

THE NAVEEN JINDAL SCHOOL OF
MANAGEMENT

THE UNIVERSITY OF TEXAS AT DALLAS

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ENVISIONING THE FUTURE





Hasan Pirkul
Dean and Caruth Chair

The academic year is drawing to a close as I write to you, and once again, I am happy to be looking back on it with a great deal of pride in new Jindal School accomplishments. I am particularly pleased that this year saw the launch of the Jindal Young Scholars Program, an initiative to promote college success among promising ninth- through 12th-grade students in the Dallas Independent School District. The program offers students SAT/ACT prep, leadership activities, mentoring, tutoring and ongoing enrichment programs. It also extends

financial aid application and scholarship application support and parent-engagement activities. Recently, we celebrated “Signing Day,” at which the first group of Jindal Young Scholars officially declared their intent to start at UT Dallas this fall. Great educational opportunities await them.

Our students continue to make us proud. Two accounting graduate students, under the tutelage of their professor, Liping Ma, earned a Global Association of Risk Professionals research fellowship last fall and expect to publish their findings this summer. Five of our undergraduates had three research papers published in the *Humanities and Social Sciences Review* late last year. Other recent student successes include the JSOM team’s first-place, \$6,000 showing in the Texas Shoot-Out Real Estate Challenge sponsored by the North Texas chapter of the National Association of Industrial and Office Parks. An MS in Innovation and Entrepreneurship student earned a competitive fellowship from the Future Founders Fellowship program, which was co-founded by the Coleman Foundation, the John E. and Jeanne T. Hughes Foundation and Capital One. And the Texas Society of Certified Professional Accountants awarded scholarships to five of our graduate accounting students this spring.

One of the top opportunities the Jindal School affords is the chance to learn from a superb faculty of business scholars. Among them is Dr. Riki Takeuchi, our newest endowed chair appointee, who at recent spring investiture ceremonies officially became the Jindal School of Management Advisory Council Distinguished Professor. Takeuchi also recently was named a fellow of the Society for Industrial and Organizational Psychology, a recognition reserved for psychologists who have made “an unusual and outstanding contribution to the field.” Other notable achievements have come from Dr. Mike Peng, O.P. Jindal Distinguished Chair of Management, who once again was named to the list of Highly Cited Researchers from Clarivate Analytics (formerly of Thomson Reuters) — for the fourth consecutive year. And Dr. Kathryn E. Stecke, Ashbel Smith Professor of Operations Management, and her co-authors received a Best Paper of 2017 Award from *Omega - The International Journal of Management Science* for research initiated at the request of Sandia National Laboratories.

Continuously focused on improving programs and developing new ones, the school this spring introduced the Colloquium for the Advance-

ment of Free-Enterprise Education (CAFÉ), a new program to help students gain a better understanding of the American free-enterprise system. Some CAFÉ students already made indelible memories when they traveled to Washington, D.C., in early March for a conference and met Forbes Media chairman and editor-in-chief Steve Forbes.

Visibility and recognition of our school continue to improve. We ended the year ranked No. 10 among public university Professional MBA Programs by *U.S. News & World Report*. Also, our online MBA program was ranked No. 6 by *U.S. News & World Report*. Adding to our visibility are 2018 UTD Top 100 Business School Research Rankings™ that place the school at No. 6 in North America and No. 7 worldwide for faculty productivity, as measured by the number of papers published in 24 leading peer-reviewed journals.

We continue to host regional and national conferences and symposiums. The sold-out two-day Emerging Technologies Summit that the Institute for Innovation and Entrepreneurship put on in mid-April presented an exceptional occasion to look into the future of artificial intelligence, blockchain and financial technology. Other superb meetings included the annual Institute for Excellence in Corporate Governance conference that featured an interview with Deloitte’s Board Chairman Mike Fucci. The Center for Internal Auditing Excellence’s annual Fraud Summit included a keynote from J. Michael Peppers, the chief audit executive of the UT System and chairman of the Institute of Internal Auditors’ Global Board of Directors. And the keynote at the Frank M. Bass – UT Dallas Frontiers of Research in Marketing Science Conference came from Dr. V. Kumar, editor-in-chief of the *Journal of Marketing*.

I would like to express our sincere gratitude for the ongoing support from corporate partners, alumni, faculty, staff and community friends who have been a source of strength for all of us at the Jindal School. A few of these supporters include Goldman Sachs and the Roger Wilco Agency, who sponsored the EmTech Summit, and GEICO and Enterprise Holdings, who participated in room-naming ceremonies last fall in the Career Management Center to honor their longstanding support. This year, we initiated 27 new endowments and opportunity funds. State Farm established a new endowment to fund BS in Information Technology and Systems scholarships, while both State Farm and Ericsson renewed generous student scholarship and fellowship gifts. Capital One set up an endowment for Career Management Center programming, and the Sales Enablement Society gave an endowment gift to the Center for Professional Sales. The Dallas chapter of Financial Executives International endowed a fellowship in honor of our late colleague, Dr. Constantine (Connie) Konstans, and the Jindal School became a select designee to PwC’s university’s matching gift program.

We feel privileged to have gained this level of support from alumni and friends who champion us on campus and in the community, and we pledge our continued commitment to be a national leader in business education.

Best Wishes,

Hasan Pirkul



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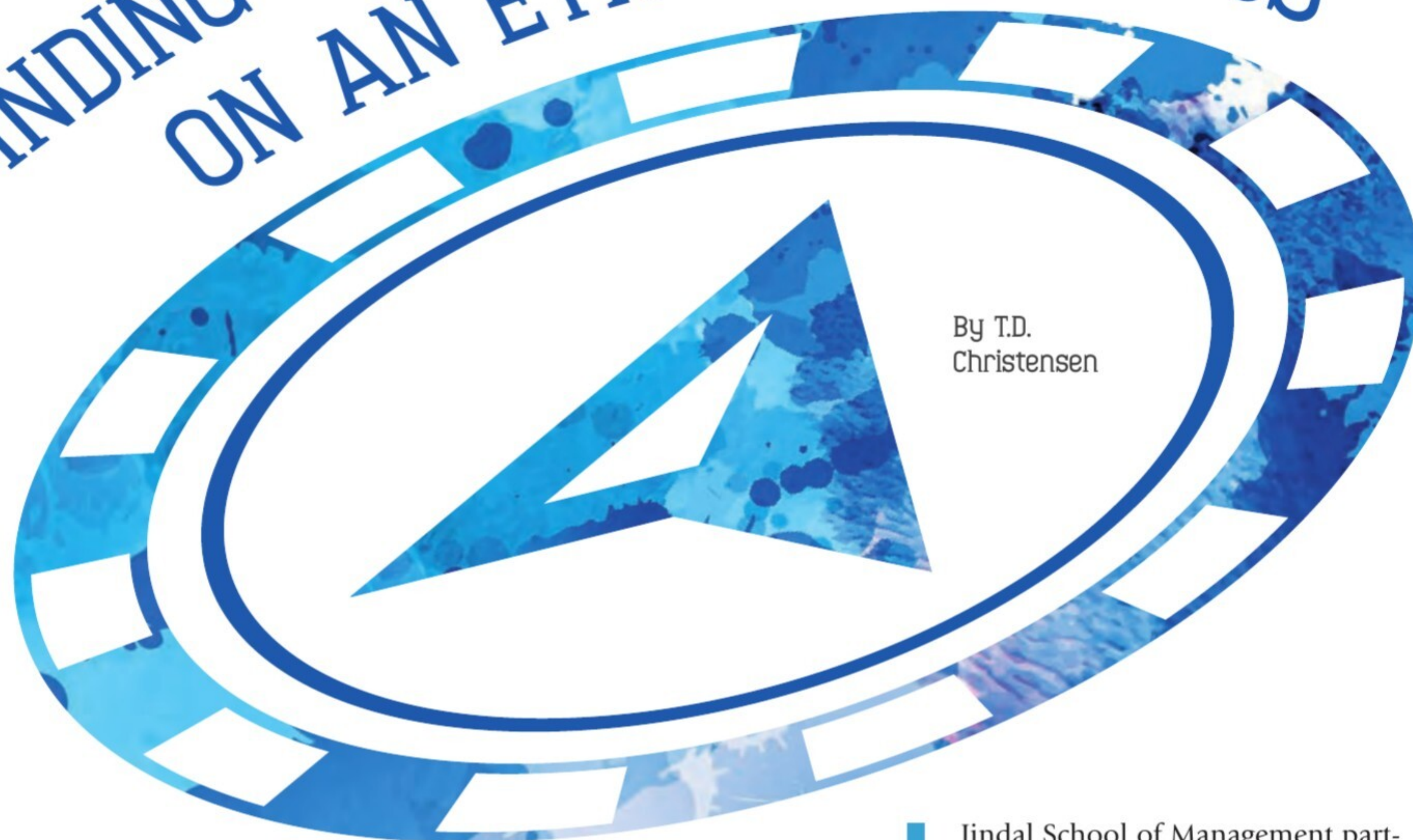
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FINDING TRUE NORTH ON AN ETHICAL COMPASS



By T.D.
Christensen

Standards, values and morals fueled speeches and conversations as JSOM partnered with the Shelton School for its 18th annual ethics symposium.

Doing the right thing when all eyes are on you is easy. Being ethical when no one is looking is a far greater challenge — one that requires thought and training before you step into a college classroom.

That was the lesson high school students learned Feb. 21 during the 18th annual Shelton Ethics Symposium at the Davidson-Gundy Alumni Center. This year, the Naveen

Shelton School students grouped together before their annual ethics symposium got underway on the UT Dallas campus.

Jindal School of Management partnered with the Shelton School in Dallas to help ground high school students in moral and ethical principles long before they go to college or enter the work world.

“It’s important to know your own North Star and have the fortitude to follow it,” said JSOM senior lecturer Robert Wright. Wright, a lawyer who



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Left: Shelton ethics instructor Wil Matthews (far left) chatted with students at the lunch break. Matthews spoke about “The Language of Ethics” in a morning session.

Below: Shelton School Dean of Students Zac Ladd (second from left) at one of the students’ roundtable discussions

teaches social entrepreneurship classes, led the “charge for the day” during the daylong symposium.

“We all have an ethical compass,” he said, “but if we get caught up in peer pressure and don’t follow it, that leads to serious ethical issues.”

Dr. Diane McNulty, JSOM’s associate dean for external affairs and corporate development, told symposium attendees that UT Dallas was proud to host the event as part of the school’s ongoing efforts to broaden students’ perspective. Beginning next fall, Jindal School undergraduate students will be required to do 120 hours of community service over four years before graduating, she said.

“Students need to be involved in the community, learning about different cultures and recognizing that the person sitting next to you may not have the same thoughts and values you have been raised with,” said McNulty, who teaches ethics at JSOM. “Those kinds of differences can really make or break your career decisions.”

Shelton ethics instructor Wil Matthews agreed. “Empathy leads to equality,” he told the students, who came from Shelton and other North Texas high schools. “It’s awesome that we have all these different races, cultures and religions, but sometimes that leads to people not seeing eye to eye. ... We have to treat people with empathy and respect.”

FROM THE HYPOTHETICAL TO REAL LIFE

The symposium began on a comic note, with random students chosen to show off their dance skills — or lack thereof. But the event soon turned serious, with students engaging in heated debates about complex ethical dilemmas — some with life-and-death consequences. The room reached a fevered pitch as students debated whether an animal shelter should spend its last dollars trying to save a sick, beloved old dog or instead use the money to make sure younger dogs got adopted.

The questions moved from hypothetical to real life during a keynote address by Dallas chef Chad Houser. Houser talked about the ethics behind his decision to close a successful restaurant and open Café Momentum, a non-profit organization that takes poor young Dallasites out of juvenile detention centers and teaches them to be chefs.

He said he fought an uphill battle convincing investors to do the right thing.

“They’d tell me ‘So, you’re going to take kids out of jail, teach them to play with knives and fire, and you think I’m





Dallas chef Chad Hauser, who started the nonprofit Café Momentum, gave the keynote speech.

going to give you money to do this? ”

Eventually, with plenty of nudging, Houser got investors to see the light.

“After that first dinner, people gave me a hug and said, ‘One of these kids could be my son,’ ” Hauser said. “I knew then that the stereotype had been broken.”

TACKLING TOUGH QUESTIONS

Ethnic and socioeconomic stereotypes fueled a discussion on ethics and race relations featuring panelists from the Dallas spiritual community. Dallas media panelists grappled with how to cover a president who insults his opponents on Twitter. Business panelists asked students tough ethical questions about big data, computer technology and the shrinking amount of consumer privacy.

“Left unmonitored, these machines are just going to keep going and going, faster and faster. The ethical issue is: At what point do you monitor the machines?” said Alliance Data CEO, Ed Heffernan.

Digital technology’s impact on ethics came up again and again during the symposium. Matthews said “keyboard courage” might cause people to blurt out unethical things on social media or in an email that they would never say

to someone’s face.

Jack Collet, an 18-year-old Shelton student, agreed: “I feel like social media creates problems with bullying, especially for my generation,” he said.

Compounding the problem is the fact that older generations do not always understand the ethical conundrums faced by young students today, said Maggie Fish, a 17-year-old student from the Hill School in Fort Worth.

“My parents did their work on typewriters,” she said, laughing. “Everything is changing. I think a symposium like this is important because it helps us form a bigger community and work together.”

The symposium touched upon more than 2,000 years’ worth of ethical lessons, from Aristotle’s “golden mean” to a discussion of Martin Luther King’s quote: “We must all learn to live together as brothers, or we will all perish together as fools.”



Top: “We have to treat each other with empathy and respect,” Shelton School ethics instructor Wil Matthews told participants.

Bottom: Students delved into complex ethical dilemmas with no easy answers.

Top: JSOM Senior Lecturer Robert Wright encouraged participants to follow their ethical compass.

Bottom: Ethics and Race Relations panelists (from left) Pastor Richie Butler, the Rev. Paul Rasmussen and Lenny Vitullo



Several students said the symposium's main takeaway message was that the sooner you learn ethics, the better.

"Today, there are so many ethical traps before you even get to college, which makes it all the more important to get an ethical education early on," said Matthew Pandolfo, a member of Nova, a JSOM student ambassador group.

"Now's the time to understand who you are, and what you want out of life," said Shelton student Max Besser, 18. "Ethics is a foundational thing, a personal realization thing, and we have to start learning it right now, at the ground level." [Ⓐ]

REAL WORLD ETHICS PANELISTS

ETHICS AND BUSINESS/LAW

Joe Hickman, general manager, Blue Star Land Services

Christine Ashmore, senior VP Wealth Management, Morgan Stanley

Ed Heffernan, CEO, Alliance Data

ETHICS AND THE MEDIA

Kevin Cassidy, general sales manager, KLUV, KVIL, KJJK

Nicole Stockdale, deputy editorial page editor, *The Dallas Morning News*

Diana Nelson, associate publisher, *Dallas Child*

ETHICS AND RACE RELATIONS

Pastor Richie Butler, St. Paul United Methodist Church, Dallas

the Rev. Paul Rasmussen, Highland Park UMC, Dallas

Lenny Vitullo, attorney, Fee, Smith, Sharpe and Vitullo

INAUGURAL HACKATHON LETS TEENS EXPLORE THE INTERNET OF THINGS



By Eric Butterman

The ITS Academy held a weekend event that introduced teens to the "internet of things" and included a competition with prize money.

The "internet of things" has been defined a number of ways, but to Dr. Dawn Owens, it starts with being able to connect any object or device to the internet.

"You should be able to send messages to it, control it, and it should have connection to the broad scope of what we know as the internet," explained Owens, director of the Naveen Jindal School of Management's

Ethan Sayre (left) and Yash Totlani at work on the laser-beam project that led them to a first-place finish.

BS in Information Technology and Systems program.

An assistant professor of information systems, Owens also oversees the ITS Academy, a home to JSOM outreach initiatives that introduce middle school and high school



Second-place team (standing, from left) Joseph Sa'Ra, Dinkara Parcha and Ronit Totlani head to the stage to collect their prize money.

students to the opportunities an ITS degree can provide. Under the academy's aegis, Owens created the first Hack IT hackathon, which took place in February.

The hackathon's goals were to impress upon the more than 50 junior high and high school student participants what the internet of things is, and then, through a competition, encourage them to make their own "IoT" inventions.

As the Feb. 9 and 10 event wound down, it was exceeding Owens' expectations. "Some of the ability of the students is at an extremely high level," she said. "But what's important was the increased knowledge and the interaction. I wanted them to come away seeing how much fun the internet of things can be."

IOT HOME PROTECTION: FROM A LASER BOUNDARY TO A WATER SENSOR

Given an Arduino board — a microcontroller built on a single-circuit board — they were shown how to use it on the opening night and eventually broke up into student teams to design something under the heading of home protection.

An important task, Owens said, was to create an alarm that could



send a message over the internet signaling a problem. Teams that were ahead in their projects could choose to move ahead to work on apps.

Students had leeway to talk about other uses for their creations when they made presentations to four judges, even stretching to the area of environmental issues.

"In school, there is environmental science, and one of the main topics we're talking about is waste management," said Vishnu Vemulapati, an 11th-grader at Independence High

"Some of them honestly presented better than some college students, and there was unbelievable work."

— Luis Garcia Fuentes, an IT analyst for PepsiCo

School in Frisco whose team's project received a first-place designation.

"A thought with what we are doing here is to detect water when it comes to areas like landfills. ... Around the world, many get their water from groundwater, and when waste gets involved it can obviously be a huge problem." Putting water where the team's sensor was, the sensor was able to detect the water and send a signal to a phone.

Another first-place entry was inspired in part by those who suffer from Alzheimer's disease. For caregivers to be able to keep better track of sufferers, that team's project centered on a laser-beam boundary. If the beam was broken by someone crossing through it, an alert would go out.

"It was just so much fun to learn how to work with Arduino, and it was challenging to try to come up with something that could help people," said Yash Totlani, an eighth-grader from Pearson Middle School



First-place finishers Srikar Josyula (left) and Vishnu Vemalupati created a water sensor system.

in Frisco who was a member of the laser team.

What came across from many teams was their enthusiasm for the hackathon and its success in encouraging their interest in technology.

SPARKING INTEREST THROUGH HANDS-ON LEARNING

“It was very informational,” said Mukunda Bodapati, a seventh-grader at DeWitt Perry Middle School in Carrollton. “I didn’t really know what the internet of things was before this event, and it’s interesting to know there’s a whole other side of technology that people haven’t experienced. To get to build your own thing and experiment with it, it was exciting. ... It makes me want to learn more.”

The judging categories these young hopefuls faced included meeting the definition of the internet of things, technical feasibility, design, mechan-

ics and team presentation.

Luis Garcia Fuentes, an IT analyst for PepsiCo and a Jindal School 2017 BS in ITS alumnus, was “simply blown away” by the participants. “I was really surprised,” he said. “Some of them honestly presented better than some college students, and there was unbelievable work.”

Other judges were JSOM professors Kelly Slaughter and Ron Bose, and MS in ITM program manager and 2016 alumnus Gaurav Shekhar. They served along with Libni Wheeler, a JSOM 2016 undergraduate alumna; Courtney Llera; and Amber Sodikov, all software development engineers at USAA.

The two first-place teams each received \$750, the two second-place teams, \$500; and the two third-place teams, \$250. Raffles also resulted in two spots being given for the next ITS Academy summer camp, coming in June, and one for the next hackathon.

Besides Vemalupati and Totlani, other first-place winners were Ethan Sayre of Murphy Middle School



Dawn Owens (center) helps Kyla Chastain (left) and Grace Peng with their Arduino board.

Top: Judges (from left) Courtney Liera, Luis Garcia Fuentes and Gaurav Shekhar applaud a presentation as Dawn Owens takes notes.

Below: Judges (from left) Libni Wheeler, Amber Sodikov, Ron Bose and Kelly Slaughter



and Srikar Josyula of Independence High School.

The hackathon was one in a series of related ITS Academy offerings that include that weeklong ITS summer camp for high school students and a spring Science, Technology, Engineering and Math — STEM symposium — to introduce middle-school girls to STEM opportunities such as information technology and supply chain management.

Owens said the inaugural hackathon is slated to be followed with a second one in October.

“We want to keep the momentum going on what we’re doing,” Owens said. “I hope this will encourage a middle school and high school student to consider an IT degree and see that their potential is unlimited.” ▲

NEW PROGRAM AT JINDAL SCHOOL HELPS
STAR STUDENTS FROM DALLAS ISD SHINE BRIGHT



By Jimmie R. Markham

Dean Hasan Pirkul has led an initiative to boost teens' chances of postsecondary success.

The Jindal Young Scholars Program, a new partnership between the Dallas Independent School District and the Naveen Jindal School of Management, planned "Signing Day" festivities May 4 to celebrate the first group of DISD students accepted into The University of Texas at Dallas under the auspices of the program.

Four Dallas ISD students were to sign their acceptance letters and otherwise be fêted at Signing Day, the first major event following the Jindal Young Scholars Program's kickoff last December at UT Dallas.

UT Dallas mascot Temoc greeted visitors at the Jindal Young Scholars Program kickoff last December.





(From left) Billy Schewee, Jindal Young Scholars program director; JSOM Dean Hasan Pirkul; and DISD Assistant Superintendents Usamah Rogers and Vince Reyes

COMPONENTS: LEADERSHIP ACTIVITIES AND SCHOLARSHIPS

Spearheaded by Dr. Hasan Pirkul, Jindal School dean and Caruth Chair, the Jindal Young Scholars initiative was created to help “Stars Shine Brighter Here” by supporting the academic, social and emotional development of DISD high school students and increase their chances of post-secondary success.

Five Dallas ISD schools have been selected to participate in the program: School of Business and Management at Yvonne A. Ewell Townview Center, Moisés E. Molina High School, Franklin D. Roosevelt High School, H. Grady Spruce High School and W. T. White High School.

“What a great opportunity for these schools,” Dallas ISD Assistant Superintendent Vince Reyes said at the Dec. 5 kickoff. “It’s amazing what UTD has put out there for these kids. What a generational impact it could have for students coming from these schools.”

In all, 84 DISD students came to campus to celebrate the Jindal Young Scholars Program launch.

The program is comprised of two components: year-round leadership activities for students in grades 9 through 12, and scholarship assistance. The leadership activities include academic enrichment programs such as tutoring for students enrolled in Advanced Placement courses, a mentoring program, parent engagement activities, UT Dallas campus visits, SAT/ACT preparation courses, and financial aid application and scholarship application support.

While students are encouraged to apply to UT Dallas, the program helps students navigate the financial aid and scholarship application process no matter where they apply.

The kickoff event was itself an enrichment activity for the 84 students from the five high schools who were on campus to celebrate the launch of the partnership. Billy Schewee, director of the program, opened the festivities in the Jindal School’s Davidson Auditorium by introducing Dean Pirkul and Usamah

Rodgers, a DISD assistant superintendent, who each gave remarks. Schewee taught the students how to do the Whoosh, the signature gesture of UT Dallas students and alumni. The DISD students then displayed their new talent at a photo shoot with Temoc, the UT Dallas mascot.

After the photo shoot, students went on campus tours. They visited a residence hall and the Blackstone LaunchPad, the campus innovation incubator. After lunch at Dining Hall



Moisés E. Molina High School students with Temoc and Assistant Principal Ryan Bott

West, they attended a panel discussion led by students who represented various student organizations.

Idol Mallard, assistant principal at Roosevelt High School, chaperoned that school's contingent of students. At the photo shoot, he saw the students' excitement and commented on it.

"They don't often get the opportunity to leave campus or even get out of their community," he said. "For them to be able to experience other areas of Dallas and see what the options are — that's an exciting piece for them."

CLOSING THE SUPPORT GAP

Rodgers described the necessity of having a program like the Jindal Young Scholars in the district. "We have very talented students in our district that have opportunities to go to college — some even get to go to top-tier universities — and there's always some level of financial support," she said. "But a gap often exists between the social or emotional support they need to stay and persist, and what they actually receive. That's what sets this program apart from many others."


The full-scholarship component of the program awards financial grant aid to students from the five high



schools who participate in the program and fulfill all its requirements. These include maintaining a qualifying grade-point average, actively participating in program activities, involving their parents whenever possible and gaining admission to UT Dallas and the Jindal School. The funds cover any unmet needs after federal, state and institutional financial assistance is awarded. The scholarship may be used for tuition and fees, room and board, books and supplies and a stipend to help defray living expenses.

"Based on conversations we've had with Dallas ISD administrators, we anticipate robust participation," said Dr. Diane McNulty, JSOM associate dean for external affairs and corporate relations. "We are actively soliciting gifts and have built great relationships with generous corporate

and individual partners who see the value of programs such as this one. We are extending college preparation assistance to everyone accepted into the Jindal Young Scholars Program."

For Rodgers, the value of the program includes its long-term benefits to the community. "When you have students who persist and complete a degree, and you couple that with the notion of having the spirit of giving back — to whom much is given much is required — then they're able to go back into their neighborhoods and communities and show people that, 'You know what? I made it, and so can you,' " she said. "They begin to break cycles of poverty. When that happens then they are elevating the city as a whole. It creates a better society for everyone." 

BY MONICA POWELL, PHD, AND JIMMIE R. MARKHAM

THE DEMISE OF INTELLECTUAL CURIOSITY

WE MUST RESTORE THE INQUISITIVENESS THAT TECHNOLOGY HAS OVERWRITTEN

IN 1949, when George Orwell published his seminal novel *1984*, he created Newspeak, the fictional language of restricted grammar and limited vocabulary intended to control ideas. He could not have imagined that its culmination would come seven decades later in the form of emojis. Yet here we are, trying to decipher meaning from the brief text messages we receive on a daily basis, some of which are comprised exclusively of emojis, those colorful, cryptic hieroglyphs that help us stay within the 160-character limit that SMS technology has imposed upon us.

In the language of emojis, the spectrum of happy emotions that can be expressed with an infinite vocabulary of adjectives — glad, amused, pleased, cheerful, merry, delighted, exuberant, elated, overjoyed, ecstatic, euphoric — is replaced by a single smiley emoji. The anger spectrum — displeased, sullen, annoyed, grouchy, ruffled, irritated, rankled, mad, fuming, furious, enraged, apoplectic — is condensed to a single frowny face. The English language contains more than 170,000 words. The number of emojis currently stands at 2,666. If my math is right, that means each emoji is supposed to take the place of 65 words. This contraction of language is symptomatic of a larger problem — the squelching of intellectual curiosity.

So what are the underlying causes of this trend, and what can we do to reverse it?

Before we can answer those questions, we must first define our terms. Curiosity, broadly defined in 2003 by psychologists Jordan A. Litman and Charles D. Spielberger as “a desire for acquiring new knowledge and new sensory experience that motivates exploratory behavior,” can be broken down into two types: perceptual and epistemic. Perceptual curiosity is the type that, according to psychologist and philosopher Daniel Berlyne in “A Theory of Human Curiosity,” (*British Journal of Psychology*, Vol. 45, Issue 3, August 1954: 180-191), “leads to increased perception of stimuli” and prompts further investigation. Epistemic curiosity, which to Berlyne is the “drive to know,” comes from within — it can be described as a hungry mind, the impetus for wanting to explore the world.

Having a sufficient level of curiosity,



MONICA POWELL

© NIZPHOTONZ/ISTOCK

STRATEGY

CURIOSITY KILLERS

- **LACK OF TIME AND PATIENCE. WE ARE TOO BUSY.**
- **LIMITED OR CONSTRAINED RESOURCES (HUMAN AND FINANCIAL).**
- **FAILURE TO PROPERLY CURATE ENOUGH INFORMATION.**
- **FOCUSING ON A SPECIFIC SET OF INPUTS TO CREATE A CERTAIN OUTPUT.**
- **BELIEF THAT QUANTITATIVE DATA IS MORE VALUABLE THAN QUALITATIVE DATA.**
- **RELUCTANCE TO SUSPEND WHAT WE KNOW AND ALLOW NEW IDEAS OR NOTIONS TO FORM.**
- **A FIXED MINDSET — WE DO ONLY WHAT WE KNOW AND FAIL TO EMBRACE WHAT WE DO NOT KNOW.**

combined with high intelligence and emotional quotients, results in creative intelligence, which best aids creative problem-solving — the backbone of innovation. Throughout history, curiosity has been the single most important driving force behind human progress. Curiosity has driven the innovation that has resulted in some amazing technological advances — the same ones that, ironically, are now putting curiosity at risk.

Technology has a tendency to hinder creative intelligence because it removes curiosity from the equation. It has become more than just a tool to manage the flood of ideas and information that inundates us on a daily basis. It has created an expectation for immediate information, not necessarily the right information. Technology has encouraged us to seek immediate answers without demanding greater understanding.

We have become so fixated on our mobile devices that our attention spans have been shortened. We no longer observe much beyond the 5- to 10-inch rectangle of glass, plastic and metal in front of us or engage with the surrounding world and its infinite possibilities.

Google searches have replaced conversations. Smartphones have replaced phone calls. Social media has replaced face-to-face interactions with friends, family members and colleagues. Internet searches

do not allow for observation. Some might even say that if something cannot be found on the internet, it is not worth investigating. Add to all this an educational system that conditions its students in the classroom to stop asking questions, and it is no wonder that our curiosity has been squelched.

What is more, we live in an increasingly complex, uncertain global economy. Anything that can be automated will be automated.

What cannot be automated will become increasingly valuable in the workplace. Creative intelligence is at the top of that list.

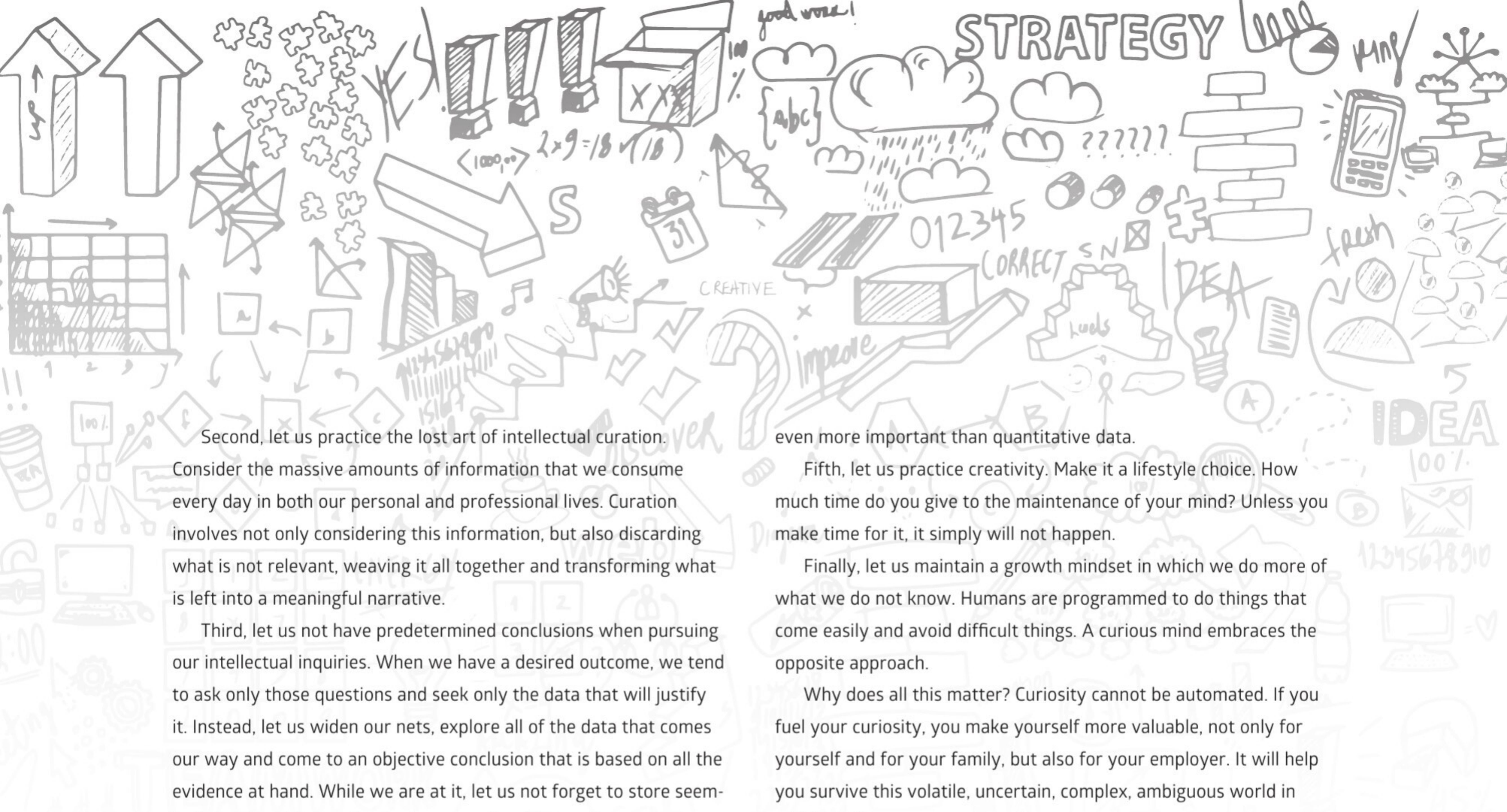
The world is becoming smaller. Adapting to new and ever-changing environments is critical. Adaptation, however, is impossible without observation. Quality observation is dependent upon curiosity.

So how do we approach the concept of curiosity in ways that can

improve our personal and professional lives? Several are needed. First, we must generate more quiet time. We need time away from technology to let our thoughts and ideas take root and bloom. We have become uncomfortable with silence and our own thoughts. Eliminating that “hurry up” and “move fast” mentality is essential to cultivating a reflective mind that generates new ideas. If we must insist on scheduling every minute of every day, then let us schedule some quiet time, too.

THE VALUE OF CURIOSITY

- **CURIOSITY AND EFFORT = SUCCESS (CURIOSITY IS JUST AS IMPORTANT AS INTELLIGENCE).**
- **INTELLIGENCE GETS YOU YOUR FIRST JOB WHILE CURIOSITY SHAPES YOUR EVOLUTION IN THE JOB.**
- **WITH CURIOSITY, YOU THINK BEYOND THE TASK OR PROJECT.**
- **CURIOSITY HELPS YOU BANK INFORMATION AND EXPAND RAM MEMORY.**
- **CURIOSITY IS THE NEW KILLER APP THAT CAN DISTINGUISH YOUR LIFE AND YOUR CAREER.**



Second, let us practice the lost art of intellectual curation. Consider the massive amounts of information that we consume every day in both our personal and professional lives. Curation involves not only considering this information, but also discarding what is not relevant, weaving it all together and transforming what is left into a meaningful narrative.

Third, let us not have predetermined conclusions when pursuing our intellectual inquiries. When we have a desired outcome, we tend to ask only those questions and seek only the data that will justify it. Instead, let us widen our nets, explore all of the data that comes our way and come to an objective conclusion that is based on all the evidence at hand. While we are at it, let us not forget to store seemingly random information for later use. It might not fit our current inquiry, but it might become important later.

Fourth, let us value the qualitative as much as we do the quantitative. However much we crave certainty, quantitative data provides only part of our understanding. Qualitative data can sometimes be

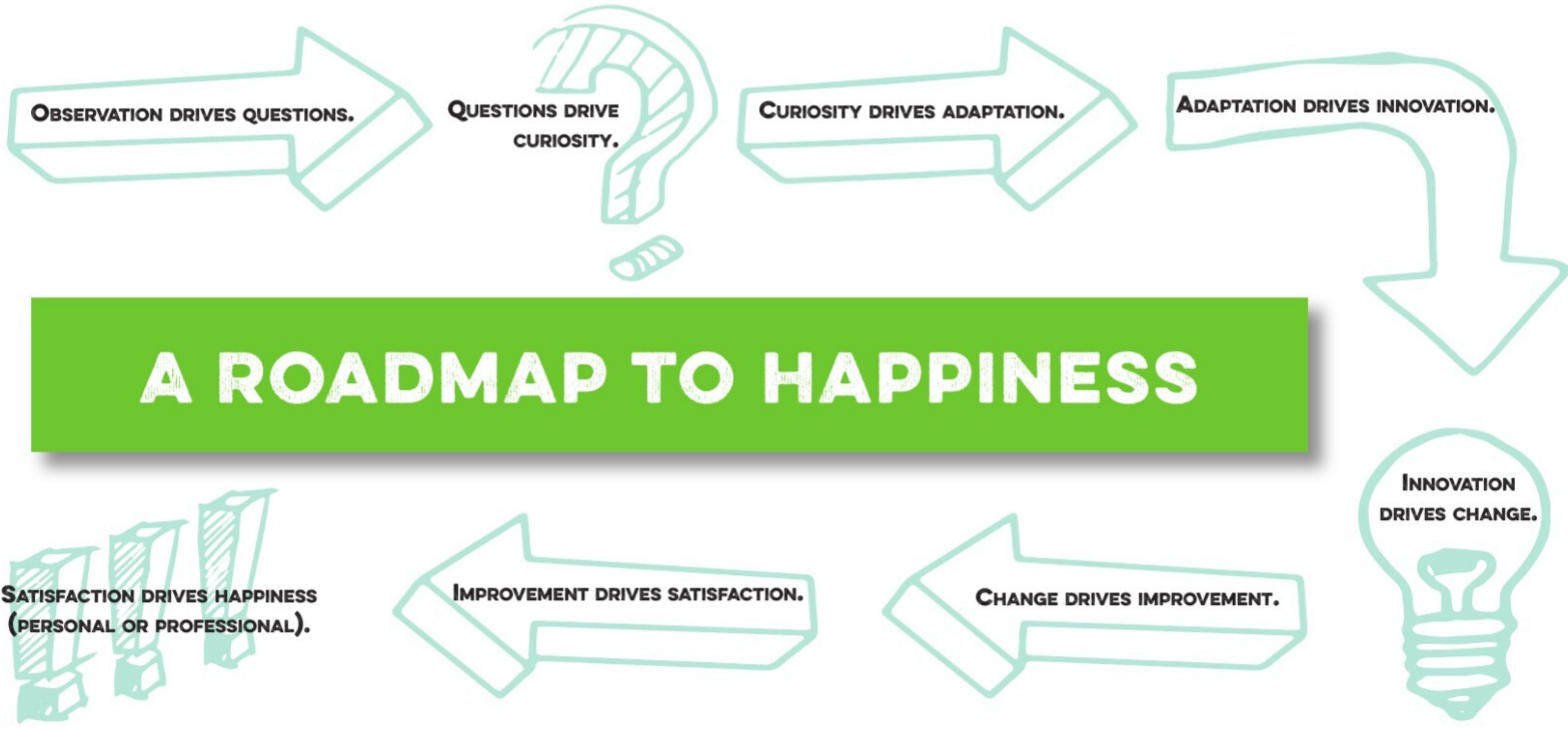
even more important than quantitative data.

Fifth, let us practice creativity. Make it a lifestyle choice. How much time do you give to the maintenance of your mind? Unless you make time for it, it simply will not happen.

Finally, let us maintain a growth mindset in which we do more of what we do not know. Humans are programmed to do things that come easily and avoid difficult things. A curious mind embraces the opposite approach.

Why does all this matter? Curiosity cannot be automated. If you fuel your curiosity, you make yourself more valuable, not only for yourself and for your family, but also for your employer. It will help you survive this volatile, uncertain, complex, ambiguous world in which we live.

Inspiration for this article came from a year of research conducted by Dr. Powell, the Jindal School's senior associate dean, into a variety of sources, a bibliography of which can be found at jindal.utdallas.edu/files/curiosity_bib.pdf.



By Rachel Stowe Master

DISSERTATIONS SHOWCASE

A LOOK AT FOUR RECENT DOCTORAL GRADUATES AND
THE RESEARCH THEY DID TO EARN THEIR PHDS.

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

SHIVAM GUPTA

PhD in Management Science with a concentration in operations management, 2016

CURRENT POSITION: Assistant Professor, Texas State University (Starting June 2018: Assistant Professor, Supply Chain Management and Analytics, University of Nebraska-Lincoln.)

PREVIOUS EXPERIENCE: As assistant project manager at JLL India in Gurgaon, India, Gupta was involved in managing construction projects from conception to completion.

DISSERTATION DETAILS: My dissertation focused on and contributed to purchasing operations management and agricultural operations management.

Imagine Mars Inc., a major producer of confectionery that has to periodically source raw materials from its suppliers. To stay competitive, reducing procurement costs while maintaining good long-term relationships with its supply base are vital to its sourcing strategy. Having a small supply base or sourcing large quantities from individual suppliers exposes Mars to too much supply risk. On the other hand, having a

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Shivam Gupta

large supply base puts more administrative burden on Mars. To balance these two effects, Mars typically uses lower and upper bounds on the size of the supply base and on the quantity sourced from each individual supplier. These bounds are referred to as “business rules.”

In our study, we incorporated such rules and other practical considerations and designed an auction mechanism that does three things: It helps screen low-cost suppliers from a supply pool. It finds the best allocation rule, that is, the quantity awarded to each selected supplier. It finds the best payment rule, that is, the payment made to each supplier for each unit sourced. Overall, we demonstrated that the proposed auction is the most cost-effective among all possible mechanisms. Furthermore, our auction is extremely easy to implement in practice.

While working on my dissertation, I also became increasingly interested in agricultural

operations, a growing field in OM. My focus here was to analyze the practice of distressed selling, commonly observed in many developing countries, where farmers sell their produce to outside agents

at prices much lower than the government’s guaranteed price. In Gupta et al. (2017), we built a tractable model to capture the ground realities – limited and uncertain procurement capacity on the government’s side, and high holding costs and lack of affordable credit on the farmers’ side – that lead to distressed sales. Using real data, we validated our model and developed useful policy suggestions.

RESEARCH INTERESTS: My research interests lie in purchasing and sourcing management, socially responsible operations management and supply chain management. In particular, I am interested in building sound mathematical models of important problems

in these topics and analyzing these models rigorously. The result is typically a strategy or policy recommendation to a sourcing manager or a policymaker.

PUBLICATIONS FROM DISSERTATION RESEARCH:

Gupta, Shivam, M. Dawande, G. Janakiraman and A. Sarkar, “Distressed Selling by Farmers: Model, Analysis, and Use in Policy-Making,” *Production and Operations Management*, Vol. 26, Issue 10, October 2017: 1803-1818.

Gupta, Shivam, “On a Modification of the VCG Mechanism and Its Optimality,” *Operations Research Letters*, Vol. 44, Issue 3, May 2016: 415-418.

Gupta, Shivam, W. Chen, M. Dawande and G. Janakiraman, 2015, “Optimal Descending Mechanisms for Constrained Procurement,” *Production and Operations Management*, Vol. 24, Issue 12, December 2015: 1955-1965.

DISSERTATION CHAIRS’ COMMENTS:

Gupta’s dissertation committee co-chair, Dr. Ganesh Janakiraman, Ashbel Smith Professor of Operations Management, noted that the theme of his dissertation was sourcing: cost-effective sourcing strategies for organizations and the practice of “minimum support prices” often used by governments in developing countries and “distressed selling” by farmers.

“Shivam rigorously examined this phenomenon,” Janakiraman said, “and developed some analytical tools that could inform policymakers of the effectiveness of various strategies that could weaken this phenomenon and deliver better prices and incomes to farmers.”

That work won the Institute for Operations Research and the Management Sciences – INFORMS – Public Sector Operations Research Section Best Paper Award in 2015.

“This work ... studied a very real issue, that affects millions of farmers, using rigorous mathematical modeling/analysis,” Janakiraman said. “This paper also served as Shivam’s ‘job market paper,’ that is, the paper he presented at universities while interviewing for faculty positions.”

Gupta continues his collaboration with Janakiraman and his other dissertation committee co-chair, Dr. Milind Dawande, Ashbel Smith Professor and coordinator of the Operations Management Area. Most recently they have worked on construction costs – actual and those related to delays – for projects involving a transportation authority and its contractors.

“This paper presents easily implementable contracts the authority can sign with the contractors such that the financial cost and the ‘delay cost’ are both factored,” Janakiraman said. “This is another example of Shivam’s practically relevant but rigorously executed research.”



Ganesh Janakiraman



Milind Dawande

Young Kwark

**YOUNG KWARK**

PhD in Management Science with a concentration in information systems, 2013

CURRENT POSITION: Assistant Professor, University of Florida

PREVIOUS EXPERIENCE: Systems analyst and solution expert at LG CNS Co. Ltd., Seoul, South Korea

DISSERTATION DETAILS: Online retailing has been continuously growing, and consumers have been increasingly relying on online products offered by third-party websites such as CNET.com or online retailer sites such as Amazon.com. My works contribute to the literature by examining the effect of user-generated content on the supply side – sellers' competition and their profits.

RESEARCH RESULTS: In my first study, I examined how product information from user-generated content (such as online product reviews) affects the upstream competition and the online retailer by mitigating the consumers' uncertainty. I showed that the effect of the reviews on the upstream competition between manufacturers is critical to understanding which firms gain and which firms lose. The upstream competition is affected in different ways by the information about different kinds of product attributes, which also leads to different implications for the retailers and manufacturers. ... This work is published in

Information Systems Research.

In my second study, I analyzed the pricing scheme choices of the online retailers. In addition to selling products using a wholesale scheme in which the retailer purchases products from manufacturers and then resells to consumers, an online retailer (such as Amazon) often lets others sell their products on its platform for a commission fee for each sale, which we refer to as a platform scheme.

While the online retailer has full control over the pricing scheme choices, [that same retailer] has little control over the third-party information posted by consumers and experts. I found retailers can use the pricing scheme, wholesale or platform, as a strategic tool to benefit from the third-party information. And whether a retailer can benefit critically depends on its pricing scheme choice and the precision of this information. This paper is published in *Management Information Systems Quarterly.*

In my third study, I studied the firms' product-design decisions when user-generated content provides information about consumers' opinions. The rise of Web 2.0 and social media has ushered in a new era of content generation, and a large number of applications have emerged to facilitate content generation. Many firms follow users' conversations on the internet, listen to their opinions and try to incorporate users' ideas into their business. For example, many firms (such as Nike) have a Facebook presence to listen to and interact with their fans....

... For firms, user-generated content has become an important source of information about what consumers like. I found that learning from the consumers for the product-design decision may not always be helpful for competing firms and the user-generated content has very different implications for firms' product design decisions depending on the types of product design. This paper is forthcoming in *Management Science.*

RESEARCH INTERESTS: My research has broadly focused on online retail platforms and the effect of the user-generated content. I am also interested in several other issues in online retailing, such as contract and pricing, recommender system, and information and content security, which have significant effects on the sellers' profits in online retail platforms.

PUBLICATIONS FROM DISSERTATION RESEARCH:

Kwark, Young, J. Chen and S. Raghunathan, 2014, "Online Product Reviews: Implications for Retailer and Competing Manufacturers," *Information Systems Research*, Vol. 25, Issue 1, March 2014: 93-110.

Kwark, Young, J. Chen and S. Raghunathan, 2016, "Platform or Wholesale? A Strategic Tool for Online Retailers to Benefit from Third-Party Information," *MIS Quarterly*, Vol. 41, Issue 3, September 2017: 763-785.

Kwark, Young, J. Chen and S. Raghunathan, "User-Generated Content and Product Design of Competing Firms," *Management Science*, forthcoming.

DISSERTATION CHAIR'S COMMENTS:

One of Kwark's dissertation committee co-chairs, Dr. Jianqing Chen, associate professor of information systems, noted that her research was among the first to examine the effect of user-generated content on the supply side (firms), while existing research focused on the demand side (consumers).

"She showed that considering the effect on demand side only provides a partial picture, and the findings can be misleading," he said. "Interestingly, once she took into account the effect of user-generated content on the supply side, the conventional wisdom does not necessarily hold any more. Therefore, Young's work has made the picture of the effect of user-generated content complete and generated useful managerial implications for practitioners."

Kwark's work has been well-cited and resulted in publications in three top journals. "The strong record resulting from her solid work," Chen said, "has helped her to establish her name in the field and paved the road for her future, even more fruitful, research path."



Jianqing Chen



Jyotishka Ray

JYOTISHKA RAY

PhD in Management Science with a concentration in information systems, 2017

CURRENT POSITION:

Assistant Professor, California State University, East Bay

PREVIOUS EXPERIENCE: Six years as a customer-care manager in a commercial vehicle business unit in Tata Motors Ltd., located primarily in Mumbai, India

DISSERTATION DETAILS: My dissertation is on "Essays on Commercialization of Information Technology Products." This dissertation addresses two important issues in software demonstrations: the design of a feature-limited software demonstration and the role of data demonstration when firms bargain over proprietary data.

The first study was motivated by a provisioning software demonstration design problem drawn from the telecommunications industry. Specifically, we studied the feature-limited demo in which the vendors provide free features in the basic version to let the customers try before they buy the premium version of the software. Companies like Oracle, Salesforce.com and SAP use feature-limited versions of their enterprise software to entice

customers into buying the full product. For example, Oracle provides a restricted-use license containing many free features of its software products, with the PeopleSoft Interaction Hub being one example. While the restricted-use license allows free access to some of its features, customers need to buy a full-use license to use it as a full-feature enterprise portal. We developed a scientific method to segregate the features into free and premium versions based on the product's utility to the customer.

The second study was motivated by a travel agency using a data demonstration to sell its travel data. Travel data typically consists of booking data such as purchase of airline tickets, hotel rooms, rental cars and search data, which is the browsing activity of the user before the final purchase. According to *The Wall Street Journal*, "data isn't a physical asset like a factory or cash, and there aren't any official guidelines for assessing its value." This led us to ask the perennial question: What is the value of proprietary data? Data owners are often unclear on the price they can charge for it. Buyers are also uncertain about exactly how useful the data will be to them, which limits the price they are willing to pay for it. We build a negotiation process to understand under what condition the data seller should provide

a free demonstration of the data to the buyer before mutually deciding the price.

RESEARCH RESULTS: We found that the seller will provide a demonstration revealing full information of the data when she has a moderately high outside option. The insights from this paper would help both the seller and the buyer understand the bargaining process better, when selling or buying proprietary data whose actual worth is unknown to both.

Doing a PhD was a major decision of my life as I had to shift my focus back to academics after six years of corporate experience. It helped me to realize my academic strength and gave me focus and confidence.

RESEARCH INTERESTS: Software demonstration, bargaining and economics of information systems

PUBLICATIONS FROM DISSERTATION RESEARCH:

Ray, Jyotishka, J. Samuel, S. Menon and V. Mookerjee, "The Design of Feature-Limited Demonstration Software: Choosing the Right Features to Include," *Production and Operations Management*, Vol. 26, Issue 1, January 2017: 9-30.

DISSERTATION CHAIR'S COMMENTS:

All three of Ray's studies on the concept of demonstrations address problems relevant to industry and have tangible real-world applications, Dr. Syam Menon, professor, Information Systems Area coordinator and one of Ray's dissertation committee co-chairs, said.

"One of these provided an objective approach to the design of a common category of evaluation software — demos. This has not only been published in a top journal, it has also proven useful to industry," he said, noting that it is the first paper to provide a systematic approach to the design of such demos.

"The other two essays develop models that capture the negotiation process in the context of selling proprietary data products. These provide insights into when such demonstrations should be provided and the potential role of a consultant in such negotiations. One of these is already in late rounds of review in a top journal."

While negotiation is well-studied, using demonstrations to reduce uncertainties is somewhat unique to the data/software domain, and Ray's work is the first to investigate the impact of demonstrations in the negotiation process, Menon added.



Syam Menon

Steve Sauerwald

**STEVE SAUERWALD**

MBA 2008, PhD in International Management Studies, 2014

CURRENT POSITION:

Assistant Professor, University of Illinois at Chicago

PREVIOUS EXPERIENCE: Management consultant at xact4u strategy consulting AG, Karlsruhe, Germany

DISSERTATION DETAILS: My dissertation research sheds light on how external influences, such as shareholders and proxy advisory firms, affect important corporate-governance outcomes, including excess CEO returns and shareholder dissent. Previous research has primarily examined the internal influences of corporate-governance mechanisms. However, firms are open systems and interact increasingly with external constituents to acquire resources. Thus, shareholders and proxy advisory firms have an important influence on the firm that my research endeavored to reveal.

RESEARCH RESULTS: The first essay in my dissertation examined the effects of board social capital on excess CEO returns — financial returns from a CEO's firm-related wealth and compensation that exceed shareholders' financial returns. For example, during a CEO's tenure, the average shareholders enjoyed returns of 50 percent, which sounded nice at first glance. But if the CEO reaped returns of 160 percent, there was a 110 percent excess in

CEO returns (that is, 160 percent minus 50 percent) that would raise eyebrows among shareholders. I argued that excess CEO returns are an important concern because of an interesting tension between CEOs and shareholders: Firms want CEOs to own stock, which motivates CEOs and rewards them for superior performance. However, if CEOs benefit far more from their shareholdings than shareholders, it may be a sign of managerial excess and other problems.

I argued that the board plays an important role in constraining unwarranted CEO returns because of two competing normative pressures: corporate elite norms and monitoring norms. If a board enjoys external social capital — such as relationships with directors in other boardrooms — CEOs enjoy higher returns, because it gives directors the discretion to deviate from shareholder expectations. On the other hand, if a board enjoys internal social capital — such as directors who have worked together for a long time — then directors are more comfortable in monitoring the CEO's compensation and returns from shareholdings more closely. This study appeared in the *Strategic Management Journal*.

Another essay in my dissertation examined the voting advice that proxy advisors, such as Institutional Shareholder Services, provide to shareholders. I found interesting differences across countries and firms. For instance, proxy advice has a stronger influence on shareholder dissent in firms that have a large percentage

of institutional ownership. This is because institutional investors are not well-informed about the ins and outs of the business. By providing voting recommendations to these shareholders, proxy advisors help them to more effectively exercise their voting rights.

Second, I found that proxy advice varied in its influence and its ability to predict firm performance across countries. The more a country deviates from the U.S. corporate-governance system, the less influential and accurate is proxy advice. This study was published in the *Journal of Management*.

RESEARCH INTEREST: I am primarily interested in corporate governance research. Corporate governance impacts the strategic decisions of companies and ultimately firm performance. Therefore, external constituents need to better understand how to monitor and advise management and boards of directors. Additionally, managers can benefit from this research in corporate governance by more effectively interacting with their boards and shareholders.

PUBLICATIONS FROM DISSERTATION RESEARCH:

Sauerwald, Steve, Z. (J.) Lin and M.W. Peng, "Board Social Capital and Excess CEO Returns," *Strategic Management Journal*, Vol. 37, Issue 3, March 2016: 498-520.

Sauerwald, Steve, J. (H.) van Oosterhout, M. van Essen and M.W. Peng, "Proxy Advisors and Shareholder Dissent: A Cross-Country Comparative Study," *Journal of Management*, published online December 2016.

DISSERTATION CHAIR'S COMMENTS:

Dr. Mike Peng, O.P. Jindal Chair of Global Strategy, was one of Sauerwald's MBA professors.

"Steve was a very special student," Peng said. "His knowledge and intellectual curiosity were so awesome that I approached him and recruited him to join our PhD program. So naturally I became his dissertation advisor."

Peng attributes Sauerwald's success to his strong work ethic, focus and dedication, as well as his mastery of a body of research that is connected with real-world practice.

"Steve has quickly become a promising and influential young scholar in corporate governance," he said. "SMJ is the No. 1 journal in the field of strategic management. JOM is also a very reputable management journal. Research universities live and die by the papers we publish in competitive, top-tier journals. So scholars who can accomplish early publications in higher-quality journals are valued tremendously by their universities and also by the academic profession.

"Needless to say, I'm very proud of Steve." [Ⓐ]



Mike Peng

SUPPLY CHAIN EXPERT RELIES ON MATH TO MAKE LIFE EASIER

By T.D. Christensen

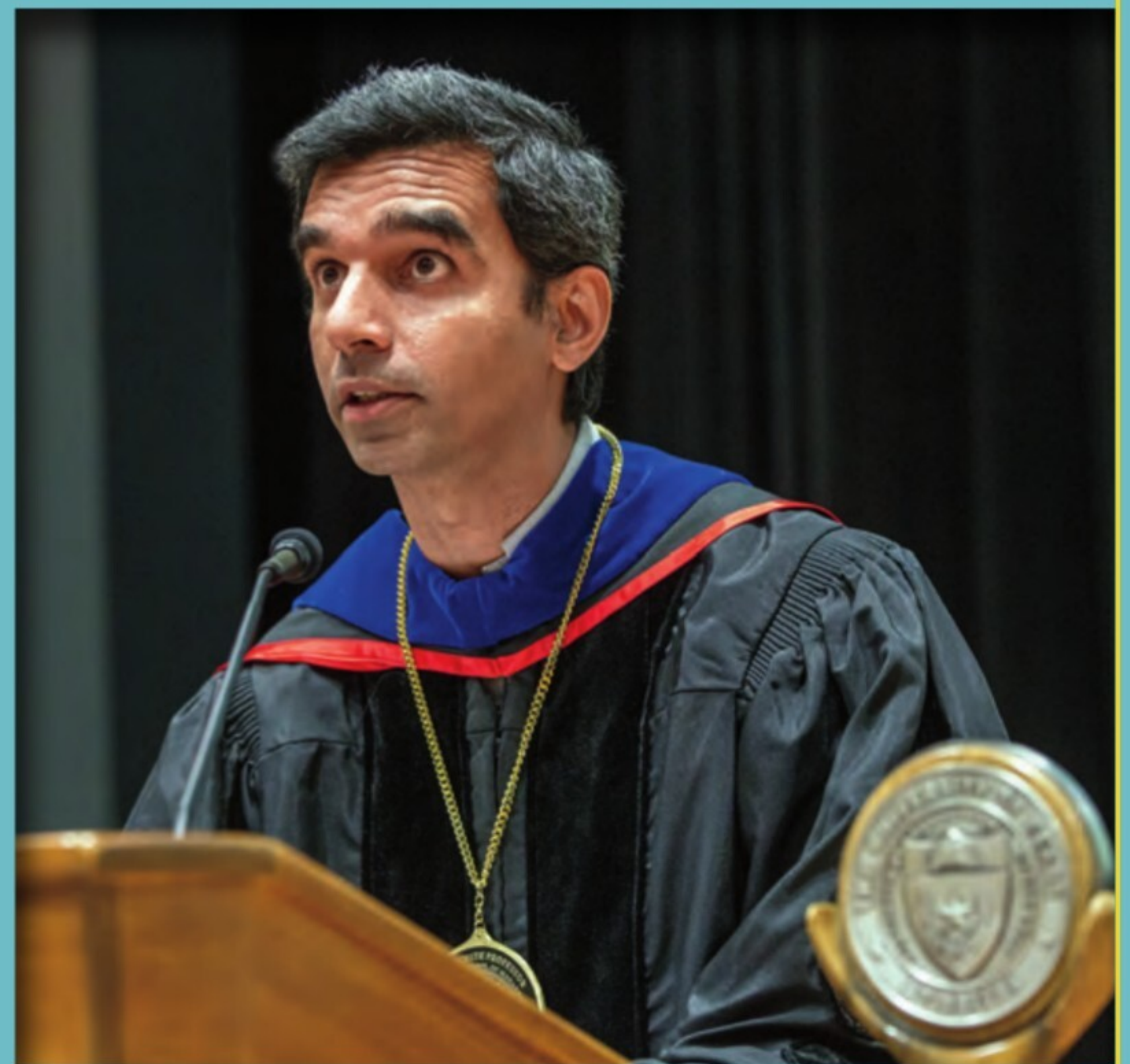
When your grocery store runs out of your favorite cereal but has 30 boxes of another brand you do not like, Ganesh Janakiraman feels your frustration. When a never-ending construction project on your local highway makes you late for work, he understands your anger.

And then he gets excited. Janakiraman's mission as a researcher is to come up with creative mathematical solutions to help organizations make smart choices – not just to maximize profit, but to make life easier for everyone.

"I really like the idea of thinking about 'How can we make decisions that are mathematically sound?'" says Janakiraman, an Ashbel Smith Professor of Operations Management at the Jindal School. "Sometimes we all make curious decisions instead of thinking about it in scientifically rigorous ways."

Growing up in Chennai, India, Janakiraman struggled at first to find his career path. As an engineering student at the Indian Institute of Technology Madras, he realized that he was more interested in mathematics than engineering. Fortunately for him, he found a subject called operations research, which was mathematical, had excellent applications and was taught, he says, "by a phenomenal teacher."

Later, while pursuing advanced degrees at Cornell University, he ran into the opposite problem. "I went in liking math, but there were all these exceptionally talented people doing hard-core math stuff, which I found to be somewhat



Ganesh Janakiraman speaking at the April 7, 2017, investiture ceremony, which officially recognized his appointment to an endowed post.

abstract," he says.

Gradually, he found his true calling in a Cornell class that taught stochastic inventory theory — or to use a broader definition, supply chain management.

As Janakiraman explains stochastic inventory theory, imagine Walmart's management team trying to decide exactly how many models of a specific TV to keep in stock at a specific store. By using algorithms, computer software and tons of forecasting data, the store might decide that 25 is the perfect number of TV sets to keep in stock.

It is Janakiraman's job as a researcher to find new ways to make sure that 25 is the smartest choice possible.

"These decisions can still be quite challenging," he says. "You want the products to float off the shelves, and not sit on the shelves for months, so it's really important for companies to have exactly the right quantity of products that customers are looking for."

Customers, in turn, have to be able to trust that a store will get those calculations right, he says.

"If your favorite bread is out of stock three out of 10 times that you go to your favorite grocery store, that's a pain. ... You're going to make another store your favorite store."

While Janakiraman has spent most of his career studying supply chain management, he recently has been exploring other topics, including procurement auctions and mechanism design theory. The theory has been around since the 1960s, but it has taken off in recent years, and in 2007, the Nobel Prize in Economics was awarded to its inventors, Leonid Hurwicz, Eric S. Maskin and Roger B. Myerson.

In a new study that is in the review stage, Janakiraman and several co-authors looked at how mechanism design and cost-sharing contracts can improve business-to-business transactions. They studied highway construction to figure out how governments can hold auctions with contractors to determine the best price for each contract — as well as the best penalty. They determined that if a contractor fails to build the highway on time, the company has to pay a "cost-sharing" fee.

"The longer the project takes, the more inconvenience there is for the public," Janakiraman says. "In this paper, we study how large that 'public inconvenience cost' should be, and all the factors that cost depends on."

Janakiraman's past research has been published in such respected journals as *Management Services* and *Operations*

Research. He also teaches classes at the master's level and advises PhD students, which he finds particularly invigorating.

"I enjoy these interactions tremendously," he says. "I get the opportunity to discuss exciting ideas with a lot of talented young people who all have some common characteristics: They're independent, they don't want a traditional career, and they find research exciting, just like I do."

Janakiraman says he keeps in touch with former PhD students who have gone on to academic careers, including:

- + Sandun Perera, PhD 2015, assistant professor of operations and supply chain management at the University of Michigan-Flint;
- + Wei Chen, PhD 2015, assistant professor of decision sciences and supply chain management at the University of Kansas;
- + Shivam Gupta, PhD 2016, assistant professor of computer information systems and quantitative methods at Texas State University (see *Dissertations Showcase*, page 16).
- + Yang Bo, PhD 2017, assistant professor of decision sciences

and managerial economics at The Chinese University of Hong Kong;

- + Zhen Sun, PhD 2016, assistant professor of information systems and technology management at George Washington University; and
- + Manmohan Aseri, now completing his PhD, who will join Carnegie Mellon University this fall.

Janakiraman also keeps his eye on the future of supply chain management as it evolves in the rapidly changing digital age. He says delivery-oriented companies like Amazon and on-demand driver services like Uber present bold new opportunities.

"There's going to be a lot of innovation to allow companies

to provide quick deliveries without burning a lot of cash," he says. "How do you combine this on-demand economy with companies like Amazon or Walmart and make it profitable for everyone?"

The answer, he says, will probably be easier than most people imagine.

"When you write out these problems as mathematical models, many of them are indeed very complicated," Janakiraman says. "But one surprising thing I've seen in my research is that the solutions are actually quite simple. That's one goal in my research: To think about good, simple solutions that companies can easily understand and implement." 🙌

"I really like the idea of thinking about 'How can we make decisions that are mathematically sound?' Sometimes we all make curious decisions instead of thinking about it in scientifically rigorous ways."

– Ganesh Janakiraman

Davidow Collection

Enlivens Walls at Jindal School

BY RACHEL STOWE MASTER

Bare walls no more. Hallways in the Jindal School have been transformed into a gallery-like setting with the recent installation of 34 contemporary works of art by emerging and mid-career Texas artists. The art — part of a collection previously gifted to The University of Texas at Dallas by collector Joan Davidow — complements Jindal's growing array of works by Texas artists.

"It was my vision when the first JSOM building opened in 2003 to have art installed on the white, bare walls of the fabulous building," said Dr. Diane S. McNulty, JSOM's associate dean for external affairs and corporate development.

After an April 2014 fundraiser gala to launch the Jindal Art Collection, JSOM began acquiring art from prominent Texas artists in anticipation of the opening of its new building addition in December of that year. Alumni and friends also gifted pieces.

The collection also grew with the addition of outdoor pieces such as *Wise*, a mirror-polished stainless steel sculpture by Dallas artist Brad Oldham, and *Big Bend*, a 23-foot-tall, 5,000-pound steel sculpture by Dallas artist Mac Whitney (see *The Big Bend Comes to Dallas*, opposite page).

But inside, most walls stood bare.

"This past fall, Joan Davidow found herself wandering around the JSOM buildings," McNulty said, "and wondering why wall art was not in place. ... She decided that about one-half of the total art gift she

had previously given to the University should hang in the Jindal School."

The administration agreed, and installation began.

Davidow collected the works over a 20-year period. In all, she has given 140 original paintings and sculptures to UT Dallas, and other pieces from that collection are on display at the Erik Jonsson Academic Center.

"Her collection embodies art from prominent young Texas artists and sculptors adhering to the contemporary tastes of many," McNulty said.

"We feel that, coupled with that left-brained quantitative side of management, right-brained art has a place," McNulty added. "Where better to gain and engage with art than where you are being challenged in the academic sphere of influence? As students evolve, so do their appreciation and understanding of culture as it contributes to art and business."

After works from the Davidow Collection were hung, Kristen Lawson, a Jindal School senior lecturer in organizations, strategy and international



Study of Lies of Sound Memory by Tracy Harris - pencil, charcoal on paper, 1989

"Contemporary art addresses the life we're living right now, and it's very satisfying and exciting to be able to share it with new generations of UT Dallas students and faculty, for whom I have a great deal of affection and respect. These works deserve to live and be seen, and **I hope they will inspire and educate** those who have the chance to experience the collection."

— Joan Davidow

management, sent McNulty an email. "I was so excited to see the new art popping up on the walls of JSOM this semester and think it makes such a great contribution to our collective spaces," Lawson wrote.

As a faculty advisor for LOTUS, a project to display student artwork in various places all over campus, Lawson explained: "I'm already a bit biased to be supportive of art, but its value and need for inclusion in JSOM was brought home to me just now as I walked back to my office from classes, trailing a group of students.

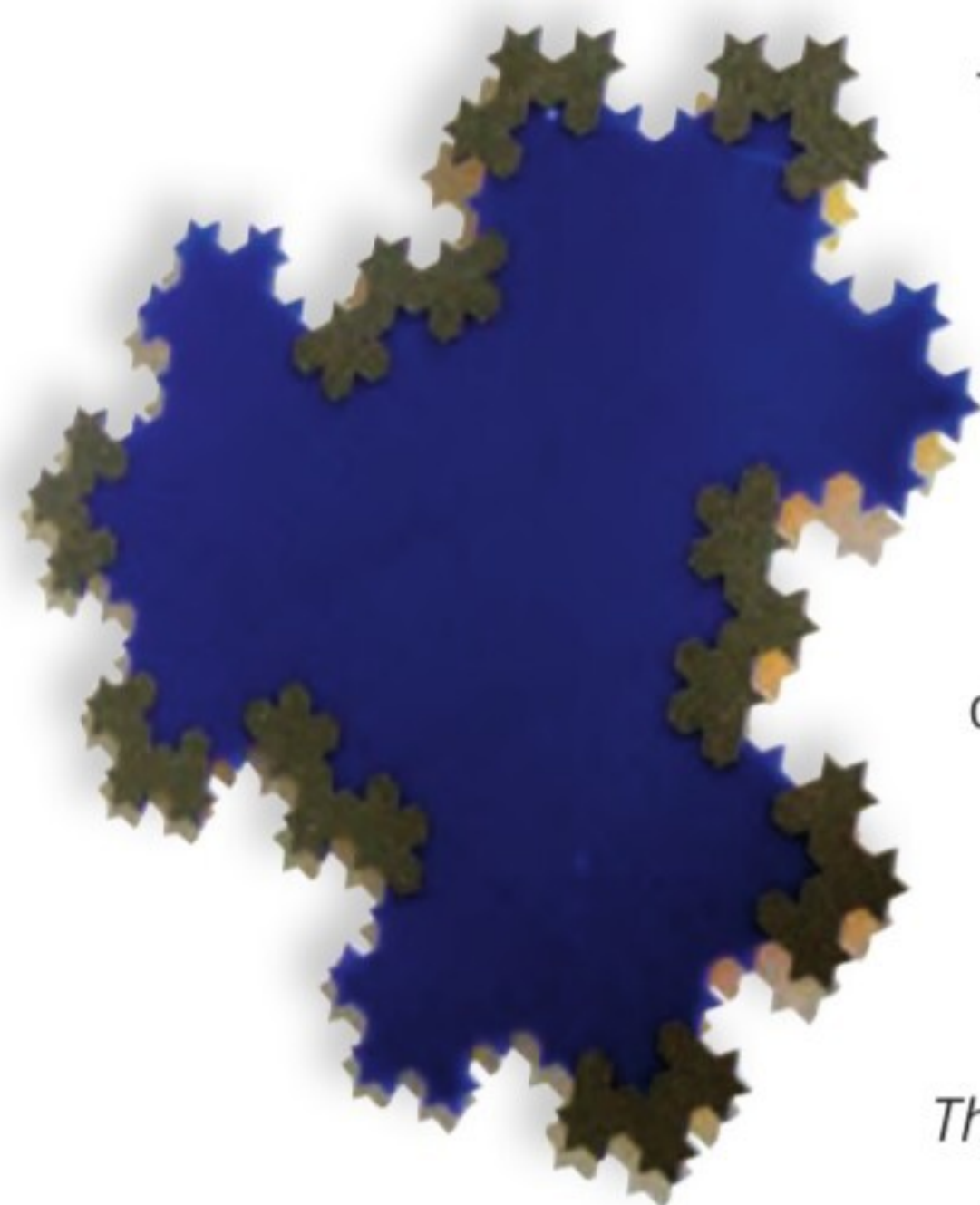
"They were complaining about a particular piece (no surprise — not every piece is liked by every person), but to hear students talking about art and its purpose was very refreshing."

Davidow, an educator and director emerita of Dallas Contemporary, personally selected the pieces for JSOM and oversaw the installation.

The Jindal Art Collection totals about 50 pieces, which include paintings, photographs and sculptures. McNulty said there is no specific goal for growing the collection. "We are just grateful for the pieces we have — and the quality of them," she said, "and hope to receive more." [Ⓐ]



Double Circles by Linnea Glatt - stitchery on mulberry paper with thread



Submersible by Lawrence Jennings - grip tape, acrylic on acrylic on sheet

One of the newest additions to the Jindal School art collection is a massive steel sculpture that was made in Dallas by a local artist of national renown.

For such a massive sculpture, *Big Bend* has traveled a lot in the last 40 years, from the shores of the Trinity River to the Dallas Museum of Art to the collection of a Texas oil heiress.

Early last November, the 23-foot-high steel work of art was installed in its new home north of the Naveen Jindal School of Management, and its creator could not be happier.

"It's a great place for it," said Dallas artist Mac Whitney. "It's a big piece that needs to be in a big public space like UT Dallas."

Big Bend recently was acquired by the Jindal Art Collection, which features both contributed and commissioned sculptures, paintings and photographs.

"Building a piece like *Big Bend* by yourself is a death-defying act. If anything let go, it could be destructive."

— Mac Whitney

Whitney's sculpture was donated by its owner, who wishes to remain anonymous.

The sculpture, "is truly impressive," Dr. Diane McNulty, JSOM associate dean for external affairs and corporate development, said soon after it was installed. "It may be the most valuable piece that has been given to us."

Whitney is part of a nationally renowned group of Dallas artists sometimes called "The Oak Cliff Five." In 1976, he created the hulking steel artwork at an Oak Cliff studio near the Trinity River using cables and homemade pulleys to bend the top of the sculpture, hence the title *Big Bend*.

"Today, a lot of sculptures are built by 12 guys in a factory. But building a piece like *Big Bend* by yourself

The *Big Bend* Comes to UT Dallas

BY T.D. CHRISTENSEN

is a death-defying act. If anything let go, it could be destructive," said Whitney.

The sculpture arrived at UT Dallas in pieces, loaded on a flatbed truck.

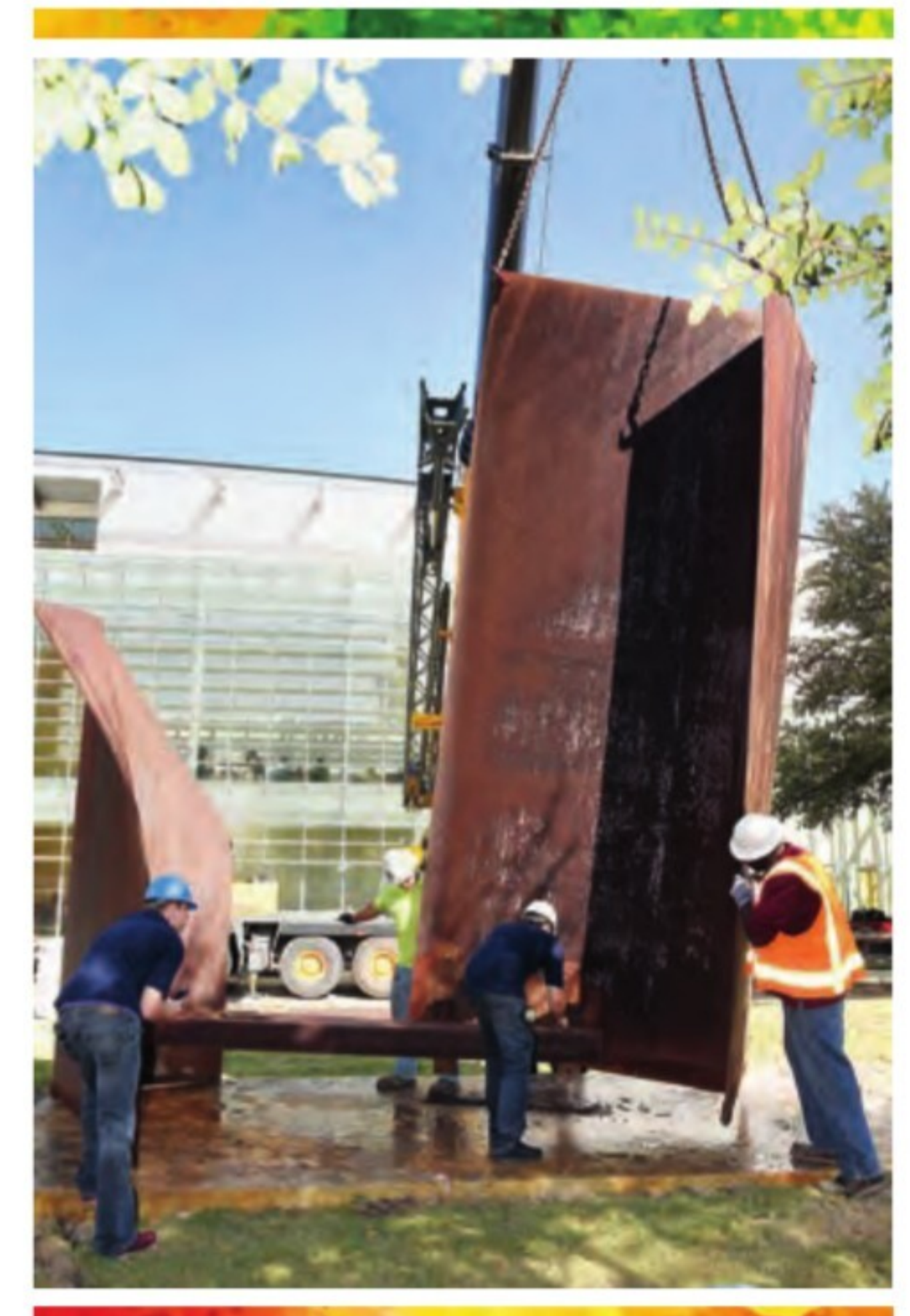
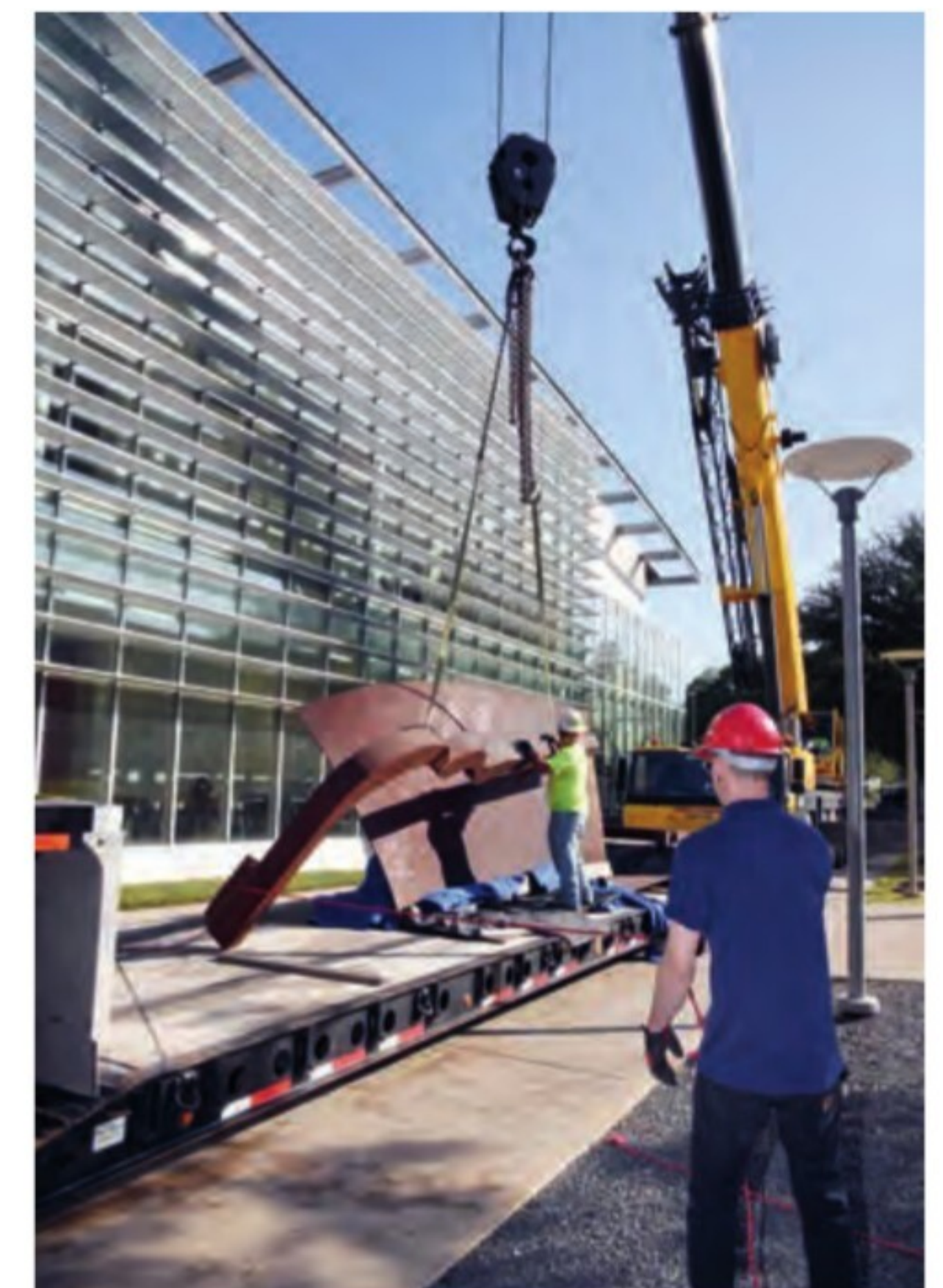
Installing the 5,000-pound artwork was no small task. First, a large concrete pad had to be installed, cured and stained. Armed with a telescoping crane and hand tools, a team of workers and art specialists then labored for seven hours to position *Big Bend* perfectly on the pad, according to David Gwie of UT Dallas Facilities Management.

The Dallas Museum of Art originally commissioned Whitney to create *Big Bend* for an exhibit he curated at the old DMA building in Fair Park. It was then purchased by Lucille (Lupé) Murchison, the legendary Dallas art collector and daughter-in-law of oil magnate Clint Murchison Sr. After Lupé Murchison died in 2001, *Big Bend* eventually wound up in the hands of the anonymous benefactor who donated it to the Jindal Art Collection.

Thanks to funds raised at a 2014 gala event, the Jindal Art Collection has grown to include works by such notable Dallas artists as Brad Oldham, Jon Fleming, Janet McGreal and Jim Bowman, whose colorful glass sculpture hangs in the atrium of the Jindal School addition.

Like all the works in the collection, *Big Bend* helps broaden perspectives and spur creative thinking, McNulty said.

"The Jindal Art Collection enhances the student environment and hopefully instills students with an appreciation for art even after they leave school and enter their careers," she said. 📍



Top: The sculpture arrived, in pieces, loaded on a flatbed truck.

Above and left: Workers and art specialists used a telescoping crane to offload the artwork.

EXPANDING COUNCIL WELCOMES SIX MEMBERS

{ *by* Eric Butterman }

The ranks of the Naveen Jindal School of Management Advisory Council are growing with new members bringing in expertise in such fields as audit, human resources, information technology, innovation and sales. Along with the council, the following six experts who joined this spring, are slated to welcome three more newcomers before spring graduation.

Internally, council members help influence and shape JSOM programs so that they answer business needs. Externally, the members serve as ambassadors who promote the school, its graduates and faculty in the local business community and Dallas-Fort Worth at large.

Robert (Rob) Fitzgerald, audit partner with Deloitte, is the single point of contact for management and for the audit committee at client firms.

"My primary responsibility is to make sure information that is presented by management to investors, lenders and others who

have best interests in how a company performs is accurate," Fitzgerald says.

"An exciting part of this career path is that you get to see and do things related to very interesting companies and industries that you wouldn't normally get to experience. It's not just validating

their accounting but understanding how management looks at the company and how these organizations fit within industry. Being in multiple Deloitte offices around the globe and having worked with clients from Fortune 100 companies all the way down to startup companies, you get an interesting breadth of experiences.”

To Fitzgerald, the biggest changes in his area have been utilizing technology for audits. “And you look at the effect of artificial intelligence tools...” he says. “It’s encouraging to think of where we’re headed.”

Fitzgerald is enthusiastic about his new commitment to UT Dallas with his role on the advisory council. Deloitte Managing Partner Skip Moore previously chaired the council and still serves as one of its senior active members.

“We see how graduates from UTD perform when they get to Deloitte, and they see the global view,” Fitzgerald says. “Now we look at marrying technology with understanding business processes and industries, and we want the kind of student that looks at things differently at Deloitte.”

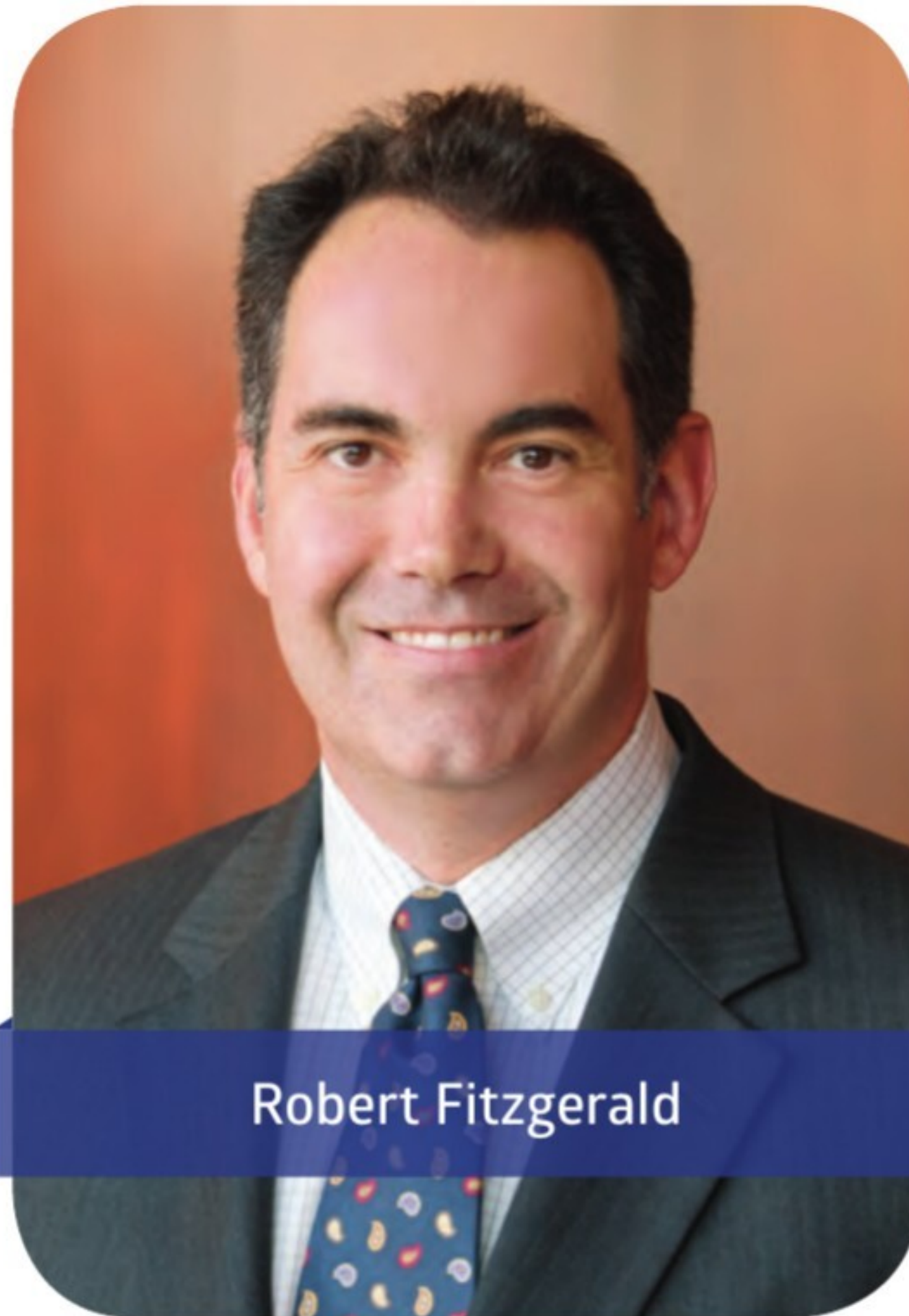
“Participation in the council allows us to both understand and try to be a positive influence through sharing our ideas. Partnering with the University in development of students to fill the workforce is a great situation.”

Fitzgerald earned a Bachelor of Business Administration degree in Accounting from Notre Dame University.

...

Caroline Gagliardi has the not-so-common distinction of having spent her entire career with one company. Joining Pricewaterhouse Coopers immediately after graduation, she has seen it all — from Enron, to the financial crisis, to the recent changing tax laws.

A UT Austin alumna who earned an undergraduate degree in business



Robert Fitzgerald

administration and a master’s degree in professional accounting. Gagliardi early in her professional life saw the effects of corporate and accounting scandals that led to reform “It was an interesting change in the early part of my career,” she says. “It made things more disciplined in the work you did and when it had to be done. It was a moving target because you didn’t know what to expect. ... You saw that things can change in a day. And now we’re learning new things with tax reform.”

As a partner, she works on auditing and has worked on multiple initial public offerings. “From the auditing standpoint, the work hits on the new revenue standard, new leasing standard and tax reform,” she says. “From being a part of implementing the Sarbanes-Oxley Act at a very large Fortune

100 company to the reward of watching companies successfully go public, it’s been fun and challenging.”

She says being involved with UT Dallas, especially when it comes to the Accounting Area and in recruiting, has been rewarding. She sees service on the advisory council as an extension of this.

“We want to help promote [the school] more, help people’s awareness of it and keep the school on the strong trajectory it’s already on,” she says.

Gagliardi knows the importance of mentorship, crediting partners at the firm with sponsoring her and giving her opportunities, and hopes to be a part of encouraging that spirit with the advisory council.

...

Calvin Hilton has served as vice president, corporate human resources at Alliance Data since 2012 and as vice president of benefits and HR Services prior to that. He has a long track record of corporate success.

He also previously worked in the airline industry as managing director at Northwest Airlines, with a lead task in negotiating



Caroline Gagliardi

retirement benefits, and he served as manager, budgets and costs international, for American Airlines, focusing heavily on financial planning and analysis.

“I’ve long had a background in finance and an understanding of the fundamentals of how financials work,” he says. “It enables you to do many things in a human resources position, including being able to get together better with those in finance. It’s a question of whether you can talk their language and not just be stuck in pure HR speak.”

In his present position, Hilton says the biggest challenge when it comes to talent is different than some people might think. “It’s not having trouble finding qualified talent!” he says. “In the DFW area, workers’ abilities and experience are top-notch, so you have to make sure we have the environment and culture that is competitive with the landscape.”

Hilton feels joining the advisory council is a natural fit with his many other service affiliations. He has enjoyed being a part of multiple boards, including the North Texas Food Bank.

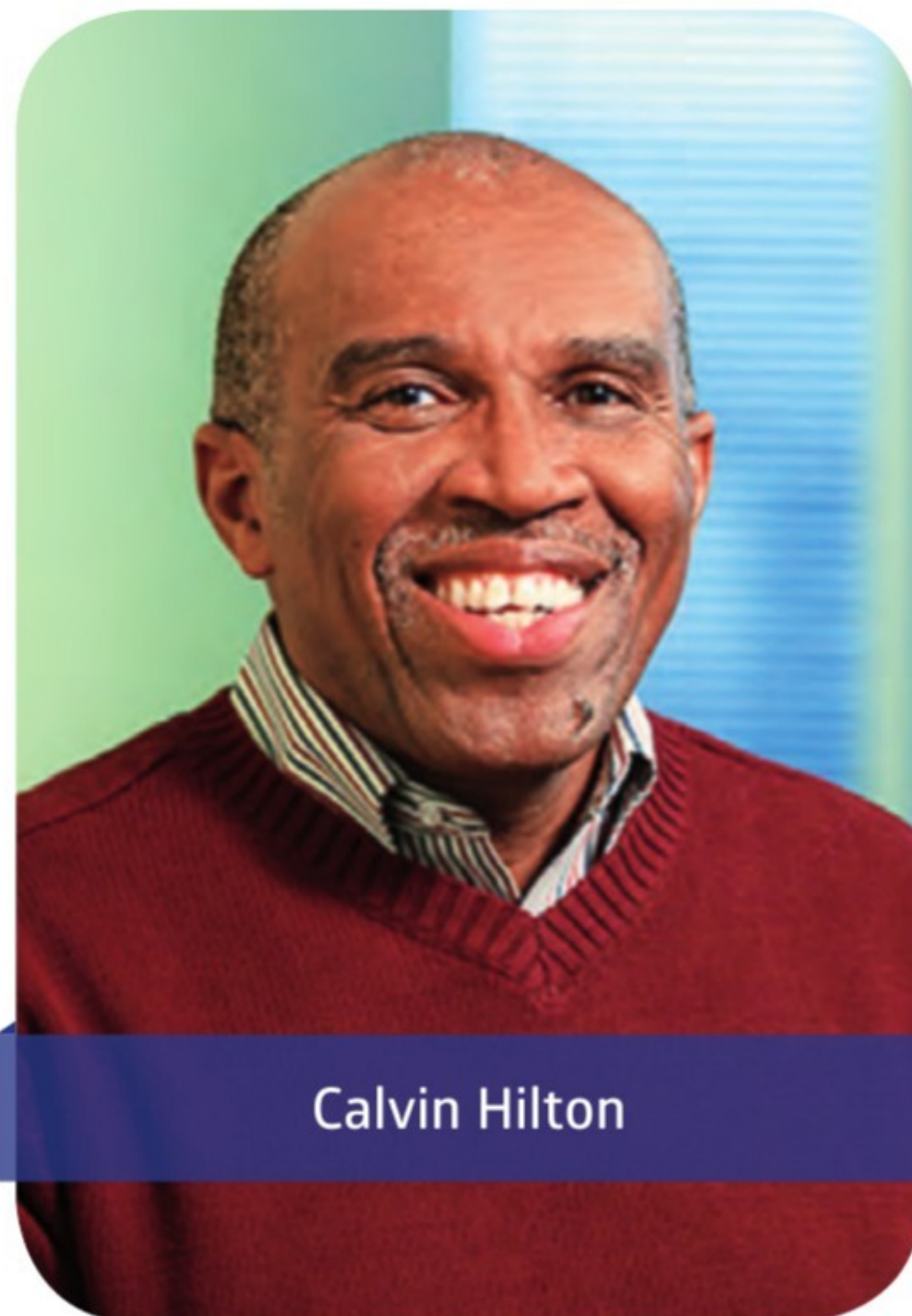
“I want to make a difference in lives, and you can’t achieve that in many better ways than by helping students,” he says. “I want to assist them in getting ready for working in a corporate environment and would like to share my perspective of being a part of the corporate world for almost 40 years.”

Hilton holds an undergraduate degree in accounting from North Carolina Central University and an MBA from Dallas Baptist University.

...

Rehan Kausar is chief information officer for Connexions Data Inc., where he has had a lead focus on establishing the company’s digital practice, encompassing analytics, artificial intelligence, big data, cloud services, robotic process automation, and more.

Keenly attuned to emerging technology



Calvin Hilton

trends, Kausar revolutionizes business performance and delivers tangible business value through the latest information technology services.

“It comes down to using my abilities to hit bottom-line objectives and make operational improvements,” he says. He improves strategic and digital transformation initiatives, delivers advisory services to clients and often finds himself at forums to represent his company’s offerings.

Kausar was previously a portfolio lead in transition and transformation for HCL Technologies. A highlight during his time there was aiding in the digital transformation of Estée Lauder. He also has served as senior manager in Technology Strategy and Architecture for Deloitte, where he led an IT cost-reduction practice.

Kausar says he looks forward to joining the advisory council. “I am very impressed with the philosophy of the school, and I appreciate the chance to offer my expertise in digital and other areas, helping students with their leadership goals,” he says. “I’m happy to have the chance to participate in activities, provide mentorship and hopefully leverage my relationships at the C-level to help in promoting all the talent at UTD.”

Kausar holds an MBA from Northwestern University’s Kellogg School of Management and has gone through an executive education program at MIT’s Sloan School of Management. He earned an MIS in computer science from UNSW Sydney and a Bachelor of Science in engineering from the University of the Punjab, Lahore.

...

In a career combining the tactical skills of a Marine and the strategic acumen of commercial banker, **Greg Lewis** knows that clear-eyed direction helps drives progress and prosperity. Now, Lewis is fostering that goal as a member of the Jindal School’s advisory council.

With his council colleagues, Lewis says



Rehan Kausar

students remain at the core of their efforts.

"We've hired a good number of UTD students, and we want to build on that with the council," says Lewis, managing director of strategic sales and marketing for Texas Capital Bank in Dallas.

Lewis, who joined the bank in 2006, leads a team consisting of business development, sales, marketing, communications and relationship and portfolio management. He also oversees a specialty banking group responsible for a national vertical expansion of lending and depository services for multiple industries.

Previously, Lewis spent 12 years with JPMorgan Chase and Co., and its predecessor firms, where he led the corporate liquidity and investments sales teams for middle-market clients.

Lewis also proudly served in the United States Marine Corps from 1990 to 1994, with the Fleet Marine Force, Atlantic Command during Operation Desert Storm and at Camp Butler in Okinawa, Japan.

Today, he is involved in local community groups, including Allies in Service, an assistance organization that provides support to veterans and military spouses for employment, housing, education and healthcare. "It's an opportunity to help those who served be best prepared for getting jobs and thriving in the workforce," Lewis says.

At the Jindal School, he has served on the Center for Professional Sales Advisory Board since 2014 — joining as a founding endowment member — and looks forward to further contributing on the advisory council.

Lewis says Texas Capital Bank has long recognized the University's vision and embrace of innovation, business strategy and international affairs. "We feel lucky we're one of the companies that already sees how special UTD is," he says, "and we gain from that."

• • •

Chief innovation and strategy officer at SAAZ Technologies, **Viswanath (Vish) Madhugiri's** main task is to establish



Greg Lewis

business relationships with a range of customers. "A large part of what we do is design sensors that go into satellites and aerospace applications, and it's exciting to be a part of," he says. "I've had an interest in technology for a long time, and my career has had a strong focus on innovation and securing best needs of an organization. My effort is to make organizations stand out."

This was evident during his time at Infosys, where he set up strategic partnerships, including the Cambridge University-Infosys Technologies strategic research collaboration. With more than 25 years of experience in several industries, including automotive and telecommunications, he has had many career highlights. A special one was receiving an invitation

from Queen Elizabeth II to a garden party at Buckingham Palace in 2014, partly in recognition of his work with the UK Trade and Investment, a government agency that later became the Department of International Trade.

Madhugiri considers joining the advisory council to be another honor. "I'm thrilled to be a part of the council and hopefully contribute to the success of students," he says. "It's a chance to listen as well as offer perspective. That's a philosophy I've tried to have throughout my career, and it isn't any different here."

He earned a master's degree in applied physics from Rani Durgavati Vishwavidyalaya (the University of Jabalpur) and an MBA from Shivaji University. [A](#)



Vishwanath Madhugiri

THOUGHT YOU SHOULD KNOW



Mike Peng

Mike Peng, O.P. Jindal Distinguished Chair of Management, has been named to the list of Highly Cited Researchers from Clarivate Analytics (formerly of Thomson Reuters) for the fourth consecutive year.

The 2017 list includes more than 3,300 researchers in 21 fields of the sciences and social sciences. These scholars have published a high number of papers that rank in the top 1 percent most cited in their respective fields over the last decade, and have been listed in *The World's Most Influential Scientific Minds*.

Peng, a professor of organizations, strategy and international management, is among the 93 scholars named in the field of economics and business.

"It is gratifying to see that my research continues to be of value to the scholarly community worldwide," Peng said. "There is vigorous competition in the market for ideas, whose winners are cited. Given space constraints, the number of references in every paper is limited. Therefore, overly narrow, nonessential and non-novel publications will not be widely cited. I have always endeavored to take on some big questions, which is a risky research strategy. But I am glad it has paid off."

A leading expert on 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 in global business.



Riki Takeuchi

A globally recognized organizational psychologist who specializes in international management issues, Organizations, Strategy and International Management Professor **Riki Takeuchi** was named a fellow of the Society for Industrial and Organizational Psychology at the society's 2018 meeting in Chicago in April. SIOP Fellows are psychologists recognized for having made "an unusual and outstanding contribution to the field." Takeuchi's election is his second honor from SIOP, a professional organization for those who practice and teach industrial and organizational psychology. In 2010, the society gave him its Distinguished Early Career Contributions Award.

Appointed last fall as the first Jindal School of Management Advisory Council Distinguished Professor, Takeuchi is known for his research in cross-cultural adjustment processes, social exchange relationships and strategic human resource management, with particular focus on employer-employee relationships. Prior to the Jindal School, he taught at Hong Kong University of Science and Technology, where he was a five-time winner of the Best Ten Lecturers' Award.

His work includes 29 refereed journal articles and six book chapters. He has delivered many presentations at the Academy of Management and SIOP conferences, among others. He has served on the edito-

rial boards of six major management journals and recently completed a term as associate editor for the *Academy of Management Journal*.



Kathryn E. Stecke

Kathryn E. Stecke, Ashbel Smith Professor of Operations Management, and her co-authors received a Best Paper of 2017 Award from *Omega - The International Journal of Management Science* for research initiated at the request of Sandia National Laboratories.

"Mitigating Disruptions in a Multi-Echelon Supply Chain Using Adaptive Ordering" (<https://doi.org/10.1016/j.omega.2016.07.004>), which appeared in the April 2017 issue of *Omega* (Volume 68, pages 185-198), examined response to and recovery from supply chain interruptions.

Stecke and her fellow researchers noted that disruptions may stem from natural disasters — such as earthquakes, accidents — such as oil spills, and intentional acts — such as terrorist attacks. Disruptions in 2011, they estimated, cost more than \$350 billion, because that year was the costliest on record for natural disasters.

The researchers found through simulation experiments "that the impact of a disruption depends on its location, with costlier and longer-lasting impacts occurring from disruptions ... close to ultimate consumption."

They learned that "expediting, an adaptive ordering approach often used to mitigate disruptions, can trigger

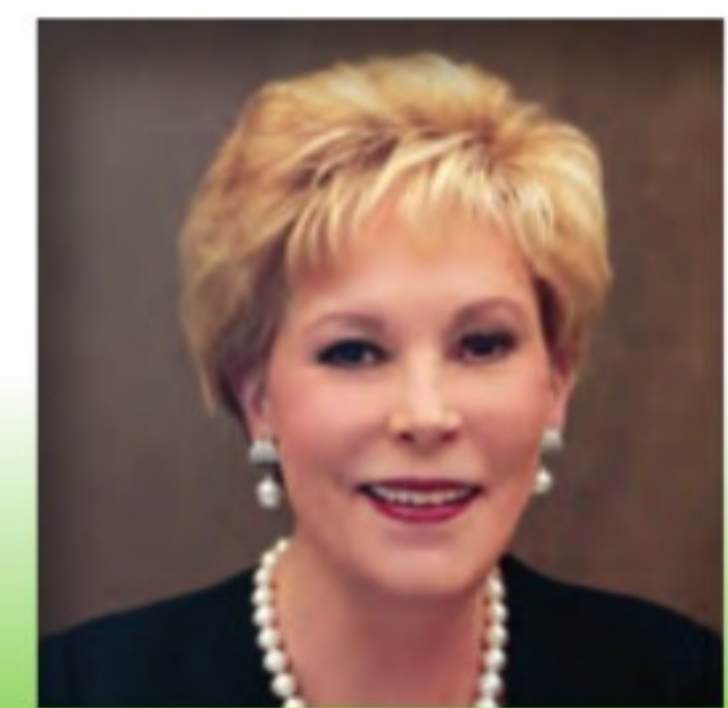
unintended bullwhip effects, and hurt rather than help overall performance."

Their findings, they wrote, "leave no doubt that variability in quantity and timing, whether from normal operations, disruptions or expediting, tends to be amplified in supply chains."

A project leader at Sandia noted that one significant practical result of their work was that it "demonstrated the importance of careful design in modeling the realities of supply chain behavior."

Stecke's co-authors were Thomas G. Schmitt of the University of Washington, Fred W. Glover of OptTek Systems Inc., Mark A. Ehlen of Sandia National Laboratories and Sanjay Kumar of Valparaiso University.

An associate professor of information and decision science, Kumar was a PhD student of Stecke's. He earned two degrees from UT Dallas, an MS in management and administrative sciences in 2005, and a PhD in management science in 2009.



Diane McNulty

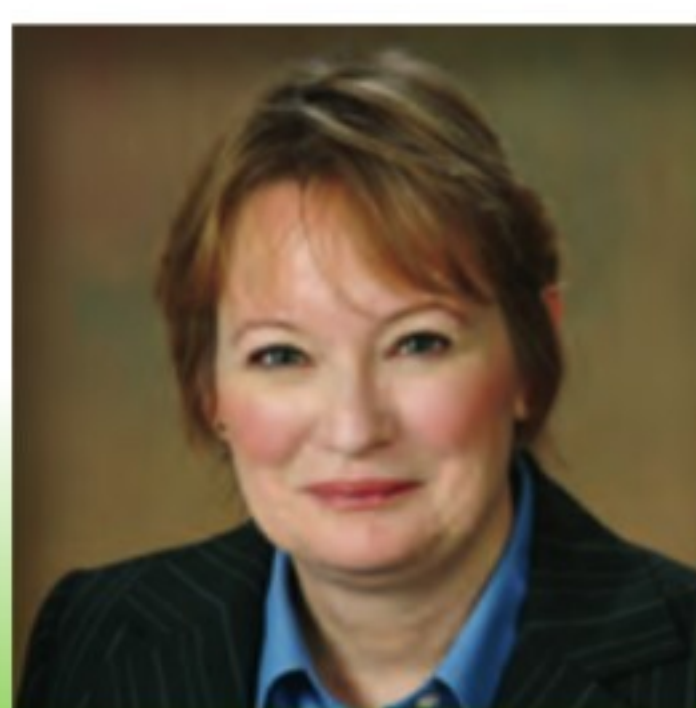
The Dallas chapter of the American Heart Association honored **Diane McNulty**, Jindal School associate dean for external affairs and corporate development, at its annual Go Red For Women Luncheon Feb. 23. McNulty, a survivor of a congenital heart defect, received the Sandi Haddock Community Impact Award for her role as a female leader who has significantly improved the health of women in the community.

Support for her own health challenges has fueled McNulty's passion and work on behalf of the American Heart Association for almost 30 years. With her friend Ann Dyer — a Dallas businesswoman she has known since college — McNulty co-founded the Game of Hearts, a luncheon fundraiser, and the AHA's Women's Heart Guild, a forerunner of the Go Red for Women movement, which advocates for more research and swifter action for women's heart health.

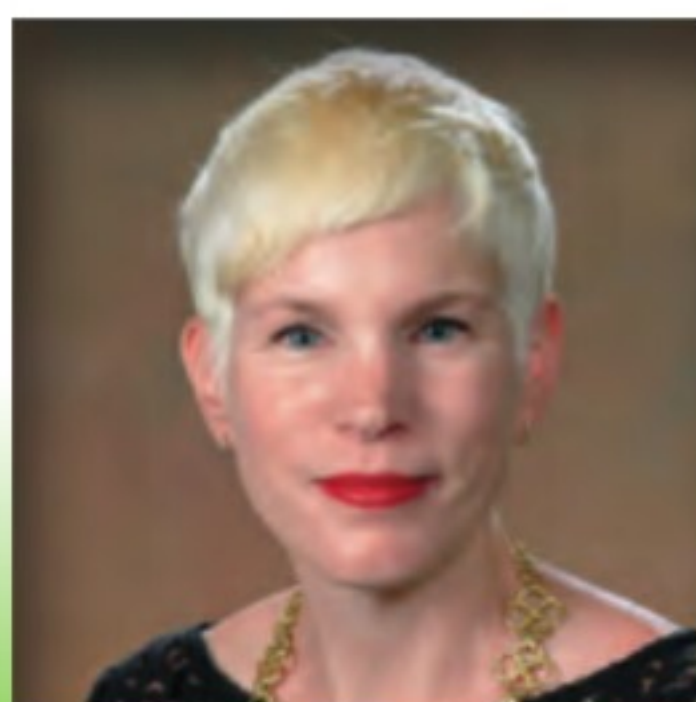
McNulty also has served on the Dallas Division AHA Board of Directors, and she chaired the 2001 Côtes du Coeur Ball, the largest American Heart Association fundraiser in the country.

According to the AHA, "up to 1.3 million Americans alive today have some form of congenital heart defect. In the United States, about 36,000 children are born with a heart defect each year. At least nine of every 1,000 infants born each year have a heart defect."

View an AHA Open Your Heart Survivor video about McNulty that was shown at the luncheon at https://youtu.be/_L_OCYh01i0.



Marilyn Kaplan



Kristen Lawson



Victoria McCrady

Marilyn Kaplan, associate dean of undergraduate programs, shared Best Paper Award honors with JSOM colleagues **Kristen Lawson** and **Victoria McCrady**, both senior lecturers in the Organizations, Strategy and International Management Area, at the Academy of Business Research conference last November in San Antonio. Their work, "The Hero Viewpoint and the Perception of Mentors: Why Millennials Need Mentors and Why They Have Problems Finding Them," is slated to be published in a forthcoming issue of the *Academy of Business Research Journal*.



John Gamino

An analysis by Undergraduate Accounting Program Director **John Gamino** was cited in a recent Internal Revenue Service administrative ruling on how S corporations and their owners should be treated for federal income tax purposes.

The Chief Counsel Advice Memorandum released Nov. 24, 2017, (see www.irs.gov/pub/irs-wd/201747006.pdf) said that such corporations and their owners should be treated as separate entities despite a federal court ruling to the contrary.

That ruling involved Hard Rock Café co-founder Peter Morton and his 2011 dispute with the IRS. He sued because the IRS had disallowed

deductions he claimed on his personal income taxes for business use of an airplane owned and operated by a Hard Rock-affiliated S corporation.

The IRS challenged the deductions on the basis that his personal use of the plane was not a business activity. Morton countered that he used the plane to facilitate activities for his multiple companies. Together, those companies and his plane use constituted a "unified business enterprise," he argued. Therefore, both his personal income tax deductions and the corporate tax deductions should be allowed. The court concurred.

Subsequently, IRS administrators began to wonder if that ruling had the effect of excluding S corporations from an earlier precedent that held that a "corporation is an entity separate from its owner for federal tax purposes." The administrators put the question to the agency's attorneys.

In the memorandum, attorneys concluded that the court's decision was an "aberration" and that the IRS should continue to apply the earlier precedent to S corporations. They noted the "only detailed discussion we located" was Gamino's analysis of the Morton decision, "A Rock and A Hard Place: The 'Unified Business Enterprise'" (*Tax Notes*, Aug. 30, 2011). In it, Gamino criticized the Morton decision on several grounds, including that the "unified business enterprise" argument was improper. The IRS memorandum quotes and relies on Gamino's work, concluding that his analysis was correct and should be followed by IRS auditors and attorneys nationwide.



Jennifer Johnson

Jennifer Johnson, a senior lecturer in accounting, received a 2017 Outstanding Accounting Educator Award from the Texas Society of Certified Public Accountants.

The statewide award, presented in three categories, to small, medium and large schools, recognizes Texas accounting educators who have exhibited excellence in teaching and who have distinguished themselves through active service to the profession. Criteria for judging includes instructional innovation, student motivation, the pursuit of learning opportunities for students, involvement in student and professional accounting organizations, and research accomplishments and publications.

Johnson, named the large-school winner, and the other recipients each received a plaque and a \$500 cash award at the annual TSCPA accounting educators' conference, held last October in Dallas. She was nominated for the honor by several of her students, former students and Monica Powell, senior associate dean.

Johnson is a self-described accounting nerd who teaches accounting as the language of business.

"I think that students don't understand all of the opportunities available to them in this profession," she said. "I tell my students that, as accountants, we are helping to enact change. Accounting isn't just a function. It's a way to help companies grow."

Johnson joined UT Dallas in 2009 after an accounting career at Dr Pepper Snapple Group, Southwest Securities and PricewaterhouseCoopers. She currently serves on the TSCPA

Board of Directors and is treasurer-elect of the Dallas CPA Society.



Howard Dover

Howard Dover, director of the Professional Sales Concentration, added Internet Movie Database — IMDb — credits to his credentials recently with the release of *The Story of Sales*, a documentary commissioned by Salesforce, a San Francisco-based company specializing in customer relations apps. The documentary explores the history, evolution and future of the sales profession.

Dover was tapped to appear by Jim Hopkins, Salesforce senior product marketing manager, who produced, wrote and directed the documentary. Hopkins and a crew came to campus last summer, and Dover, fellow sales faculty member **Jerome Gafford** and students ended up in the documentary's Chapter 3, "Educating Salespeople."

The documentary takes viewers to one of the Center for Professional Sales' regularly scheduled speed-selling events. As Dover discusses what, why and how he teaches, students are seen promoting themselves and their abilities to industry professionals in short rounds that emulate speed-dating events.

In March and April, Hopkins took the movie on a six-city screening tour that included a UT Dallas Alumni Mixer at the Alamo Drafthouse Cinema in Richardson on March 29. View the documentary at www.salesforce.com/story-of-sales.



Özalp Özer



Upendar Subramanian

A study by **Özalp Özer**, Ashbel Smith Professor in operations management; **Upendar Subramanian**, an associate professor of marketing; and Yu Wang, an associate professor of marketing at California State University, Long Beach; was chosen to mark a new effort inaugurated in the January issue of *Management Science*, to make scientific research more accessible to the general public.

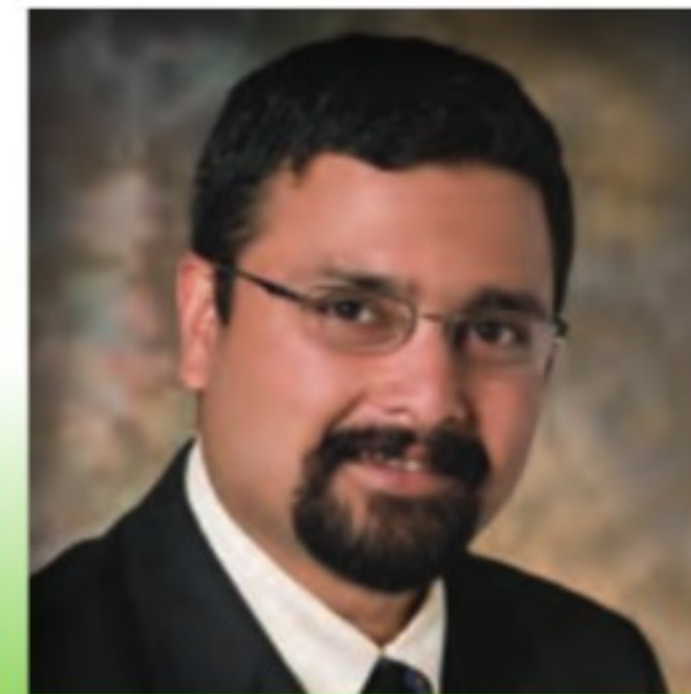
Management Science is a scholarly journal that publishes scientific research on the practice of management. It not only published the trio's study "Information Sharing, Advice Provision, or Delegations: What Leads to Higher Trust and Trustworthiness" (<https://pubsonline.informs.org/doi/10.1287/mnsc.2016.2617>) — about behavior that promotes cooperation and better outcomes among suppliers and customers — but also named it one of the journal's first two "featured articles."

In a Feb. 1 blog post, *Management Science* editor David Simchi-Levi explained that "the challenge is to translate scientific research to the general public in a way that is meaningful and insightful for that audience.

"For that purpose," he continued, "the editorial board will identify two-three 'Featured Articles' every issue and will collaborate with the authors

to prepare a synopsis of their papers that is accessible to the general public."

The study also was the subject of an *Inside Jindal School* story (jindal.utdallas.edu/news/providers-and-suppliers-information-sharing-is-key-to-establishing-trust) in March 2017.



Atanu Lahiri

Atanu Lahiri, an assistant professor of information systems, and his co-author Debabrata Dey of the University of Washington presented "Versioning: A Tool for Information Dissemination" at the Conference on the Digital Economy (CODE) at the Indian School of Business in Neemrana, Rajasthan, in December. Their presentation was based on their study, "Versioning and Information Dissemination: A New Perspective," forthcoming in *Information Systems Research*.

The point of their work, they wrote, "is to show that the presence of an informed segment of consumers fundamentally changes the information structure of the market, elevating in the process the relative value of information dissemination."



Syam Menon



Vijay Mookerjee

Professor and Information Systems Area Coordinator **Syam Menon** and **Vijay Mookerjee**, Charles and Nancy Davidson Chair in Information Systems, and colleague Jyotishka Ray, a 2017 Jindal School PhD graduate now teaching at Cal State East Bay (see *JSOM Research Ventures* on page 18), presented "Bargaining Over Proprietary Data" at a January 2017 Conference on the Digital Economy, which was held at the Indian School of Business in Hyderabad.



Joseph Picken

Joseph Picken, founder and academic director of the Institute for Innovation and Entrepreneurship, was the guest Feb. 27 on the *From Founder to CEO*, a podcast aimed at helping entrepreneurs take their businesses and themselves from startups to well-led companies and confident leaders. In an episode titled "Overcome the 8 Hurdles of the Founder to CEO Transition," host Todd Uterstaedt interviewed Picken about "*From Founder to CEO: An Entrepreneur's Roadmap*," an article he wrote that appeared in the January 2017 issue of *Business Horizons*. Although that article triggered Uterstaedt's interest, the podcast spent more time on "*From Startup to Scalable Enterprise: Laying the Foundation*," another Picken article that appear in the September-October

ber 2017 issue of *Business Horizons*.

Listen to the podcast at <https://fromfoundertocoeo.com/221-joseph-picken>.



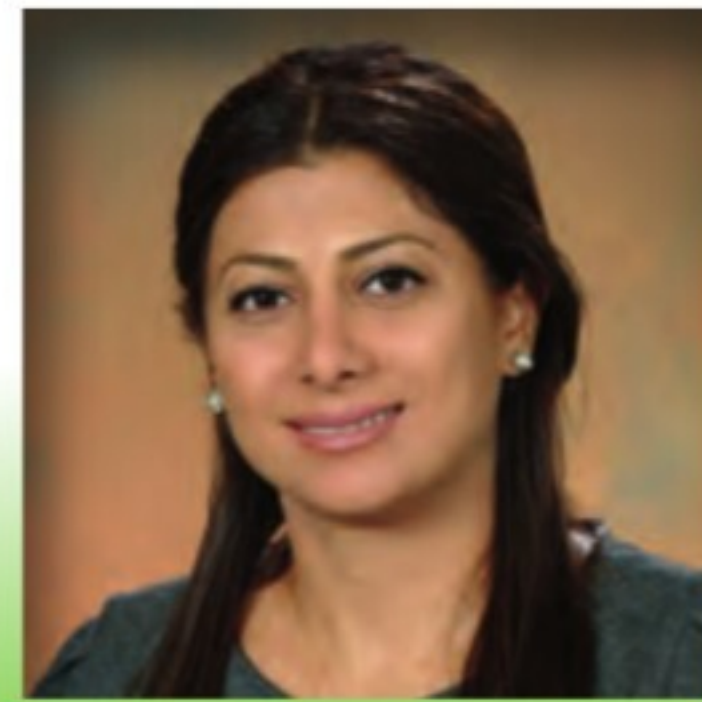
Orlando Richard

If the rapid ethnic and racial diversification of the past four decades continues, a Feb. 13 article by Richie Bernardo on *WalletHub.com* said, by 2044, “no single ethnic group will constitute the majority in the U.S. for the first time.”

WalletHub, which used that information as the starting point for an examination of ethnicity, race, language and birthplace across more than 500 U.S. cities, sought comment from experts. **Orlando Richard**, associate professor of organizations, strategy and international management, was among them.

Asked about main benefits of living in an ethnically diverse city, Richard commented that “diversity on city councils and leadership teams can contribute to a broader spectrum of viewpoints and perspectives, which could contribute to innovative solutions to problems and policy formulation/implementation.”

He added that “these effects are also beneficial to the companies that operate within the community, as they can also benefit from ethnic diversity. For example, a recent study of mine published in the *Journal of Management* found that retail stores that had racial diversity operating in racially diverse communities outperformed retail stores with or without diversity operating in homogeneous or all-white communities.”



Nassim Sohaee

Collaborative research by **Nassim Sohaee**, assistant professor of information systems, and two graduate students was accepted for presentation at Big Traffic 2018, an international workshop on traffic data analytics, slated to be held May 3-5 in San Diego.

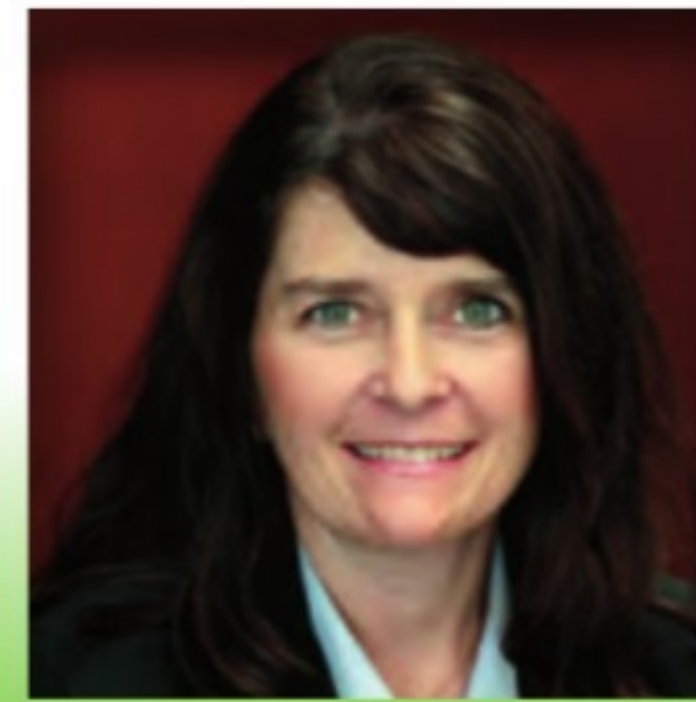
The study to be presented, “Short-Term Traffic Volume Prediction Using Neural Networks,” uses a relatively new mathematical model, the neural network, in an algorithm the research trio created.

As Sohaee and her co-authors wrote, “The neural network offers an attractive approach to modeling undefined, complex and nonlinear situations.” They “trained” their algorithm, they wrote, “by using both historical data and non-recurring phenomena such as weather.”

The algorithm describes the negative impact of adverse weather on travel speed, driving safety and many other aspects of traffic, and uses that information to arrive at a short-term traffic forecast.

Sohaee worked with computer science graduate student Hiranya Garbha Kuma, and MS in information technology and management and MBA student Aswin Sreeram.

Held in conjunction with the Society for Industrial and Applied Mathematics’ 18th International Conference on Data Mining, the workshop aimed to bring attention to traffic studies and promote artificial intelligence.



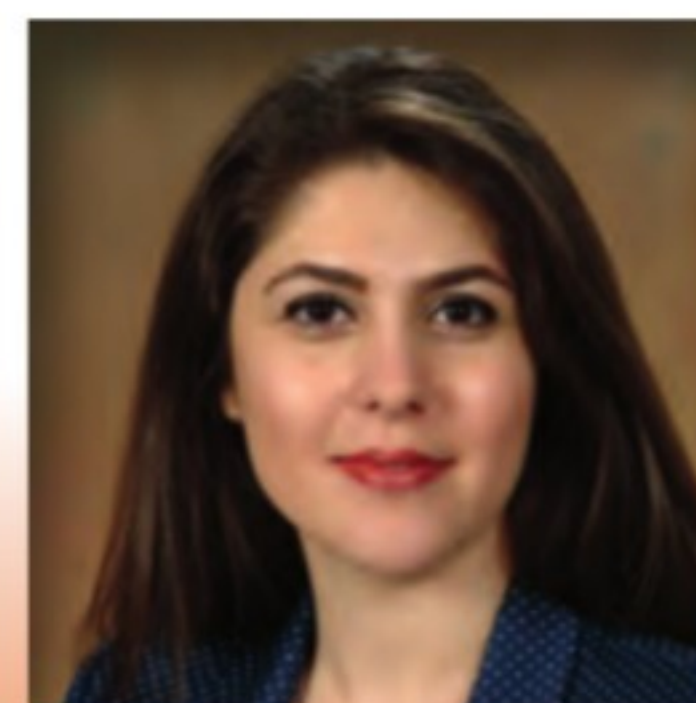
Christina Betanzos

Accounting Senior Lecturer **Christina Betanzos** co-authored with her husband, Todd Betanzos, a trial consultant and mediator, “Do You Solemnly Swear? A CPA’s Primer on Delivering Truthful and Powerful Testimony,” a cover story in the November-December 2017 issue of *Today’s CPA*, a bi-monthly publication of the Texas Society of Certified Public Accountants. Betanzos, who joined the faculty full time in fall 2016 after serving as an adjunct since 2012, holds a law degree in addition to her MBA and frequently teaches business law courses.

ADMINISTRATIVE NEWS



Shawn Alborz



Athena Alimirzaei

Shawn Alborz assumed duties as the interim director of the MS in Supply Chain Management program in January after former director **Athena Alimirzaei** stepped down to resume teaching duties. Alborz, associate dean of web and special projects, previously served as the MS in SCM program director, and he continues

to serve as the director of the MS in Management Science program.

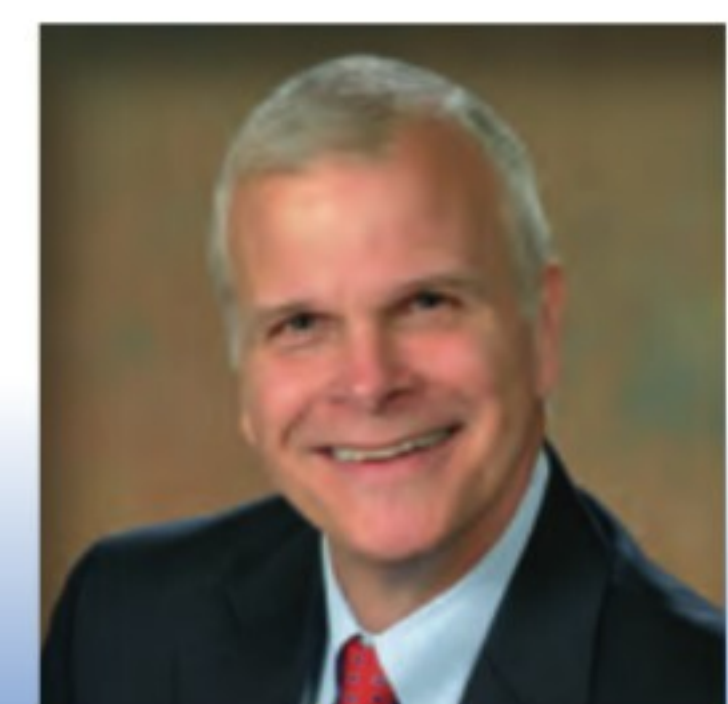
FACULTY AUTHORS

Every year, UT Dallas hosts a reception at the Eugene McDermott Library to honor faculty members’ published books and chapters. Recent Jindal School authors include:



Mary Beth Goodrich

Mary Beth Goodrich, senior lecturer in accounting, who co-authored *Business Process Configuration with SAP ERP* (n.p.: Epistemy Press LLD, 2017) with Simha R. Magal, Raymond Boykin and Bipin Prabhakar. A textbook geared to both undergraduate and graduate students, the work covers the essential concepts, principles and techniques of configuring an enterprise resource planning system.



Jeff Weekley

Jeff Weekley, director of the BS in Human Resource Management program, who co-authored *Talent Without Borders: Global Talent Acquisition for Competitive Advantage* (New York: Oxford University Press, 2018) with Robert E. Ployhart and Julian Dalzell. The book offers hiring managers straightforward advice on recruiting employees globally. The authors show managers how to use analytics and data to make evidence-based decisions.

Research Productivity on the Rise, UT Dallas Top 100 Rankings Show

Shrinking Gaps Between Scores Reveal Increase in Competition

BY JIMMIE R. MARKHAM

THE NAVEEN JINDAL SCHOOL OF MANAGEMENT

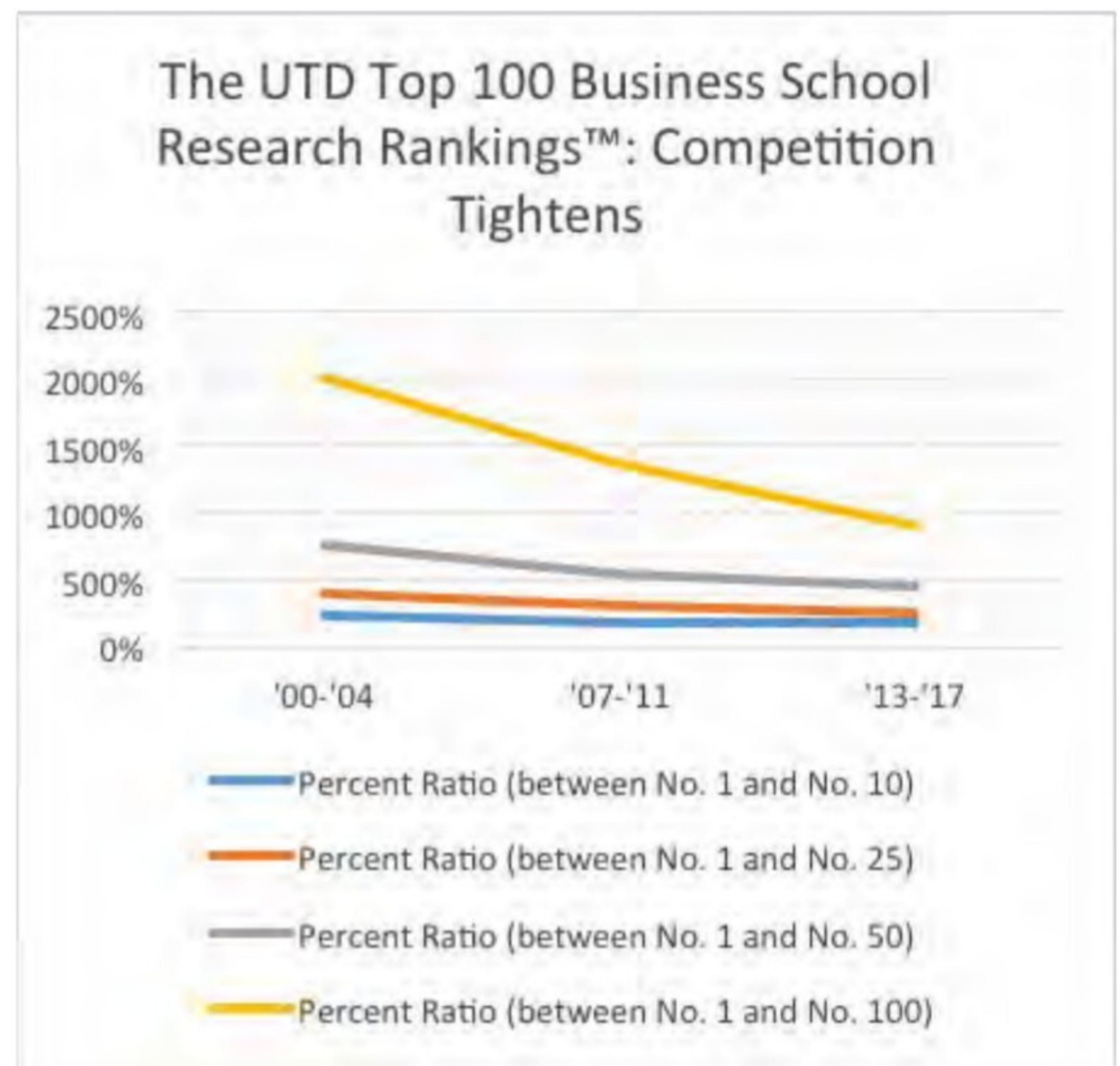
has maintained top 10 standing in the latest UT Dallas Top 100 Business School Research Rankings™. It landed at No. 6 in the North American rankings and No. 7 worldwide.

The Wharton School at the University of Pennsylvania has topped the North American and worldwide standings every year since the rankings were first published in 2005. Despite Wharton's solid hold on the No. 1 spot, data released Feb. 22 show other schools in the rankings are increasingly productive. The gap between them and Wharton has narrowed.

Since 2005, the Jindal School annually has updated its compilation of faculty research published in 24 leading peer-reviewed journals. Each year the rankings are determined based on an aggregate of results from the previous five years.

Initially, Dr. Hasan Pirkul, dean of the Jindal School and Caruth Chair, began compiling the rankings as a tool for benchmarking the school's faculty. The rankings since have earned praise from other business schools not only for the strong methodology of the evaluation system but also because they fill a critical information gap.

The UT Dallas Top 100 "is a valuable tool because it measures some-



TOP 10 BUSINESS SCHOOLS IN NORTH AMERICA

1	University of Pennsylvania, The Wharton School
2	Harvard University, Harvard Business School
3	New York University, Leonard N. Stern School of Business
4	Massachusetts Institute of Technology, Sloan School of Management
5	University of Southern California, Marshall School of Business
6	The University of Texas at Dallas, Naveen Jindal School of Management
7	University of Chicago, Booth School of Business
8	University of Toronto, Joseph L. Rotman School of Management
9	University of Michigan at Ann Arbor, Stephen M. Ross School of Business
10	Columbia University, Graduate School of Business

TOP 10 BUSINESS SCHOOLS WORLDWIDE

1	University of Pennsylvania, The Wharton School
2	Harvard University, Harvard Business School
3	New York University, Leonard N. Stern School of Business
4	INSEAD
5	Massachusetts Institute of Technology, Sloan School of Management
6	University of Southern California, Marshall School of Business
7	The University of Texas at Dallas, Naveen Jindal School of Management
8	University of Chicago, Booth School of Business
9	University of Toronto, Joseph L. Rotman School of Management
10	University of Michigan at Ann Arbor, Stephen M. Ross School of Business



thing that no other ranking has measured," Pirkul said. "It provides information about faculty research productivity across all the disciplines found in a business school, not just specific ones. That's an important consideration for potential students and faculty members who value research. They can be assured that they are selecting a school that has a strong research component, which plays a role in providing the most advanced education experience possible."

The latest rankings reveal that the choice is becoming more difficult to make because the gap in research output between the top schools and those further down the list has closed considerably. In 2005, the first year the rankings were released, the difference between the scores of the No. 1 and No. 100 schools in the worldwide ranking was 2,022 percent. That difference has now tightened to 899 percent. The difference between No. 1 and No. 10 is now just 180 percent, compared to 226 percent 14 years ago.

In the top 10 of the worldwide rankings, the competition was extremely tight. A scant 4.62 points separated No. 4 INSEAD from No. 7 JSOM. The top-ranked Wharton School did have a clear advantage in productivity, outpacing No. 2 Harvard by nearly 20 points, 164.14 to 124.47.

Harvard University's Business School, the Leonard N. Stern School of


Business at New York University and the Sloan School of Management at the Massachusetts Institute of Technology rounded out the top five in the worldwide rankings.

Harvard has maintained a lock on the No. 2 position for seven years and nine of 14 years.

The Marshall School of Business at the University of Southern California joined the top five of the North American rankings this year.

INSEAD, based in France, leapfrogged five schools to reach its No. 4 worldwide ranking compared to its No. 9 ranking last year. It had reached No. 6 in 2015. It remained the only school outside North America ever to have cracked the top 10.


Rounding out the top 10 in the worldwide rankings for 2018 were the Jindal School, the University of Chicago's Booth School of Business, the University of Toronto's Joseph L. Rotman School of Management and the Stephen M. Ross School of Business at the University of Michigan at Ann Arbor.

For a complete listing of the most recent research productivity rankings, visit jindal.utdallas.edu/the-utd-top-100-business-school-research-rankings. 

New Human Resource Management Program Adds Certification Prep Course

— Jeff Weekley

The BS in Human Resource Management program added a new elective in the spring semester, The Human Resource Professional (OBHR 4361), to prepare students to take the Society of Human Resource Management Certified Professional exam. The course covers major human resource management concepts, theories, laws and workplace situations.

Dr. Jeff Weekley, program director, says the new degree program, which launched last fall, "had its first three graduates last December. We are up to 50 students majoring in HRM, and awareness of the program in the local human resource community is growing." 



By Jimmie R. Markham

New Program at the Jindal School Explores Free-Enterprise Education

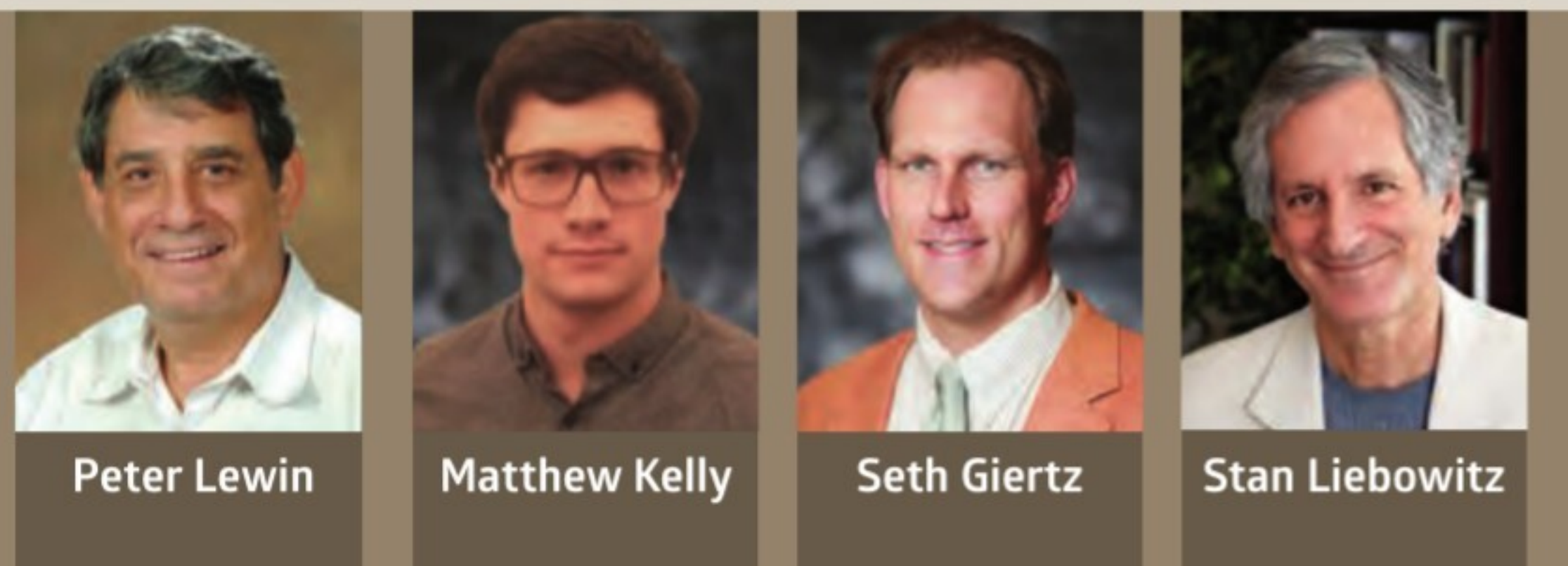
Graduate CAFÉ student Himanshu Chiwale at the Lincoln Memorial. Several students from undergraduate and graduate CAFÉ classes attended LibertyCon 2018, hosted by Students for Liberty in Washington, D.C. SFL featured a variety of speakers who shared their thoughts and experiences on the importance and value of free markets and individual liberty.



The Jindal School has launched a new program to help students gain a better understanding of the American free-enterprise system.

The Colloquium for the Advancement of Free-Enterprise Education (CAFÉ) teaches Jindal School students the foundations of economic freedom and the function of ownership rights — and how this affects business practice.

“I’ve been at UTD for 25 years, and this is something I’ve wanted to do for at least 20,” said Dr. Peter Lewin, director of the program and a professor of finance and managerial economics. “I’m passionate about this program



because I want to educate students who are not only trained in their specific academic areas but who are also educated in economic principles underlying the American free-enterprise system so that they can go on to become well-informed business leaders.”

Operating within the Center for the Analysis of Property Rights and Innovation, CAFÉ will invite undergraduate and graduate students to apply for a fellowship. The 2018 cohort of CAFÉ fellows includes 11 undergraduate students and seven master’s students.

The program has recruited two research fellows, Dr. Seth H. Giertz, an associate professor of economics in the UT Dallas School of Economic, Political and Policy Sciences, and Matthew Kelly, formerly a policy analyst at an

economic and public policy research center at Florida State University, to serve on the faculty.

Dr. Stan Liebowitz, director of CAPRI and Ashbel Smith Professor of Managerial Economics, is co-director of CAFÉ and a senior research fellow in the program.

The program is jointly funded by a grant of up to \$840,000 from a local donor — a UT Dallas graduate who wishes to remain anonymous — and the Charles Koch Foundation, a charitable organization that supports scholarship in pressing issues such as criminal justice and policing reform, toleration and free speech, foreign policy, economic freedom, technology and innovation, and K-12 education.

Undergraduate CAFÉ fellows can receive up to \$5,000, and graduate fellows can receive up to \$10,000. As part of the fellowship, students are eligible to participate in interactive, elective UT Dallas activities, such as student clubs and reading groups. Fellows also can participate in interactive off-campus elective activities, such as attendance at national or state conferences, that are related to the mission of the program.

“We will invite guest speakers who will present something very topical,” Lewin said. “It will be open to our fellows, as well as the University and the public.”

In addition, fellows will complete two courses (one per semester) over the calendar year. These two courses examine the comparative performance of economies with different institutional structures.

Graduate fellows in the program can pursue research, help undergraduates involved in the program and assist faculty with research or articles.

“The target audience for research coming out of CAFÉ consists of connected, aware, curious businesspeople and academics, and the think-tank environment,” Lewin said. [Ⓐ]

PROFESSOR'S OFF-CAMPUS CONTRIBUTIONS WIN NEW ACADEMIC SUPPORT



From the left: Dr. Howard Dover, director of the Jindal School's Center for Professional Sales; Sales Enablement Society founding member Jennifer Jacober; society board member Nicole O'Brien; society president and co-founder Scott Santucci; and Dr. Hasan Pirkul, Jindal School dean; at the SES check presentation in October.

A professor's enthusiastic participation in a new organization trying to advance the profession of sales has resulted in a \$60,000 donation to the Center for Professional Sales at the Jindal School.

Dr. Howard Dover, director of the center and of JSOM's Professional Sales Concentration, says the gift from Sales Enablement Society (www.sesociety.org) is the single largest donation that the center has received to date.

"It's a very generous gift from a society that wants to establish an academic presence by having us focus on moving the field of sales forward," Dover says. "It's going to allow us to conduct research, continue curriculum development, and send faculty and students to events like the SES conference."

Leaders from the society including Scott Santucci, president and co-founder of the Washington-based not-for-profit, presented a check to Dover and Dr. Hasan Pirkul, dean of the Jindal School, at the organization's annual conference, held in Dallas last October.

Having someone with Dover's academic credentials be a contributing member "helps us see ourselves through a different lens," Santucci said.

Established in 2016, the society exists to elevate sales enablement as a recognized profession globally. Sales enablement is an evolving concept of combining tools, resources and training to streamline the sales process and help make individual salespeople and sales teams more effective.

Society board member Nicole O'Brien explained that Dover had joined the group at an early stage and "has been a guiding


By Jimmie R. Markham

force in the organization's development by lending his expertise from an academic perspective."

Santucci told the audience that even though other universities had approached him with offers of academic research, the organization had chosen UT Dallas as its academic partner in appreciation for the contributions that Dover has made.

Pirkul announced that the Jindal School would make a matching gift and establish a permanent endowment of \$120,000. He said he would like to see the endowment reach a value of \$1 million.

O'Brien, one of the founding five members of the society, said that the organization's goal is ultimately to see sales enablement as a cohesive practice and not just as individual roles within an organization.

"It should be elevated higher as a structure," she said. "The purpose of this gift is to partner with the Center for Professional Sales to help us determine what that structure will look like." 

EMBA STUDENT TEAM ANALYZE NAFTA WHAT-IFS FOR CANADIAN CONSULATE

Four Executive MBA students at the Jindal School recently had the opportunity to dive into a topic currently dominating news reports — the North American Free Trade Agreement, NAFTA — at the behest of the Canadian Consulate in Dallas.

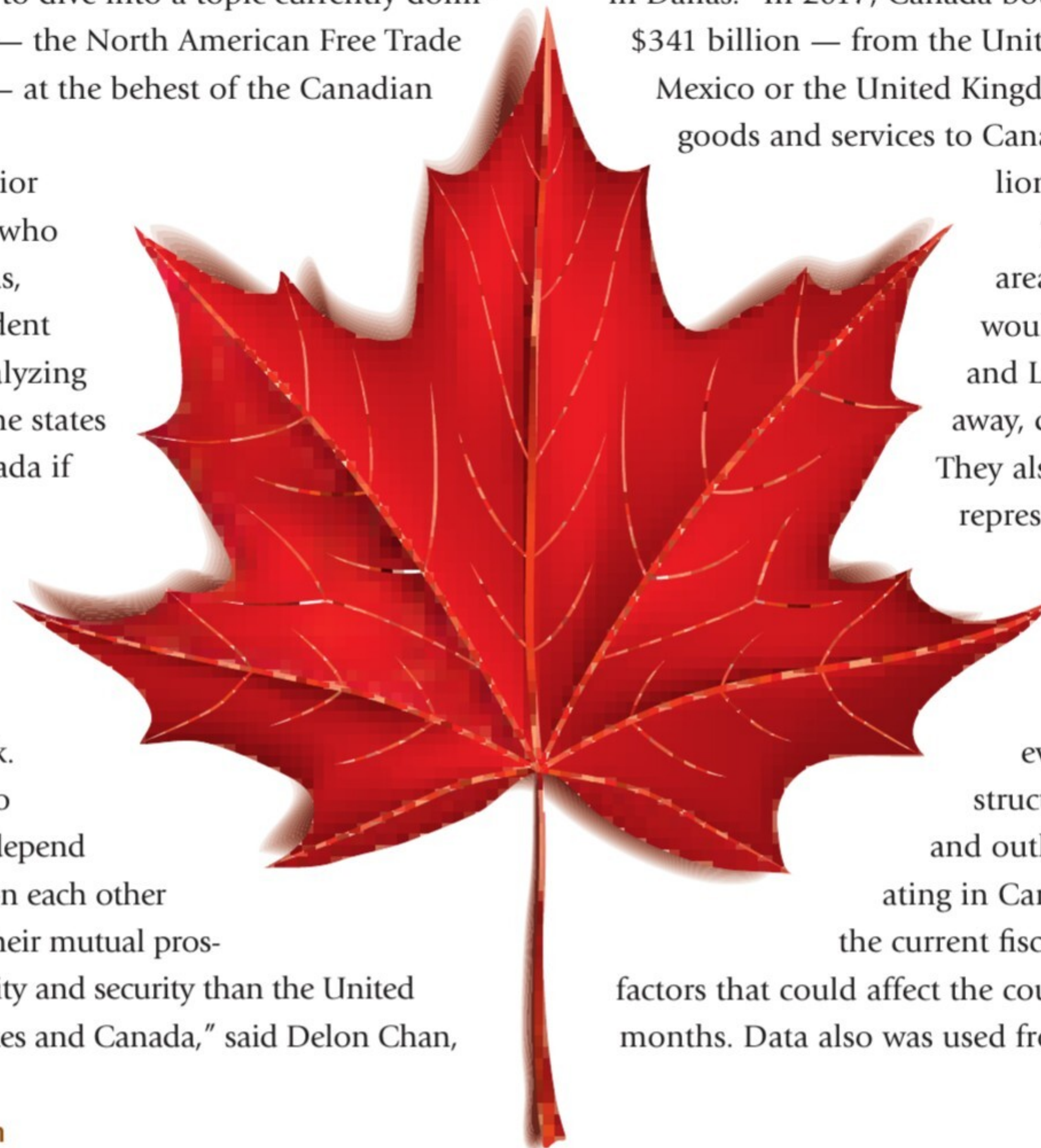
David Weiner, consul and senior trade commissioner for Canada, who has since transferred out of Dallas, approached JSOM to ask if a student group would be interested in analyzing the economic ramifications for the states of Texas and Louisiana, and Canada if NAFTA ceased to exist.

Students in Dr. Stephen Kiser’s Global Business course — Sudipto Bose, Vicky Eaglebear, Bob Landi and Russell Wiant — took on the task.

“No two nations depend more on each other for their mutual prosperity and security than the United States and Canada,” said Delon Chan,



Delon Chan



consul and trade commissioner at the Consulate General of Canada in Dallas. “In 2017, Canada bought more goods and services — \$341 billion — from the United States than did China, Japan, Mexico or the United Kingdom. Texas sold \$27 billion in goods and services to Canada in 2017. Texas has a \$4.5 billion trade surplus with Canada.”

The JSOM students identified areas where the economic pain would be greatest in Canada, Texas and Louisiana if NAFTA were to go away, drilling down to a county level. They also identified the state legislator representing that area.

Starting with conducting business analytics on NAFTA provided by the Canadian Consulate’s office, they also evaluated Canada’s economic structure, current economic situations and outlook, and major industries operating in Canada. In addition, they looked at the current fiscal status and key global economic factors that could affect the country over the next 12 to 18 months. Data also was used from the U.S. Census Bureau, the

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New Accounting Elective Highlights the Importance of Corporate Disclosures

Effectively disclosing information to outsiders is a critical component of any business. Disclosure practices are so important that regulators, including the Securities and Exchange Commission, have instituted specific rules that com-

panies must follow when disclosing financial information to investors and other market participants.

These realities are why Accounting Associate Professor Rebecca Files has created a new graduate accounting course on corporate disclosures that starts this fall. Forensic Analysis of Corporate Disclosures (ACCT 6368) will examine numerous aspects of the corporate disclosure environments of firms, including mandatory disclosure requirements and voluntary disclosure choices.

“The way in which something is disclosed can have a huge impact on investor response,” Files says. “So understanding the rules that the SEC has put into place regarding corporate disclosures is critical

for anyone working with a publicly traded firm.”

Beyond SEC-mandated rules, though, Files says, “companies have a lot of avenues through which they can *voluntarily* provide information about their company — conference calls, Twitter, news articles, just to name a few.”

Disclosure choices have important implications for businesses and their managers. Files says the course will cover academic research projects that link disclosures to improved stock performance, enhanced fraud detection and strengthened market reputation.

“There are numerous benefits to effective disclosures,” says Files, “but there are also important

By Glenda Vosburgh

U.S. Bureau of Labor Statistics and Standard & Poors.

Each student focused on a different area of research. Eaglebear researched Canada. Bose researched gross domestic product and employment over the past three decades in Canada, Texas and the United States. Landi looked at NAFTA's impact on business and some of the negotiation elements of the trade agreement; and Wiant used Microsoft Power BI to analyze the possible effect of tariffs on Texas and Louisiana exports to Canada. The goal of the analysis was to identify the regions in the two states where jobs and wages might be lost if NAFTA were to be repealed.

One particularly interesting discovery, Wiant said, was the impact the demise of NAFTA could have on the supply chain, particularly when it comes to auto manufacturers and their suppliers.

If NAFTA goes away, higher tariffs on trade could make cars more expensive and have an impact on companies such as one near San Antonio that makes seat belts.

"That's where it goes from not being a good idea to do away with NAFTA to being really scary," Wiant said. "You wouldn't believe how many times a car goes back and forth from Mexico to the U.S., to Canada and back again during the manufacturing process."



Sudipto Bose
Vicky Eaglebear



Bob Landi
Russell Wiant




"If a company's costs go up, they could decide to pass that on to customers, but they could also choose to cut costs by laying off workers," said Bose, general manager, Automotive and Power Business, Tektronix; who added that manufacturers of the F-16s in Fort Worth could suffer if NAFTA dies.

For Eaglebear, executive sales specialist, Roofing Business, Owens Corning; her research into Canada changed the way she thinks about NAFTA. "I really saw how doing away with it could have devastating effects," she said. "I feel like we shouldn't act on impulse with NAFTA."

Once the students had presented the results of their research in class, they gave a presentation to Vasken Khabayan, Canada's consul general (acting) in Dallas.

"It was fascinating to present it to the consul because it took it from the classroom into real life," said Landi, director of operations excellence, Lennox International. "My part was to look at NAFTA's impact on business and some of the negotiations. It was interesting to see how everything kicks off with one element and then how the discussions go back and forth."

The Canadian Consulate has referred to information from the students' research in its advocacy of NAFTA, and in talking with U.S. and Texas elected officials, and to companies about the importance of the U.S.-Canada trade relationship to the Texas economy. 

legal implications for firms and managers that fail to disclose appropriately."


"We will discuss the role of the SEC in combating fraud and how firm managers and its board of directors should respond when faced with allegations of fraud."

More than just the rules of disclosure, though, Files says, "I want students to understand the bigger picture of how disclosure affects other people. Students will gain a lot of practical knowledge from industry professionals who will be speaking to our class. The course will also include a group project that allows them to analyze the disclosure choices of a particular firm throughout the semester."



"I want students to understand the bigger picture of how disclosure affects other people."

Other topics covered in the course include EDGAR — the acronym for the SEC's Electronic Data Gathering, Analysis and Retrieval system — SEC comment letters, restatements, management earnings forecasts, pro forma earnings, and conference calls.

"Although this course is an accounting elective, it is designed for anyone interested in pursuing careers in auditing — external and internal, corporate accounting or finance, management, consulting, compliance or public relations," Files says. "My hope is that this course will better prepare students to deal with the realities of auditing or consulting a complex, publicly traded firm. 

ON a Tuesday evening last fall, students in a new course, “The Craft Brewing Industry in Texas,” studiously watched a TV ad that mocked the very subject they were learning about.

“Let them sip their Pumpkin Peach Ale,” said the Budweiser ad. “Our beer is brewed for drinking, not dissecting.”

Bud might still be the “King of Beers,” but the craft brewing revolution is challenging that throne, contributing \$4.9 billion to the Texas economy alone last year, according to Dr. Richard Harrison, an associate professor in the Jindal School who created the class.

Harrison’s course took a timely look at one of the fastest-emerging areas of local business, said Tiney Ricciardi, craft beer journalist at *The Dallas Morning News*.

“People see opportunity in local beer,” said Ricciardi, guest speaker in a class session that focused on how media cover craft brewing. “I think Professor Harrison’s class is really encouraging ... it’s a sign that the North Texas beer industry is being taken seriously.”

Harrison, a self-described craft beer enthusiast, got the idea for the course after reading research from colleagues at Stanford University on “resource partitioning theory” and craft beer: As big corporate brewers consolidated, it created space in the 1980s and beyond for small brewers to pop up and sell a wide variety of stouts, lagers and India pale ales.

The craft beer boom was slow to hit North Texas, but when it did, it hit hard. Five years ago, there were only five craft breweries in the area. Today, there are 60, and they employ “probably less than 1,000 workers,” Harrison said. But, he added, if you include beer distributors, workers in craft beer bars — all the employees upstream and downstream, the industry accounts for thousands of local jobs.

The 20 students in Harrison’s class didn’t drink beer as part of the course. Instead, they dissected every aspect of the craft brewing business, from financing and production to cutting through the thicket of regulations you need to pass before you can sell a single pint of lager.

“There are a *lot* of hurdles breweries have to go through,” Harrison said. “It’s a long, elaborate process.”

Speakers at the class included a representative from the Texas Alcoholic Beverage Commission, two representatives of major beer

COURSE EXAMINES LOCAL CRAFT BREWING BOOM

distributors, and six local craft brewery owners. The owners included three UT Dallas graduates: Michael Peticolas, BA 1995, of Peticolas Brewing Company; Joel Malone, JSOM BS 1995, MBA 2011 and MS 2011, of Bishop Cider Company; and David Wedemeier, JSOM BS 2002 and MBA 2005, of Martin House Brewing Company.

“Listening to all these different local industry experts taught me a lot about how you overcome challenges and become successful,” said Lance Bergstrom, an investor in the Dallas-based Manhattan Project Beer Company and a self-described “beer neophyte.” “I wish they had a class like this at SMU when I was getting my master’s there.”

Bergstrom was one of several students in the class who already were involved in local craft brewing or hoped to find a job in the industry. Others said they enrolled simply to learn more about the beer business.

It was “such a great, informative class, even for someone like me who just likes to drink all different kinds of beer,” said Dick Morrison, who works at a local manufacturing company. “I’ve learned the industry is changing and running a brewery is hard. You really need a couple million dollars just to get started.”

Adapting to a quickly evolving landscape was a recurring topic in the course. Ricciardi talked about how big corporate brewers are now jumping on the craft beer bandwagon, which threatens smaller business. She also said the rapid increase of local craft breweries might create “a harsh reality” that could close some businesses and force brand-new breweries to scale back their launches.

Students who took the course were confronted with tough questions on how to approach such a fast-growing industry. Harrison said one conundrum is how to keep competition from ruining the cooperative nature of craft breweries in Texas.

“Right now, it’s a tight-knit network of people who don’t act like competitors,” he said. “If someone runs low on hops or grain, someone will loan them some. It’s almost like a social movement. Everyone helps each other.”

The bigger question, he said, is whether the industry can keep growing without losing its integrity and its customers. Last year, after MillerCoors bought Granbury-based Revolver Brewing, Harrison said he heard several local craft beer drinkers vow they would never drink Revolver beer again.





Right now, it's a tight-knit network of people who don't act like competitors.

Richard Harrison



Tiney Ricciardi



Ricciardi discussing craft-brewing publications in Harrison's class

"Craft breweries are supposed to be small and independent and use hand-crafted methods, as opposed to mass production. Once you get bought by MillerCoors, what does that do to your identity? What does that do to consumer perception of your authenticity?" Harrison said.

"An emerging industry like this has lot of interesting questions," he said, "and not all the answers are clear." [Ⓐ]

Like the industry it covered, Harrison's craft-brewing course, taught in the fall 2017 semester, was small and independent, offered as a Special Topics in Organizational Behavior (OB6V99) class. Scheduled to return next fall as a regular course, it will be assigned a new Organizational Behavior (OB) course number and will appear in the UT Dallas online catalog this summer. If you are interested in enrolling, look for it there or contact Harrison.

'Fearless' Strategist Honored with Marketing Legends Award

By T.D. Christensen

Best-selling author David Meerman Scott, the marketing strategist who coined the term "newsjacking," was honored with the Naveen Jindal School of Management 2017 Marketing Legends Award last October.

Scott, whose 10 books include the influential *The New Rules of Marketing and PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly*, 6th edition (Hoboken, N.J.: John Wiley and Sons, 2017), preached the message of marketing in real time and using social media to create attention and build business.

"It's about speed. It's about agility. It's about realizing the time is *now*," he said in a lecture before receiving the award. "The world has changed, but most corporations have not."

Scott's books and ideas have helped transform the industry, said Alex Edsel, director of the MS in Marketing program. "Legends

are fearless in their passion, and David has been fearless in his embrace of new rules for marketing," Edsel said. "His contributions in social media marketing have turned a lot of conventional wisdom on its head."

Scott began his career in Wall Street bond trading — an experience that taught him to react quickly. He became a vice president of marketing for NewsEdge Corporation but



David Meerman Scott (left) receiving his Marketing Legends Award from Alex Edsel

lost his job in 2002 when the company was sold to new owners.

"Getting fired jolts you into reality and gets you out of your comfort zone," he said. "It was the best thing that happened to me."

Scott launched a blog that became popular and became an early advocate of social media and free internet content. In 2007, he struck a chord with *The New Rules of Marketing and PR*, which is now available in 29 languages, from Albanian to Vietnamese.

Scott talked about the right methods of standing out, including being fearless and "newsjacking" a story with a video or post that redirects the attention to you. Hours after Donald Trump was elected president, Scott gained widespread attention for his tweet "The Best Marketer Was Elected President."

In accepting the award, Scott praised the Jindal School for wisely partnering with the business community "so students can get practical information and quickly apply it to their career." [Ⓐ]



Top: Harold McDowell and Kelli Freeman
Bottom: Harold McDowell

Institute for Excellence in Corporate Governance Boardroom Visit Shows Students a CEO's Perspective

Students from the Executive MBA program at the Naveen Jindal School of Management recently took a field trip that gave them valuable insights into how boardrooms operate.

Dr. Diane McNulty, associate dean for external affairs and corporate development, invited three students from her Corporate Governance class to join an excursion organized by the Jindal School's Institute for Excellence in Corporate Governance.

Institute member Harold MacDowell, CEO and board member of TDIndustries, had invited fellow IECG members to company headquarters for a "boardroom chat." During it, he discussed the servant leadership model that has earned TDIndustries the distinction of having been on *Fortune* magazine's "100 Best Companies to Work For" for 20 consecutive years.

True to MacDowell's servant-leader style, his presentation was followed by a question-and-answer period that allowed other institute members in attendance to share their knowledge and experience.

"Our membership consists of thought leaders in corporate governance, including public/private company directors, C-suite officers and nonprofit organization directors," said Dennis McCuiston, executive director of the institute. "These are experts sharing information with other experts. The environment tends to be more collegial than hierarchical."

When McNulty invited EMBA students Russell Wiant, Tim Reazor and Jori Wiemer to the event, they were all excited about the opportunity to network with experts in corporate governance.

Opposite page (from left): Dennis McCuiston, Harold McDowell, Diane McNulty, Jori Wiemer, Russell Wiant and Tim Reazor

Jindal School Center Launches New Research

The International Center for Decision and Risk Analysis (ICDRiA) in the Jindal School has joined forces in a research partnership with the new Risk and Insurance Institute at Le Mans University in France.

Dr. Alain Bensoussan, director of ICDRIa and a Jindal School professor of risk and decision analysis who holds a Lars Magnus Ericsson Chair, signed the formal agreement for the partnership last November in France.

"This agreement will contribute greatly," Bensoussan said, "to UT Dallas' goal of successfully developing international relations. ... "Joining forces with a dynamic school like Le Mans University will build strength and create positive results that will benefit both universities."

Dr. Hasan Pirkul, Jindal School dean and Caruth Chair, also

signed the agreement in Le Mans. He said "the partnership will enhance the Jindal School's research profile in Europe and promises to establish welcome new ties in energy, finance, insurance, operations management and other disciplines."

The French-born Bensoussan joined the UT Dallas faculty in 2004 after leading the European Space Agency from 1999 to 2002. He founded ICDRIa in 2004 to study how large-investment industrial projects can better manage risks, uncertainties and decision-making.

Le Mans, located 130 miles southwest of Paris, is best known for its annual endurance sports car race. But it is also the home of several global insurance headquarters, which collaborate with Le Mans University on risk analysis initiatives. The new partnership between UT Dallas and Le Mans University will "create a

“As part of the Executive MBA program, Dr. McNulty has helped pull us into a couple of things with the IECG,” Wiant said. “We went through its nonprofit certificate program and got an idea about how boards work.

“With this event, we got a whole new perspective. We got to listen to a CEO give his thoughts in a closed room on how and why a board is formed and what he wants out of it. Although we got to see the other side of it through the course, today it was nice being able to see the CEO’s side of it.”

For Reazor, events such as the TDIndustries visit serve as springboards for brainstorming sessions with faculty.

“We have zero experience in terms of accountability when forming a company, so it was interesting to hear MacDowell explain how he chose to recruit diversity of thought for his board,” Reazor said. “How does he hold his people accountable, and how does the board hold them accountable? Now that we’ve participated in this event, we can ask Dr. McNulty these types of questions, and she can give us the answers. That’s the best part about being in this program.”

Since all three students expect to serve on boards at some point during their careers, they



are grateful for educational experiences that more closely align with how the corporate world works and go beyond examples they get in the classroom.

“It goes into why we’re getting this degree,” Wiemer said. “In some cases, our classmates are pretty frank at the beginning of the program. Some people are in it because they need the piece of paper, or because the job requirements have changed to get the promotion they need. For those of us that have that extra drive and desire and really want to be able to put the pieces together outside of the classroom, experiences

like this are pretty amazing.”

McCuistion, who organized the event along with institute advisory board members Stephen Konstans and Kelli Freeman, saw a variety of benefits for the students.

“EMBA students are going to or already serve on boards, so this will reinforce some of the things they know and give them some new ideas,” he said. “But even more than that, to hear a servant leader like Harold MacDowell talk about what it’s like in the company and focus on culture and performance — this is a great experience for that.”

Partnership in France

By T.D. Christensen

critical mass” in researching the insurance, health and energy industries, Bensoussan said.

The partners have already embarked on several projects, including a collaboration with Eren, a French renewable energy company that invests in wind farms.

“We are interested in renewable energies because there is a lot of competition and uncertainty in that business,” Bensoussan said. “If there’s no wind at the wind farm, that’s a big risk. How do they make sure they succeed and not lose money? How do they make it scientifically viable?”

The second project involves a company that



Alain Bensoussan

wants to better use stochastic maintenance, which Bensoussan described as “preventative medicine” for maintaining any type of structure, from airplanes to bridges to industrial plants.

“Stochastic maintenance is a very important issue. Thanks to big data, you can know very precisely when it’s time to do maintenance, which saves a lot of money,” he said.

He said the partnership between ICDRiA and Le Mans University’s Risk and Insurance Institute also is interested in exploring the United States’ deteriorating infrastructure. Other potential future projects include working with American financial institutions and energy providers, he said.

The Jindal School will host deans, academic and program directors and other strategic decision-makers focused on part-time MBA and online MBA programs on the UT Dallas campus in two overlapping conferences this fall.

The 2018 Part-Time MBA Conference, which is celebrating its 25th anniversary, opens first. It will run from Sept. 30 to Oct. 2 and have the theme of The PMBA of the Future and The Future of the PMBA.

Beginning Oct. 1 and concluding Oct. 3, the Online MBA Conference will be a gathering of the people behind established online MBA programs who are focused on how technology is changing expectations of what it means to be a student.

“If you are curious about the future,” JSOM Dean Hasan Pirkul says in conference website (jindal.utdallas.edu/events/mba-conferences/) welcoming remarks, “these conferences, ... will include stellar groups of colleagues to engage. Each conference will encourage thought-provoking conversations, debates on several issues confronting us and discussions of emerging ideas to promote program success at every level — from the classroom to the dean’s suite.”

“It is our hope that conference attendees will take home a bucket of gold nugget ideas that they can implement at their own institutions. The congeniality of those who attend is unique, and the opportunities to benchmark other great programs is another great conference takeaway” said JSOM Senior Associate Dean Monica Powell, chief organizer of both conferences. [A](#)



Center for Healthcare Leadership and Management Launches Podcast



The Center for Healthcare Leadership and Management at the Jindal School has launched *The Business of Healthcare*, a podcast that brings together business leaders and other forward thinkers to discuss how best to meet the challenges of a rapidly changing, increasingly complex healthcare industry. The host of the show, Dr. Britt Berrett, is the director of the center as well as the director of the Jindal School’s BS in Healthcare Management program. Dr. Keith Thurgood, director of the Executive MS in Healthcare Leadership and Management for professionals, also serves as occasional host and guest.

Other guests have included Dr. Cory Kidd, CEO and founder of Catalia Health; David Toomey, senior vice president of Sharecare’s enterprise division; and Dr. Jason Wolf of The Beryl Institute. Jindal School 2014 MS in Healthcare Leadership and Management for Physicians alumnus Dr. Peter Baek, CEO and founder of Vigilant Labels (see Alumni Notes on page 51), also has been a guest; as has Dr. Marilyn Moon, an institute fellow at Washington-based American Institutes for Research; and author Dr. Jim Rickards, a past chief medical officer of the Oregon Health Authority.

Discussions have focused on thorny challenges in the healthcare industry, including optimizing the patient experience, pricing transparency, community-coordinated-care organizations and leading effectively during volatile, uncertain, complex and ambiguous times. Innovative healthcare technology such as anesthesia labeling and Mabu, a healthcare companion robot that helps people deal with chronic illness also have been featured.

The podcast can be found at www.businessofhealthcarepodcast.com, on Apple Podcasts and in most popular podcasting apps. [A](#)



Britt Berrett



Keith Thurgood

Jindal School Team Wins Texas Shoot-Out Real Estate Case Competition



(From left) Betsy Cheung, Haylee Tubbs, Colby Porter, Joseph Barnett, Patrick Kerns and George DeCourcy

By Jimmie R. Markham

A Naveen Jindal School of Management team of graduate students from the Real Estate Concentration won a case competition that offered ideas for a revitalization project adjacent to the DART rail Farmers Branch Station.

The Texas Shoot-Out Real Estate Case Challenge, which was sponsored by the North Texas chapter of the National Association for Industrial and Office Parks, a commercial real estate devel-

opment association, tasked the teams with creating an idea for redeveloping a five-acre plot of land northeast of the DART Farmers Branch Station.


The JSOM team members were double MBA-finance students Joseph Barnett and Colby Porter, MBA students Betsy Cheung and Haylee Tubbs, and master's in finance student Patrick Kerns.

The students took first place and split a \$6,000 prize for their winning efforts. They prevailed over teams from SMU, TCU, UT Arlington and UT Austin at the April 5 finals.

"This year's case involved a large parcel in what is hoped to become downtown Farmers Branch, but currently is best described as 'in transition,'" said George DeCourcy, associate director of the Real Estate Concentration.

The City of Farmers Branch initiated the case used in the competition by issuing a request for proposal. Mayor Robert C. Dye laid out the city's vision for the project in a letter to the competitors, explaining that the proposal – for "a true live, work, play environment that residents, and non-residents alike, can call home" – would "help change our City's landscape for generations to come."

The team's proposal, "The Next Chapter for Farmers Branch," provided market, site and gap analyses and offered a highest-and-best-use proposal, real-estate parlance for a development that is physically possible, appropriately supported, financially feasible and results in the highest value. Students also included a financial analysis and a recommended site design.

"Our team developed a unique mix of retail and office with walkability and environmentally sensitive touches that played off all the surrounding elements and the site potential," DeCourcy said. "They even projected the outcome of a negotiation with city on funding for burying some existing power lines." 

JSOM Duo Earns Research Fellowship

By Jimmie R. Markham

The Global Association of Risk Professionals (GARP) awarded research fellowships in the fall 2017 semester to two students from the Jindal School through its GARP Fellowship Research Program.

Nam Nguyen, who graduated in December with a master's degree in finance, and Ndackyssa Oyima-Antseleve, who is pursuing the same degree, were each awarded \$1,500 to work on a joint project related to global financial risk management, "Bank credit and working capital management: risk analysis in oil and gas industry." The proposal was based on a project the pair had done in a course, Numerical and Statistical Methods in Finance (FIN 6382), taught by Dr. Liping Ma, a



Ndackyssa Oyima-Antseleve, Liping Ma and Nam Nguyen

clinical assistant professor of finance.

Ma, who is serving as Nguyen and Oyima-Antseleve’s advisor, said that earning the research award was a big accomplishment, one that demonstrates a pattern of success for Jindal School students. “This is the second time that UTD students have won this award,” she said. “One student, 2016 MS in Finance alumnus Kamiar Kordi, won this award as a single author in fall of 2016.”

The goal of Nguyen’s and Oyima-Antseleve’s research “is to investigate the effect of availability of bank credit on the critical operation assets, working capital accounts, which supports short-term business routines of a company,” Oyima-Antseleve said. “It focuses mainly on companies in the oil and gas sector and investigates to what extent each sub-industry is affected.”

So far, the two researchers have reviewed the available literature and reinforced its approach to constructing a model that will, according to Oyima-Antseleve, “better capture the systematic relationship between the concerned variables.”

In April, Nguyen and Oyima-Antseleve had nearly finished constructing a dataset and were moving into the coding phase to build their model.

“Once the model is built, our next step will be to report on the analysis and write up the overall research paper,” Oyima-Antseleve said. “We intend to have it ready by June for publication on the GARP website and subsequently to have it submitted to another journal.” 📍

CAFÉ STUDENTS MEET MEDIA MOGUL STEVE FORBES



Students in the new CAFÉ program (see page 33) attended the Students for Liberty conference — LibertyCon 2018 — in Washington, D.C., March 2-4, where they met Steve Forbes, chairman and editor-in-chief of Forbes Media. From left: Evan McClure, Joshua Evers, Anny Shechtman, Weiwei Qin, Forbes, Kevin Cangelosi, Cynthia Liu, Patrick Fitzsimmons and Meher Vallabhaneni

SMILE, MR. PRIME MINISTER



On March 12, their first full day after arriving in Australia for a spring break short course, who should UT Dallas students in Regional Management Area Studies: Asia – Australia (IMS 3093) run into? Australia’s Prime Minister Malcolm Turnbull. The fortuitous meeting took place at BlueScope steelworks at Port Kembla, New South Wales, where the students had gone to learn about environmental advancements made at the steelworks. Turnbull had picked BlueScope, which has Kansas City-based operations in the United States, to talk about Australia’s exemption from steel tariffs U.S. President Donald Trump had just announced. Taking command of many cameras, Turnbull smiled his way through a barrage of selfies with students from both UT Dallas and Minnesota — and later retweeted JSOM’s tweet about the chance encounter.

Graduate Student Selected for National Student Entrepreneur Fellowship

JSOM graduate student Omeed Shams has been accepted into a national fellowship program that he hopes will accelerate his entrepreneurship capabilities and help grow his company.

Shams is one of 17 college students awarded a 2018 Future Founders Fellowship, which provides mentoring, entrepreneurship retreats, peer skill sharing and volunteer opportunities.

"I'm excited to meet these people and stay connected with them, but also learn from them as well. They're all in a very similar stage that I'm in," says Shams, a master's

student in innovation and entrepreneurship.

As part of the program, each of the fellows will be sharing skills with their colleagues. Shams' presentation is called, "How to Build a Team on a Bootstrap Budget."

His work focuses on a platform called Kwest. In 2016, the app was used as a local scavenger hunt/guided tour platform. Now, Kwest has been updated as an augmented reality gaming platform.

"I think it has a ton of potential — both from a consumer standpoint, but also from an acquisition standpoint," he says. "If it gets acquired, I will launch something else." [▲](#)



BUSINESS ANALYTICS STUDENTS CELEBRATE WINS



MS in Business Analytics Program Director Kashif Saeed (back row, center) and Program Coordinator Mary Christine Sayre (back row, far right) celebrated with the winners of the program's United Way and Texas Instruments Analytics Challenges. Business Analytics students collaborated with industry and community partners to solve analytic challenges facing their organizations, using a variety of skills and complex analytic applications. Cash prizes ranging from \$250 to \$1,000 were awarded first-, second- and third-place teams at Jan. 24 ceremony at which JSOM Dean Hasan Pirkul presided.

Accounting Students Score Scholarships from the Texas Society of CPAs

The Accounting Education Foundation of the Texas Society of Certified Public Accountants this spring awarded a \$2,500 scholarship to each of five graduate students in the Jindal School's Professional Program in Accounting.

On the way to earning their master's degrees, all five students, Jason Albritton, Iqra Ali, Michael Cheney, Tamra Gibson and Triza Nganga, are taking a CPA Review course together in preparation for the four-part professional examination. It covers: Auditing and Attestation, Business Environment and Concepts, Financial Accounting and Reporting, and Regulation. Spring exam season began Feb. 26 and runs through May 11.

CPAs throughout Texas have funded the Accounting Education



The five Professional Program in Accounting students who earned TSCPA scholarships this spring are (from left) Iqra Ali, Tamra Gibson, Jason Albritton, Triza Nganga and Michael Cheney.

Foundation's mission to promote and reward educational excellence by awarding scholarships to students and recognizing outstanding accounting teachers.

Besides being accounting majors at a Texas college or university, foundation scholarship recipients share the intent of becoming a Texas CPA and entering the accounting profession upon graduation. They also must have a high cumulative college grade-point average and perform well in accounting classes. [A](#)

PhD Student's Research Into Online Physician Reviews Earns Best Paper Award

Lecturer Danish H. Saifee, who is pursuing a PhD in management science with a concentration in information systems, earned the Best Student Paper award at the Conference on Health IT and Analytics (CHITA) in Washington, D.C., last November for "Are Online Reviews of Physicians Reliable Indicators of Clinical Outcomes? A Focus on Chronic Disease Management."

The study focuses on the question of the reliability of online reviews of physicians on websites such as Vitals and Yelp, which are growing in popularity among patients and other healthcare consumers. In particular, the study questioned the reliability of such reviews relative to quantitative clinical outcomes — such as 30-day readmission and emergency room visit rates — for chronic conditions such as chronic obstructive pulmonary disease.

The key finding of this study is that online reviews of physicians may not be dependable when considered for evaluating the quality of care provided by these physicians to patients suffering from chronic conditions.

Saifee's co-authors on the study are JSOM Information Systems Area faculty members Drs. Zhiqiang (Eric) Zheng, Indranil R. Bardhan and Atanu Lahiri.

A previous version of the paper with the same co-authors won the Best Paper Award at the International Conference for Smart Health (ICSH) in Hong Kong last June. [A](#)



By Jimmie R. Markham

BIG IDEAS ABOUND AT STARTUP PITCH COMPETITION



NeuroRehab VR co-founder Vena Somareddy

In keeping with its driving spirit of innovation, the Institute for Innovation and Entrepreneurship (IIE) renamed its annual campus-wide contest last year, changing it from the Business Idea Competition to the Big Idea Competition.

Entries at the finals held last Nov. 16 ranged from wearable robotics that help folks with knee injuries become more mobile to web portals that improve the food supply chain. Other competitors: drones that municipal governments can use to detect air pollution, and virtual and augmented reality tools that improve brain health and enhance leisure activities.

Top honors went to NeuroRehab VR, a company that develops virtual reality games to help patients recover from strokes, neurodegenerative diseases or traumatic brain injuries by using the brain's neuroplasticity to develop new neural pathways.

The judges unanimously agreed that NeuroRehab VR put forth the best idea of the day and awarded the team the first-place, \$15,000 prize. The team also took home the \$2,500 Diversity and Inclusion Award.

Veena Somareddy, a School of Arts, Technology and Emerging Communication

PhD student who co-founded NeuroRehab VR, said the honors brought extra validation for her team's efforts.

"Virtual reality is new," she said. "We're trying to bring something that wasn't already there. We've gotten validation from our patients and therapists. Now getting it from Guy Kawasaki and everybody else means a lot."

Kawasaki, a brand evangelist and best-selling author, shared his tips on "The Art of Innovation" in the keynote address and served as a judge, along with Jeff Williams, BS 1987, a partner at Interlock; Julie Nickols, an attorney and partner at Haynes and Boone LLP; Courtney Caldwell, MBA 2006, co-founder of ShearShare; and Robert Metcalfe, Ethernet co-founder and a professor at The University of Texas at Austin's Cockrell School of Engineering.

According to Julie Nichols, the quality of the ideas — whether from graduate or undergraduate students — was so high that it made for a difficult deliberation by the judging panel.

"We were all very impressed with how relatively far along the companies had come in a short period of time," she said. "I was very impressed with Alta Air — for undergrads, that was a pretty sophisticated operation they've come up with."

Alta Air, whose members were Jindal School sophomores Konan Mirza and Jason Tran, both finance and economics double majors, and electrical engineering student Yosias Kassaye, took home the third-place \$5,000 prize and won \$2,500 for the best

undergraduate idea. Their concept involved a modular drone design with interchangeable sensors.

Elaine Wang, a Jindal School master's in management science student, and Trusit Shah, a computer science PhD student, presented Cthrough, a mobile app that enhances the user's experience at attractions such as zoos and museums. Cthrough, won the \$10,000 second-place prize.

Other winners included Skyven Technologies, which earned the \$2,500 Biggest Social Impact Award, and UT Dallas' Brain Performance Institute, which snagged the \$2,500 award for the Biggest, Most Innovative Idea.

Presented by title sponsor Interlock Partners, the competition featured graduate and undergraduate students who vied for \$40,000 in cash and scholarship prizes. Other sponsors and community partners included Tolleson Wealth Management, Capital Factory, the Dallas Entrepreneur Center, the Dallas chapter of TiE and MassChallenge Texas. [A](#)



Top: Alta Air team members (from left) Tran, Mirza and Kassaye Bottom: BIC judges

{ ALUMNI NOTES }

1970s

Charles Michael (Mike) Brodie, BS 1976, was appointed chairman of the UT Dallas Development Board last fall. He replaced Phil Ritter, the chief operating officer at Meadows Mental Health Policy Institute, who had served as board chair since 2010. Mike is broker and owner of Keller Williams Realty and a 2017 Distinguished Alumnus.



"As a graduate and neighbor of UT Dallas, the University has influenced my life for a number of years. Now, it is time for me to give back to the university that did so much for me," he says.

Mike and his partners opened the Plano office of Keller Williams Realty in 1997. He became operating principal in 2013. He also has ownership in several other Keller Williams interests in the United States and internationally.

Mike is active in the community, volunteering with the Lone Star Chapter of Big Brothers and Big Sisters, Emily's Place and the Plano Chamber of Commerce.

HB Paksoy, MA 1976, is a retired professor and was one of the first graduates of what was then called the School of Management at UT Dallas. HB subsequently earned his doctorate at Oxford University in England. He spent his career as a history professor at several universities, including Texas Tech and Ohio State.



He says John Rees and Gavin Hambly were among his favorite UT Dallas professors. Rees taught geography and management and administrative science. Hambly, who taught Middle Eastern and Mughal Indian history, allowed HB

to ask the hard questions and then gently nudged him to discover the answers himself.

HB says some 50 of his research papers have appeared in more than 45 journals and scholarly collections. He also has written or edited 16 books. Most are available on the web, free of charge.

Now retired, HB says he does whatever strikes his fancy. Recently, he has been writing fiction and his working on his sixth novel. Find his trilogy under the series name *Mayor of Pømpington* on Amazon.

1980s

Glenn D. Lovelace, BS 1981, is the CEO of Peñasco Valley Telephone Cooperative Inc., a company that provides telephone and data service to a territory that includes 4,929 square



miles in southeast New Mexico. Glenn says he enjoys the fact that the company, which has 100 employees, provides a valuable service in a rural environment where people depend on one another more so than in urban areas.

Glenn became an entrepreneur in the early 2000s, and he still believes "entrepreneurs can and will change the world." While at the Jindal School, he was inspired by his strategic planning professor, the late Dr. Richard Tozer (1939-2016), who encouraged him to finish his education. Glenn earned an MBA from Harvard (University) Business School in 1987, and Tozer eventually became a director and chairman of the board of Glenn's first startup.

Cristie Feldman Schlosser, BS 1984, is the principal interior designer with the Schlosser Design Group LLC, which she opened in the 1990s. Cristie is credentialed as a Registered Interior Designer, by the American Society of



Interior Design — ASID, and by the National Council for Interior Design Qualification — NCIDQ.

Following graduation, she worked in the apparel industry, where her experience in management and touring manufacturing plants helped her understand processes that today help her explain value to her clients.

Last year, she was recognized by her peers with several ASID accolades, including a first-place Legacy of Design and two first-place Design Ovation awards from the Texas chapter.

She says UT Dallas was a great fit for her since it allowed her to work full time and go to school full time. Cristie says that when she is not working, she enjoys yoga, cooking and traveling with family.

Jenny Rush, BS 1985, is the founder of Lymethriving (www.lymethriving.com), a 4-year-old organization that offers support and services to those suffering with chronic illness. She has developed a philosophy of healing that taps into one's own emotional strength.



A resident of Biddeford, Maine, Jenny experienced chronic Lyme disease that led her down this career path. "Once I became physically well," she says, "it became my passion to extend an invitation to others dealing with

chronic illness to address the emotional aspects of their illness experience and have them empower themselves."

Lymethriving offers two- and three-day retreats, as well as free teleconference calls to address the spiritual and emotional aspects of chronic disease.

Jenny also has written a book, *Chronic Illness as an Access to Quantum Healing: Passing Through the Eye of the Needle Into Self-Actualization* (n.p.: Jenny Rushovich, 2015).

Before founding Lymethriving, Jenny had a small website development company. Before that, she was the operations manager of a securities firm.

She says she came to UT Dallas because she appreciated the flexibility of night classes as she was working full time. She recalls an advertising class where an assignment was to work on a campaign for Cherry Coke, which was about to hit the market. She enjoyed the solid industry experience and

real-world information that UT Dallas offered.

When she is not working, she enjoys time spent with her husband, visits from their two adult daughters, exploring the outdoors and lots of time with her dog, Charlie.

1990s

Beth Gerwe, MS 1991, is a managing director of Deloitte Tax LLP in Dallas as well as the North Texas Inclusion Leader for Deloitte. She spoke at the UT Dallas Diversity Lecture Series on Feb. 6 on "Unleashing the Power of Inclusion: Attracting and Engaging the Evolving Workforce."



Specifically, she discussed how businesses can gain traction by embedding diversity and inclusion in their corporate cultures.

In addition, she talked about the findings of a recent Deloitte survey done in collaboration with the Billie Jean King Leadership Initiative as well as a survey conducted by Bersin, Deloitte's digital research library for human resources and talent acquisition. The latter showed that 71 percent of surveyed companies aspire to create an inclusive culture, but only 12 percent believe they have achieved it.

So, Beth asked, "How do you move the needle?" It comes, she said, in day-to-day interactions that create a culture so that people feel they belong, starting from the "tone at the top." Leaders, she notes, who model inclusivity are "intentional in mentoring and sponsoring employees who are different from them."

Beth lives with her family in Farmers Branch. She serves on the Parish Episcopal School of Dallas Board of Trustees and is a board member of the Dallas Dinner Table.

Almaz Woldeab, BS 1993, recently received a 2018 *Dallas Business Journal* Minority Business Leader Award, as did fellow JSOM alumnus Sulman Ahmed, BS 2009 (see next page). The award recognizes women and men in the DFW area for their business and community leadership.



Almaz is chief accounting officer and managing director at Civitas Capital Group in Dallas, a niche real estate asset management firm. Previously, she worked at Texas Instruments for 12 years. She earned an MBA from Southern

Methodist University and is a certified public accountant.

She came to the United States in 1985 to escape the upheaval in her country of Ethiopia and to get an education. While at UT Dallas, she took classes at night so she could keep her job and finance her education. She says her experience at the University was key in preparing her for a business leadership role.

Almaz shares her experience with others who immigrate to the United States. She volunteers with a number of nonprofits and is on the board of directors of the Human Rights Initiative of North Texas, which assists survivors of violence. She also is a fellow with the National African-

American Women's Leadership Institute, a resource to help African-American women realize their leadership potential. She also is the co-chair of EDIR, a committee for the DFW chapter of the Mutual Assistance Association for the Ethiopian Community.

Mahesh Shetty, EMBA 1999, has been named president of SG Blocks, a designer, innovator and fabricator of container-based structures. Mahesh, also the company's chief financial officer, manages and implements company strategy, supervises other executive team members and oversees finances. He was appointed a director of the company in July 2016.

Previously, Mahesh served as the chief restructuring officer and CFO of PFO Global Inc., a manufacturer and provider of advanced prescription lenses. Prior to this, Mahesh, who began his career at PricewaterhouseCoopers LLP, was the CFO and served in executive finance and operational roles with several Fortune 500 companies.



He is a certified public accountant, a certified information technology professional, a chartered global management accountant and a chartered accountant. He serves on the board and is the treasurer of Mothers Against

Drunk Driving, serves on the national and Dallas Chapter Board of Financial Executives International and was chairman of the US India Chamber of Commerce DFW.

He also serves on the board of EZlytix, a private cloud-based business intelligence software company, and on the board of B.I.G. Logistics, a private logistics company.

Mahesh was recognized by both the *Dallas Business Journal* and *D CEO Magazine* as the CFO of the year in 2011. He was selected as 2018 *D CEO* Outstanding CFO of a midsize public company.

2000s

David Holmberg, EMBA 2000, was profiled in *Executive Connections* last fall. The magazine is a members-only publication of the Executive MBA Council, an academic association for those in and who serve EMBA programs.



David is president and chief executive officer of Highmark Health, as well as chairman of the board of Highmark Inc., the company's health insurance affiliate. He joined Highmark Inc. in 2007 and has served in a series of executive positions.

He also is a member of the board of directors of the Blue Cross Blue Shield Association, American Health Insurance Plans (AHIP), the Allegheny Conference on Community Development and the Pittsburgh Cultural Trust.

David was named Jindal School Distinguished Alumnus in 2003 and a UT Dallas Distinguished Alumnus in 2009. He has established a scholarship/fellowship in his name to support JSOM students.

David says that the problem-solving skills and core disciplines he learned at the Jindal School continue to serve him well. "Students need to be prepared to adapt to the

changes in today's business climate. The Jindal School does remarkably well in that area, as evidenced by its prominent rise in national rankings. Giving back to the school is a significant way that I can continue that moment and ensure students' future success."

Sulman Ahmed, BS 2001, recently received a 2018 *Dallas Business Journal* Minority Business Leader Award, as did fellow JSOM alumnus Almaz Woldeab, BS 1993 (see previous page). The award recognizes men and women in the DFW area for their business and community leadership.



Founder and CEO of DECA Dental Group, Sulman said that "when I learned I'd been nominated for this award, it struck a deep chord."

Sulman, who obtained a doctor of dental medicine degree from the Tufts University School of Dental Medicine in Boston, launched DECA Dental in 2008 with one office in Dallas. The company has grown to nearly 900 employees at 75 locations in Dallas, Austin, San Antonio and Houston.

He credits his experience at the Jindal School and UT Dallas, and the diversity he experienced there, for helping to prepare him for success.

He has built partnerships with St. Jude Children's Research Hospital, and he is the exclusive provider of free dental services to thousands of children with the Kidd's Kids organization and Pat & Emmitt Smith Charities. He also serves on the board of DECA Dental and the Young Presidents Organization.

DECA Dental has been recognized with a number of awards, including *Inc. Magazine's* 5000 fastest-growing companies in the U.S. several years in a row. Sulman also received EY's Health Entrepreneur of the Year award in 2017. His success has made him a sought-after speaker at leadership, entrepreneurial and motivational conferences.

Will Rosellini, MBA 2003, MS 2003, chairman and CEO of Nexeon MedSystems since January 2016, took the company public in 2017. A global medical device company, Nexeon MedSystems focuses on providing neurostimulation products that improve the quality of life of patients suffering from debilitating neurological diseases, such as Parkinson's. Will was a minor league baseball player with the Arizona Diamondbacks at 22, but he realized that he was not going to make it in the big leagues (see *MANAGEMENT*, Vol. 7, No. 1, pages 30 and 31). He says, "I determined what separated me from the best of the best was my own nervous system and the way it reacted to situations with high adrenaline states. This set me down the road of my life's passion to understand the nervous system and translational neurotechnology."

He began to understand the failure modes associated with converting clinical ideas and discoveries into innovative products that can eventually make an impact. By tapping into the nervous system's electrical network, he says, there are many diseases — chronic pain, Parkinson's, epilepsy, depression, Alzheimer's, obsessive compulsive disorder — that could be treated where normal pharmaceutical therapy has not succeeded.

Will says, "I have started five companies, done three



acquisitions, raised \$60 million in financing and had four exits."

Along the way, he also served as director of commercialization at the Texas Biomedical Device Center (see utdallas.edu/txbdc) at UT Dallas from 2013 to 2015.

"I was the first employee hired to manage and deploy \$16 million in foundation funding," he says.

Will holds numerous degrees, among them a BA in economics from the University of Dallas; a 2008 MS in applied cognition and neuroscience from the UT Dallas School of Behavioral and Brain Sciences, a JD from Hofstra University and an MS in regulatory science from the University of Southern California.

Brett Philips, BS 2005, MS 2009, is co-founder of the



accounting firm Shifflett & Philips, which he started with his friend Nick Shifflett in 2014 in Frisco. Brett is a CPA and had worked at other firms before going out on his own. His current practice focuses on federal and state tax compliance as well as consulting with individuals, estates, partnerships and closely held corporations.

Brett says he especially enjoys working with entrepreneurs and finding creative ways to increase their bottom line while minimizing their tax liability. He credits his wife for making his own transition from employee to entrepreneur an easy one.

When he is not working, he enjoys playing golf, running and spending time with his wife and two daughters.

William F. (Bill) Rayburn, EMBA 2007, is a distinguished professor and associate dean at the University of New Mexico School of Medicine in Albuquerque. In his position, Bill, who earned an MD in maternal fetal medicine from Ohio State University and an MD in obstetrics and gynecology from the University of Kentucky Hospital, oversees the continuing medical education and professional development of the school's faculty.



He also serves as a clinician, educator and researcher in high-risk pregnancies in the school's Division of Maternal-Fetal Medicine. He is the author of more than 700 peer-reviewed journal articles for national scientific meetings

that deal with drug effects on the developing fetus.

Bill is the founder of the Workforce Studies and Planning Initiative at the American Congress of Obstetricians and Gynecologists. He was the longtime chair of obstetrics and gynecology at UNM's medical school.

Bill says that he enjoyed all his JSOM professors but especially Dr. John F. McCracken, director of JSOM's Alliance for Physician Leadership, who showed an active interest in the students and complete knowledge of the subject, but at a level that was not overwhelming to his students. Bill says he has included some of McCracken's techniques in his own teaching.

Mike Knox, BS 2008, a former professional baseball player who became a cyber sleuth, cites two life experiences that gave him the foundation for his current career — a three-year stint as a pitcher in the New York Yankees minor league system and a finance degree from the Jindal School.

He says the reputation and teamwork aspects of each organization were key. "There were so many opportunities to do group work in the finance program," he says. "I think that is such a powerful way to learn, build your critical thinking skills and grow your team-building and business skills."



An injury prevented Mike from staying in baseball despite a 96 mile-per-hour fastball. A native Dallasite, he came home and began his studies at JSOM.

Following graduation, he worked as an account executive for DLT Solutions and Oracle. In 2014, he was recruited by Moreover Technologies to become vice president of sales. After the company was acquired by LexisNexis, he became regional vice president of sales.

Last year, Mike became senior vice president of sales at Nehemiah Security, a cybersecurity software and service company. In a Jan. 16 *Inside Jindal School* (see jindal.utdallas.edu/news) story he said, "The challenges in the cybersecurity industry keep growing in complexity. Hackers aren't sitting on their hands. They're going out there and trying to exploit some of our most important corporations, financial centers and healthcare systems."

Jason (J.B.) Yett, BS 2009, MS 2010, is an audit-experienced manager with Grant Thornton LLP. J.B. interned with



Grant Thornton while a student in the Professional Program in Accounting and joined the company following graduation. He is a member of Grant Thornton's Audit Methodology and Standards group, with responsibilities that

include assisting audit teams' response to complex or unique audit issues as well as developing guidance for the firm to enhance audit quality. J.B. often returns to the Jindal School to interact with and recruit students for Grant Thornton positions. His most memorable moment from JSOM was meeting his future wife, **Lauren Jobe**, BS 2009, MS 2010 (see below).

His advice to current students? "It may sound simple, but always be honest. No one has all the right answers right away ... but finding the right answer is much more important than having a quick response."

Lauren Jobe Yett, BS 2009, MS 2010, is manager of corporate accounting at Southwest Airlines. Like her husband, **J.B. Yett**, BS 2009, MS 2010 (see above), she was part of the Professional Program in Accounting while at JSOM. She says she, "felt privileged to be a part of the Beta Alpha Psi program at UTD," a chapter of the national accounting honor fraternity that she served as president.

While in the PPA, Lauren interned with Ernst & Young and later began her career there as a staff auditor. After a few years, she moved to Southwest Airlines as an

accountant for their financial reporting team. She says, "The move to Southwest was great. It truly is a fun place to work, while still offering a challenging and rewarding career." Lauren later moved to corporate accounting, where she was responsible for the company's hedging program. She then was promoted to supervisor of this team. Most recently, Lauren became manager of corporate accounting. She says along with hedge accounting, her team is responsible for the accounting of fuel, debt, equity, payroll and cash.



Lauren and J.B. have a daughter, Caroline.

2010s

Joseph James, EMBA 2010, is an entrepreneur who manages two companies. At *2020commercial.com*, his team provides commercial real estate investment sales and tenant representation services. At *MangoFarms.com*, his team provides web and mobile application development and digital marketing services. Prior to starting his companies, Joseph had a long corporate career in business transformation, data analytics and business intelligence.



He says his Jindal School degree, "prepared me well to manage all aspects of running a business, including creating strategies, execution and constant evaluation of business performance."

Joseph was drawn to JSOM by the weekend class schedule of the Executive MBA program and says he especially enjoyed the international business trips he took to Tokyo, Hong Kong and Mexico City.

Away from work, he enjoys spending time with his wife and four children (two of whom are at UT Dallas) as well as traveling and watching football.

Matthew Moseley, EMBA 2010, MS 2012, was elected to the board of directors of Trans-Trade in November of last year. He joined Trans-Trade in 2013 and has served as controller of the company, which provides logistics, shipping and warehousing solutions for small, medium and large



businesses worldwide. Matthew has 25 years of accounting and finance experience in a wide range of industries including information technology, insurance, healthcare and law.

In his spare time, he is a competitive powerlifter as well as competitive strongman. His wife is **Binbin Zhai Moseley**, a 2013 MS in accounting alumna.

Sarah Hagan, EMBA 2011, is chief financial officer of Omnitracs, a global company with approximately 1,100 employees that works in fleet management, routing and predictive analytics solutions for private and for-hire fleets.

Before joining Omnitracs in 2016, Sarah had been with the Sabre Corporation for 11 years. A CPA who earned a BA in accounting from UT Arlington, she held senior leadership positions in accounting and finance. In addition, she served



as vice president of finance for a \$700 million division that develops software solutions for the airline industry.

Prior to Sabre, Hagan was an auditor with the public accounting firm RCO.

Hagan says she chose JSOM's Executive MBA program because she could continue to work full time and her CEO at Sabre was **Sam Gilliland**, a 1994 graduate of the program. One of her favorite memories was a trip to Hong Kong and Shanghai, where corporate visits were arranged for the students.

Outside work, Sarah enjoys traveling with family.

Dilon Hanks, MBA 2011, is an aircraft captain, training manager and safety manager with the PayPal Aviation Department in San Jose, California. He says, "Not only does [this job] allow me to pursue my lifelong dreams in aviation, but it also allows me to utilize the skills I've developed in business."



Dilon started flying while in the military and then went on to fly for several different airlines. When he found himself furloughed in 2010, he enrolled at the Jindal School. He says it was the best decision he ever made.

After graduation, he landed a job in corporate finance, but never lost his love for aviation. He made a connection with the head of the aviation department at the company where he worked, and when the connection moved on to become the COO at an aircraft management company on the East Coast, he contacted Dilon with a unique job offer as a corporate pilot, financial analyst and operations manager. That job allowed Dilon to combine his love of flying with his financial expertise.

Paulina Jesionek, BS in global business 2013, BS in marketing 2013, MS 2015, MBA 2015, is a third-party manager in the Capital One Auto Finance Business Risk Office.

As an undergraduate, Paulina was a member of the UT Dallas women's varsity golf team as well as vice president of Phi Beta Lambda, a business career-preparation student organization, and a member of the advisory council for the Davidson Management Honors Program. In addition, she was a member of the Delta Epsilon Iota honor society and was secretary of the Jindal School Dean's Council. She delivered the commencement address for her 2013 graduating class.

As a graduate student, her favorite professor was Dr. Jeffrey Hicks, who taught Management and Organizational Consulting. The students mainly learned from experience by providing consulting services to client companies, and hers was UT Southwestern Medical Center. She went on to work full time for UT Southwestern and earned her



Project Management Professional certification in 2017 during her time there.

In her free time, Paulina says she enjoys working out, playing golf, reading and creating hand-lettered signs for her custom-signage

business. She also likes traveling and in the past year visited Japan, Mexico, Poland, England, France and Switzerland, and is looking forward to planning her next trip.

Julie McCure, MS 2013, is a network specialist for Texas Health Resources. She is part of a team managing Southwestern Health Resources' preferred network of physicians and specialists. She also works in a project management capacity and recently wrapped up an initiative aimed at improving communication between Texas Health Physician's Group and Texas Health Behavioral Health Help Line. In addition, Julie serves on the steering committee of the UT Dallas Healthcare Management Alumni Affinity Chapter, which is open to all UT Dallas alums working in healthcare. While getting her master's in healthcare leadership and management, Julie says she was most inspired by the program's director, Dr. Forney Fleming. "I am still inspired by his work," she says, "and am lucky to be able to work with him as part of the alumni steering committee."



Peter Baek, MS 2014, founded Vigilant Labels, and the company recently won the \$33,000 grand prize in the Penfolds Max's Maximum Funding Startup Competition. Based out of the UT Dallas Venture Development Center, Vigilant Labels makes a product that improves patient safety and expedites required anesthesia-syringe label printing that then integrates with electronic medical record software systems.

Peter earned his JSOM degree from the Healthcare Leadership and Management for Physicians program, and his business interests naturally followed from his career as an anesthesiologist. He earned his MD from Duke University in 1998.

The startup competition, run by Australian wine producer Penfolds, had two parts. In the first, a panel of experts from technology and business firms selected 10 finalists from the 100 entrants. In the second phase, the top 10 went through a social media voting campaign that yielded three winners.



The first phase, says Peter, helped Vigilant Labels develop as a company. "We had to become more active in social media, and as a startup company, I've come to recognize the value of social media in helping small companies like mine have a platform and a voice."

As a result of its social media presence, Vigilant Labels was contacted to distribute its product in the Middle East. The grand prize winnings will be used, says Peter, to increase the company's marketing efforts.

Allen Mueller, MBA 2015, is a senior analyst in the Fuel Strategy group at Vistra Energy. Previously, he worked in engineering and operations roles at Luminant Energy in Dallas and Martin Marietta Materials in San Antonio.

In his current position, Allen does financial modeling, scenario analysis, project valuation and business-case



development to guide strategic capital investment decisions. Allen says the skills he learned at the Jindal School "have given me a much better realization of 'the big picture.'" He notes that engineers often get busy with minutiae, but it is important to understand accounting, finance and economics, which is where he gained the most value from the MBA experience.

He is preparing for Level II of the Chartered Financial Analyst exam series to further advance his career.

He earned a BS in 2007 and an MA in 2009 in mining engineering from Southern Illinois University.

Marguerite McClinton Stoglin, MBA 2014, was a panelist last fall at "Leveraging the Power of Your Network for Good," the inaugural session of the 2017-2018 Women's Leadership Series hosted by the Executive MBA Programs at JSOM. Margo said during her talk, "Not being afraid to fail is essential to networking. If you try to talk with someone and it doesn't seem to be working, it's OK to move on."

She also warned the audience to never underestimate the importance of a thank-you note. "I got the job I have now because I was the only one they interviewed who sent a thank-you note afterward."



Margo is the Texas director of IGNITE, a nonpartisan organization

In Memoriam



Anthony Leon-Thomas Karlinski, MBA 2004, died Jan. 30, 2018, following complications related to a recently diagnosed cancer. Born in 1975, he was raised in Philadelphia and moved to Texas while in high school. He earned a degree in civil engineering from The University of Texas at Austin and then earned his professional engineer license.

Anthony met his future wife, Jessica Frank, at UT. They married in 2000 and moved to Plano, where they raised their children, Amy and Jake.

An avid follower of his favorite sports teams, the Philadelphia Eagles and the Texas Longhorns, Anthony also strongly supported the teams his kids played on. "He loved his family so much," said his wife, "and worked really hard to take care of us. Playing soccer and football with the kids and watching their games was something he always loved."

She said that he enjoyed his work in civil engineering, specifically roadway design. "His friends remember and laugh at how he was very quiet," she said, "but would often add in just one comment here or there, and it was always really funny."

Survivors besides his wife and children include his parents Leon and Gail; siblings Howard Karlinski, Emily Ryan, Margie Jared; grandmother Theresa Karlinski; aunts Sharon Domino and Maryanne Mooney; and five nieces and nephews. A memorial service was held Feb. 3 at St. Barnabas Presbyterian Church in Richardson. Memorial donations may be made to the American Cancer Society. Family condolences may be left at www.AriaCremation.com.



Jeremy Westerman, BS 2017, died from the flu virus on Jan. 2. A personal trainer for 24 Hour Fitness in Murphy, Texas, he had just transferred to the company's Mesquite location, where he was offered the position of fitness manager.

"He was in such good health. He was a trainer. He worked out all the time. And for it to take him like it did, it's absolutely terrifying," his father, Marty Westerman, told CBS News, noting that his son had a flu shot in October.

He recalls that Jeremy maximized his time. "It's amazing what this 27-year-old has done in such a short time," his father said.

Born Oct. 1, 1990, Jeremy grew up in Murphy. Friends say he was dedicated to his work and his clients. His goal in life was to help as many people as possible achieve their goals and enjoy healthier lives.

His mother, Diana Westerman, says Jeremy will be remembered for his generosity. "He would give you the shirt off his back. When Hurricane Harvey struck, a friend wanted to take down supplies, and Jeremy gave him his truck."

Jeremy was preceded in death by his grandparents, Harold and Nina Fuller and Emil Westerman. Survivors include his special friend, Lauren Ellis; his parents; brothers Justin Westerman and Ashton Tinney; two stepsisters Jill Wickham and her husband, Josh; and Jennifer Meek; as well as seven nieces and nephews, grandmother Bennie Joe Westerman; and numerous aunts, uncles and cousins. Services were held Jan. 7 at Charles W. Smith Funeral Home with burial at Plano Mutual Cemetery.

that encourages young women to run for political office, and she has been appointed to the board of The Family Place, which supports victims of and advocates for an end to family violence.

She earned a PhD in higher education from Florida State University, a master of education degree in administration planning and social policy from Harvard University and a BA in education and sociology from Emory University.

Margo is married to J.A. Stoglin, and they have a daughter, Lillian, age 11; and a son, Warren, age 2.

Chanel Ebanks-Texada, BS 2016, is a Watson customer



engagement business development rep with IBM, prospecting and generating business in the public sector for IBM's signature product line, Watson Customer Engagement. At IBM, she has graduated from the Global Sales

School and Summit program.

One of her fondest memories at UT Dallas was when

her brother surprised her at graduation. He was in the U.S. Air Force based in Alaska and had told her he could not make it. "The entire gym stood up and clapped for me."

In Chanel's spare time, she enjoys beauty vlogging [video blogging] and creating makeup looks. She hopes to have her own cosmetic business one day. [A](#)

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