western cultures are going to have to adapt to a relationship-building business model to be able to compete successfully in Eastern culture.

Heady stuff for an undergraduate, but that was Carraher's plan all along.

## Demonstrable Success — and a Job Market Differentiator

After Fredi Garcia, BS in global business 2015, took two of Carraher's classes, multiple opportunities opened up for him, too. He presented papers he wrote in those classes at Harvard, Oxford and Cambridge universities. Another paper that he co-authored with three classmates was accepted for



Fredi Garcia, BS 2015, is seen here presenting one of the papers he wrote in a Carraher class at academic conference of professors at Harvard University.

publication in the *Journal of Technology Management in China*.

Garcia, who is an international sales representative at Hewlett Packard Enterprise and the first member of his family to graduate from college, saw those opportunities as ways to differentiate himself. "I saw the research as a way to grow, take the initiative and risk," he says. "I could tell employers, 'Hey, this is what I did. I didn't ... just study and get A's in classes — I actually took this to the next level.'"

The paper focused on globalization, international business and how the rules of the game are changing worldwide in terms of business, Garcia says. He applied the lessons he learned in his research to his

own career marketability.

"The competition is now global," Garcia says. "You're not just competing with a person from Ohio, California or Maine. You're competing with people from all over the world, so you have to find a way to make yourself stand out in a way that's very sophisticated and strategic."

Goal setting and being strategic about what you want to do are the primary lessons dual-degree graduate student David Nobles has learned from Carraher — that, and the value of hard work.

"He doesn't give away a lot of hints at the beginning of the semester as to how it's going to be," Nobles says. "He acknowledges at the end of the semester that a lot of what he has us try is unrealistic. I've made it a point now to take as many classes as I can with him."

Nobles acknowledges that doing research and writing about it is difficult.

"I didn't want to do it," he says. "It's not fun to do, and it took a lot of time, effort and struggle. I read about 60 or 70 different



David Nobles



articles and cited about 30 of them. That's a lot of reading."

Having gone through the process, Nobles has gained a sense of accomplishment. He has gotten the opportunity to travel, he has presented at Harvard, Cambridge and Oxford, and he sees the experience as a way to demonstrate to employers that he works hard and "will do what it takes." He also anticipates that employers will see that what he does

has value — something that he thinks will help him get his foot in the door.

"They see that I've done this thing and now I'm different from the other candidates," he says. "That's definitely a big positive — and that's something that [Carraher] knew the entire time going in."

Carraher says that his strategy is not only to focus on how students can differentiate themselves by setting high standards

for them but also to invite them en masse to submit their papers.

"My thought is go wide and have everyone doing it. ... If I have 2,045 papers submitted and shoot for acceptance on 10 percent of them, that's over 200," he says. "Our students have very high capabilities and can perform very well. If they are willing to be challenged, then they can do a really good job." 🏆

## GOOD FOR POTENTIAL PHDs, TOO

In fall 2015, when Brenda Limon, BS in finance 2016, and Pamela Wong, BS in accounting 2016, took Carraher's International Business class, they definitely challenged themselves. Even though they were both carrying a heavy course load and working at the same time, when they heard about the opportunity to go to the *International Journal of Arts and Sciences* Harvard Conference, they got excited and decided to team up for a research project involving bankruptcy fraud.

"There's only so much you can learn in your classes because of the limited time that you have together," Limon says. "Whenever you have projects like this where you're able to use what you already know from the classes and see how it affects the real world and what people are doing

with it, it gives you a different light as to what's happening with the theory that you learned."

The paper earned them a \$500 Undergraduate Research Scholar Award from the office of the vice president for research at UT Dallas. It was accepted for presentation at the Harvard conference in summer 2016. The *IJAS* editorial board later reviewed the paper and decided to publish it in the 2016 Volume 9, Number 3 issue of the journal.



Getting published while still undergraduates was an encouraging achievement for Pamela Wong (left) and Brenda Limon, both BS 2016 alumnae who hope to earn doctoral degrees.

"It feels amazing," Wong said. "It definitely aligns with our goals of pursuing PhDs. We really wanted to get a publication while we were doing our bachelor's. I know that a lot of students getting into their master's or even doctorate programs have not had a paper published. This was definitely a steppingstone."



# JINDAL SCHOOL BUILDS REPUTATION FOR RESEARCH PRODUCTIVITY



By Jimmie R. Markham

**T**he UTD Top 100 Business School Research Rankings™ were first published in 2005, and that year, the Naveen Jindal School of Management stood at No. 40 in the worldwide rankings and No. 36 in the North American rankings. The school now stands at No. 5 in both rankings.



“Since our faculty focuses on both theoretical and applied research, they stay sharp and attuned to real-world problems and solutions, and then pass that wisdom along to students.” – **Dr. Hasan Pirkul**



Hasan Pirkul

### Research Keeps Faculty Sharp

“Since our faculty focuses on both theoretical and applied research, they stay sharp and attuned to real-world problems and solutions, and then pass that wisdom along to students,” Pirkul says.

The Jindal School’s steady climb up the rankings is an indication that the tool has been more than just a benchmarking mechanism. Pirkul and his team set into motion a way to set and track their goal of having the Jindal School become ever more productive in research output. Having productive researchers makes recruiting faculty and students much easier — and helps economic developers attract companies to the region.

“When we first compiled the database that led to these rankings, we were looking for a tool to benchmark our faculty’s research output,” says Dr. Hasan Pirkul, Jindal School dean and Caruth Chair. “The business school rankings in existence at that time did not emphasize research. We wanted to fill that niche and found a way to do it.”

Pirkul and his team, Dr. Varghese Jacob and Dr. Young Ryu, set about designing the database and selecting which peer-reviewed journals to include. After discussions with colleagues, they selected 22 leading journals from across all disciplines, including accounting, finance and managerial economics, information systems, marketing, operations management and organizations, strategy and international management. That list has since expanded to 24.

From the outset, the UTD Top 100 was well-received for its methodology and has continued to be well-regarded. What is more, the online database has a robust search capability that allows any university to benchmark and search by school, publication year, journal or author. Schools can even perform a per-capita analysis by inputting faculty size and compare up to 10 schools at a time — useful for benchmarking an institution against peer and aspiration schools.



Varghese Jacob



Young Ryu

### A Reason to Relocate

The benefit has not been lost on Mike Rosa, senior vice president of economic development at the Dallas Regional Chamber, who — as one of the top economic developers in North America — knows the importance of having strong assets, in terms of both talent and research capabilities, to better sell the region to interested companies.

“When I visit with companies that are thinking about coming to Dallas-Fort Worth, they always want to better understand what our regional universities are all about, what they can do and what capacities they have to help companies that are here to grow, expand and conduct research,” Rosa says. “It’s very, very important, and it becomes a very strong selling point.”

John Jacobs, executive vice president of economic development at the Richardson Chamber of Commerce, often speaks to major property owners and other groups, and he asks them what the top three things



their prospective tenants say about the general community in terms of reasons to relocate to Richardson.

“As we suspected, the DART Rail and the presence of UT Dallas, in its total context, were part of that discussion,” he says. “We regard UTD as one of the major economic-development selling points of Richardson. One facet of that is certainly the research capabilities. The rise of UT Dallas to Tier One status puts all of North Texas on the map for technology companies.”



Mike Rosa

*“To meet the needs of a global society that quickly and constantly changes and is increasingly driven by technology that likewise rapidly changes, we have to partner with the business community to enhance management knowledge so that we can more effectively educate the next generation of business leaders.” – Dr. Hasan Pirkul*

## Co-Creating With Industry

No matter how prolific a business school’s research output is, industry may see the work as detached and of little value for solving immediate problems.

Juliane Iannarelli, vice president and chief knowledge officer of AACSB International — The Association to Advance Collegiate Schools of Business — sees the main barriers to academic and business collaboration as timing discrepancies between university research timetables and companies’



Juliane Iannarelli



John Jacobs

pressing needs, a misalignment on the questions that are to be investigated and conflicts regarding data ownership. Companies might have commercially sensitive information and be inclined to push for non-disclosure agreements stipulating when and how they will allow academics to share the data, she explains.

However, Iannarelli says, “we’re not looking at business schools as just suppliers of knowledge, but as partners in knowledge development.”

Pirkul sees room at the Jindal School for theoretical and applied research — and gives his faculty the freedom to pursue both types.

“Applied research keeps us in sync with business,” he says. “Without theoretical research, however, we can’t stay competitive as thought leaders. You have to do both types of research — and each benefits from the other.”

## Different Approaches Bridge the Gap Between Theoretical and Applied Research

Dr. Özalp Özer, an Ashbel Smith Professor of Management Science in the Jindal School’s Operations Management Area, pursues both theoretical and applied research, and sees them as complementary. An expert on pricing and operations management, he considers applied research projects avenues for feeding his theoretical research interests. He also sees them as ways to gain perspective about a specific industry and for industry to collaborate with experts in their respective fields.

“Collaborative research projects make my research and teaching more relevant and engaging,” Özer says. “Students and my readers appreciate that. Just as importantly, my research has an impact on practice because companies also get to find out the most innovative and contemporary approaches to solve their problems and manage global businesses in today’s competitive and fickle markets. When companies need experts

and a resource for solving business problems, the Jindal School becomes the go-to place for them to turn.”

Dr. Indranil Bardhan, professor of information systems and coordinator of the Jindal School’s Information Systems Area, transcends the applied versus theoretical research divide by doing both at once. He and his research team rely on collaborations to conduct research in the healthcare information space. They bring methodological, mathematical and statistical expertise to the table but rely on collaborators from the healthcare side to supply the medical and clinical knowledge.



Özalp Özer



Recently, the National Science Foundation awarded a \$1 million grant to fund a three-year project where Bardhan serves as a senior investigator and point of contact for all work performed at UT Dallas. The project, "Large-Scale Medical Informatics for Patient Care Coordination and Engagement," is a multi-institution collaboration among seven universities, two academic medical centers and two healthcare IT firms. The team will create a wearable technology prototype that will improve coordination between patients and health providers.



Indranil Bardhan

Collaborative research projects such as this one, Bardhan says, can lay to rest arguments about theoretical versus applied research by serving as real-world proving grounds.

"It's always important to bounce ideas off people who are on the other side, treating and caring for patients," he says. "I have one or more co-authors from the medical side on all of my projects. That's the way I know to make sure that what I'm doing is relevant. We can actually stress-test our ideas and models against their thinking."

Although research collaborations can be logistically complex, they are worth pursuing, Bardhan says, because the resulting relationships tend to create a network of long-term, mutually beneficial connections.

"I only have really good things to say about developing these collaborations," Bardhan says. "Sometimes they take a long time to happen, but once you have these successful relationships, it becomes much easier to keep tapping into your sources to get the data you need. We've developed some theory-based models and then applied them to real-world data. We actually showed how our models can provide better decision-making capabilities compared to existing models that were being used by the clinicians."

A 30-plus year study by Dr. Joseph C. Picken, clinical professor of organizations, strategy and international management and founder of the Institute for Innovation and Entrepreneurship at UT Dallas, takes a distinct approach to melding applied research with the theoretical. He has compiled a vast body of knowledge in his decades of experience




Joseph Picken

as an entrepreneur, consultant, turn-around executive and educator. He encapsulated those experiences into a recently published study, "From Founder to CEO: An Entrepreneur's Roadmap," in *Business Horizons*. The study provides entrepreneurs with a proven way to navigate the risky transition period between startup and scalable business.

"It's all based on experience," he says. "There are lots of anecdotes in there, and you can see how the companies all benefited. There's some theory in there, but not much — other than the

fact that the eight-hurdles model in the paper is itself a theory."

The various approaches that Picken, Özer and Bardhan have taken demonstrate that the Jindal School is blurring boundaries between applied and theoretical research.

"A business school is a professional school," Pirkul says. "To meet the needs of a global society that quickly and constantly changes and is increasingly driven by technology that likewise rapidly changes, we have to partner with the business community to enhance management knowledge so that we can more effectively educate the next generation of business leaders." 





# A *Different* Approach to SUCCESS

▶ **T**he Naveen Jindal School of Management sets itself apart. It follows innovative, diverse, distinctive, atypical, alternative, untried, unusual — and more — paths toward excellence. Many of those paths have led to remarkable results, significant achievements, outstanding returns on investment. Beneficiaries are students, alumni, faculty, corporate partners and community friends alike. The following stories recount some ways the Jindal School has taken a different approach to arrive at success.

By Jimmie R. Markham  
and Kim Horner





## New Course Introduces Physicians to Value-Based Medicine Model

A new online program the Executive Education Area in the Jindal School recently launched teaches physicians and healthcare executives the fundamentals of designing, developing and operating an accountable-care organization (ACO).

Dr. Michael J. Deegan, a JSOM clinical professor, developed the Essential Elements of Accountable Care Organizations, which began Jan. 23.

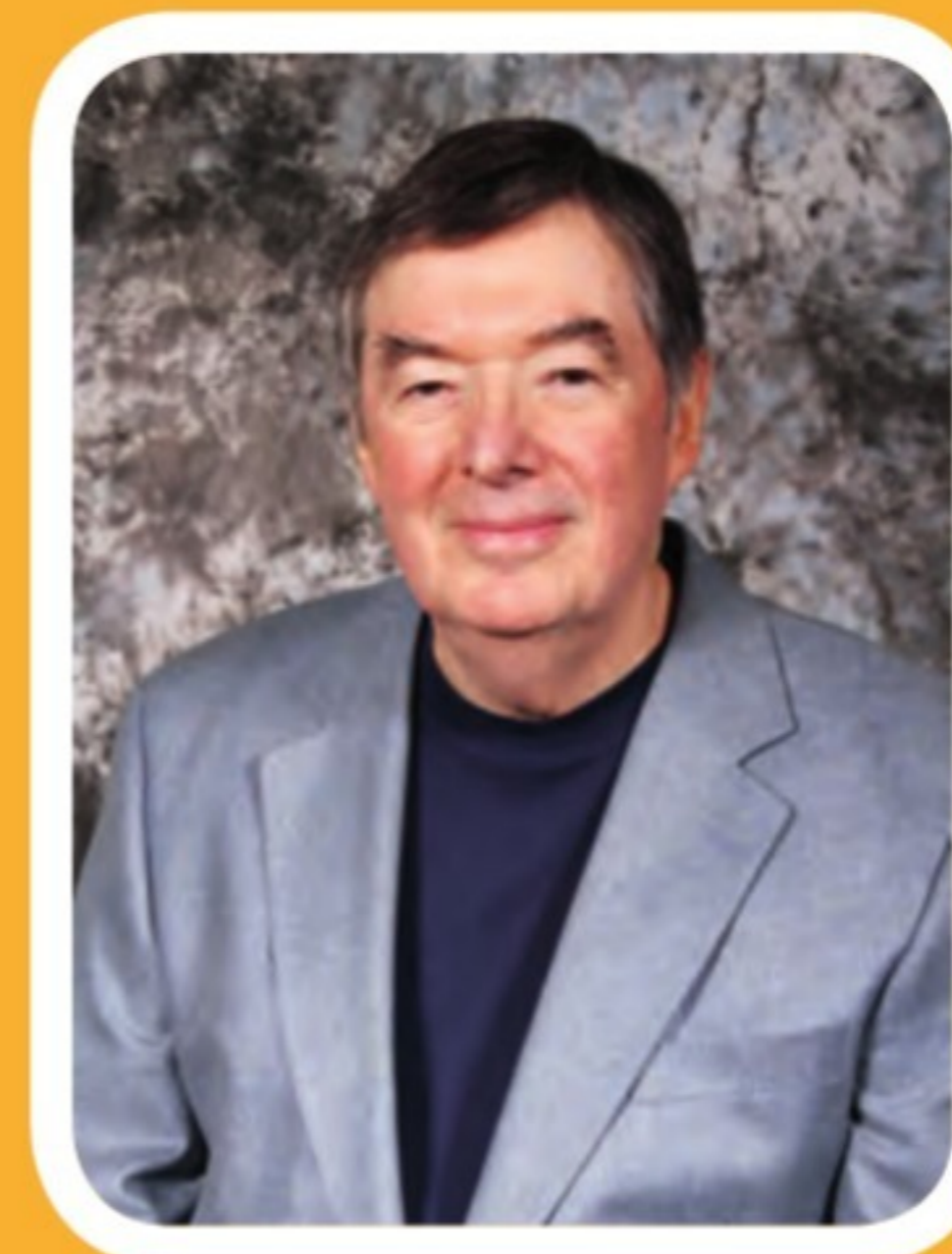
The non-traditional, value-based delivery model of ACOs is seen by many healthcare experts as a way to reduce medical costs and possibly increase physician income, Deegan, an MD who was formerly a practicing physician and healthcare executive, says. While an ACO may entail increased financial risk for its backers, he says, it also will secure higher-quality, more integrated care for patients via a model called patient-centered medical homes that provides a more comprehensive set of primary-care services by transforming their organization and delivery.

Deegan was approached by Blue Cross and Blue Shield of Texas (BCBSTX) President Dr. Dan McCoy, who at the time was the Texas plan's chief medical officer. "He asked if I would be interested in putting together what's turned out to be this unique program," Deegan says.

Through its foundation, BCBSTX partnered with the Jindal School to fund approximately 25 to 35 percent of the program's development costs. They agreed on a format, and Deegan went to work. He built a course format that is similar to his online Healthcare Leadership and Management for Physicians Certificate Program.

"The course is intended, primarily but not exclusively, for interested physicians who are either contemplating starting an ACO or are already in a leadership role such as leader, co-leader, committee chair or board member," Deegan says. "These ACOs are pretty sophisticated, and it takes somewhere between 18 to 24 months and between \$1 million and \$3 million of capital investment to start even a moderately sized one."

In an ACO, some cost reductions can come from team-based



Michael J. Deegan developed and runs the online Essential Elements of Accountable Care Organizations program that debuted in January.

care, which means that doctors delegate certain responsibilities of patient care to other team members.

"There are many things that physician assistants, nurses and medical assistants can do in the care of a patient that don't require a physician's knowledge," Deegan says. "The goal of everyone on the team is to work at the top of their license. In other words, doctors don't do what PAs can do, PAs don't do what nurses can do, and so on."

Although, it is not known whether this model will reduce costs, Deegan thinks it will. "I've worked in a system like that," he says. "It's much less fragmented than much of the care that's currently being delivered, and you do get better care."

About 20 physicians signed up for the first course. Because Deegan's goal is to maintain a consistently high-quality product, future classes will not be much larger.

The essential elements for which the course is named include critical leadership competencies; structural and functional elements; legal aspects of ACO formation; budgets, resource allocation and financial risk; performance metrics and information technology; clinical risk and population health management; and value-based care delivery.

The inaugural course is comprised of eight units, each of



which is introduced every three weeks. Each unit requires five to seven hours of work, and participants complete the units asynchronously — using online tools and resources but work-

ing individually and on a schedule and at a pace convenient for them. Total commitment for course completion is about six months. —J.R.M.

## Jindal Students Plug Into AT&T's SMART-CITIES PROJECT

Graduate students who recently took an entrepreneurship course in the Jindal School of Management walked away from the experience knowing that they had made a significant real-world contribution.

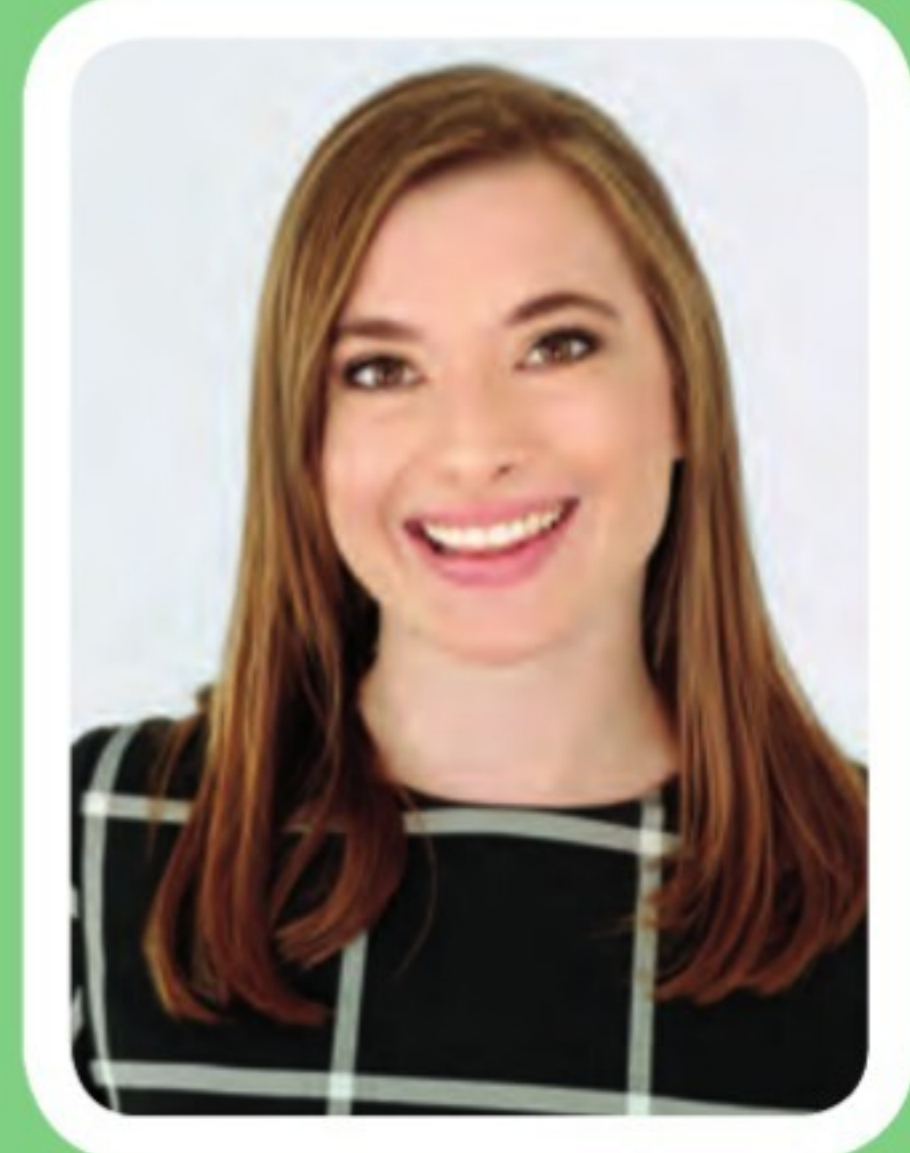
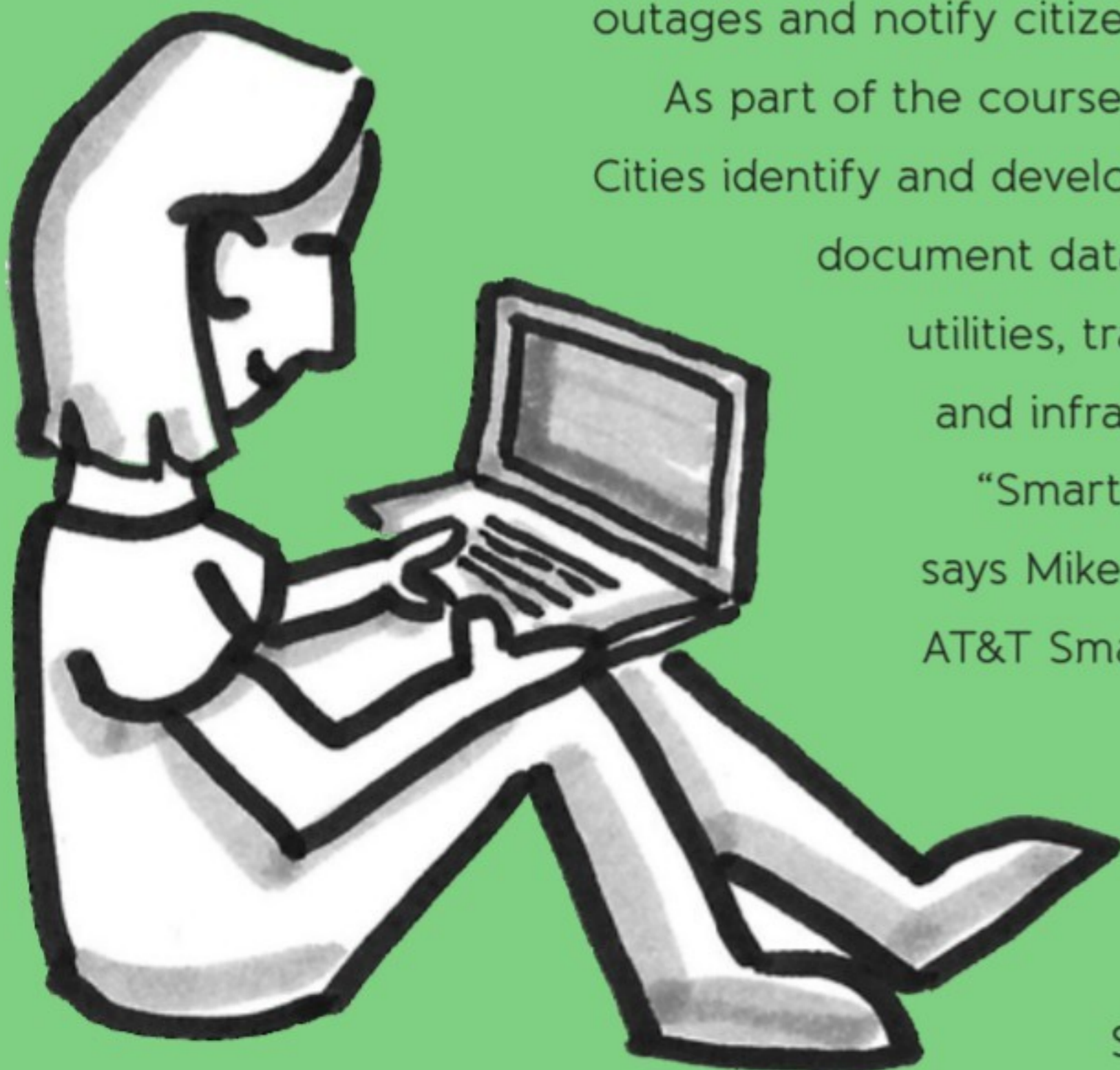
The fall 2016 class, The Entrepreneurial Experience (ENTP 6398), gave students an opportunity to engage with AT&T Smart Cities. Taught by Dr. Rajiv Shah, an innovation and entrepreneurship professor and director of the MS in Systems Engineering and Management program, the students shared their ideas on how AT&T, using its Smart-Cities framework and internet of things innovation, should expand its products and solutions into new cities.

Smart Cities uses interconnected technologies to help link communities to city infrastructures. Smart Cities' solutions target problems associated with dense urban and suburban areas — congestion, limited parking, energy-intensive streetlights — as well as safety and security issues and such infrastructure issues as power outages and water leaks. A Smart-Cities app might automate notification of the need for garbage collection or that a streetlight has stopped functioning properly. Or it could tell a driver that a parking spot has become available. Cities can detect and monitor outages and notify citizens in near-real time.

As part of the course, the students focused on helping AT&T Smart Cities identify and develop potential business opportunities and document data within five key vertical markets: energy and utilities, transportation, citizen engagement, public safety and infrastructure.

"Smart Cities is about connectivity and collaboration," says Mike Zeto, general manager and executive director, AT&T Smart Cities. "The Jindal School is known for fostering innovation, so it only made sense to collaborate with the school to identify solutions that would help us address challenges in these key verticals."

Students in the class split into five groups, each in charge of a U.S. region: Northeast, South



Top: Rajiv Shah  
Middle: Mike Zeto  
Bottom: Jennifer Sanders





Rajiv Shah (seated, second from right) with Entrepreneurial Experience students (clockwise from top left) Sharon Dev Prakash Gorikapudi, Chaitanya Vaidya, Nikhil Unnikrishnan, Aditya Awinash Belhe, Jennifer Campbell, Aparna Pavithran and Siddarth Udayakumar

Atlantic, North Central, South Central and West. The students were tasked first with identifying companies that provide connected solutions to cities from their assigned regions, as well as the value chains and value propositions those companies could offer.

Next, the teams researched and identified target cities for their respective regions.

From there, each team formulated a go-to-market strategy for its target city. All teams proposed partner companies that could implement solutions, what solutions those companies could offer, potential business models, revenue opportunities, cost savings, environmental sustainability impact of those solutions, market size, potential level of interest, pricing, promotion and rollout plans, capital and investment required — basically all the elements of a corporate internal startup launch.

Employees from AT&T Smart Cities and Internet of Things

business units were available to the teams as experts and consultants. Students benefited from being in proximity to the City of Dallas, which is rolling out its own Smart Cities effort in collaboration with AT&T — one being spearheaded by Jennifer Sanders, executive director of the Dallas Innovation Alliance.

“There’s a lot of research and analysis that’s gone into this project,” Shah says. “Mike Zeto and the other AT&T Smart Cities project members we worked with will already have a solid case to take to their managers to explain why they should roll it out in each one of those cities.”

The cities the five teams selected were Providence, Rhode Island; Columbus, Ohio; San Jose, California; Austin, Texas; and Orlando, Florida. Although there was no guarantee that AT&T would pursue those cities, the company nonetheless benefited from the students’ findings.

“The solutions proposed by the students in Rajiv’s class reveal high levels of creativity, intelligence and academic rigor,” Zeto says. “Those traits are all needed to help us drive value to our customers as we continue to provide world-class solutions for cities.” —J.R.M.

## New Graduate Program Fills Growing Market Need for Managing Financial Risk

We all would like to live in a risk-free world, “but that doesn’t exist,” Dr. Robert Kieschnick says. An associate professor of finance in the Naveen Jindal School of Management, Kieschnick often looks at risk from a company vantage — surveying bottom lines and future prospects — or in industry terms — in seeing immediate opportunities weighed against long-term hazards or gains looming in the economy. He is pouring his expertise in these areas into a new degree program — the Master of Science in Financial Engineering and Risk Management (<http://jindal.utdallas.edu/finance/ms-ferm/>). Its graduates will be well-prepared to



assess, manage and mitigate risk for a variety of employers.

“Risk is unavoidable,” Kieschnick says. “The question becomes what risks should you take, what risks should you mitigate and, if so, how?”

The 36-credit hour, two-year cohort program, which debuts this fall, will provide students with the practical and theoretical knowledge needed to pursue careers in quantitative finance. They will learn the quantitative skills necessary to analyze financial information, engineer financial products and manage risks in any business enterprise. Each graduate will have some programming skills, modeling skills and the ability to apply these skills to both financial data analysis and risk mitigation.

“There are a variety of graduate financial engineering programs out there, each with slightly different goals,” Kieschnick says. “Some of them focus on the math; others focus on the computations. We see our program as the sweet spot of that spectrum in terms of teaching people how to apply math, analyze data and manage risk. We emphasize teaching quantitative skills and applying them to business decisions.”

The program will help students identify internships and jobs, which come not only from insurance and banking, but also from virtually every business sector.

“Every company faces risk,” Kieschnick says. “Each sector has a slightly different set of risks they’re trying to assess and manage. Our focus is on preparing our students to be able to work



**MS in Financial Engineering and Risk Management Program Director Robert Kieschnick says, “We emphasize teaching quantitative skills and applying them to business decisions.”**

across all sectors and to find jobs in the sectors that interest them.”

Graduates of the program will be able to find careers not only in insurance and banking but also in any business that requires financial data analytics, financial and enterprise risk management, cyber risk management.

A base of quantitative skills will be required to ensure success in the program. Prior to acceptance, students will need to have taken, at a minimum, calculus, linear algebra, probability statistics and programming.

Kieschnick is looking for a cohort size of about 40 to 50 students. The program is accepting applications.

“If you go into the more analytical aspects of finance, you need to know how to analyze data, model financial problems and make decisions,” he says. “The reason that people with undergraduate degrees and a background in math and statistics get such high starting salaries is because of their ability to think clearly and logically about problems. Learning how to apply those skills, which our program does, really fills a market need.”

—J.R.M.





# Students Gain Access to Tech Tools Through INDUSTRY PARTNERSHIPS

Students in the Naveen Jindal School of Management are getting access to the latest industry software and apps, thanks to strong partnerships between faculty and corporations.

The connections are giving students hands-on experience with new technological tools in accounting, information technology and management, marketing and real estate.

## MARKETING

MS in Marketing Program Director Alexander Edsel has grown a JSOM partnership with IBM built on the success of the May 2016 Morris Hite Center-IBM Marketing Customer Insights Competition. Edsel secured an in-kind grant valued at \$270,000 to distribute free licenses for the Watson Analytics cloud-based data discovery platform to 9,000 UT Dallas students.

IBM also has provided the MS in Marketing program with Silverpop, a marketing automation software. “Staying on top of these emerging platforms is very important for our program to stay relevant to industry,” Edsel says.

The Marketing Area is incorporating the Watson Analytics platform into several courses, including undergraduate and graduate market research and social media classes.

“The plan is to roll it out to some of the courses where it makes sense, especially since not all marketing students are

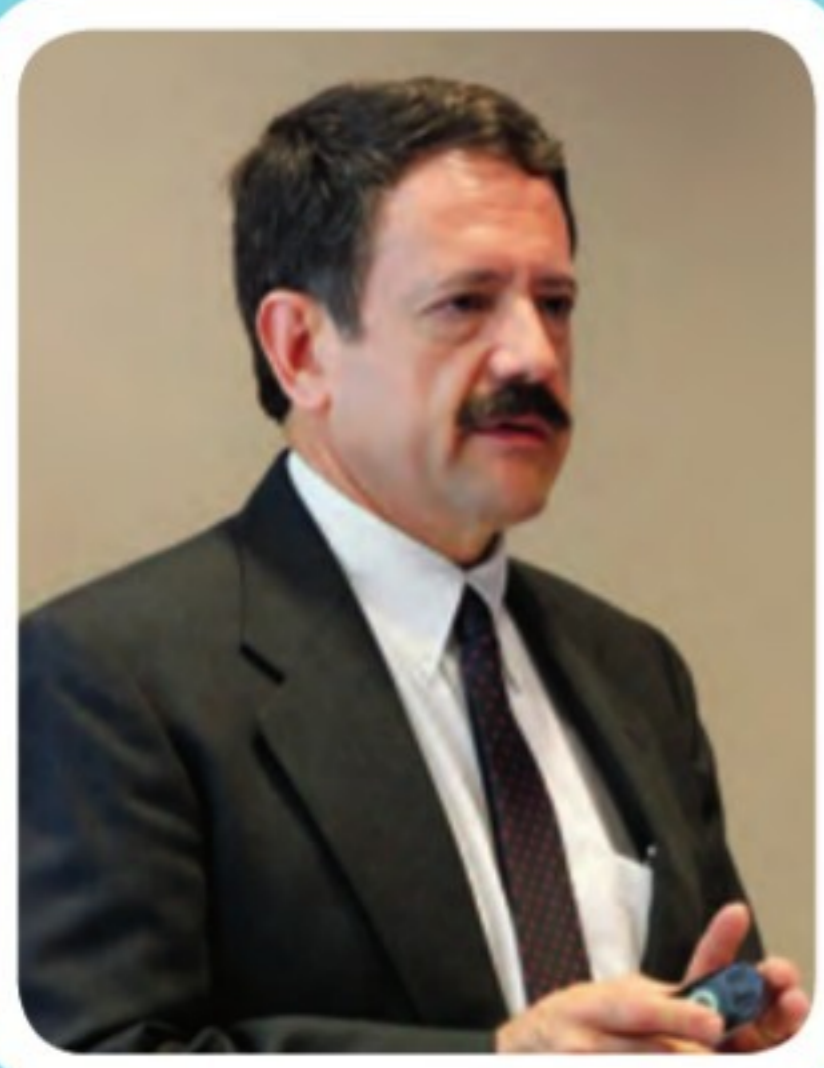
heavily oriented toward analytics,” Edsel says. “It helps them become more comfortable with data by taking out some of the heavy lifting involved with getting the data into shape for analysis.”

“We give students free access to our product for up to five years,” Randy Messina, worldwide public sector manager of Watson Analytics, says. “We know there’s a skills gap in the market. There are not enough data scientists or even everyday users who are able to make those key, day-to-day, data-driven decisions. If students graduate in four years, we want to give it to them for another year to use in their workplace, with the goal of convincing their employers to purchase it after having proved its value.”

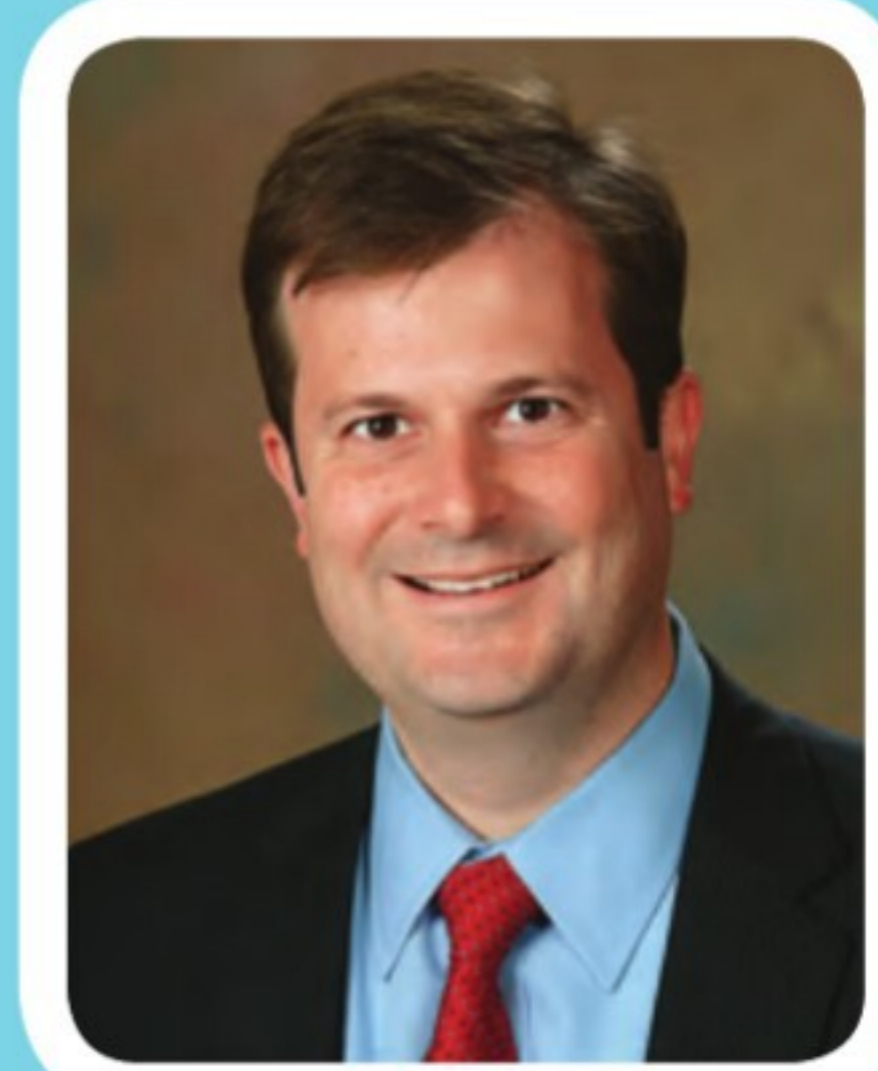
## INFORMATION TECHNOLOGY AND MANAGEMENT

Dr. Mark Thouin, director of the MS in Information Technology and Management program at JSOM, understands the importance of tech industry partnerships. The program was recently ranked No. 16 by *U.S. News & World Report* for Information Systems nationwide. Two MS in ITM courses, Data Visualization and Business Data Warehousing, both utilize a desktop data exploration platform from Tableau, a company that offers its software free to full-time students worldwide.

“Our students oftentimes go above and beyond what’s required of them in the classroom to acquire new knowledge,” Thouin says. “They’re always looking to apply what they’ve learned in the classroom to other situations and settings.”



Top: Alex Edsel  
Bottom: Randy Messina



Top: Mark Thouin  
Bottom: Sahil Ajmera



One student who exemplifies that initiative is Sahil Ajmera, a graduate student in the MS in ITM program and the president of the MIS Club. He reached out to Tableau and persuaded the company to send three representatives to an MIS Club event, where they provided the more than 120 students who attended with advice and tips on operating the software.

“We are looking to have additional events ... and possibly bring Tableau in for some classroom presentations and discussions,” Thouin says. “They are seeing our students as the future of the IT workforce. If they can convince our students to adopt a tool and educate them on its capabilities, that will help sell their software down the line.”

## ACCOUNTING



Jennifer Johnson

Jennifer Johnson, a senior lecturer in accounting, has been working with Intuit to transition her courses to QuickBooks’ cloud-based accounting software QuickBooks Online. Once that happens, students in her classes will be able to take advantage of a free one-year license from the company.

For now, the school pays for desktop licenses. She anticipates that her students will begin using the online version this fall.

“Intuit doesn’t offer the desktop version of QuickBooks for free because it is more complicated to install,” Johnson says. “Besides, they’re trying to move everybody to their cloud-based solution. Their thought process is that if students get used to it, they will be more likely to recommend it or encourage their companies to move to it.”

## REAL ESTATE

George DeCourcy, associate director of the Jindal School’s Real Estate Concentration, and Dr. Randall S. Guttery, director of real estate programs, have cultivated relationships with CCIM Institute, an influential real estate professional organization, and Xceligent, a company that develops data and market analytics for the commercial real estate industry. CCIM has a GIS-based mapping and data platform called Site To Do Business that Jindal School students can use for free. Xceligent offers the same access with its tools.

The school needs such access, DeCourcy says, so that when students graduate, “not only do they have the understanding and the typical academic rigor, but they’ve also had exposure to some of these real-world tools.”

—J.R.M.



George DeCourcy

# Crossing Silos — JSOM Profs Help Engineering Students Gain Professional Polish

In senior design-project classes, engineering students work on corporate-sponsored projects that put their technical skills to the test. But they also need to be able to work effectively in teams and present their work. And that is where Jindal School Business Communication program faculty members Jeanne Sluder and Margaret Smallwood come in.

The pair guest-lecture in capstone engineering courses several times over the year to teach students how to work in teams, resolve conflicts and give presentations.

“You can have all the hard skills in the world, but if you can’t communicate that to management they won’t do





**Margaret Smallwood (top) and Jeanne Sluder help engineering students improve their communication, presentation and teamwork skills.**



you any good,” Dr. Sluder says.

Sluder, a clinical assistant professor, and Smallwood, a senior lecturer, both serve on the Jindal School’s Organizations, Strategy and International Management Area faculty and have MBAs and corporate experience. They created a curriculum to take engineering students’ education in new directions.

Instead of discussing the technical aspects of their projects, students watch and participate in skits about dealing with workplace conflicts. They make short impromptu speeches on selected topics. They discuss how their team works together, rather than what they are working on. And they fill out surveys to measure their impressions and abilities before and after the training.

There is a lot at stake for students, whose projects may influence the type of job they get after graduation, Sluder says. Communication skills can give students an advantage, she says.

Smallwood says students take the communications aspect of the projects seriously.

“Whatever they develop, they have a company that sponsors the team and pays for all the supplies and products the team needs,” Smallwood says. “They understand how high-profile this is. A lot of them are hoping to get jobs or internships from the companies they’re doing work for.”

Three years ago, Dr. Robert Hart, clinical associate professor of mechanical engineering in the Erik Jonsson School of Engineering and Computer Science and capstone class instructor, reached out to business communications professors to help students develop those skills.


Sluder and Smallwood began by volunteering to teach during one class period per semester. From there, the program has expanded, with three sessions each semester plus mentoring sessions for team leaders.

“This class is all about the transition from the academic world to the professional world. We recognized early on that communication was vital to the success of our teams,” Hart says.

Sylvia Gallegos, engineering senior, says she enjoyed the training. “Their sessions are very interactive and helpful,” Gallegos says. “They helped us with goal setting, communication and handling conflicts.”

Classmate Ami Shah says the sessions have helped her communicate better with teammates and avoid pitfalls with presentations.

The course has worked out so well, Sluder and Smallwood have worked on a paper about the training with the three engineering professors to present at the American Society of Engineering Educators conference in June. The paper highlights the interdisciplinary work within engineering – mechanical, electrical and biomedical – and partnership across schools to better prepare engineering students to enter the professional world.

“Universities are at their best when they promote collaboration and find new ways to better prepare students for success after graduation,” says Dr. John McClain Watson, director of the Jindal School’s business communication programs. “This program shows that innovation and teamwork are core values at UT Dallas.” –K.H. 





# 2017 Alumni Fête Includes Two JSOM Honorees

BY ERIC BUTTERMAN

## DISTINGUISHED ALUMNI AWARD

A career in residential real estate began for C. Michael (Mike) Brodie with life getting real. “I got married at 21. I was on my honeymoon, and I saw a sign for a real estate office,” he recalls. “I thought, ‘Let me see what that’s about.’ I pulled in...and I ended up wanting to give it a try!”

He would go on to become broker/co-owner of multiple Keller Williams Realty entities, be named the company’s Top Profit Share Earner multiple years and be named one of the 200 most influential in people in residential real estate by Swanepoel. Brodie was the founding chairman of Realtors Federal Credit Union, a division of the \$3 billion Northwest Federal Credit Union. Realtors Federal Credit Union was created by the National Association of Realtors, which in 2014 awarded Brodie its Distinguished Service Award, the highest honor an association member can receive and one presented to no more than two of the association’s one million members each year.

Now add a UT Dallas Distinguished Alumni Award to his list of accolades.

The award is given to alumni who both achieve highly in their profession and show pride in the University. Brodie, who earned a BS in Business and Public Administration degree in 1976, says the latter is easy to do because of the base the Jindal School gave him for his career. “The school taught you how to build a business, analyze a business and understand one from a financial standpoint,” he recalls. “I didn’t expect this award, but it’s just one more way I appreciate being associated with the school.”



C. Michael (Mike) Brodie

Dr. Kyle Edgington, vice president for development and alumni relations at UT Dallas, says that Brodie’s accomplishments extend well outside business. “Not only has Mike been tremendously successful professionally,” Edgington says, “his dedicated service to educational and youth development causes affects numerous individuals across this community.”

Brodie’s service in Texas has

reached many areas. Appointed by then-Governor George W. Bush to the Texas Real Estate Commission, Brodie served as its chairman from 1997 to 2004.

He also served as president of the Plano Chamber of Commerce during his early 30s. “The thing I’m most proud of during that time is we got the zoning for Ross Perot to do Legacy Park,” he says. “The chamber work involved more than I thought it would, but it helped teach me to balance even more.”

Brodie also supports Emily’s Place, whose mission is to help women and children who have been through domestic violence get back on their feet. “We’ve seen some go on to graduate from college, and many have gotten their life to a much better place,” he says. “People just need a little help.”

In addition, he is in his eighth year on the executive board of the Lone Star Chapter of Big Brothers and Big Sisters.

Whether in business or charitable endeavors, Brodie says his drive comes from a simple enjoyment in serving others. “Real estate allows me to serve people and help them achieve their goals,” he says. “But it starts with serving my family, who I’m so proud of. ... It was good fortune to pass that real estate office sign all those years ago!”

## GREEN AND ORANGE AWARD FOR ALUMNI SERVICE

The University of Texas at Dallas has presented its 2017 Green and Orange Award for Alumni Service to Dr. Peter Balyta.

Balyta, vice president of academic engagement and corporate citizenship for Texas Instruments (TI) and president of its Education Technology business, received his Global Leadership Executive MBA (GLEMBA) from the Naveen Jindal School of Management in 2003.

Named for the UT Dallas colors, the Green and Orange Award honors an individual who has provided exceptional volunteer service to the University or its alumni association. Balyta serves on the UT Dallas Development Board and is a past member of the advisory council within the School of Natural Sciences and Mathematics. He also has served as a member of the advisory council for the UT Dallas mathematics department.

At TI, Balyta leads teams focused on teaching, learning and finding



inspiration from STEM subjects (science, technology, engineering and math). He is committed to helping teachers ensure students build a strong foundation in STEM, setting them up for success in the classroom today, in college tomorrow and for their careers in the future.

Balyta recently spoke with the campus Office of Development and Alumni Relations about how he applies his experience in the GLEMBA program to his responsibilities at TI: "Being able to tap into 'what I know and how to apply it,' as I was taught through the GLEMBA program, helps me every day in my job at TI, focusing on education in the business world, with university engineering departments, and in the communities in which TI works and volunteers."


Balyta, who earned a bachelor's degree in education from McGill University in Montreal, an MS from Concordia University, also in Montreal, and a doctorate in mathematics education from McGill University, says he is grateful for the quality of the education he received from the GLEMBA program at the Jindal School.

Prior to joining TI, Balyta's point of view was largely academic. He had

worked as a middle and high school mathematics teacher and district supervisor in his native Canada.

"The GLEMBA degree helped me decipher and more fully understand the business world – finance, supply chain, sales, marketing

and leadership – all of which work together to make an organization run well," he said. "GLEMBA helped me merge my two worlds – business and academia.

"Both through the GLEMBA program and my ongoing interactions with UTD through my job at TI, the University has helped me see the business world from a different perspective." 



Peter Balyta

## Advisory Council Update

## Departments

# Jindal School Ties Are Family Matters for Newest Council Member

| By Eric Buttermann |

You could say the importance of family is a running theme to **Keith Pearson**, the newest member of the Jindal School of Management Advisory Council. "I grew up around the industry I would ultimately be in – my father [Robert Pearson] was president of one of the leaders, LAI Worldwide, one of the largest search firms in the world."

But Pearson and his father avoided being in the same company, the younger carving out his own path.

Keith began his search career as a search consultant with Merritt, Hawkins and Associates. He later worked at Whitehouse & Pimms as a managing director in the consulting and technology industry sectors, and with TMP Worldwide Executive Search as a principal in the professional services practice.

The family paths merged again when the company Pearson was with bought his father's company. "The decision was made for us," he laughs.

So, in 2001, they launched search firm Pearson

Partners International, and today the younger Pearson is president and CEO, and the elder is chairman. "It's different being with your family at work, but we have gotten to know each other in other ways," he says. "Fate did us a favor."

Pearson also is connected to the Konstans family. The late Constantine (Connie) Konstans (1935-2013), a longtime Jindal School professor, saw one son work for Robert Pearson at LAI Worldwide, and another, Stephen, join Pearson Partners International, where he has worked for many years. "We had such great experiences with them, and Connie Konstans created a legacy through accomplishments like his work with the Institute for Excellence in Corporate Governance," Pearson says. "We wanted to do something to honor him, and it's taken the form of contributing to the [Connie Konstans Distinguished] Professorship." (Dr. Suresh Radhakrishnan, accounting professor and director



Ray Hemmig, (left), current advisory council chairman, and Keith Pearson at a 2015 Jindal School luncheon

of research for the IECG, was appointed to the endowed post in July 2014.)

"It doesn't seem so long ago that I got to enjoy guest-lecturing for the school," Pearson says. "And now, getting to be a part of the council, it gives me a chance to be even more in tune with

the students and understanding how we can further help."

Keith earned an MBA from the Jindal School in 1997. He earlier graduated from the University of North Texas with a Bachelor of Business Administration degree.

"I already valued my education at UT Dallas so much when I graduated. And, I've felt as the school's standing in education rises, I've just gotten even more value being associated with an institution reaching these kinds of heights. I see myself continuing to give back financially, aiding the school with time and more. The school helped make me who I am."



## UT DALLAS CONFERS HIGHEST ACADEMIC DISTINCTION ON JINDAL SCHOOL PROFESSORS

The University of Texas at Dallas held an investiture ceremony April 7 to honor faculty appointed to named and endowed positions — chairs that confer the University’s highest academic distinction on their holders. All four Jindal School professors honored in the ceremony this year are prolific researchers and have been published in and served as co-editors, associate and/or assistant editors and reviewers in numerous academic journals related to their areas of interest.

The **NEWEST** endowed and chaired Jindal School professors are:

**DR. ALAIN BENSOUSSAN**

**Title:** Professor, Risk and Decision Analysis  
**Chair:** Lars Magnus Ericsson Chair  
**Research Area:** Risk Management  
**Notable:** Bensoussan joined the faculty at UT Dallas in 2004 as an Ashbel Smith Professor. He heads the Jindal School-based International Center for Decision Risk and Analysis and is devoted to developing that scholarly area into a scientific field. His interest in risk blossomed during a career in the space sector. He chaired the European Space Agency Council from 1999 to 2002, headed the French Space Agency from 1996 to 2003 and received the NASA Distinguished Public Service Medal in 2001. Awards include the W.T. and Ida Reid Prize from the Society of Industrial and Applied Mathematics and the Von Humboldt Research Award and funding from the National Science Foundation, the state of Texas and European agencies. The American Mathematical Society has named him a fellow.



**DR. SANJAY JAIN**

**Title:** Professor, Operations Management  
**Chair:** O.P. Jindal Distinguished Chair  
**Research Area:** Competitive Strategy, Behavioral/Experimental Game Theory  
**Notable:** Jain arrived at UT Dallas in 2016 after holding the JCPenney Endowed Chair in Marketing and Retailing Studies at Texas A&M University’s Mays Business School. He also taught at the University of Maryland and Purdue University. He twice won the INFORMS Society of Marketing Science Practice Prize Award and won the Outstanding Service Award from Management Science three times. He sits on the editorial review board of the *Journal of Marketing Research*.



**DR. GANESH JANAKIRAMAN**

**Title:** Professor, Operations Management  
**Chair:** Ashbel Smith Professor  
**Research Area:** Stochastic Inventory Theory and Procurement Auctions  
**Notable:** Janakiraman joined UT Dallas in 2009. Prior faculty positions include New York University’s Stern School of Business and Cornell University’s School of Operations Research and Information Engineering. Recognitions and honors include a Meritorious Service Award for service as a reviewer from the Manufacturing and Service Operations Management Society, Outstanding Teaching Assistant Award from Cornell University and the Optimization Prize for Young Researchers from the Institute for Operations Research and Management Sciences Optimization Society.



**DR. SRINIVASAN RAGHUNATHAN**

**Title:** Professor, Information Systems  
**Chair:** Ashbel Smith Professor  
**Research Area:** Economic Implications of Information Technology-Enabled Business Phenomena  
**Notable:** Raghunathan came to UT Dallas in 1999. He has served as area coordinator for information systems and supervised PhD students, increased graduate enrollment from 120 to 800 and undergraduate enrollment from 100 to 400. He launched the Master of Science in Business Analytics and several certificate programs. He also established an industry advisory board. Awards include Best Paper from the Secure Knowledge Management Workshop and the Workshop on Information Technologies and Systems, and Good International Business Scholar Award and a Robert A. Patton Scholarly Achievement Award, both from Bowling Green State University.





# THOUGHT **YOU** SHOULD KNOW



Mike Peng

**Mike Peng** was one of two UT Dallas professors named to the 2016 list of Highly Cited Researchers from Clarivate Analytics, formerly the Intellectual Property and Science Business of Thomson Reuters.

Peng, O.P. Jindal Distinguished Chair of Management, is on the list for the third consecutive year. In his field of economics and business, only 70 scholars appeared on the list.

The list recognizes researchers for having a significant global impact within their respective fields of study. The 2016 list includes about 3,000 researchers in 21 fields of the sciences and social sciences.

A leading scholar in global business strategy, Peng is best known for his development of the institution-based view of strategy and his insights about the rise of emerging economies, such as China, in global business. His research has investigated business strategies in more than 20 countries.



Bin Li



Ashiq Ali

The Multinational Finance Society presented **Ashiq Ali**, Charles and Nancy Davidson Chair in Accounting, **Bin Li**, assistant accounting professor, and Todd Kravet, a colleague at the University of Connecticut, the Best Paper Award at the society's 2016 annual conference.

Their study, "Accounting Profitability and Takeover Likelihood," examines the association between profitability and the likelihood a firm will become an acquisition target.

"While past research argues that poorer performing firms are more likely to be acquired, because acquirers can unlock value through efficient management," the trio wrote, their research reveals that acquiring firm managers motivated by opportunism are, on average, more likely to go after safe, high-performing firms. This results in a lower return on investment for acquiring firm's shareholders than if the firm were to acquire a poor-performing target, with the goal of improving its operational efficiency.

The Multinational Finance Society is a nonprofit that advances and disseminates financial knowledge, philosophies, techniques and research findings among members of the academic and business communities.



Indranil Bardhan

**Indranil Bardhan**, professor of information systems and the Information Systems Area coordinator, is serving as senior investigator on a National Science Foundation-funded project to design and construct a patient-focused and personalized health system that addresses the fractured structure of healthcare information.

The project, "Large-Scale Medical Informatics for Patient Care Coordination and Engagement," received a \$1 million grant from the National Science Foundation's Big Data Initiative. A three-year effort that began last September, the project involves close cooperation with the South Region Big Data Hub at Georgia Tech.

"I am excited to play a part in a university that is rapidly achieving excellence and national acclaim."

— S. Drew Peabody

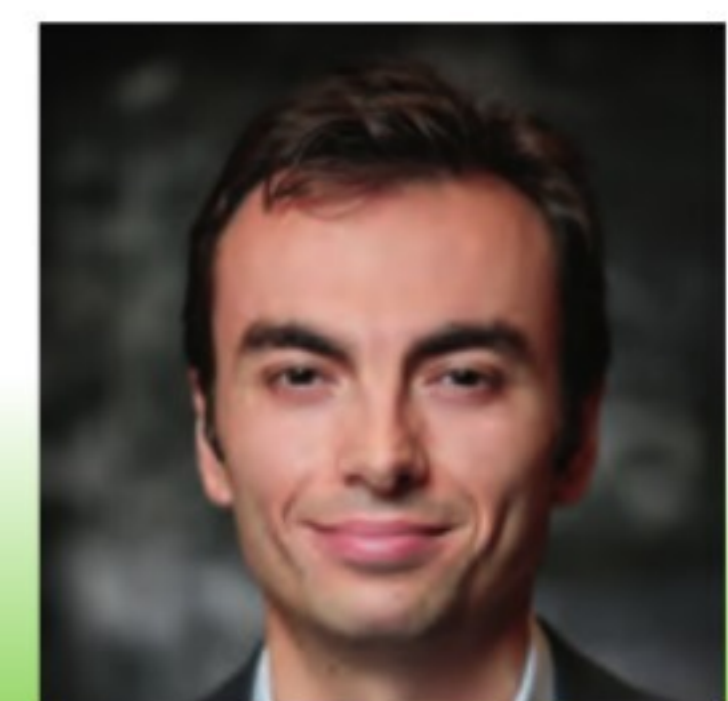
By using information about the environment gathered through real-time, mobile and wearable devices and social media data, the team will create a detailed and comprehensive picture of a patient's health and a tool to help manage patients' engagement with their healthcare providers.

Successful completion of the project will accelerate progress in addressing challenges related to health disparities, healthcare access and precision medicine, Bardhan says.

The team also includes researchers from Emory University, Georgia Tech, Morehouse School of Medicine, University of Arkansas, Little Rock; UT Southwestern Medical School; University of Virginia; and West Virginia University.



Metin Çakanyildirim



Serdar Simsek

Operations Management Professor **Metin Çakanyildirim** and Assistant Professor **Serdar Simsek** earned the 2016 Best Teaching Case Study award from the Decision Sciences Institute at its annual meeting



last November.

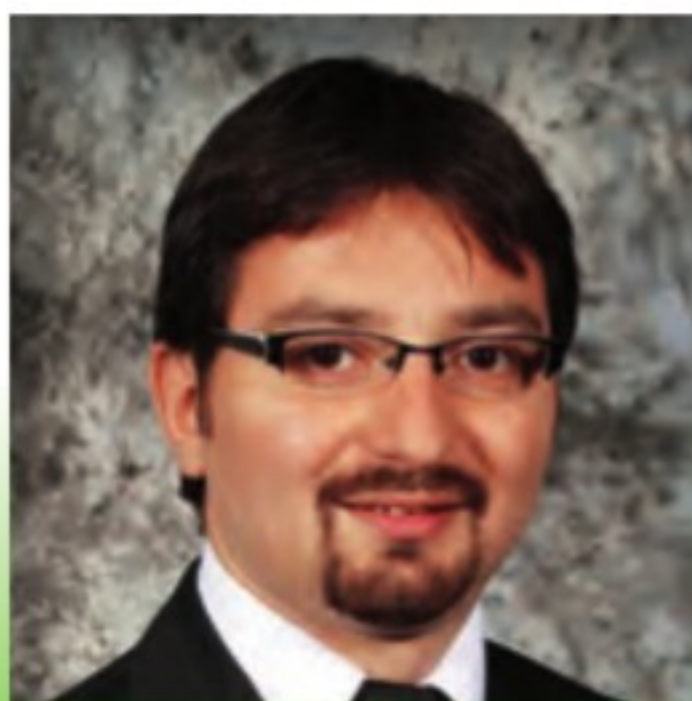
Their case, “Resta Mattress Company – A Case of Supply Chain Management,” provides insights into the operations of recently merged companies and offers advice about applying the techniques and principles of operations management.

The Decision Sciences Institute is a professional organization of academicians and practitioners interested in the application of quantitative and behavioral methods to the problems of society.



Jianqing Chen

Information Systems Associate Professor **Jianqing Chen** in November received the 2016 Sandra A. Slaughter Early Career Award from the Information Systems Society of the Institute for Operations Research and Management Sciences (INFORMS). The award recognizes and honors early career individuals who have earned a PhD within the past 10 years and who are on a path toward making outstanding intellectual contributions to the information systems discipline.



Mehmet Ayvaci

Information Systems Assistant Professor **Mehmet Ayvaci** received the Best Young Researcher Award last October from the Workshop on

Health Information Technology and Economics for the paper “Classification in the Presence of Anchoring Bias: A Model and an Application to Breast Cancer Diagnosis.” Co-authors are IS faculty member Srinivasan Raghunathan and M. Eren Ahsen from IBM Research.



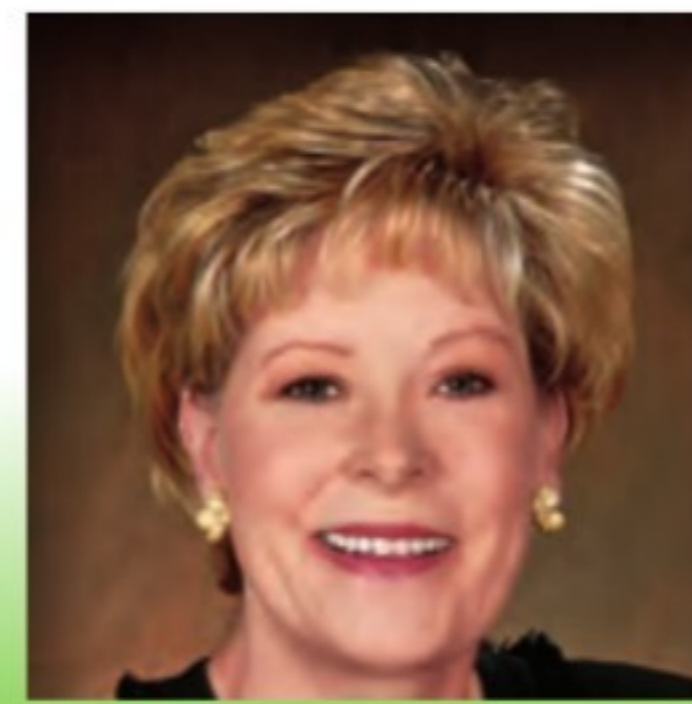
Kathryn Stecke

Purdue University’s School of Industrial Engineering honored **Kathryn Stecke**, Ashbel Smith Professor of Operations Management, April 27 with an Outstanding Industrial Engineer Award, a special recognition given to alumni who have “demonstrated exemplary accomplishments, leadership and service to community.”

The award is the second Purdue alumni laurel bestowed on Stecke, who earned three graduate degrees there on her way to becoming a leading researcher in operations management. In 2014, she was named a Distinguished Woman Scholar.

Stecke earned one master’s degree in applied mathematics from Purdue and a second in industrial engineering before earning her PhD in industrial engineering.

An internationally recognized scholar on manufacturing issues and improving manufacturing efficiencies and cost controls, she is widely considered the U.S. expert on the Seru Production System, a work-cell-based manufacturing process created in Japan in the early 1990s.



Diane McNulty

The US-India Chamber of Commerce awarded **Diane McNulty** its 2016 Outstanding Leadership in Education Award. McNulty, associate dean for external affairs and corporate development and a clinical professor at the Jindal School, was cited for being instrumental in helping to shape and strengthen UT Dallas educational engagements in India, encouraging student trips and study abroad there, and for facilitating opportunities for students from India to experience American university life.

McNulty took a memorable trip to India in 2008 with a UT Dallas group that included JSOM Dean Hasan Pirkul and Vice Dean Varghese Jacob. A highlight of that trip was an extended visit with alumna Naveen Jindal, MBA 1992, whose subsequent support of the school resulted in it being named for him in October 2011. Jindal is a former student of McNulty, who teaches both undergraduate and graduate courses in corporate governance and ethics.

Her interest in international relations is a long-held one. She has been a board member on the World Affairs Council of Greater Dallas since 2000 and is active as well on the Dallas Committee on Foreign Relations.

**FACULTY AUTHORS**

Since 2006, UT Dallas has held an annual reception at the Eugene McDermott Library to “celebrate the publishing contributions of

our creative, distinguished and dedicated faculty.” Jindal School authors and their works are:



Eric W.K. Tsang

**Eric W.K. Tsang**, Dallas World Salute Distinguished Professor in Global Strategy, is the author of *The Philosophy of Management Research*, Routledge Advances in Management and Business Studies (New York: Routledge, 2017).



Mike Peng

**Mike Peng**, O.P. Jindal Chair of Management, is the author of *Global Business*, 4th edition (Boston: Cengage Learning, 2016); *Global Strategy*, 4th edition (Boston: Cengage Learning, 2016); and *Global<sup>3</sup>* (Boston: Cengage Learning, 2016).



Suresh P. Sethi

**Suresh P. Sethi**, Eugene McDermott Chair of Operations Management, is the editor of *SpringerBriefs in Operations Management* (New York: Springer, 2016-2017), a series of five books showcasing



emerging theory, empirical research and practical application in the various areas of operations management, supply chain management, germane elements of operations research and related areas of decision science and analytics.



Robert (Rob) R. Hicks

**Robert (Rob) F. Hicks**, director of the Organizational Behavior and Executive Coaching program, is the author of *The Process of Highly Effective Coaching: An Evidence-Based Framework* (New York: Routledge, 2017).

**ADMINISTRATIVE CHANGES**



S. Drew Peabody

**S. Drew Peabody** took over the role of director of the BS in Finance program in January.

Peabody, a clinical assistant professor of finance and management, oversees the curriculum, course offerings, student activities, organizations and career and internship preparation.

Before coming to UT Dallas, Peabody was a full-time PhD student at the University of North Texas. He earned an MS in Finance degree from the Jindal School in 2012. His research interests include corporate finance and investment, agency theory, payout theory and behavioral finance.

"I am primarily interested in studying how managerial behavior affects firm value," Peabody says. "It is fascinating to me that the actions of a small group of individuals can alter a firm's success."

Peabody is teaching business finance courses this spring semester and will teach financial management this summer.


"I am excited to play a part in a university that is rapidly achieving excellence and national acclaim," Peabody says. "UT Dallas is climbing in practically every ranking, and a degree from here will only increase in value as time goes on. I am happy that I get to join the team and do my part to improve the Jindal School of Management and UT Dallas."

**Revansiddha B. Khanapure**, who joined the Jindal School in late 2016 as a clinical assistant professor of finance and managerial economics, oversees the school's Finance Trading Lab.

Previously, he was an assistant professor of finance at the University of Delaware's Department of Finance from 2011 to 2015. Before that, he earned his PhD in finance and an MBA from the University of Chicago's Booth School of Business in 2011. He also earned bachelor's and master's degrees at the Indian Institute of Technology Bombay.

Khanapure's research interests include theoretical asset pricing, financial planning, investment, portfolio allocation, exchange rates and bonds, price discovery and behavioral finance. He also focuses on linkages between macro risks and asset prices.

AT JSOM, he teaches courses in finance, including an introduction to financial decision making and the valuation of business enterprises.

"I'm very excited to be part of UT Dallas' finance and managerial economics group," Khanapure says. "The students at UT Dallas are talented and eager to learn." 

**Faculty Service**

UT Dallas President Richard C. Benson recently invited three Jindal School faculty members, **Sumit Sarkar**, **Gil Sadka** and **William Hefley**, to join a committee developing the 2017 UT Dallas Strategic Plan.

Hefley and Sarkar are professors in the Information Systems Area, and Sadka is an associate professor of accounting.

In all, 44 faculty members and administrators throughout UT Dallas are serving on the committee, which Executive Vice President Hobson Wildenthal is chairing. The group will work

with university stakeholders in outlining a blueprint of the future that is scheduled to be complete and ready for Benson's approval by the end of the Fall 2017 semester.

Hefley also represents JSOM on the UT Dallas Academic Senate and the Academic Council, the agenda-setting arm of the senate. The senate's primary responsibility is handling matters related to curricula and general academic policy. The senate also works closely with the administration in other areas of university life.

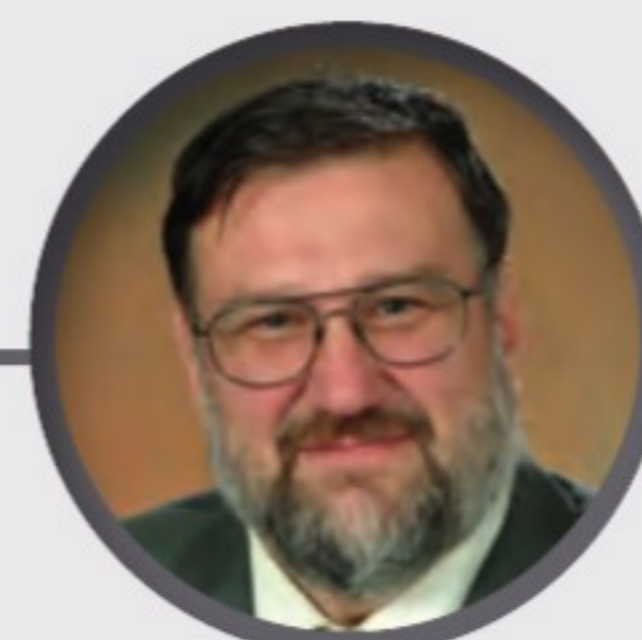
Other JSOM faculty members serving on the senate include **David Cordell**, a clinical professor of finance and managerial economics, who serves as secretary of the group and is also a member of the Academic Council.



Sumit Sarkar



Gil Sadka



William Hefley



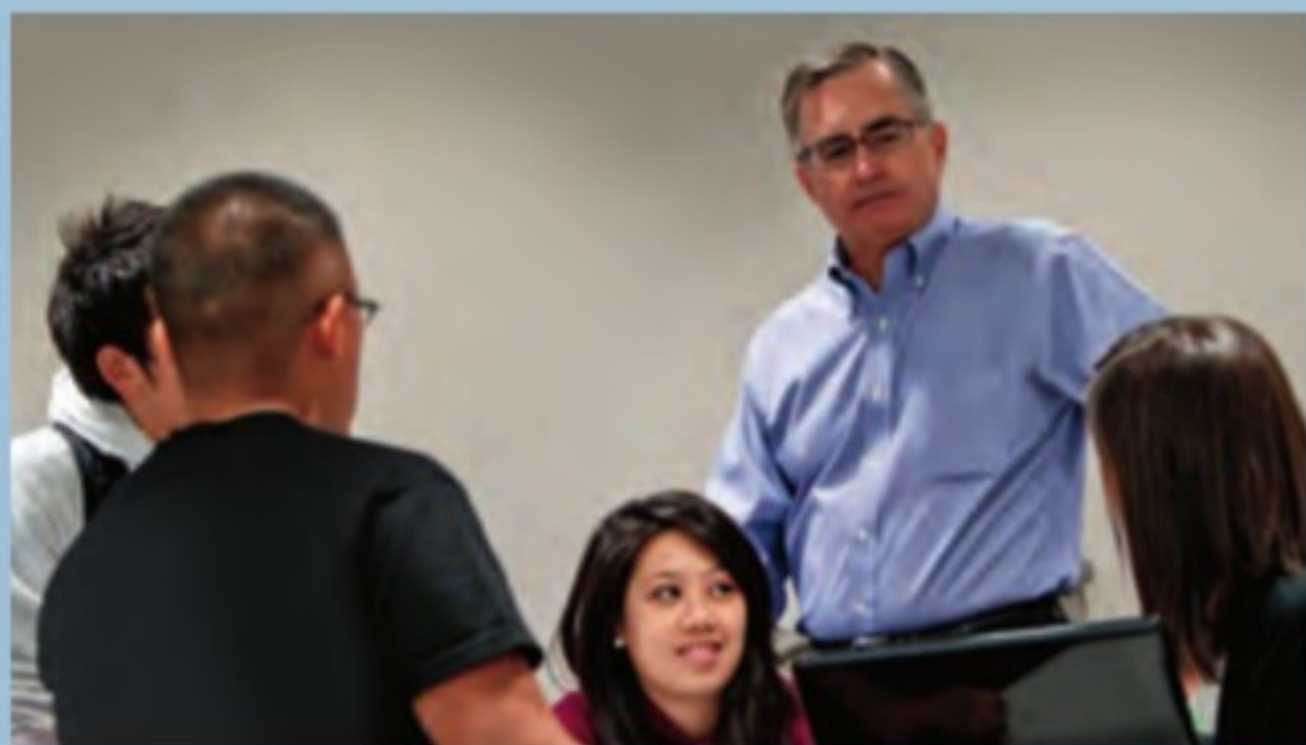
David Cordell



## New Rankings Strengthen Jindal School's Reputation in MBA, Online and Innovation and Entrepreneurship Programs

Recent rankings have solidified the high standings and quality reputations of the Jindal School's MBA, online and MS in Innovation and Entrepreneurship programs.

Students confer with Madison Pedigo (standing), director of innovation and entrepreneurship programs at the Jindal School.



### MBA

The UT Dallas MBA Program at JSOM ranks among the nation's best, according to *U.S. News & World Report's* 2018 Best Business Schools rankings released March 14.

The Jindal School stands at No. 20 in the Part-Time MBA program rankings, placing it among the top 5 percent of the nation's public and private business schools. The school has the second-highest ranking in Texas. Among public schools, JSOM tied with the University of Florida at No. 13.

In the rankings of full-time MBA programs, the Jindal School tied with Texas A&M's Mays Business School at No. 38. That puts JSOM in the top 8 percent of business schools nationwide. Among its public school peers, JSOM ranked No. 16.

"These rankings underscore what we already know," Dr. Hasan Pirkul, Jindal School dean and Caruth Chair, said. "Our MBA programs provide our students with a top-notch education that is consistent with what top employers expect."



Jindal School Senior Associate Dean Monica Powell

At No. 16, the Jindal School also stands out this year in the Information Systems specialty ranking. The school places at No. 20 in this year's Production/Operations MBA specialty ranking. Deans and MBA program directors from the list of schools surveyed voted to determine the specialty rankings. They were asked to rank up to 10 programs for excellence.

To compile the full rankings, *U.S. News & World Report* sent surveys to the 471 MBA programs accredited by the Association to Advance Collegiate Schools of Business International. Of those, 377 responded, and 131 provided enough information to be ranked.

Rankings methodology took into account several indicators, including quality assessment from peers and recruiters; placement success, which included mean starting salary and employment rates; and student selectivity, which included mean GRE and GMAT scores, mean undergraduate GPA and acceptance rate.

### Online

Released Jan. 10 by *U.S. News & World Report*, the 2017 Best Online Programs Rankings placed both the online MBA and online graduate business programs in the Top 10. JSOM's online graduate business programs solidified their positions by jumping

from No. 4 in 2016 to No. 2 in 2017. The online MBA program moved up from No. 9 to No. 7.

The upward movement continues a trend that began in 2015 when *U.S. News* separated MBA program rankings from other master's degree program rankings.

"These rankings are just a few



Jindal School Dean Hasan Pirkul says he is gratified the new rankings reflect the hard work that went into achieving them.

years old, but the Jindal School has strived to be a catalyst for innovation in online education since the mid-'90s," Dean Pirkul said. "We are gratified that *U.S. News* recognizes our efforts in this area."

The methodology, unchanged from 2016, focused on both traditional metrics — such as student engagement, peer reputation and selective admissions — and nontraditional metrics.

Those included student services and technology that facilitates distance learning, as well as faculty credentials/training for delivering online education. Schools that ranked highest scored high in both traditional and nontraditional metrics.


The highest possible score in either ranking was 100. The graduate business programs scored 96. The online MBA programs scored 87.

### MS in Innovation and Entrepreneurship

The Princeton Review, in partnership with *Entrepreneur* magazine ranked the Jindal School one of the top schools for entrepreneurship in 2017 because of its MS in Innovation and Entrepreneurship (MSIE) program.

The graduate program was ranked at No. 22 among more than 300 university entrepreneurship programs that were surveyed. Results were released Nov. 15 of last year.

"The entrepreneurship team thinks strategically and works in a collaborative way with business leaders in the community," Dr. Monica Powell, senior associate dean, said.

That collaborative spirit is exemplified in many ways, Madison Pedigo, director of the innovation and entrepreneurship program, said. "This includes combining state-of-the-art curriculum with experiential learning that is built around 'lean startup' methodology. We offer 21 graduate entrepreneurship courses that provide a solid foundation and exceptional opportunities for specialization." 



# MS in Energy Management Formally Debuts in Launch Event


By **Eric Butterman**

Jindal School Dean Hasan Pirkul took to the podium February 22 with good news. The school was continuing to climb the rankings, recently reaching the top 5 in research in North America and internationally as well (see *Jindal School Builds Reputation for Research Productivity* on page 6). But what could help JSOM climb further in several polls is a rare curriculum with strong applicability for the region. This was the reason the podium was in place — for the launch event of the MS in Energy Management program, which admitted its first students in the fall of 2015 and now has more than 50 under its guidance.

Program Director Anastasia Shcherbakova next addressed the crowd, partly comprised of energy sector professionals. “The need for a new generation in global energy leaders is becoming more acute than ever,” she said. “... By giving companies, all of you, access to a talented pool of students armed with quantitative and analytical skills, we hope to help you meet your human capital needs and solve some of the world’s most pressing energy challenges.”

Away from the podium, the event’s special-guest keynoter, Richard Dealy, executive vice president and CFO at Pioneer Natural Resources, said that he has been heartily encouraged by the program and assesses it as a key to driving the sector regionally. “Experience is very important in our field, but there is a certain part of the learning curve you can acquire through this kind of program which can give you a leg up on the competition,” he said. “I see students from this program as being helpful talent we can choose from with this setting that’s been created.”

Also attending, Andrew Long, a 2010 UT Dallas alumnus who earned a BA in interdisciplinary studies, is a founding member and on the board of the JSOM Energy Alumni Affinity Chapter. He is also a former president of the Dallas Chapter of the Young Professionals in Energy. He and current YPE Dallas President Virginia (Ginny) Urban were so inspired by the program that last fall they helped YPE set up an endowment to help fund it.

Long, a senior energy analyst at CSG Investments, sees the MS in Energy Management as a valuable expansion from his own UT Dallas undergraduate days. “I’m so glad to see this come to realization,” he said. “... It’s an honor to be a part of it.” 



MS in Energy Management Program Director Anastasia Shcherbakova talked about the need for new global energy leaders.



The launch event’s keynote speaker, Richard Dealy, executive vp and CFO at Pioneer Natural Resources



(From the left:) UT Dallas alumnus and program supporter Andrew Long, YPE Dallas President and program supporter Virginia (Ginny) Urban, Pioneer Natural Resources associate John Sabo, Anastasia Shcherbakova and Richard Dealy



(From the left:) Energy economist Anas Alhajji, a member of the MS in Energy Management program’s advisory board; MBA 1995 alumnus Kevin Ryan, senior vp, CFO and chief compliance officer at Merit Energy, a member of the program’s advisory board and a speaker at the launch; advisory board member Mine Yücel, senior vp and director of research at the Federal Reserve Bank of Dallas; Jindal School Dean Hasan Pirkul; and Associate Dean for External Affairs Diane McNulty



# Poland Day Offers Learning, Networking Opportunities

By Jimmie R. Markham

The Center for Global Business at the Jindal School partnered with the business community to host Poland Day, an all-day event at Richardson's Hilton Garden Inn last Nov. 4. Dallas-based personal-care marketing and direct sales company Mary Kay Inc. sponsored the day, which consisted of discussions with Polish diplomats and representatives from industries that do business in Poland and promote trade with the United States. Attendees were immersed in Poland's economy, trade, business practices and its role within the European Union (EU).

Hubert Zydorek, Center for Global Business director, director of the Jindal School's BS in Global Business program and a native of Poland, was pleased with the turnout of about 100 students, Polish community members, industry leaders and Jindal School faculty members. Speakers included:

- ▶ Dr. Aleksander Poniewierski, a partner at EY (formerly Ernst & Young) Poland, who spoke about Poland's business and technology.
- ▶ Polish Consul Sabina Klimek, who covered Poland's economy and trade.
- ▶ Dr. Piotr Moncarz and Lukas Grabiec, representatives of the US-Polish Trade Council, who introduced the audience to their organization and discussed innovation in Poland.

A panel discussion featured Anne Crews, a vice president of public affairs at Mary Kay Inc.,

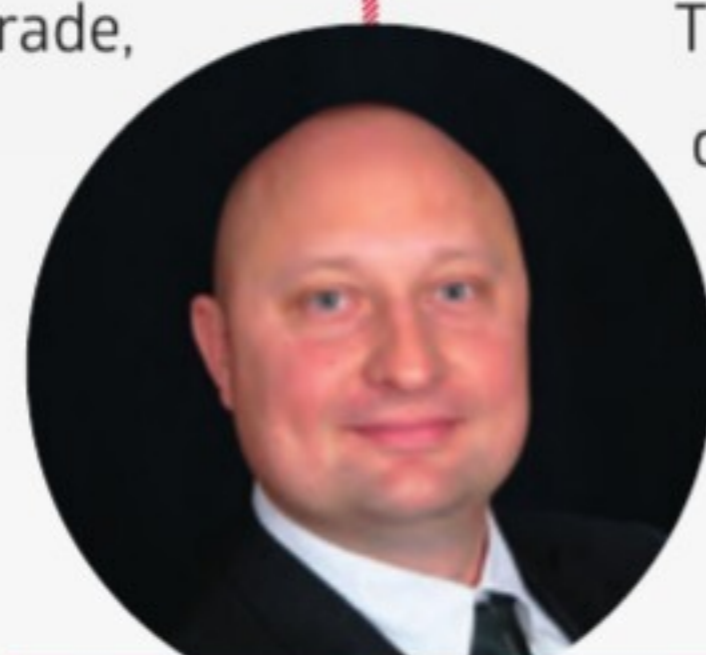


Ann Burt, public affair specialist at Mary Kay Inc., with two of the dancers who performed at the daylong event

Matthew Reynolds, MS 2016, attended Poland Day with a curiosity about how different countries react to the global economy.



Representatives of the US-Polish Trade Council Lukas Grabiec (left) and Dr. Piotr Moncarz



Hubert Zydorek



Aleksander Poniewierski



Anne Crews



Kerry Tassopoulos

and Wilbur (Jay) Gregory, a vice president and chief compliance officer for Irving-based NCH Corporation, who spoke about the benefits and challenges of doing business in Poland.

The day also included Polish music, dance, art, culture and food.

Mary Kay, which has operations in Poland, funded the event and provided Jindal School students with learning and networking opportunities.

Kerry Tassopoulos, a vice president of public affairs at Mary Kay and a member of advisory groups that serve the BS in Global Business and MS in International Management Studies programs, said the cosmetics and personal-care-products manufacturer also benefited from participation. "It gives us exposure to students who don't have a lot of knowledge about Mary Kay," he said. "We also get to learn from them. The student population here is very diverse. Since they come from all over the world, we want to hear their views on the products,

the business opportunity and how our brand is being viewed out there in the marketplace."

Tassopoulos said the company stood to benefit in other ways, too.

"It gave us the chance to really learn more about what our colleagues on the ground in Poland are living every single day," he said. "We're in the relationship business, so understanding their background, their values, what it's like to be a woman employee or beauty consultant

in Poland is going to help us meet their needs and support them as they go about taking the Mary Kay brand and making it strong in Poland."

Matthew Reynolds, MS 2016, attended with an eye toward continuing his international management studies education, especially with regard to how different countries react to the global economy. "I learned a lot about that today," he said. "What their efforts are – they seem to be pretty on it, trying to send people out. They have a coalition, almost, going out there, fighting for Poland, bringing business to Poland, exposing Poland to the rest of the world." 🇵🇱



# NAFTA Top Trade Topic at Institute Event

By Glenda Vosburgh



Left to right: Todd Bluedorn, Kenneth A. Hersh and Mike Peng

The possible effects of Donald Trump's presidency on the state of trade in the United States was the topic of discussion at a February panel discussion the Institute for Excellence in Corporate Governance (IECG) presented in collaboration with Norton Rose Fulbright, a global law firm with an active Dallas practice.

Both before and since his election, President Trump has opined about the unfairness of trade agreements to the U.S., and he particularly has focused on the North American Free Trade Agreement – NAFTA. So, it is perhaps not surprising that much of the IECG panel discussion on “The Future of Free Trade in a Storm of Political Change” before an audience of 120 focused on the repercussions if the agreement between the U. S., Mexico and Canada is altered or goes away entirely.

Considered an expert on the topic, panel member Dr. Mike Peng, O.P. Jindal Distinguished Chair of Global Strategy, wrote “What Happens if NAFTA Goes Away?” for the January issue of *Texas CEO Magazine*. (Peng's article is reprinted on pages 28 and 29.)

If NAFTA, which took effect in 1994, “is canceled or if tariffs are increased, Mexico would retaliate,” Peng said. “It would increase trade with others such as the European Union, Japan and China. Without the preferential treatment provided by NAFTA, the U.S. will lose market share in Mexico, and that is not a tiny little market.”

Peng said chances that NAFTA will be done away with altogether are close to zero, but changes could be made that would prove

detrimental to the economy.


“Texas has been the biggest beneficiary of NAFTA,” Peng said, “so if it were to go away, Texas would be the biggest loser.”

Other panel members were Kenneth A. Hersh, president and CEO of the George W. Bush Presidential Center and co-founder and president of NGP Capital Management; and Todd Bluedorn, chairman of the board and CEO of Lennox International. Dennis McCuiston, executive director of the institute, moderated the discussion.

Bluedorn, who grew up in Pennsylvania in a union family and saw the steel industry leave, taking jobs with it, said that he believes in free trade and that this is the time to have open discussions on the topic. “I think this is a multilevel issue we have to solve.”

Hersh said he does not believe that NAFTA is the biggest culprit when it comes to job loss in the U.S.

During the presidential campaign, “I was stunned that free trade became the scapegoat for job loss,” he said. “Trump tied job loss to trade. Why didn't he tie it to education?” He also pointed to other factors such as regulations and a lack of training.

Bluedorn countered, saying he doesn't believe reinvention or education is the answer for some groups of workers. “If I'm a 45-year-old worker in manufacturing, you aren't going to find me working in a hospital. An entire generation has been lost. Education is a long and complicated answer for that worker.” 



# What Happens If NAFTA Goes Away

## Free Trade Is Not Free

By Mike W. Peng, PhD

*Dr. Peng's article originally appeared in the January issue of Texas CEO Magazine.*

In effect since 1994, the North American Free Trade Agreement (NAFTA) has caused no shortage of controversies. Criticisms have ranged from Ross Perot's prediction that it would lead to a "giant sucking sound" destroying American jobs, to Donald Trump's indictment of the agreement as a "disaster" and "the worst trade deal." As Trump assumes power, his threats to repeal NAFTA altogether force us to entertain a previously unthinkable scenario: What happens if NAFTA goes away? The answer to this question boils down to what NAFTA has brought to the United States – and to Texas.

### What Has NAFTA Brought to the Country?

In two decades, trilateral merchandise trade among three member countries grew nearly fourfold, from \$290 billion in 1993 to \$1.1 trillion in 2016. Approximately \$3 billion in goods and services cross the border every day now — that is an astonishing \$2 million every minute. U.S. trade with Canada tripled and trade with Mexico increased by five times, while U.S. trade with the rest of the world grew 280 percent. Canada and Mexico are, respectively, the second- and third-largest exporters to the United States (behind China) and the first- and second-largest importers of U.S. goods. Mexico imports more U.S. goods than China, and absorbs more U.S. imports than Britain,

France and Germany combined. Canada imports even more made-in-USA goods.

What about jobs? In brief, there's been no "giant sucking sound." Approximately 300,000 U.S. jobs — an average of 15,000 per year — were lost due to NAFTA in its first two decades, but about 100,000 jobs were added and the net loss was small, since the U.S. economy generated at least 25 million new jobs during the same period. While the Congressional Research Service acknowledged some worker and firm adjustment costs brought by NAFTA, it reported conclusively that the agreement did not cause the exponential job losses critics feared. At present some eight million U.S. jobs depend on trade with Canada and another six million on trade with Mexico. Even for every job lost, the economy gains

\$450,000 in the form of higher productivity and lower consumer prices, which benefit all.

A hard count on jobs misses another subtle but important benefit: NAFTA has allowed U.S. firms to preserve more U.S. jobs, because 40 percent of the value of U.S. imports from Mexico and 25 percent from Canada is actually made in the U.S. — in comparison, only 10 percent of the value of U.S. imports from China is made here. In 1994, U.S. imports from Mexico only contained 5 percent of the value made in USA. Clearly NAFTA has facilitated seamless supply chain integration, with goods, components and parts crossing the border multiple times before assembly. Without NAFTA, entire industries may be lost — not just the labor-intensive portions.



## What About Texas?

Blessed by its location, Texas lies near the geographic center of NAFTA. Dallas is about equidistant from Mexico City and from Toronto (1,300 miles each way), and Texas features a 1,200-mile border with Mexico. Thanks to NAFTA traffic, Laredo is the country's third-largest port in terms of total dollar value, behind Los Angeles and New York.

Growing by leaps and bounds, Texas has been the country's champion state in merchandise exports since 2001. In 2015, it contributed \$251 billion (17 percent) of the \$1.5 trillion merchandise exports from all the 50 states. In comparison, second-ranked California exported \$165 billion, or 11 percent. Undoubtedly Texas' awesome export economy is powered by NAFTA, with Mexico and Canada, being its top two export markets. Some 380,000 jobs in Texas depend on trade with Mexico and over two million jobs are trade-related. In 2015, Mexico absorbed \$93 billion in exports from Texas and \$27 billion from second-ranked California. The Federal Reserve Bank of Dallas estimated that NAFTA accounted for approximately a quarter of Texas' sixfold increase in exports to Mexico since 1994.

Greater diversification and stronger NAFTA integration have benefited Texas in another crucial way: its economy is no longer so dependent on oil prices. Despite some political rhetoric, executives, officials and experts agree that the good has far outweighed the bad for the United States — and especially for Texas.

## If NAFTA Goes Away

First, relax: these benefits won't all disappear. NAFTA merely represents some relatively new rules of the game that are artificial and man-made. Given their natural geographic proximity and historical links, the three North American neighbors had been trading for ages before 1994. Their tightly knit economies cannot and will not immediately stop trading,

though the trade-related gains will decrease. An example closer to home is that we will still enjoy plenty of avocados from Mexico, but we will have to cough up more money for our beloved guacamole.

Second, if the Trump administration unilaterally imposes high import tariffs, Canada and Mexico will certainly respond in kind. Given the reality of NAFTA supply chain, a tariff is like erecting a wall in the middle of a factory. As a state, Texas has benefited the most from NAFTA and will suffer the most from its collapse. Hard-won export market share in Canada and Mexico will shrink, and thousands of jobs in manufacturing, logistics and other services will disappear. We will need to encourage job creation and economic growth in non-trade-related sectors. Texas will probably continue to do better than the rest of the country, but with the low oil prices, the Lone Star state will not shine quite like before.

Third, since both Canada and Mexico have free trade agreements (FTAs) with the European Union (EU), the U.S. withdrawal from NAFTA will significantly help increase


EU firms' market share there. In other words, EU firms, propelled by their own FTAs with Canada and Mexico, will be delighted to take over the market share vacated by U.S. firms. What's more, strong competitors from China, Japan and Korea will be elbowing their way into Canada and Mexico, even without help from FTAs. Reducing the preferential treatments NAFTA offers will clip U.S. firms' wings in the competition for export markets in Canada and Mexico. Ironically, gutting NAFTA will help enhance the competitiveness of America's global rivals.

Finally, shutting down NAFTA will not bring back lost manufacturing jobs. The recent crises facing U.S. manufacturing jobs, falling from 17 million to 11 million between 2000 and 2010, have little to do with NAFTA. Instead, competition with China and technological changes have largely contributed to the decline. Blaming Mexico and dismantling a beneficial FTA will not solve the problems associated with manufacturing job losses.

## Keep Calm and Remember: Free Trade Is Not Free

There is widespread belief that Trump's nasty NAFTA rhetoric is just talk. Procedurally, Trump is required to seek congressional approval if he wants to renegotiate NAFTA. Congress is unlikely to support an attempt to throw away so many benefits (and likely to spark retaliatory trade sanctions in America's top two export markets) with so few gains.

As far as Texas is concerned, while NAFTA is not a panacea and certainly has its problems, it would be politically suicidal for Trump to undermine a foundation of economic growth and job creation for the red state that delivered the largest number of electoral votes to send him to the White House.

Even if NAFTA is here to stay, executives, state officials and other stakeholders need to remember an important lesson: free trade is not free. It requires constant efforts and sacrifices to demonstrate, safeguard and advance the gains from such trade. 

### Most of Texas' two million trade-related jobs are in manufacturing, especially in Texas' top five export sectors:

1. Computer and Electronic Products
2. Petroleum and Coal Products
3. Chemicals
4. Machinery
5. Transportation Equipment



# SCHOLARS FROM AROUND THE WORLD CONSIDER THE CHALLENGES OF MULTICULTURALISM AT JSOM-HOSTED CONFERENCE

By Glenda Vosburgh

They may have appeared to be a group of vacationers soaking up the sights and sounds of Dallas, but the educators attending the International Organization Networks (ION) conference had a broader agenda.

Dr. Jane Salk, associate professor of organizations, strategy and international management at the Jindal School, hosted the Feb. 16-19 conference, which attracted approximately 30 cross-cultural scholars and ION members from universities in Australia, Denmark, Ethiopia, France, Germany, Israel, Italy, Japan, the Netherlands, Norway, Turkey and the United Kingdom, as well as the United States and Canada.

The conference provides a venue where attendees can exchange ideas, tools and methods about the challenges of collaboration and action in multicultural and cross-cultural settings. ION, a private network that requires that new members be sponsored, was founded in the 1990s. Most of its members do research and have been published

in scholarly journals. The number of attendees at a conference is limited to 40.

Salk, who has been at the Jindal School 14 years, is multilingual, which is common among ION members. She speaks German, English and French, and before coming to JSOM was a full professor at a leading business school and a Fulbright Fellow in Germany in 1989 and 1990.

Her academic research has focused on two themes: understanding the processes of team integration and effectiveness in international joint ventures and learning across groups and organizations in international alliances.

Her research fits with the mission of ION, she says, because the group makes a difference in cross-cultural research in understanding.

"I do mostly qualitative research that makes for rich and contextualized knowledge of phenomena," Salk says. "And as someone who has lived in Europe for a long period of time, my contribution on the ground is experience, as



ION conferee Aycan Kara tries one of the interactive exhibits at the Bush museum that examine George H. Bush's presidential decision-making.





Jane Salk takes her turn at the president's desk at the George W. Bush Presidential Library as (left to right) Nori Furuya, Sheila Puffer, Markus Vodesek, Niina Nurmi and Kathrin Hanek enjoy the moment. The visitors toured the museum after attending a briefing on the Bush Institute and its global initiatives earlier in the day.

well as research that is based in Europe."

Many ION members are based in Europe, but there are also members from non-European countries.

"ION started as an informal mutual help and support network," Salk says. "It's meant to be a forum where people can sit and talk over coffee. There are some collaborations that come out of the conference. It's a setting that allows serendipity to happen."

The Dallas conference consisted of workshops on research, teaching and diversity training techniques. Attendees also devoted time to exploring the shifting nature of identity around the globe and discussed how cross-cultural management — as a field and a group of committed practitioners — can remain relevant and helpful in a time of growing nationalism.

"There also was a discussion about whether ION wants to take political action," Salk says.

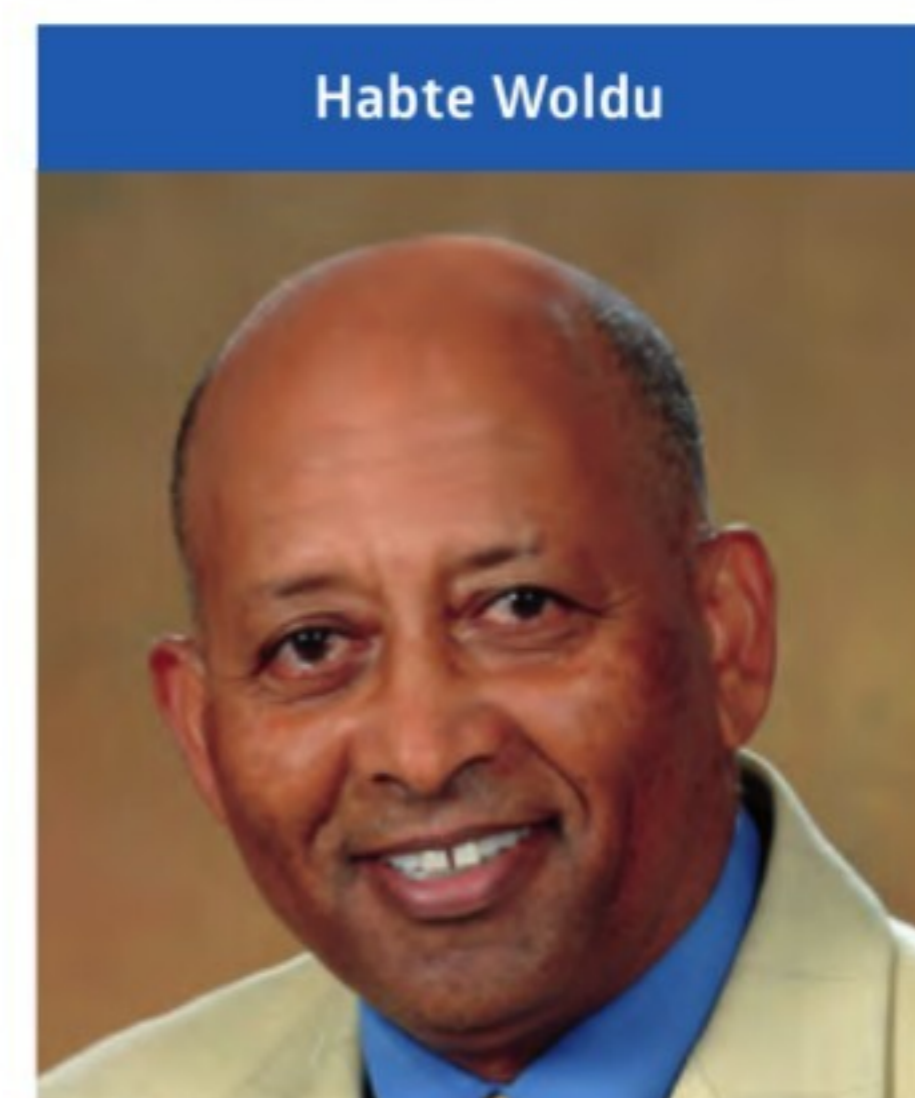
And conferees conferred ION membership on another Jindal School faculty member, Dr. Habte Woldu, director of the MS in International Management Studies program.

Another component of each conference is to experience the community where it is held and to learn about the culture of that city. In Dallas that included visits to a barbecue restaurant, the George W. Bush Presidential Library and Café Momentum downtown, a culinary training program for juvenile offenders at Dallas County Youth Village. A few conference attendees also visited Deep Ellum to listen to jazz.

"I think some of them had the wrong idea about Dallas," Salk says. "I don't think they realized how culturally diverse the city and our university are. They also couldn't believe there is so much construction going on." 🏗️



Some of the scholars who attended the ION conference gathered for a group photo in front of statues of Presidents George W. (left) and George H.W. Bush outside the younger Bush's presidential center in Dallas.



Habte Woldu



By Glenda Vosburgh



# FRAUD SUMMIT

Looks at the Psychology  
and Analytics of Scams

— and the Vigilance Needed  
to Combat Them

**A** record-breaking 900 people registered to attend the 12th annual Fraud Summit at UT Dallas, where keynoters were a former fraudster turned cognitive scientist, an authority on forensic analytics and the chair of the Institute of Internal Auditors Global Board.

Presented by the Jindal School's Center for Internal Auditing Excellence, the two-day summit is one of the top fraud conferences in the United States for internal auditing professionals.

The March 30-31 conference, sponsored by the Dallas Chapter of the Institute of Internal Auditors, benefits the Jindal School Internal Auditing Excellence program's scholarship endowment fund "This year our endowment will hit \$1 million," Joseph Mauriello, program and center director, says, "and we'll be able to award 60 to 80 scholarships,"

Summit keynote speakers included Toby Groves, a former fraudster who spoke about the psychology of fraud, common signs of



**JOSEPH MAURIELLO**

fraud and steps to take to resolve it. Dr. Mark Nigrini, an assistant professor at West Virginia University's College of Business and Economics, focused on Benford's law and other analytic techniques to identify fraudulent documents. And Angela Witzany, the chair of the IIA's Global Board and head of internal audit for Sparkassen Versicherung AG Vienna

Insurance Group, spoke about the theme of her chairmanship, "Audit Never Sleeps."

Fraud Summit sponsors BDO, Crowe Horwath, EY, PwC, RSM and Weaver each hosted summit breakout sessions.

## TOBY GROVES

**T**oby Groves, the owner of one-time successful mortgage brokerage Groves Funding Corp., pleaded guilty in U.S. District Court to charges that he plotted against and defrauded several financial institutions and falsified his pay on income tax filings.

He served two years in federal prison, where he had a lot of time to think about how he got there.

"I never thought that anything like what happened to me would happen," he said in a telephone interview before the summit. "I never thought anything would go wrong until it did."

A prison sentence was an unlikely scenario in the life of a man who vowed to his father years before that he would never get into that kind of trouble.



Groves witnessed his father's heartache when his brother — 20 years older than Toby — was convicted of bank fraud in 1986.

"On a Sunday morning my dad opened the newspaper, and there's my brother's picture and a headline saying he'd been charged with massive bank fraud. ...

"My father said to me, 'Promise me that you will never get in any trouble like this,' " Groves said. "And I swore to him that I wouldn't."

Yet, about 20 years later, Groves appeared before the same judge as his brother, being sentenced to prison for the same crime.

### TOBY GROVES



When he got out, he set about to learn about the psychology of fraud.

"I had thought that I understood fraud, but that was an illusion," he said. "I was overconfident, and it led me to a bad place.."

Groves currently is completing his PhD in psychology and speaks to audiences across the U.S. on the topic of the psychology of fraud. His story has been shared on a number of media outlets including National Public Radio and in numerous professional journals, and it is studied by leading researchers and business schools.

### DR. MARK NIGRINI

**W**orkplace fraudsters often share certain surprising characteristics, according to Dr. Mark Nigrini, whose keynote address and workshop focused on Forensics Analytics and Employee Fraud.

"They are usually among the nicest people in the office, and every time they are found out, people say they never would have suspected them of doing that," Nigrini said in a telephone interview. "In addition, they are usually in a position of trust at a company and, in all of the cases we deal with, about half the time, gambling is involved."

Nigrini, who is best known for his work on using Benford's law as an auditing and




### DR. MARK NIGRINI

accounting tool to detect anomalies in company data, is the author of *Forensic Analytics: Methods and Techniques for Forensic Accounting Investigations* (Hoboken, N.J.: John Wiley & Sons, 2011), which describes tests to detect fraud, errors, estimates and biases in financial data and of Benford's law.

Benford's law provides the expected patterns of the digits in the numbers in tabulated data, such as towns and city populations, or fake portfolio returns.

Using real-life examples, Nigrini concentrates on understanding the fingerprints of fraud numbers.

"For example," he said, "fraudsters enjoy using round numbers. We talk about multiples of 1,000 or 1 million. Fraudsters also usually show excessive growth. If an organization is growing by 4 percent, a fraudster might say it's growing by 40 percent."

Nigrini's forensic work has been referenced in national media, including *The Financial Times*, *The New York Times* and the *Wall Street Journal*, and he has been featured in numerous radio and TV interviews, including on NBC and the Investigation Discovery Channel. 

The screen behind speaker Toby Groves shows a photo of him as a young boy, holding the hand of his older brother, the one later convicted of bank fraud.





# CUSTOMIZED COURSE TEACHES EMERGING DISD LEADERS NEW DYNAMICS

[ By Jimmie R. Markham ]

**E**merging leaders from the Dallas Independent School District enrolled in the spring semester in a customized corporate education course that the Naveen Jindal School of Management developed from the domains of the DISD's leadership rubric: culture, talent, impact and stakeholders.

"We are studying topics like talent, culture and change," Carla Brewster, science assessment specialist in the district's Evaluation and Assessment department, said. "The topics aren't necessarily new to us, but the information, how it's changing, how we think of it, and the conceptual framework for the information that we have is dynamic. It changes."

DISD members in the four-module course often looked at theory and how to apply it in work settings.

Brewster appreciated having access to the latest information as taught by Jindal School faculty members who also have been leaders in various industries.

"To be able to look at the current train of thought, how it's being implemented and the debates surrounding it are the best aspects of the program," Brewster said.

"How many times — if it wasn't for this class — would I actually be researching culture change on my own?" Gabriela Corona Zavala, risk and financial analyst, asked.

Zavala found it interesting to read assigned articles and then interact with the facilitators in class using real-world examples. Class discussions, she said, focused on how to bring cultural change to work environments, both in the group's various departments and the rest of the school district.

"It's been really interesting to me to see that research and theory-based knowledge get applied to real-world situations," Zavala said.

The course also gave the emerging leaders opportunities to engage in lively conversations with their colleagues in other departments — conversations that they do not get to have on



**Carla Brewster (right) enjoyed gaining access to the latest information on such familiar topics as culture, talent, impact and stakeholders.**





Suzy Smith (left) appreciated the opportunity to converse with DISD colleagues from other departments about improving outcomes for students.



Dr. Eric Harper of the Jindal School's Executive Education Area talked to the Dallas ISD emerging leaders about how to engage with, manage and grow talent.

a daily basis within an organization of more than 21,000 staff members.

"It's very, very rare that we in central staff get out of our silos," Suzy Smith, manager of performance management in the Human Capital Management department, said. "It's really a heterogeneous group. We're seeing every single central staff division represented. ... Having the opportunity to engage in authentic, meaningful conversations is a reflection of the eagerness to share ideas that we can use to improve outcomes for students."

Zavala and Brewster also saw the course as an opportunity to become culture builders.

"Going to these classes has given me the tools to learn how to express myself amongst my co-workers," Zavala said. "I learn how to empower them and bring them what I take from the class and share it with them so that I can help them as well."

Brewster saw immediate benefits from sharing information with colleagues.

"It's building morale and camaraderie," she said. "They feel as if the information about wanting change to permeate throughout the organization — customer-care improvements, leadership, that type of thing — bringing that information back from class allows people who may not be touched by it to actually experience or feel some




Diane S. McNulty helped connect DISD with the Jindal School.

of the same things that we're getting in class."

When asked about the long-term benefits of participating in leadership courses such as these, Zavala mentioned a concept she learned in her first class — functional silos, those areas within an organization that focus inwardly and operate in a way that benefit only that area rather than organization's broader mission.

"Those silos can occur here in the district just because there's so many people in so many departments," she said. "These courses and opportunities are what will break them apart and help everyone work together better to move toward that vision of getting every student educated and making them feel empowered."

Dr. Diane S. McNulty, JSOM associate dean of external affairs and corporate development, and a clinical professor of governance, played a key role in connecting DISD with the Jindal School.

"It's gratifying to me to be able to leverage our community relationships in such a way that we can give back to the community we're serving," she said. "I see it as a ripple effect — the Jindal School has solid research about leadership that it is teaching to these emerging leaders at the DISD. They, in turn, pass it along to the rest of the district's staff and educators, and the result is increased value to the students who will become the leaders of the next generation." 



Gabriela Corona Zavala liked applying research and theory to real-life situations.





Three Naveen Jindal School of Management-based student organizations that have fared well competitively in recent months include the **INFORMS**, **DECA** and **Phi Beta Lambda** campus chapters. In chronological order, here is a recap of the groups' accolades.

**INFORMS Earns National Student Chapter Award**

The UT Dallas student chapter of the Institute for Operations Research and the Management Sciences — UT Dallas-INFORMS — capped a memorable 2016 by earning a Student Chapter Annual Award at the institute's annual meeting in Nashville in November.

Earlier last year, the chapter picked up a Jindal School OWLIE (Outstanding Worthy Leaders Involved Exceptionally) Award for being one of two best student organizations of the year.

INFORMS bills itself as "the largest society in the world for professionals in the field of operations research, management science and analytics," and in line with that description, the Jindal School-based chapter has a sizable membership of 150.

UT Dallas-INFORMS was one of 10 college chapters that earned cum laude level recognition at the annual meeting for being an



UT Dallas-INFORMS advisor Monica Brussolo (left) and then-president of the chapter Shreyas Kathi (center) received the OWLIE Award in April 2016 from Jindal School Dean Hasan Pirkul.



UT Dallas-INFORMS members gathered for a photo with Vice Dean Varghese Jacob (back row, center) early this year.

active achiever. In November alone — before the November 14 award presentation — the group sponsored an Operations Management Poster Competition that included UT Arlington and Texas A&M University, hosted a workshop in R Programming and co-sponsored a supply chain panel and networking event with the Jindal School's Career Management Center.

Operations Management faculty member Dr. Monica Brussolo, a current officer in the INFORMS DFW professional chapter, says INFORMS college groups help students "get engaged in research and professional activities while pursuing their education."

Brussolo became involved in UT Dallas-INFORMS in 2015 and now serves alongside Dr. Kathryn Stecke, Ashbel Smith Professor of Operations Management, as an advisor.

**UT Dallas DECA Students Earn 40 Top Places at State Competition**

Forty UT Dallas students made first-, second- or third-place showings in competitive events they entered at the Texas Collegiate DECA Career Development Conference at UT Austin Feb. 17 and 18.

"Our students competed in 20 different events, and we earned 40 of the possible

60 first-, second- and third-place spots in each event," Amy Troutman, advisor to the Jindal School-based UT Dallas DECA chapter and director of JSOM's Professional Program in Accounting, said.

An international organization with divisions for high school and college students, DECA prepares members for business careers in fields ranging from culinary arts and fashion to entrepreneurship, finance and marketing.



JSOM senior Kiran Navaneeth, president of the UT Dallas DECA chapter



The Collegiate Division claims more than 15,000 members in 275 colleges and universities.

Schools competing at the state conference included Texas Tech University, UT Austin, the University of Houston and the University of North Texas.

All 72 of the UT Dallas chapter members who competed scored well enough to enter national competitions at the International Career Development Conference in Anaheim, California, April 19 to 22.

At press time, Troutman was hoping to take some, if not all, the qualifiers to the California conference.

### Phi Beta Lambda Brings Home 22 Firsts From State Competition

UT Dallas students who attended the Texas State Leadership Conference of the business-career organization Phi Beta Lambda scored top honors in just under half of the annual gathering's competitive events,



UT Dallas Phi Beta Lambda competitors display their awards at the April 7-8 Texas State Leadership Conference.

earning first place in 22 of 45 contests. Held at the San Jacinto College Maritime Campus in La Porte, the conference took place April 7 and 8.

"In short, we dominated the competition and have at least one team — sometimes two — going to nationals for every event we competed in," Dr. Kristen Lawson, UT Dallas PBL advisor and a clinical assistant professor in business communications, said.


Including online contests that took place

before the conference and the conference live competitions, UT Dallas PBL members competed in 30 events in all, according to Lawson.

"We took first in 22 events, second in nine events, and third in seven events," she said.

In all, 34 UT Dallas PLB members competed, nine online and 25 at the conference, which also featured a general session and workshops.

Thirty of those competitors immediately qualified to advance to competitions at the National Leadership Conference June 24 to June 27 in Anaheim, California.

The collegiate division of the Future Business Leaders of America, Phi Beta Lambda focuses on preparing students for careers in business and business-related fields. On the college level, more than 11,000 students nationwide participate in the organization, which is designed to build leadership and scholarship. 

## Jindal School Student Receives Award for Insights About Physician Leadership

By Jimmie R. Markham

A Jindal School BS in Healthcare Management student earned recognition at a national meeting of the American College of Healthcare Executives for a winning essay he wrote about leadership challenges facing the industry.

Zachary Mauricio, a junior, placed second and won \$2,000 in the undergraduate division of the Richard J. Stull Student Essay Competition in Healthcare Management. He picked up his honors in Chicago in March at the healthcare executives' three-day Congress on Healthcare Leadership.

A 40,000-member international professional organization devoted to advancing healthcare management excellence, ACHE organizes the annual Stull competition. It provides students an opportunity to engage with industry

leaders and to vie for ACHE's most prestigious student award.

Mauricio's paper, "Quality Labor Program: Physician Leadership Following the Medicare Access and CHIP Reauthorization Act (MACRA)," points out the importance of allowing physicians to become more

like managers to facilitate the industry's transition from fee- to quality-based models.

"It's going to come down to whether hospital systems, hospitals and clinics train their doctors this way," Mauricio says. "You have to train leadership over months and years — it's not an instantaneous thing."

Dr. Britt Berrett, director of the undergraduate healthcare management program, is thrilled about Mauricio's win.

"The student essay is a nationally recognized award for



Zachary Mauricio



exemplary academic scholarship,” Berrett says. “Students from across the country are challenged to consider contemporary health-care issues – and to provide their thoughts and insights. ... It is a very insightful and purposeful essay.”

Held annually since 1989, the Stull competition is open to students enrolled in a healthcare administration program belonging to the ACHE Higher Education Network.

As one of the top three entries in the undergraduate division (three awards also were given in the graduate division), Mauricio attended the March 27 to March 30 ACHE congress as a guest of the organization.

“I wanted to challenge myself,” Mauricio says about his research project.



The American College of Healthcare Executives paid for Stull Essay winner Zach Mauricio to attend its congress and pick up his prize.

“I want to be a greater part of the healthcare system. I want to be able to change things and be able to help people.”

Mauricio says he has had extensive surgeries, including two heart surgeries – one when he was 6 and one as a teenager.

“I turned 18 in the hospital,” he says. “Health-care saved my life – twice. I saw the industry from the perspective of a young child and then when I was older. Looking back, I can see why that perspective is important.”

“I came into UTD as a biology major,” Mauricio

says, “and I did very well in science, but it wasn’t very interesting to me. I heard about Dr. Berrett and his program ... so I reached out to him. After I spoke with him, it all clicked for me.”

SALES  
STUDENTS  
TURN IN  
TOP  
PERFORMANCES

BY GLENDA VOSBURGH

Marketing major MaKayla Forsberg earned top awards in two sales competitions in the spring semester. She picked up the Sales Cup in the Jindal School’s spring Pro Sales Challenge after being named top competitor in the sophomore/freshman division at the University of Toledo Invitational Sales Competition in Ohio.

The UT Dallas team placed second in a field of 30 universities at the Toledo invitational in late February. Forsberg’s top sophomore designation is the second in a row for a Jindal School competitor. Last year, Sam Konings, also a marketing major, brought home the title.

Back at UT Dallas, Forsberg won the Sales Cup competing against five other finalists in the final day of the Pro Sales Challenge that the Jindal School’s Center for Professional Sales ran in late March. Judges said Forsberg showed great presence, calm and good insight in the role-play portion of the challenge.

Dr. Howard Dover, director of the Center for Professional Sales, said this year the Pro Sales Challenge focus shifted away from role-play selling only.

“By introducing social selling to our program, our students not only had to be able to do a sales call and a trade show, they needed to show they had developed prospecting skills and social



Above: Computer engineering senior Luis Hall-Valdez (left), last winner of the Sales Cup, presents it to MaKayla Forsberg after her top role-play selling performance at the Jindal School’s Pro Sales Challenge in March.

Below: The UT Dallas team in Toledo (left to right): Dr. Howard Dover, Brian Hanks, MaKayla Forsberg, Cameron Allen



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Ashley Varela

selling skills," he said. "Being the top student in every category is quite an accomplishment."

That honor, Pro Sales Overall winner, went to junior healthcare management major Ashley Varela. She is the first healthcare management major to take sales courses.

At JSOM, Varela earned a trophy and Forsberg had her name added to the giant Sales Cup namesake of the role-play competition. In Toledo, she earned a \$1,000 cash prize and a Tom James Company sport jacket.

Although a junior, Forsberg competed in the UTISC freshman/sophomore division based on the number of higher education hours she had earned going into the tournament.

JSOM junior sales student Brian Hanks placed fourth in the junior division at UTISC.

Other top honors for sales students came last November at the 2016 International Collegiate Sales Competition at Florida State University.



Sonia Hernandez, team coach Semira Amirpour and Alexander Zahabizadeh

Sonia Hernandez, who graduated in December with a double major in marketing and business administration, won first place — out of 120 participating students — in the Speed Selling competition.

Alexander Zahabizadeh, a senior majoring in electrical engineering with a minor in marketing, finished sixth overall — out of 137 competitors — in the Role Play competition.

The University of Texas at Dallas placed seventh overall, among the 69 competing schools. 🏆

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## Student Entrepreneurs Attract **\$500K** Investment



BY JIMMIE R. MARKHAM

Two Jindal School graduate students are taking advantage of a robust entrepreneurship incubation and accelerator ecosystem on campus — and are finding success in doing so, having recently landed a \$500,000 investment to grow their business.

William White and Kiran Devaprasad began their entrepreneurship journey at UT Dallas when they enrolled in JSOM's Executive MBA program.

An entrepreneurship course they took sparked the idea of starting a business, and that led them to enroll in the MS in Innovation and Entrepreneurship (MSIE) program.

There are two tracks available for MSIE students — corporate entrepreneurship or startup. They decided on startup, but they needed a business idea to proceed. They came up with a list of about 15 potential businesses and ranked them, based on a value-curve assessment they did for each.

"We had a trucking app on there, but it was near the bottom — right above the modular porta-potties," White says.

At the same time, Devaprasad had gone on a trip to meet some family friends who owned a vehicle transport company. They were discussing problems associated with tracking drivers' locations. Devaprasad asked whether they would be willing to pay for an app that could perform that task. After they said they would, he and White decided to enter the program with that idea, which came to be known as TracelT.

Their entrepreneurship journey had begun.

Enrolled in the Startup Launch I (ENTP 6360) course, they leveraged resources available to them through the Institute for Innovation and Entrepreneurship (IIE) to contact prospective customers and conduct research to validate their concept and develop a minimum-viable product.

Once they had one, they entered the 2015 UT Dallas Business Idea Competition — Dallas Mavericks owner Mark Cuban was one of the judges — and won first place and \$5,000 in the graduate division.

They used their winnings to pay a developer to refine their product further



KIRAN DEVAPRASAD



WILLIAM WHITE



and then applied for the Startup Launch Funding program in spring/fall 2016. Acceptance earned them eligibility for up to \$25,000 in grant funding to assist in getting their business started. They used almost all the funding to hire a development team that built the platform TracelT currently uses.

Later, settled into an office space via the campus Venture Development Center, they began taking advantage of the center's educational and mentorship resources to incubate their business.

They attracted a company that had a fleet of 350 trucks and has since expanded to 400. They are now earning revenue and are expanding their customer base and their vision for TracelT.

During their startup phase, the fleet-company owner "had expressed interest in wanting to partner up with us and invest in us," White says. "We told him about our vision — it's not just tracking, not just TracelT, but we want to create a marketplace, too, where people can post loads that they need hauled. Owner-operator companies and brokers can bid on those jobs, take them and then use TracelT to send them."

Early this year, when the investor bought into their vision and agreed to infuse the company with \$500,000, White and Devaprasad reached another milestone in their entrepreneurial journey.

"The big takeaway for us on the investment side of it is you go through this process and you learn about all of these things through the classes you're taking," White says. "You learn about how hard it is to raise money. You learn how hard it is to create a business, sustain it and attract customers. But, if you follow the roadmap that the IIE provides — I'm not going to say that it guarantees success, but it certainly does make it a whole lot easier. You avoid these potholes that a lot of other people hit that cost a lot of money."



KIRAN DEVAPRASAD AND WILLIAM WHITE



## Accounting Senior Finishes Second in International Business Challenge

By Kris Imherr

Jindal School student Jordan Matheney finished in second place in the Fall 2016 CAPSIM Foundation Challenge, a simulation competition that tested contestants' ability to successfully run a company long term. He demonstrated world-class management skills amid a field of more than 570 students from 180 universities in more than 13 countries who participated in the fall challenge.

It was the second year a Jindal School student finished in second place in the challenge, which is sponsored and run by CAPSIM, a Chicago-based business simulation technology and services firm. The challenges are open to students who are "alumni" of CAPSIM simulation courses.

As an accounting major, Matheney learned how to run the business simulation in the

Strategic Management (BPS 4305) capstone class taught by Professor Larry Chasteen. "The class helped me learn about setting and reaching goals for a company, and trying to be a market leader," Matheney says. "In the competition, you need to have different products at different price points to capture market share. The class helped us to understand how to approach things like that."



Jordan Matheney

Matheney decided to enter the competition because he felt it would further expand his ability to identify and make big-picture decisions," an area he wanted to grow in. "The company 'you run' in the competition is a manufacturer, and you make decisions in areas like purchasing capacity, automation

and employee training," he says. "It was eight hours long, each hour representing one year in business."

Matheney had some assistance beforehand from one who has been there, John Setty, a 2015 Executive MBA alumnus, who was JSOM's second-place finisher last year. "The biggest piece of advice [Setty] gave me was to use my time wisely," says Matheney, who received his undergraduate degree in

December and is slated to earn his graduate degree at the end of the Summer 2017 semester. "He said it was important to have a plan."

The biggest challenge to Matheney was that there was a recession in the first three years represented in the competition. "It was about thinking about where to put money that would allow the company to succeed in the long run," he says.



Larry Chasteen (left) and John Setty



# NEW WEBSITE CONNECTS JINDAL SCHOOL ALUMNI, STUDENTS

By Jeanne Spreier

Networking may be the “it” concept for 2017, but social media platforms frequently do not facilitate meaningful connections. LinkedIn is good for identifying who you might need to contact, but messaging someone via LinkedIn presents initial challenges.

And Facebook for professional networking? Nope. JindalConnect ([jindalconnect.com](http://jindalconnect.com)) fills the void. It gives Naveen Jindal School of Management alumni a networking platform that is more professional than Facebook but more intimate than LinkedIn. This private website is open only to JSOM students, alumni, faculty, staff and Jindal School corporate friends.

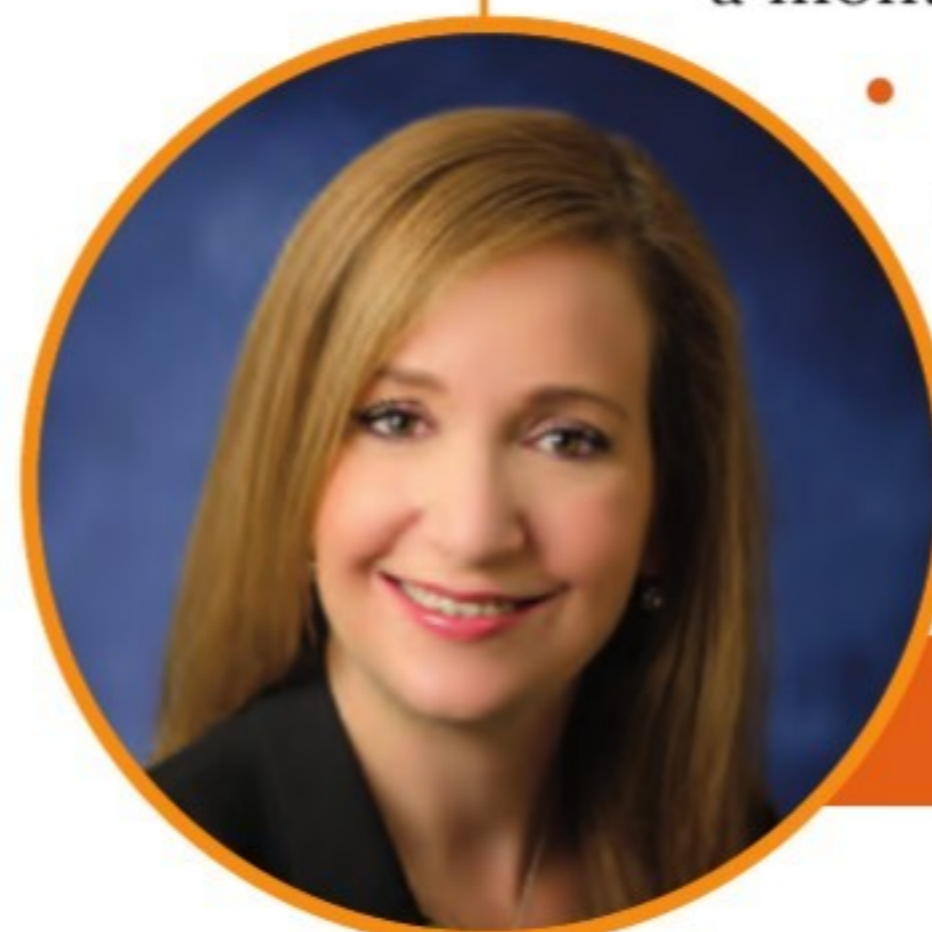
E. Michelle Miller, MS 2005 and EMBA 2015, is CBRE’s research operations manager for the commercial real estate company’s Texas-Oklahoma-Arkansas region and a former Jindal School staff member. She joined JindalConnect as soon as she found out about it. “JindalConnect is a great way for me to stay current on alumni updates, events and campus developments,” she says. “UT Dallas life is always moving fast and in many directions, so JindalConnect helps me keep up.”

While the website serves a bit as a social networking site, for Miller it also has a professional component she is eager to access. “I’m an active

recruiter for my research team, so JindalConnect offers me the opportunity to learn more about recent graduates and new academic programs that might offer the type of talent I need on my team,” she says.

The JindalConnect website offers these features:

- Photo sharing for JSOM-related get-togethers.
- Search function for alumni by class year, degree, current location or industry — or all of these attributes at once.
- Ability to set up interest groups using the “Pages” function. This can be as simple as finding a group of JindalConnect members to attend a baseball game together or setting up a monthly book club.
- Seeking mentors. At least half of those currently on JindalConnect now have offered to help JSOM students or alumni in a mentoring function. Some even offer to help students find an internship at their company.



E. Michelle Miller



"We have a lot of enthusiastic participation from our alums," says Erica Yaeger, the Jindal School assistant dean for development and alumni relations. "This site is great for career development but also for connection purposes."

Austin Higgins, MBA 2012, is an independent technology consultant at Southwest Airlines in Dallas. "I joined JindalConnect to stay in touch with people I've met through JSOM," he says. "I want to see where they are in their professional lives and find ways to help others. I believe you can give back at any stage of your career. Alumni have always offered their time and advice to




me, so I want to do the same.

"JindalConnect will absolutely encourage me to meet more students and attend more events," Higgins says. "There are a lot of things pulling at my attention on a daily basis. ... Knowing what they are is the perfect start."

The website's Events page lists activities, filtered from the University's calendar, that are best suited to alumni.

Events from around the globe are included. JSOM students, alumni, faculty, staff and friends of Jindal School, such as advisory

committee members and corporate community members, may join JindalConnect by using their LinkedIn profile. No formal invitation is needed to join. 

# JindalConnect

Seek Guidance. Share Wisdom. Build Careers.

## { ALUMNI NOTES }

### 1980s

**Manoranjan (Mano) Mahadeva**, BS 1981, chief financial officer of Solis Mammography, was named one of the *Dallas Business Journal's* top CFOs of 2016, as was fellow JSOM alumnus **Mark McGuire**, MS 2005 (see below).



Mano, a native of Sri Lanka, arrived in this country with \$45 in his pocket. He immediately traveled to Nebraska, where he attended Wayne State College, which he paid for by cleaning barns.

After two years, he moved to Texas and worked full time at two jobs — one at McDonald's and one at a Tom Thumb supermarket — while earning his UT Dallas degree. He says that one day he wore "the wrong uniform to the wrong place."

After he graduated, he worked as an assistant controller at Presbyterian Village North, a Dallas retirement community. He later moved to other companies, including the US Oncology Network/McKesson Specialty Health, Physician Reliance Network Inc. and Associated Orthopedics and Sports Medicine. He has been CFO at Solis since 2013.

An advocate for jobs in the healthcare industry, he says, "The Jindal School offers a great healthcare program and has attracted some great professors." Mano earned an MBA from Texas A&M University-Commerce and currently is working on a PhD in public policy analysis at UT Dallas. He also is in his fifth year of serving as a student mentor at JSOM.

### 1990s

**Rodney Lee**, MS 1991, was appointed in June 2016 as chief financial officer and executive vice president for the Krystal Company, an Atlanta-based restaurant chain. He has more than 25 years of experience in the quick-service restaurant industry. Rodney previously was the CFO for the Italian-fodd chain Fazoli's. He also was the CFO of a large Pizza Hut franchise group. Since 2003, he also has served as an adjunct professor at Indiana Wesleyan University. In addition, he has been a Boy Scout leader since 2010. He earned a BS in business from Baylor University in 1989.



**Lew Richey**, EMBA 1994, is president and CEO of L. Richey & Associates, a real estate and management services company, incorporated in 1988. A real estate broker for more than 25 years, he earned his bachelor's degree in finance and real estate from SMU in 1970. He currently manages real estate investments for domestic and international clients. Lew says his company has served two long-term real estate investors since January 2000 and its current portfolio includes 17 properties, valued at \$25+ million. He is a former UTD Alumni treasurer. He was recently re-appointed to serve a fourth term as a Collin County Appraisal Board member, having served as board chairman in 2015 and 2016. Lew enjoys crafting replicas of Native American artifacts and doing almost anything out-



doors. He and his wife, Laura, have lived in Collin County for more than 45 years.

**Phil McDivitt**, EMBA 1996; was promoted in April 2016 to president and COO of Ascend Performance Materials, a global provider of high-quality chemicals, fibers and plastics. Prior to his promotion, Phil was president of the company's nylon division. Before joining Ascend, he served in various operations and commercial positions at Celanese Corp., a global technology and specialty materials company. Beginning in 2012, he served as vice president and general manager of Celanese's engineered materials business. He earned a BS in chemical engineering from Texas A&M University in 1987.



### 2000s

**Kuntesh Chokshi**, MS 2001 and EMBA 2004, received a 2017 Minority Business Leader Award in February from the *Dallas Business Journal*, as did fellow UT Dallas alumni **Lisa M. Ong**, MS 2014 (see below), and **Chris Bhatti**, MAT 2006, UT Dallas assistant dean of development and alumni relations in the Erik Jonsson School of Engineering and Computer Science.



Kuntesh is a general manager and the director of new business sales at PepsiCo, and in recognizing him, the *DBJ* cited one of his innovations as teaming with Pepsi engi-



neers and with UT Dallas “to create an end-to-end supply chain solution that identifies out-of-stock items quicker.”

Besides supply chain and innovation, Kuntesh’s roles in 15 years at PepsiCo have spanned strategy, mobility and insights — and have resulted in him being awarded two U.S. patents and earning seven Chairman’s Awards.

Kuntesh came to the U.S. in 1999 with an undergraduate degree in computer engineering from Bharati Vidyapeeth University in Pune, India. “My brother was in California at the time, and I expected I would eventually end up in Silicon Valley,” he said in a recent Alumni Spotlight ([jindal.utdallas.edu/alumni/spotlight/#/kuntesh-chokshi](http://jindal.utdallas.edu/alumni/spotlight/#/kuntesh-chokshi)) on the JSOM website. “This is why I wanted to explore a graduate school somewhere else.”

At PepsiCo, Kuntesh says he has had the opportunity to build a team from scratch, grow a business to \$200+ million and earn external awards for PepsiCo’s PepsiCo Asia Network. “My night and weekend passion for giving back via PepsiCo Asia Network helped me grow personally and professionally,” he says, “and prepared me for my current role collaborating with the Asian American Hotel Owners Association.”

Kuntesh and his wife, Avani, have two boys and live in Plano, Texas.

**VJ Boyd**, BS 2002, served as a writer/producer for the



TV series *Justified*, *The Player*, and the upcoming *Snowfall*. Last summer, he served on “Inside the Writers’ Room: The Pilot - Part One,” a panel at the 2016 Comic-Con International in San Diego. He is the author of the graphic novel, *Ghost Cop* (San Antonio: Antarctic Press, 2014).

**Brian Enzler**, BS 2004, is the market executive for commercial banking at BMO Harris Bank in Dallas. The office, which opened in May 2016, provides commercial banking services to businesses and business owners in Texas and adjoining states. Previously, Brian was a senior vice president at Comerica Bank, where he led one of the largest middle-market commercial banking teams in the DFW area. Brian and his wife, **Thippasong (Thip) Phongsavang Enzler**, a Jindal School of Management BS 2004 alumna, live in Richardson with their two children.



**Mark McGuire**, MS 2005, the CFO of Dallas-based THMED, LLC, was named one of the *Dallas Business Journal*’s 2016 CFO of the Year award winners. Mark has been with THMED, which stands for Transcend Health and Medical, since 2011. The company provides staffing solutions for healthcare clients.



Mark grew up in Muleshoe, Texas, and says he was influenced by his father to pursue a career in finance. In a recent interview with the *Dallas Business Journal* he said one of his goals at the age of 22 was to be the CFO of a \$10 million company by the age of 35. He achieved that

goal by the age of 34.

Before joining THMED, Mark worked as the director of financial planning and analysis for The Delta Companies; was a senior financial analyst for Paragon Health Capital Corporation; and was a financial analyst with Tenet Healthcare Corporation.

He earned a BS in accounting and finance from Abilene Christian University in 2001.

## 2010s

**Heather (Compton) Wootton**, BS 2010, married Mark



Wootton June 3, 2016, in Nevada, Texas, after having her bridal portraits taken on campus in March of last year. She now works as a Texas water business planning manager at Garver, a civil engineering firm, helping it with expansion throughout Texas.

**Joseph Pytcher**, BS 2012, is a real estate developer and the owner of Pytcher Homes, a real estate development company he started in 2013. While launching his company, he worked as a mortgage loan originator then as a commercial real estate analyst before going full time with his company in April 2015. Joseph served in the U.S. Army before being honorably discharged in 2004. Outside work, his interests include ice hockey and fly fishing.



**Lisa M. Ong**, MS 2014, describes herself as a “talent gardener” who enjoys helping the PricewaterhouseCoopers employees she coaches and mentors discover their strengths, “wish out loud” and unlock their potential. Her efforts harvested special results in February when the *Dallas Business Journal* named her one of its 2017 Minority Business Leader Award winners.



Ong’s fellow award winners include JSOM alumni **Kuntesh Chokshi**, MS 2001 and EMBA 2004 (see above) and **Chris Bhatti**, an MAT 2006 graduate who is now UT Dallas assistant dean of development and alumni relations in the Erik Jonsson School of Engineering and Computer Science. The awards, given annually, shine a spotlight on exemplary minority business owners, corporate executives from all industries and corporate advocates who are making a difference in their Dallas-Fort Worth communities.

A certified public accountant and associate certified coach, Ong serves as national talent management director and internal executive coach in PwC’s Office of Diversity and Inclusion. A UT Austin undergraduate, she has been at PwC for 27 years and says accomplishments she is proud of include designing and teaching key PwC leadership development programs, expanding PwC minority and women’s networking circles, launching a working parents’ network and opening avenues to lesbian, gay, bisexual and transgender employees.

Ong gets back to the UT Dallas campus about every

other month — to network, get continuing education credits or serve as a guest speaker.

She otherwise runs into many JSOM accounting faculty members, students and alumni in her role as chairman-elect of the Dallas CPA Society. She also serves as a director-at-large for the Texas Society of CPAs and was recently appointed to a three-year term on the American Institute of CPAs Governing Council.

She also connects to students through her lifetime membership in Ascend, where she serves as an executive advisor to the Ascend North Texas Chapter. A nonprofit Pan-Asian organization for business professionals in North America, Ascend has an active UT Dallas student chapter based in the Jindal School.

A longtime Plano, Texas, resident, Ong enjoys volunteering with Minnie’s Food Pantry of Plano and Family Promise of Collin County.

**Joseph Forbess**, EMBA 2016, in December was named the



new chief of pediatric cardiovascular surgery for Advocate Children’s Hospital and co-director of the Advocate Children’s Heart Institute, located in the Chicago area. He earned a BS degree in 1986 and MD degree in 1990

from Harvard University and has since specialized in pediatric cardiovascular surgery. He previously was director of pediatric cardiovascular surgery at Dallas Children’s Hospital and professor of pediatric cardiovascular surgery at UT Southwestern Medical School. During his time at Children’s, Joseph helped the hospital achieve a three-star designation from the Society of Thoracic Surgeons for high-quality patient outcomes. He and his wife, Dr. Lisa Forbess, who is the director of the adult congenital heart program at Advocate, have relocated to Hinsdale, Illinois.

**Kamiar Kordi**, MS 2016, one of three JSOM students



featured on the cover of the autumn 2016 issue of *MANAGEMENT* magazine because each received a \$15,000 scholarship from the Texas Business Hall of Fame Foundation, has used some of those

funds to create a 501(c)(3) nonprofit. The organization, the Policentric Center for Political Transparency, offers a mobile application by which constituents can send correspondence to their representatives, view their replies and response rates, and keep up with their legislation. In addition, users can observe top issue concerns in their ZIP code and city. Kamiar says that at UT Dallas, Policentric has partnered with the Erik Johnson School of Engineering and Computer Science EPICS program and the School of Economic, Political and Policy Sciences. The center has 15 interns from those schools and from Brigham Young University and Texas A&M University (Kamiar earned his undergraduate degree from Texas A&M in 2014.). The organization accepts fully tax-deductible charitable donations for its initiatives.

Kamiar also serves as a peer-to-peer mentor in the Finance Area, and he is actively involved with LEAP, a microfinance initiative at UT Dallas, which he founded.



# In Memoriam

**Johnnie W. (Bill) Ray**, BS 1978, died March 22, 2015, in Bridgeport, Texas. He was 68. Born in Decatur, Texas, to Woodrow Wilson and Johnnie (Rickels) Ray, he graduated from Bridgeport High School. He spent his career as a banker's entrepreneur in commercial real estate.

Evan Matteson says his stepfather was a pilot, and he remembers fun trips flying to Colorado and the Bahamas. He says that Bill was an avid golfer and taught him the game. Matteson says his stepfather was always his own boss and says that made an impact on him as he pursued a career as an entrepreneur and now has his own real estate company. "My stepfather believed in putting your nose to the grindstone. That tenacity influenced me, making me a blend of the old and new generations."

Bill was preceded in death by his parents and brother-in-law Joe Enochs. Survivors include his wife of 31 years, Laura Matteson-Ray; sons Alan Ray and his wife, Margaret; Evan Matteson and his wife, Virginia; daughter Melissa Wise and her husband, Leo; brother Dr. David Ray and his wife, Sue; sisters Ilene (Ray) Enochs and Becky (Ray) Elizondo and her husband, Phil; and seven grandchildren.

**Franklin D. Quarles**, BS 1979, died March 14, 2016. Born in 1932, he graduated from Durant (Oklahoma) High School at the age of 17 and proceeded to walk back and forth from Durant to Sherman, Texas, twice to enlist in the Air Force. He served 24 years, including two foreign wars, and retired as a chief master sergeant.

He relocated to Plano, Texas, after retiring and went to work at Hewlett Packard until his second retirement. During his time with HP, he



earned his bachelor's degree — the first person in his family to do so. His daughter, Beverley, says one of her father's greatest joys was playing in the UT Dallas fundraising golf tournament each year with his son-in-law, Philip. "He played in it every year until he couldn't," she says.

A graveside service with full military honors was held at Restland Memorial Park in Dallas. He was preceded in death by his wife, Gwen, and his daughters, Donna and Karen. Survivors include his daughter and son-in-law, Beverley and Philip Watts; his son, Gary Quarles; four grandchildren and two great-grandchildren.

**Pamela Gail Cline**, BS 1981, died Feb. 17, 2016, in Dallas. She was 56. A 1977 graduate of South Gar-



land High School, she earned an MA in Christian education, with a minor in women's ministry, from Southwestern Theological Seminary in 2004.

Her sister, Carolyn Cline Hollis says Pam was the family genealogist. "Researching the family's history was one of her passions. [During the past year] when one of us had a family related question, we'd say let's ask Pam, but she's not here to ask." Ms. Hollis also says her sister was an incredible aunt to the nieces and nephews in the family. "We called her 'Aunt Spoil Me Rotten.'"

Preceded in death by her brother Robert Cline, her survivors include her parents, Bob and Martha Cline of Garland; sisters Carolyn Cline Hollis of Garland and Millie Cline of Denver; and brother Sean Cline of West Palm Beach, Florida. Donations in her memory can be made to *GetInvolvedforLife.com*, a pro-life ministry that Ms. Hollis runs; or to *UrbanSkye.org*, a spiritual ministry in Denver that their other sister, Millie Cline, runs.

**Bradley E. Hartgraves**, MBA 1993, died of a heart attack in Denver on May 31, 2016. Born in 1959, he graduated from Thomas Jefferson High School in Denver and earned a BS from the University of Colorado in 1983. He worked in the



finance and insurance industry for more than 30 years. He was known for being a huge Colorado University Buffs football fan and enjoyed reading

and history. He was a longtime member of the Cherry Hill Community Church, where he helped with Curbside Service (for the elderly) and Grace Place (childcare). He was an active member of Toastmasters.

Daughter Danielle recalls him as someone who was always willing to help. "Even if he only had \$5 left in his pocket, if you needed it, it was yours." And she says he had a soft spot for his daughters. "While we were cleaning out his things, we found a napkin that I had given him when I was 4 or 5. It was Valentine's Day, and I didn't have a card, so I kissed this napkin and gave it to him. He kept it all this time!"

Survivors include his parents, Robert and Wanda Hartgraves; daughters, Elizabeth (Lizzy) and Danielle (Dani) and her partner, Cameron DeLap; grandson Benton; sister Cynda and her wife, Honnie; and former spouse, Cathleen.

**Robert (Bob) Wayne Berry**, BS 1994, died March 14, 2016. He was 59. Born to C.E. and Virginia Berry of Dallas, Bob was the youngest of five boys. He graduated from Highland Park High School and worked for Halliburton Energy Services in Carrollton for more than 30 years. Daughter Haylee says he loved football, "especially the Cowboys and the Longhorns." and that his hobbies included playing golf and doting





on his cat, Max.

Survivors include son Cale Berry, and his wife, Danielle Berry, of Dallas; daughter Haylee Berry of St. Louis and

many other family members and friends.

**Jewel Shuntel Mack Williams**, MBA 1998, died March 7, 2016, in Rockwall, Texas, of pancreatic cancer. She was 47. Born in Shreveport, Louisiana, to Leroy and Lottie (Means) Mack, she graduated from Captain Shreve High School in 1986 and earned a BS in finance from Louisiana Tech University in 1992. She began her career with a Dallas engineering company and then joined *The Dallas Morning News*, where she worked for 24 years in a variety of positions, most recently as revenue accounting executive. She also chaired The Dallas Morning News Charities.

As noted in her *DMN* obituary, "She was just the real thing," said her supervisor, Katy Murray, chief financial officer of the A. H. Belo Corporation. Passionate and professional, Jewel worked with departments throughout the company. Murray said. "She knew how we worked, how we ticked," Murray said, adding that Williams enjoyed managing and loved her employees.

Keith Campbell, deputy managing editor/News and Business at *The Dallas Morning News*, agreed. "When I think of Jewel, I think of commitment. She was committed to making *The Dallas Morning News* successful. She was committed to leading The Dallas Morning News Charities and




the task of taking care of the less fortunate in North Texas. She was committed to her friends. And most importantly she was committed to her

family and to God. She was an amazing woman with just this amazing spirit."

Her obituary also quoted her husband, Randy Williams, who said Jewel enjoyed working with others. "That was her strength, working with people," he said. "It really wasn't the numbers; it was the people she worked with."

Jewel put a strong emphasis on family, which included three sons. "She was always supportive, always encouraging," her husband said. "She was someone who I knew was always there for me – in good times and bad times. She never ever wavered."

In addition to her husband, she is survived by three sons, Christopher Williams, Christian Williams and Cameron Williams, all of Rockwall; a brother, Lonnie Garrett of Dallas; three sisters, Gail Washington of Irving, Stephanie Scott of Dallas and Cassandra Thomas of Shreveport. 

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