

THE NAVEEN JINDAL SCHOOL OF
MANAGEMENT

THE UNIVERSITY OF TEXAS AT DALLAS

VOLUME 22 No. 2 SPRING 2019



EXPANDING
OUR
TERRITORY



Hasan Pirkul
Dean and Caruth Chair

Support of the business community has always been a source of strength for our school. I am happy to report that a generous \$3 million gift from North Texas commercial real estate leader Herb Weitzman and his wife, Donna, has enabled us to launch the Herbert D. Weitzman Institute for Real Estate. The new institute is already opening doors for our real estate students, providing them with scholarships, internships and leadership opportunities. This institute will help us establish our real estate program as one of the leading programs in the nation.

Another generous gift, \$1 million from the Ann and Jack Graves Foundation, is funding new international initiatives. Part of this gift will be used to support our students working with students in Ethiopia to help impoverished women to start sustainable businesses. Funds from this gift also will be used to support our Center for Global Business.

As we are getting ready to conclude another academic year, our faculty and students set a new high mark for research productivity. Based on publications in the top 24 academic journals across all business disciplines, the Jindal School ranking has risen from No. 6 last year to No. 4 this year. Some of the accolades received by our faculty members this year include Dr. Mike Peng being named to the Highly Cited Researchers list from Clarivate Analytics for the fifth year in a row; Dr. Umit Gurun winning first place in the 2018 Crowell Prize competition for innovative investment research; and Dr. Jun Li winning third place in the same competition. Dr. Shouqiang Wang won a best paper award from the Energy, Natural Resources and Environment section of INFORMS, and Drs. Mehmet Ayvaci and Srinivasan Raghunathan won a best paper award from the eBusiness section of INFORMS. Finally, Dr. Liping Ma deserves recognition for recently shepherding her fourth student to a win in the GARP Fellowship competition.

Our academic programs continue to climb in national rankings. *U.S. News & World Report* recently ranked our Full-Time MBA program No. 13 among public universities. Similarly, our Professional (part-time) MBA program was ranked No. 10 among public universities. These programs were ranked No. 38 and No. 17, respectively, when private universities were included in these rankings. In another major win, our MS in Innovation and Entrepreneurship program climbed eight places, from No. 19 last year to No. 11 this year in rankings from *The Princeton Review* and *Entrepreneur* magazine.

We continue to be active in hosting major conferences and events that showcase our school. The Institute for Excellence in Corporate Governance hosted former Hewlett-Packard CEO and past presidential candidate Carly

Fiorina and Stephen Moore, Federal Reserve Board nominee, at its annual corporate governance conference. The annual Fraud Summit brought nearly a thousand people to campus to hear from speakers such as William K. Black, the former federal attorney who uncovered the Keating Five savings and loan scandal in the late 1980s. The Consortium for the Advancement of Free-Enterprise Education hosted journalist and satirist P.J. O'Rourke. The Institute for Innovation and Entrepreneurship has hosted several events, including the second annual emerging technologies —EmTech— summit about esports and gaming, and a "fireside chat" with entrepreneurial luminary Brad Feld. The Center for Global Business will help bring the spring semester to a close with its fourth annual Global Strategy and Emerging Markets Conference, an event that will bring diplomats from Canada and Mexico to discuss strategic responses to changes in view due to the pending replacement of the North American Free Trade Agreement.

On the academic front, our MS in Information Technology and Management program recently hosted the Management Information Systems Academic Leadership Conference, a gathering at which deans, program directors and faculty from across the country discussed new education ideas, industry engagement, research and more. Our Marketing Area in February held the 13th annual Frank M. Bass – UT Dallas Frontiers of Research in Marketing Science Conference, as always a forum at which high-quality research in quantitative approaches to marketing took center stage.

Ultimately, it is students and their successes that define our school. Since my last message, our students have had numerous accomplishments that make us proud. In March, a marketing senior placed first in speed sell at the UK University Sales Competition in Edinburgh, and another sales student placed second in role-play. In April, a top Institute for Innovation and Entrepreneurship competitive team won the Audience Choice Award at Princeton University's TigerLaunch entrepreneurship competition and then won first place and the Audience Choice Award at the Texas Shark Tank competition at UT Austin. A team of MS in Business Analytics students finished first in three collegiate analytics competitions, and a team of JSOM students defeated nine other schools to take first at the Texas Society of Human Resource Management Student Conference and Competition. Thirty-five students in the UTD/JSOM chapter of DECA, an organization that prepares emerging leaders and entrepreneurs, brought home 36 competition awards — including first-, second- and third-place team showings — from the International Career Development Conference in Orlando. Also in April, our Phi Beta Lambda chapter, a collegiate business leadership organization, earned 26 first-, second- and third-place awards at the Texas State Leadership Conference.

Our students and their accomplishments remind us every day of the importance of what we do here. They remind us, too, of the vital role our friends play in that work. Thank you for being a supporter.

Best Wishes,

Hasan Pirkul.

EXPANDING
OUR
TERRITORY



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Announced at the 2018 Scholarship Breakfast, a \$3 million gift from North Texas commercial real estate icon Herb Weitzman and his wife, Donna Weitzman, has established the Herbert D. Weitzman Institute for Real Estate, with Dr. Randall S. Guttery, head of JSOM real estate curriculums, as its director.

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GIFT FROM REAL ESTATE LUMINARIES LAUNCHES NEW INSTITUTE



Herb and Donna Weitzman
give \$3 million to help students.

By Jimmie R. Markham

North Texas real estate icon Herb Weitzman and his wife, Donna, say mentorships, an entrepreneurial mindset and a customer-centric focus are the keys to building a successful real estate



Randall S. Guttery with
Donna and Herb Weitzman

career. A \$3 million gift the Weitzmans gave the Naveen Jindal School of Management last November will help ensure that real estate students will learn those lessons and put them into action in their careers.



If somebody has the passion and gets a good mentor ... the sky's the limit. -Herb Weitzman

The Weitzmans' gift, which has established the Herbert D. Weitzman Institute for Real Estate at the Jindal School, was disclosed at the Jindal School's 2018 Scholarship Breakfast Nov. 6.

Dr. Hasan Pirkul, Caruth Chair and dean of the Jindal School, announced the news during the breakfast, the school's annual major fundraiser, to a record-setting audience of more than 500 guests.

In January, Pirkul named Dr. Randall S. Guttery director of the new institute, one of the school's 16 centers and institutes of excellence. The dean also selected George DeCourcy to be the institute's associate director.

Associating with Winners

Herb Weitzman is founder and executive chairman of Weitzman, which operates full-service corporate real estate offices in all of the major Texas markets, including Austin, Dallas-Fort Worth, Houston and San Antonio. Donna Weitzman, an entrepreneur, dating expert, author and podcaster, also has had an accomplished real estate career. She formerly served as

City of Colleyville mayor and city council member.

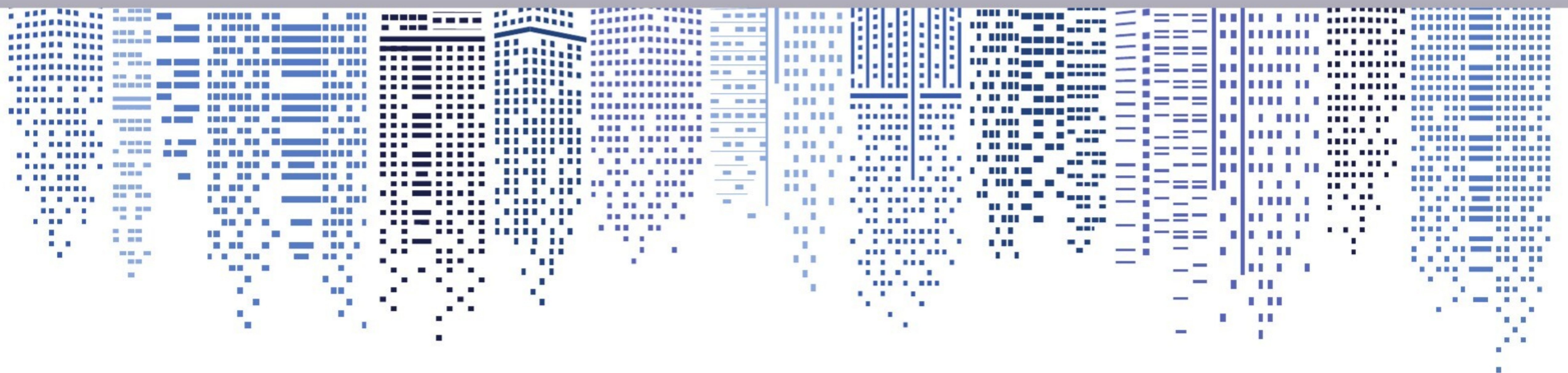
"You made a difference, Herb and Donna," Pirkul said in his Scholarship Breakfast remarks. "You have ensured that real estate will continue to play a critical leading role in our school and in our university, and we will continue to produce graduates and provide education in such an important field."

The Weitzman Institute will provide scholarships for eligible undergraduate finance and business administration students pursuing a concentration in real estate, in keeping with the Jindal School's tradition of taking a leadership role nationally in providing financial aid to students.

"The [Jindal School] is one of the best in the country," Donna Weitzman said. "So why wouldn't we want to be associated with winners? That's the way we looked at it."

"If somebody has the passion and gets a good mentor ... the sky's the limit," Herb Weitzman told the breakfast audience.

He expressed gratitude for being able to build a career in Dallas, and build and maintain professional relationships with the visionaries who helped build the city. His and Donna's vision for the institute, he said, was a "phenomenal opportunity" to help show real estate students and graduates how to continue building "the greatest city in the country."



Going Forward

The task of educating real estate students falls to Guttery, who in addition to leading the new institute is the director of Jindal School real estate curriculums.

"Randy and his team have done great work over the past several years producing outstanding Jindal School graduates for the real estate industry," Pirkul said in January, when he formally announced Guttery as the new institute's top leader. "Real estate and Jindal School are going to be synonymous going forward, and Randy is going to lead the way."

The new title authorizes Guttery, a clinical professor in the Finance and Managerial Economics Area, to expand on the work he has done for eight years. He says the funds from the Weitzmans' gift will open new doors for real estate students.

"The Weitzman Institute gives us a lot of capital to do a lot of things for our students that we haven't been able to do before," Guttery says. "For example, we've only been able to participate in local case competitions because we didn't have the funds to travel across the country. Now we'll be able to do that. Of course, the scholarship money speaks for itself."

Guttery and DeCourcy also will be able to travel to conferences and take students with them. These extracurricular activities are crucial in helping students develop and maintain their professional networks in an industry where such relationships are fundamental components of success, Guttery says.

Plans also are in place to augment the real estate advisory panel, which is composed exclu-



Top: Legendary former Dallas Cowboys quarterback Roger Staubach (left), a real estate icon in his own right, moderated a Scholarship Breakfast discussion with the Weitzmans.

Above: The breakfast attracted a record-setting audience of 500.

Below: Finance alumnus Giovanni Martinez (left), BS '18, who opened the breakfast program, and Diane McNulty (right), associate dean for external affairs and corporate development, who closed it, watched as Staubach posed to throw a commemorative UT Dallas "Still Undefeated" football.



sively of UT Dallas alumni who are leaders in the North Texas real estate industry.

"I've got some former students in mind that I will reach out to see if they want to serve," Guttery says. "We want to expand it from seven to about a dozen."


As director of the institute, Guttery will reduce his teaching load so that he can take on more administrative duties.

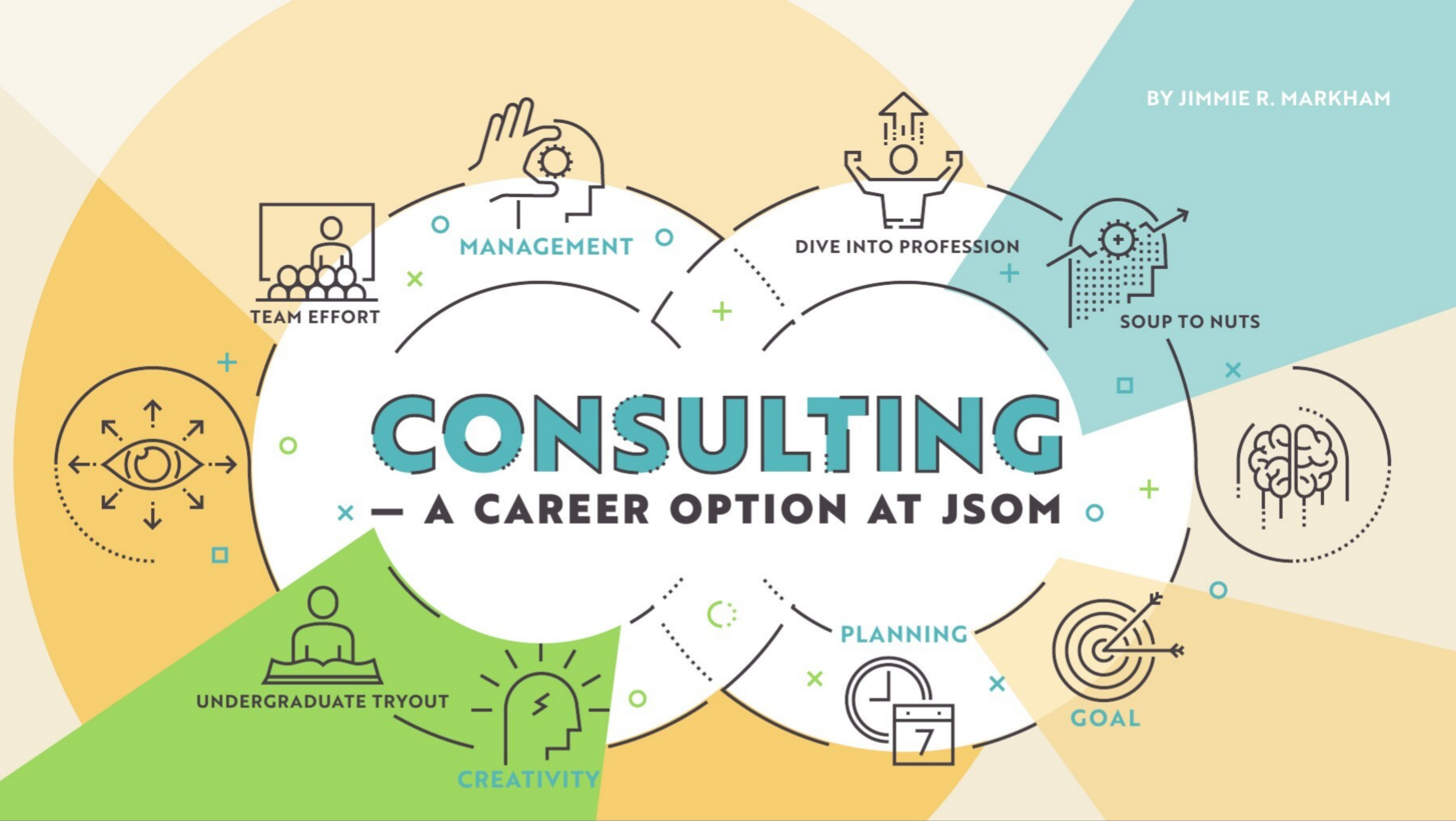
"I'm just going to be doing more of what I've already been doing, which is spending a lot more time out there in industry," he says.

Herb Weitzman, who has been a friend of Guttery's for years, says Guttery was the only person he had in mind to run the institute.

"Donna and I are thrilled that Randy has accepted the director position," Weitzman says. "He understands and will promote the importance of entrepreneurship as a key element of commercial real estate success."

Other initiatives will include hosting events and corporate engagement activities. Guttery and DeCourcy are formulating plans for the Weitzman Institute to host an annual commercial real estate conference that will include experts speaking on contemporary topics relevant to the industry. Corporate engagement will include building and maintaining relationships with trade organizations and real estate firms.

"This notches us up several tranches and puts us on the national stage as a real estate program," Guttery says. "I'm just completely convinced this is going to be a huge success for the Weitzmans, UT Dallas, the Jindal School, its students and the North Texas economy." 



A career development event at the Naveen Jindal School of Management brought together a panel of experts for an inside look at organizational consulting as a career. Implicit in the discussion was the recognition that the Jindal School has multiple programs that can prepare students to succeed in that profession.

Presented March 1 by the Career Management Center, the discussion — “The Life of a Consultant” — offered the audience of approximately 150 graduate and undergraduate students an opportunity to learn more about the profes-

sion and help them determine whether it would be a good career fit.

“The reality is you don’t have the whole perspective inside your business so you need outside points of view,” said panelist Rick Dugan, MBA ’95, a principal consultant at Accenture who has worked in the profession more than two decades. “You sometimes need outside expertise... If you want to bring in something that you don’t have today, the best and easiest



Rob Hicks

and least long-term expense you can encounter is a consulting engagement.”

Although intended to answer the specific question of why businesses hire consultants, Dugan’s comments also offered insight into how JSOM students can prepare for such a career. Expertise and experience are the key qualifications needed to succeed as a consultant, and the Jindal School offers an array of programs that can help students reach that goal.

Front and center are two offerings in the Jindal School’s Executive Education Area — a new graduate certificate in organizational consulting and a consulting concentration within the MS in Leadership and Organizational Development program.

Dr. Robert Hicks, a clinical professor in the Jindal School who implemented both programs, says consulting needs a certain set of skills.

“You have to be able to do a certain amount of diagnosis in your area of expertise,” he says. “You need to have

Rick Dugan, MBA ’95, a principal consultant at Accenture, speaks to JSOM students at “The Life of a Consultant,” a career development event presented by the Career Management Center.



experience in change management — the idea is that the project is going to involve a change intervention. To get buy-in for your ideas, you're going to have to be able to negotiate the political structure in an organization and work politically with individuals and with teams. We prepare our students to be able to master those skill sets."

Hicks breaks the consulting profession into four types:

- Internal consultants usually work for large organizations and are experts in one or more fields.
- External consultants work for professional services companies such as one of the Big Four (Deloitte, EY, KPMG and PwC).
- Boutique firms usually focus on a single business function or industry.
- Independent consultants, Hicks says, are self-proprietors who have set out on their own after gaining years of experience and expertise in a particular industry. If successful, he says, they may eventually hire other consultants and grow into a boutique firm.

"The satisfaction of being a consultant comes from being able to make a difference," Hicks says. "You're able to apply your education, experience and expertise in your area in a way that makes a concrete difference. It can be financially lucrative."

According to the Bureau of Labor Statistics' *Occupational Outlook Handbook*, the median pay for management analysts (who, it says, are often called management consultants) in 2017 was \$82,450 per year with an estimated growth of 14 percent through 2026 — faster than average for all occupations.

Kevin Ryan



A TEAM EFFORT

Kevin Ryan, CFO of Merit Energy and JSOM advisory council chairman, says his company uses consultants in wide-ranging areas from operations to finance to information technology. He sees them as a valuable part of a business's process-improvement efforts but not a panacea in and of themselves.

"Companies can't know everything about everything, and given the speed of business, we don't have time," he says. "Consultants can help streamline the process, provide expertise we don't have and put us in a position to make informed decisions quicker to move forward. We have found that the best consultants are those that have the technical expertise through schooling and training along with some practical experience so that they can appreciate things from the client's perspective."

Ryan says Merit's most successful consulting projects

have been those where Merit took its best people and partnered with the consultants to make the project a team effort.

"If you take a hands-off approach to the consulting project and aren't part of the process," he says, "you are probably looking at a failed project."

Companies, Ryan says, need to be careful to ensure that the needed knowledge from the consultants gets transferred to the company's employees before the consultants walk out the door.

"We will continue to use consultants to help guide us as we continue to grow and to help us keep up with technology

YOU'RE ABLE TO APPLY YOUR EDUCATION, EXPERIENCE AND EXPERTISE IN YOUR AREA IN A WAY THAT MAKES A CONCRETE DIFFERENCE.

– Rob Hicks



Van Latham, a clinical professor in Executive Education, teaches students in his classes the "soup-to-nuts" view of the consulting process.

and the ever-changing business environment," he says.

SOUP TO NUTS

Another way to think about the consulting profession involves its processes rather than deep domain knowledge, says Dr. Van Latham, a clinical professor in Executive Education. One of the courses he teaches, Foundations of Organizational Consulting (OB 6370), is offered in both the master's and certificate consulting programs. Rather than focusing on domain knowledge in students' various areas of expertise, he teaches students the actual end-to-end steps of applying the consulting process to solve organizational problems.

"We give our students the 'soup-to-nuts' view of the process, from initial contact with the client, to understanding their problem, to helping define the problem and scoping it out, to writing a proposal, to gaining agreement on the project," he says.



"At that point, consultants enter the client's business and kick off the project, doing a diagnosis, reporting on the diagnosis, designing the solution, implementing the solution, preparing the client to be ready, evaluating the project and exiting. Underlying that, we teach them how to operate with ethics and use critical-thinking skills throughout the entire consulting cycle."

A DEEP DIVE INTO THE PROFESSION

Students will find a more traditional route to a consulting career in the acquisition of expertise in one

or more management areas. The Jindal School's more than 20 master's degree programs all provide students with the practical and theoretical knowledge needed to succeed in a consulting career, says Dr. Monica Powell, the Jindal School's senior associate dean and dean of graduate programs.

"Students who get specific work experience and then complement that work experience with an in-depth master's degree have been attractive to companies that are looking for consultants," she says. "But it's not just the knowledge of the degree necessarily; it's a combination of factors including knowledge and experience."

The Full-Time MBA program has a consulting immersion program that for

From left: Ramesh Subramoniam, clinical associate professor, operations management; Neil Johnson, associate director, Career Management Center; Jenny Huang, IT risk advisory staff member at EY; Tom Kim, assistant dean, Career Management Center; Sean Waldo, director of financial services, security at IBM; and Andrew Dodson, BS '16, associate at Pariveda Solutions at "The Life of a Consultant," a career-development event presented March 1 by the Career Management Center



several years has been laying the groundwork for bringing the Jindal School's crop of talent to the attention of more Big Four recruiters. Each semester, a handful of MBA students is selected for the program, which is taught by Rick Dugan and other consulting experts, including Pamela Hardy, founder and managing director of Akida Consulting Group.

"They're getting versed more in what I call 80-20," she says. "I believe the MBA program is giving them the 80 percent, but this consulting immersion is getting them the other 20 percent in terms of bringing to the forefront what a consulting firm is looking for."

Vincent Snow, a full-time MBA and an MS in Healthcare Leadership and Management student, attended the CMC event already having committed to a career as a healthcare consultant. Having been a senior criminal investigator for the Department of Health and Human Services for 10 years before he returned to school, he was a subject-matter expert in healthcare compliance. Pursuing a double degree at the Jindal School to deepen and refine his business and healthcare-industry knowledge, he was at the event to meet the panelists, ask questions and seek advice about transitioning to a consulting career.

"It's a transition from my previous lifestyle," he says. "I was in federal law enforcement for the longest time. That itself is a style of life. Very few people can do that effectively and consistently. It has odd hours. I was out all times of the night, traveling half the time and trying to problem-solve issues that most people can't deal with. Consulting is literally the synthesis of that lifestyle."

Dr. Britt Berrett, director of the undergraduate healthcare management program at the Jindal School, is quick to point out that the consulting lifestyle is

Britt Berrett



not for everyone.

"I think you need to be brutally honest about what a consulting gig looks like," he says. "It is intense, with long hours and lots of travel. But the prospects of moving up in that space are very favorable, very positive. As

it relates to the healthcare industry, it's almost \$4 trillion, and there's a tremendous amount of change. Consulting firms are finding great value in obtaining talent that is well-prepared and familiar with the dynamics of the industry."

A perfect example, Berrett says, is the complexity of the revenue cycle.

"While that might seem straightforward in other industries," he says, "in healthcare it's extremely complicated, layered in with public-private dynamics that your typical consultant might not be familiar with."

One of the things that attracted Snow to the MBA-MS double major is that it will prepare him for those complexities. Another is the networking benefits associated with both programs. During his course of study, he is meeting people who could conceivably become consulting clients.

"I can't just assume that I'm going to put my résumé out there and people are going to love me," he says. "That's not how it works. It's really who I know, and this program is very adamant about making sure I go out, meet people, make those connections and establish those relationships so that I can show the value that I bring to the table."

Marilyn Kaplan



AN UNDERGRADUATE TRYOUT

The associate dean for undergraduate programs in the Jindal School, Dr. Marilyn Kaplan, says even undergraduates can get a taste for consulting in their senior capstone course. This semester, she is co-teaching the Capstone in Healthcare Management (HMGT 4380) course with Berrett. The course involves a real-world project in which student teams develop strategic plans and initiatives related to contemporary issues facing ambulatory care, hospital care and long-term care.

"The idea is that they've taken all these specialized core courses," she says. "They've had production management, marketing, IT, finance and everything else. Now let's pull it all together and get this big-picture view of a company, which they really haven't had until now. We're trying to integrate everything they've learned, and it just so happens to be a peek into the consulting career."

JSOM alumnus Andrew Dodson, BS '16, an associate at Pariveda Solutions, a technology consulting firm, was one of the panelists at the March 1 event. He laid bare the reality about the difficult path he faced in becoming a Big Four consultant straight out of school. While still enrolled at JSOM, he obtained an internship at Deloitte as a business technology analyst intern. After he graduated, he got a full-time job there as a consultant. Doing your due diligence, he said, is critical.

"Prepare over and above what you assume is enough," he said. "Network and meet enough people. Find ways to get those people to remember your face and remember your name and remember why you should be put at the top of the crop."

ON THE RUN IN JSOM

BY RACHEL STOWE MASTER

Comaraderie. Solitude. Race-day festivities. Flexibility. Improved health. Beer and bread.

The reasons faculty and staff at the Naveen Jindal School of Management lace up and run are as numerous and unique as their individual personalities. But the common thread linking JSOM runners seems to be the drive to push their own limits.

“What motivates me to run is the challenge itself. I want to challenge myself,” says Dr. Habte G. Woldu, a clinical professor of organizations, strategy and international management, and director of Sustainable Global Business Initiatives.

“I like to challenge myself to do things I never thought I would be able to do,” says Dr. Maria Hasenhüttl, a clinical assistant professor and assistant coordinator of the Organizations, Strategy and International Management Area.

For Hasenhüttl, running and public speaking were similar challenges to conquer. Originally from Austria, she was terrified of public speaking when she first came to the U.S., so she joined Toastmasters International. Nine years ago, she helped launch the first Toastmasters club in the Jindal School.

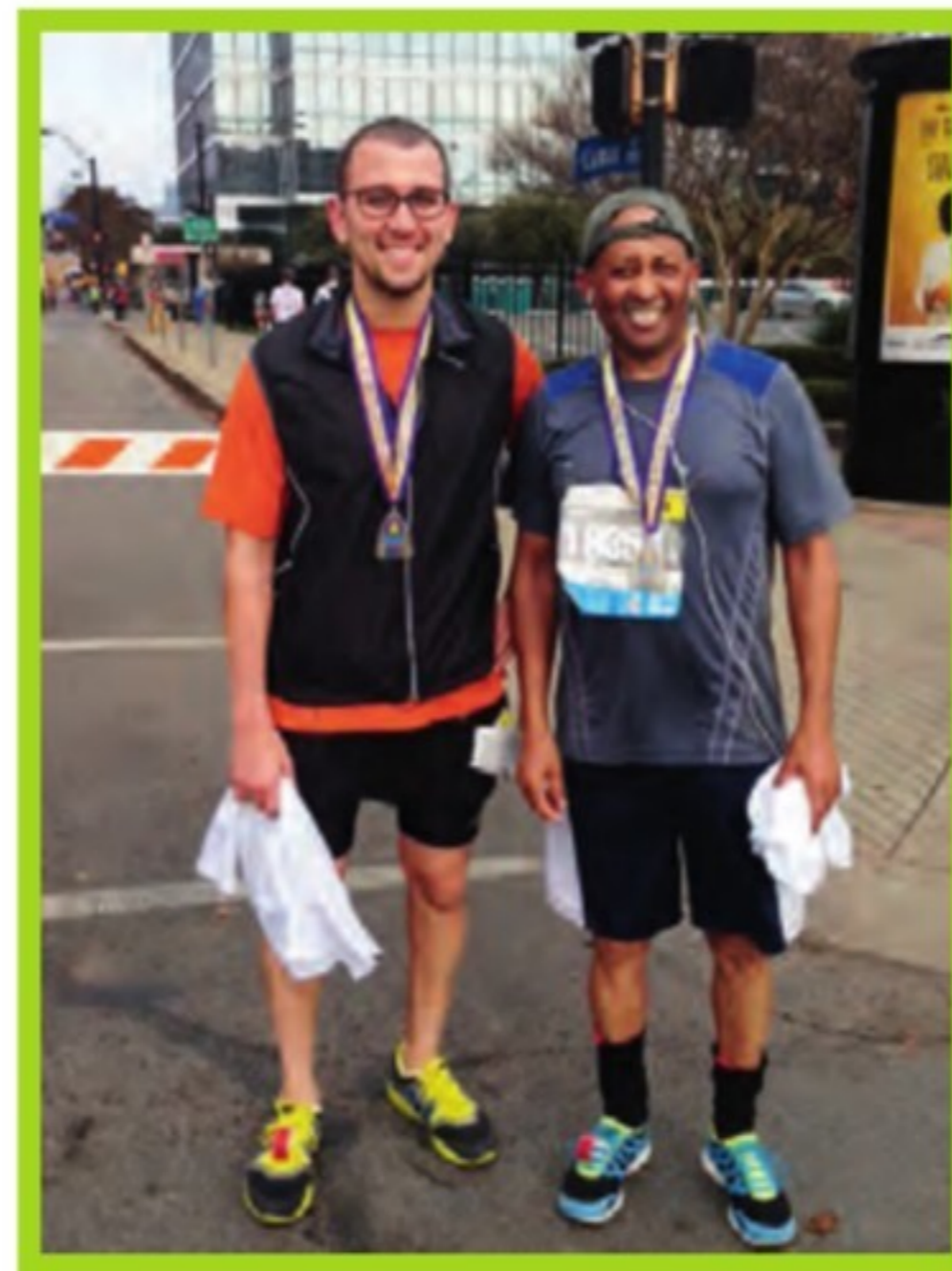
“I never thought I would run half-marathons. I never thought I would stand in front of a group and speak,” she says. “It’s just a thrill to be able to grow, to think and to do things you never thought you’d be able to do.”

COMMUNITY

Hasenhüttl got serious about running in 2014. “I realized I didn’t feel as good as I wanted, plus I had a big birthday coming up. I wanted to see if I could do a half-marathon.”

She joined the Leukemia and Lymphoma Society’s Team in Training program and completed the half-marathon at the 2014 MetroPCS Dallas Marathon that December. “It was just an incredible feeling to finish it,” she says. “I also realized you can still say you’ve run a half-marathon even if you didn’t *run* the whole thing.”

Habte Woldu (right) and his son Solomon at the 2012 MetroPCS Dallas Half-Marathon



That first race led to many more.

“It is really almost magical participating in races,” Hasenhüttl says. “It doesn’t matter who you are, how old you are, what you look like, how fast you run. We are all just trying to run a race, and we are all in this together. That feeling is wonderful — and addictive.”

Wanting to share the experience, she invited several JSOM colleagues to train for the Dallas 15K Hot Chocolate in 2017.

“Maria inspired me,” says Van Dam, senior academic support coordinator in accounting. “I told her running is not my thing. After two years of listening to her story, I finally decided to give it a try. It exposed me to new experiences and challenges and many new friendships — and that is exactly what I’m looking for.”

She adds: “My rival is myself. When I race, I try to beat my previous race time.”

Another Hot Chocolate recruit: Dr. Emily W. Choi, an assistant professor of organizations, strategy and international management.

“I hadn’t trained to run that far, but thought I could walk it if anything. I ended up surviving and having tons of fun. It was such an amazing first experience — thousands of people getting up at the crack of dawn, excited and full of energy. Plus I got to know more JSOM people better,” she says.

Choi began running as a high schooler in Bangkok. “As I journeyed along in life, I moved around a lot. Running was the most transferrable thing to take with me to new places — it was something I could do wherever I went,” she says. “Now I realize how it has been the constant thing in my life. Just knowing I could put on my shoes, get out the door and run is comforting.”

Left: Robert (Bob) Kaiser at the 2014 Chicago Marathon
 Right: McClain Watson with Miss Texas 2014, Monique Evans, after the 2014 Plano Balloon Festival 5K



Hasenhüttl's newest recruit: Dr. Cuili Qian, associate professor of organizations, strategy and international management, who was to have joined other JSOM runners at the Texas Big Star Half Marathon — an event canceled due to rain — in April. Qian has been running on her own for several years, but this was to have been her first half-marathon. "I got hooked up during a Christmas party," she says.

BEER AND BREAD

Dr. Larry Chasteen, a clinical professor of organizations, strategy and international management and director of online graduate programs, began running in the '70s as a B-52 pilot in the Air Force. He turned to it again to offset calorie-heavy foods and drinks when he worked for Texas Instruments on assignment in Germany for three years.

Of his three marathons, handful of half-marathons and numerous 10Ks and 5Ks, his first marathon — in Germany in October 1979 — was his most memorable. "We ran the 1972 Munich Olympic route, starting north of town and finishing in Olympic Stadium. It was really neat coming in and running out on the track where the Olympic guys did. And it was tied to Oktoberfest, so

that afternoon there was beer and bread and all that kind of stuff."

Through the years, Chasteen and Woldu have been regulars representing UT Dallas at the City of Richardson Corporate Challenge 5K. They ran the half-marathon at the MetroPCS Dallas Marathon together in 2012, along with Woldu's son Solomon. "My son and I finished with the same time — even though he was probably



Above: Larry Chasteen at the 2014 Dallas Marathon
 Right: (From left:) Maria Hasenhüttl, Van Dam, Emily Choi and Ernan Haruvy at the 2018 Richardson Gobble Hobble

faster," Woldu says.

Woldu's favorite part about running is the brush with nature. "When you run, you are close to nature — the greenery, the smell. I enjoy myself not because of the running but because of my interaction with nature."

LIFESTYLE

Known as "Bobalu" among his running buddies, Dr. Robert (Bob) Kaiser completed his 131st marathon when he ran in the Cowtown Marathon in February. "I've been running for 47 years or so. I think it's a matter of lifestyle," says Kaiser, director of the Executive MS in Healthcare Leadership and Management for Professionals program, who joined the UT Dallas faculty last June. "In 1982 I ran my first marathon here in Dallas, and I've run it every year since. My lifetime goal is to get 50 of them."

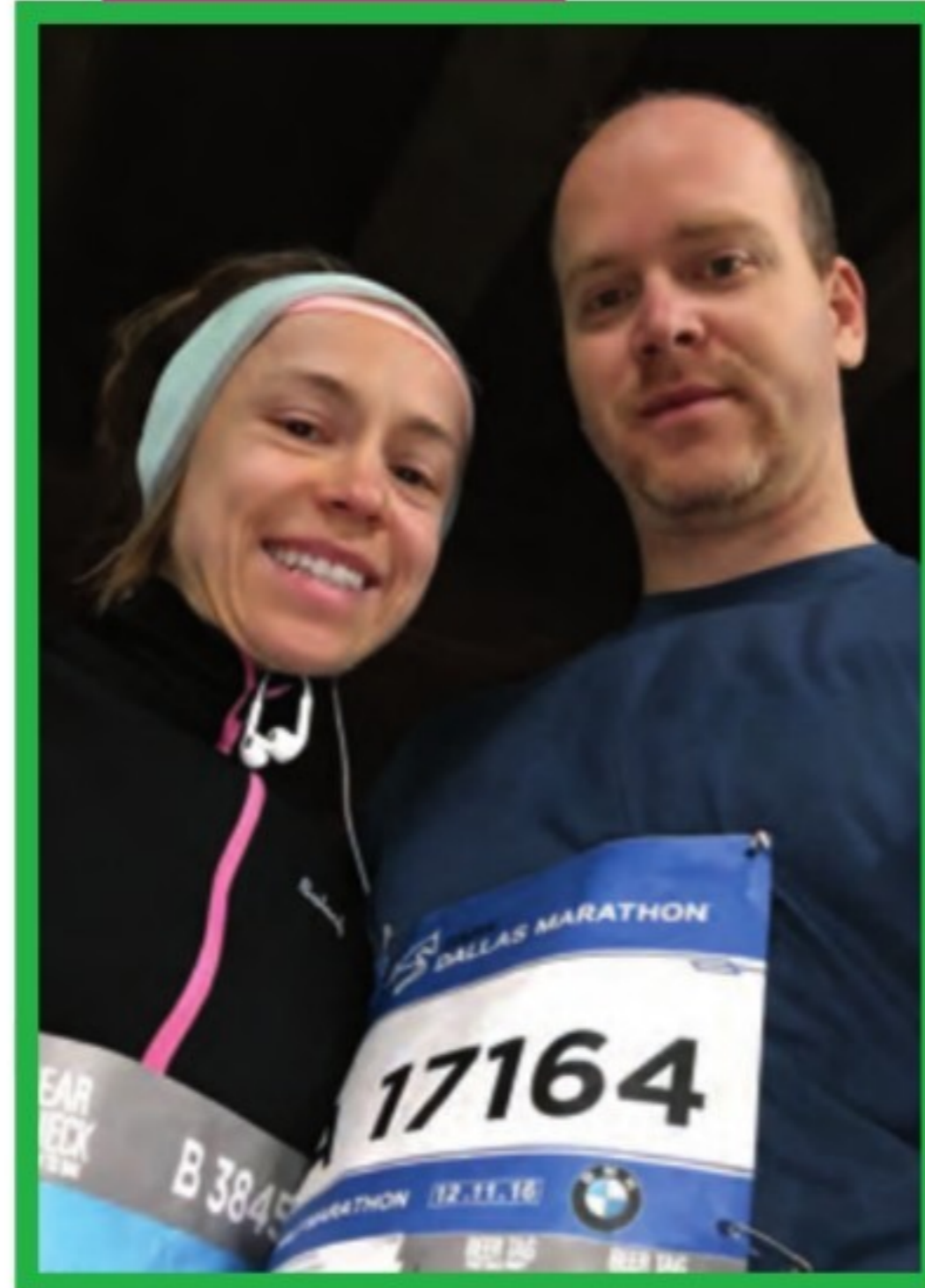
He says there are four good reasons to run: It is good for mind and body. You meet incredible people who are focused on self-improvement. You encounter profound scenery. And it is an amazing feeling when you finish.

Kaiser qualified for the Boston Marathon five years ago and has run it three times.

"Every runner wants to qualify for Boston, but that's not an easy assignment," he says. "My best marathon was 3 hours, 13 minutes when I was a young man. I needed 2 hours and 50 minutes [to qualify for Boston]. The only solution was to get older. As you get older, they give you a little more time to qualify."



Dorothee Honhon and Kyle Hyndman at the 2016 Dallas Marathon



Dr. McClain Watson remembers precisely when he started running: “It was in 2013 when I was dating a gal I really liked who is an ultra-marathoner,” says the clinical associate professor of organizations, strategy and international management and director of business communication programs at JSOM.

Flashing forward, they are married and have a toddler, and Watson is more of a cheerleader for his wife, who does 50-mile trail runs. “If you live with a runner who’s serious about it and runs every day, then it’s definitely a lifestyle for the whole family. I’m so impressed and awed by the discipline and willpower that runners have because I don’t have those things.”

SOLITUDE, HEALTH AND FLEXIBILITY

A lifelong runner, Dr. Ernan Haruvy, a marketing professor, enjoys the solitude. “It relaxes me and allows me to think about research without interruption,” he says.

Dr. Dorothee Honhon, an associate professor of operations management, relishes the early morning alone time that running affords. Racing since she was an 8-year-old growing up in Belgium, she competed on and off through her teen and college years, took some time off when her kids were born and then began running seriously again several years ago.

“When my dad died of a heart attack in 2010 at age 65, I decided to focus on getting fit and healthy, and picking up running again was part of it,” she says.

Since then she has run two full marathons and more than a dozen half-marathons.

“At my last wellness appointment, the nurse listened to my heart and said, ‘You must be a runner.’ That made me really happy.”

While she and her husband, Dr. Kyle Hyndman, typically do not get to run together because they take turns watching their kids, they both like the flexibility it offers.

“I’m not in love with running, but I think that it is good for me so I do it — and also my wife motivates me,” says Hyndman, an associate professor of managerial economics. “The main thing is it’s easy to do when you travel. You don’t need anything except shoes basically.”

“When I travel and I go running in the morning along unknown paths, I discover the city in a very different way than

EARBUDS OR NO EARBUDS?

JSOM RUNNERS WEIGH IN ON THEIR PERSONAL LISTENING PREFERENCES WHEN THEY ARE ON THE RUN:

NO MUSIC

DR. LARRY CHASTEEN — “MANY RUNNERS HAVE BEEN HURT WHEN LISTENING TO MUSIC SINCE THEY DON’T HEAR CARS OR BIKES.”

DR. ERNAN HARUVY — “I CAN FOCUS MORE ON MY RESEARCH.”

DR. MARIA HASENHÜTTL — “IT’S ABOUT GETTING OUT OF MY HEAD. ALL I HAVE TO DO IS MOVE, AND NOBODY CAN ASK ME TO DO ANYTHING.”

VAN DAM

DR. McCLAIN WATSON

MUSIC

DR. EMILY W. CHOI — UPBEAT MUSIC ON THE ROCKMYRUN APP

DR. KYLE HYNDMAN — HARD ROCK FROM THE ‘80S AND ‘90S OR MORE CONTEMPORARY STUFF LIKE SIA TO KEEP HIM MOVING DURING LONG RACES

DR. BOB (BOBALU) KAISER — BOBALUJAH — “I WROTE THE LYRICS AND HIRED THE MUSICIANS AND SINGER TO HAVE IT RECORDED.”

DR. CUILI QIAN — POP MUSIC

DR. HABTE G. WOLDU — HITS FROM THE ‘70S AND ‘80S

PODCASTS

DR. DOROTHEE HONHON — PODCASTS LIKE NPR’S *THIS AMERICAN LIFE*, *RADIOLAB*, *HOW I BUILT THIS*, *TED RADIO HOUR* AND MANY MORE

by walking the streets during the main hours of the day,” Honhon adds.

START SLOWLY

For anyone ready to lace up, JSOM runners offer numerous helpful tips. Start slowly. Set a realistic goal. Be persistent. And, perhaps most importantly, find a friend to run with — which should be easy in the halls of the Jindal School.

“JSOM has more runners than you could interview,” Choi notes. “Perhaps it’s because running is one of the most basic forms of exercise one could do. Everyone can run, especially when running includes walking.” ✨



THIS DISTINGUISHED CHAIR SEEKS

- THE **ESSENCE OF SOUND JUDGMENT AND GOOD LUCK IN FINANCE.**

Financial success in business often boils down to having a great product, a sound strategy and a well-oiled operation.

But Vikram Nanda is on a mission to uncover the missing ingredients – small-but-important details like “How cocky is the CEO?” or “Do banks trust women executives more than men?”

“It turns out things like personality and gender really do matter,” says Nanda, the O.P. Jindal Distinguished Chair in Finance. “You can’t just choose to hire a random Mr. X just because he makes good decisions.”

Figuring out the secret sauce in finance has been the core question in Nanda’s research, which runs the gamut from initial public offerings to hedge funds to corporate salaries.

A native of India, Nanda started out in electrical

engineering, graduating from the Indian Institute of Technology in Kanpur and working for the Dutch electronics giant Philips. His thirst for knowledge led him to earn an MBA at Yale and a PhD in finance at the University of Chicago. A sense of curiosity fueled a journey that took him to positions at Rutgers University, Georgia Tech, Arizona State University, the University of Michigan and the University of Southern California.

“I was trying out different alternatives,” he says with a chuckle about his far-flung academic trajectory. “I got to see a lot of geographic areas of the U.S.”

Along the way, he served as associate editor



VIKRAM NANDA

Dr. Hobson Wildenthal, then UT Dallas president *ad interim*, recognized Nanda's investiture with a University medallion.



At his investiture in March 2016, Nanda said he was grateful to be at the University.



at the *Journal of Finance Research* and co-wrote the book *Finance for Strategic Decision-Making* (San Francisco: Jossey-Bass, a Wiley Imprint, 2004) with M.P. Naryanan of the University of Michigan. Nanda also has

authored or co-authored papers in more than a dozen publications, including *The Review of Financial Studies*, *Journal of Financial Economics* and *The Journal of Finance*, where his articles were twice nominated for the Smith Breeden Prize.

In recent years, he has researched "overconfident" CEOs, a breed of risk-taking executive that tends to spark innovation — as well as lawsuits and flops.

"And what we found is you can get the best of both worlds by improving the governance of these overconfident CEOs. Once you do that, the CEOs actually start making better decisions," he says.

He also is fascinated with luck and the precarious role it plays in the world of top-level management. Nanda says the question of good fortune versus skill has puzzled everyone from business execs to military leaders like Napoleon Bonaparte, who once asked, "I know he's a good general, but is he lucky?"

"Is it the managers' ability and credibility that makes them succeed? Or are they just lucky at the right time?" Nanda says. "It's very hard to tell which one it really is."

Nanda found more concrete answers while studying the ways in which women in leadership roles impact a company's finances. He said research shows female execs tend to be more financially trustworthy, less interested in quick profits and more interested in a firm's long-term success than their male counterparts.

"It's surprising, but with more women on board, banks are willing to lend money at slightly lower rates," he says. "It affects stock prices and bond prices ... it's fascinating."

Going forward, Nanda wants to research the financial impact of Glassdoor, a fast-growing website where current and former employees anonymously review companies and their management. He also plans to examine financial technology, or "fintech," and the affect it has on companies' bottom lines.

"Clearly, fintech is going to make information flow better. But at the end of the day, I'm not sure it will change things that much, even though a lot of people think it's going to," he says.

When he is not busy researching, teaching and serving as a PhD coordinator for the Finance and Managerial Economics Area, Nanda loves to explore the local dining scene with his wife, Nandini, and their 12-year-old daughter, Devika.

"Dallas has a huge variety of restaurants, and we like to eat out four or five times a week. A huge part of the family budget seems to go into it," he says.

Four years after arriving in Texas, Nanda says he is still in awe of the state's wide-open spaces. He takes a similar view of UT Dallas and its room for growth.

"At older institutions, it's virtually impossible to change the culture. But being a younger place, you get to be flexible and set your own culture, which is a real positive," he says.

"We have good students and a well-developed business school, and in the time I've been here, I've seen it steadily getting better and better," Nanda says. "It's a gradual process, but I think the department and the University are moving in the right direction." ✦

Nanda, in "civilian clothes" at his investiture



IT TURNS OUT THINGS LIKE PERSONALITY AND GENDER REALLY DO MATTER.

-VIKRAM NANDA

© MELPOMENE / ISTOCK PHOTO

MEET TWO NEW MEMBERS

{ by Eric Butterman }

The Naveen Jindal School of Management Advisory Council now has 48 regular members and four senior active members.

Executives who serve come from a cross-section of occupations, many of them matching the disciplines taught at JSOM.

Accounting, auditing, energy management, finance, healthcare and human resources are represented, as are information systems, international management, marketing, operations and sales.

Meet two of the newest council members whose whose expertise helps JSOM students and JSOM programs.

EILEEN FLYNN, VICE PRESIDENT, OPERATIONS, PROPERTY AND CASUALTY CLAIMS STATE FARM INSURANCE

Eileen Flynn has long understood the need to adjust with the times. Growing up in Pennsylvania, was a major influence as she watched what was then one of the largest steel companies in the world, Bethlehem Steel, face difficulties that caused some neighbors and friends of her family to lose jobs.

"It showed me early on that you have to constantly be considering what people will need tomorrow," Flynn says. "I often say we can always become the next Circuit City if we don't continue to adjust."



Eileen Flynn

Flynn started out at State Farm as an adjuster in claims. But she found she had a flare for educating others and became a senior education and training instructor for a couple of years on her way to her present position.

It was that experience and watching her son take part in Teach For America that were key influences that led to her decision to make contributions to JSOM's educational future as a member of its advisory council.

"I've learned through my son how we have a terrific opportunity with our schools if we'll be organized and open-minded in how we teach," says Flynn, who has a bachelor's degree in business administration from James Madison University. "I've been thrilled to learn about UT Dallas' approach and

want to lend any strategies I can. I'm actually working on doing my first guest talk. There is so much encouragement out there when it comes to getting ahead, but my talk will focus on just being a good employee in whatever your present role is. It's easy to lose sight of its importance."

When Flynn needs a challenge away from her position, she often takes a position behind the grill. "I definitely find it therapeutic," she says. "Probably my favorite is grilling a whole beef tenderloin, and I have my own sauce and method. I just love cooking, period."

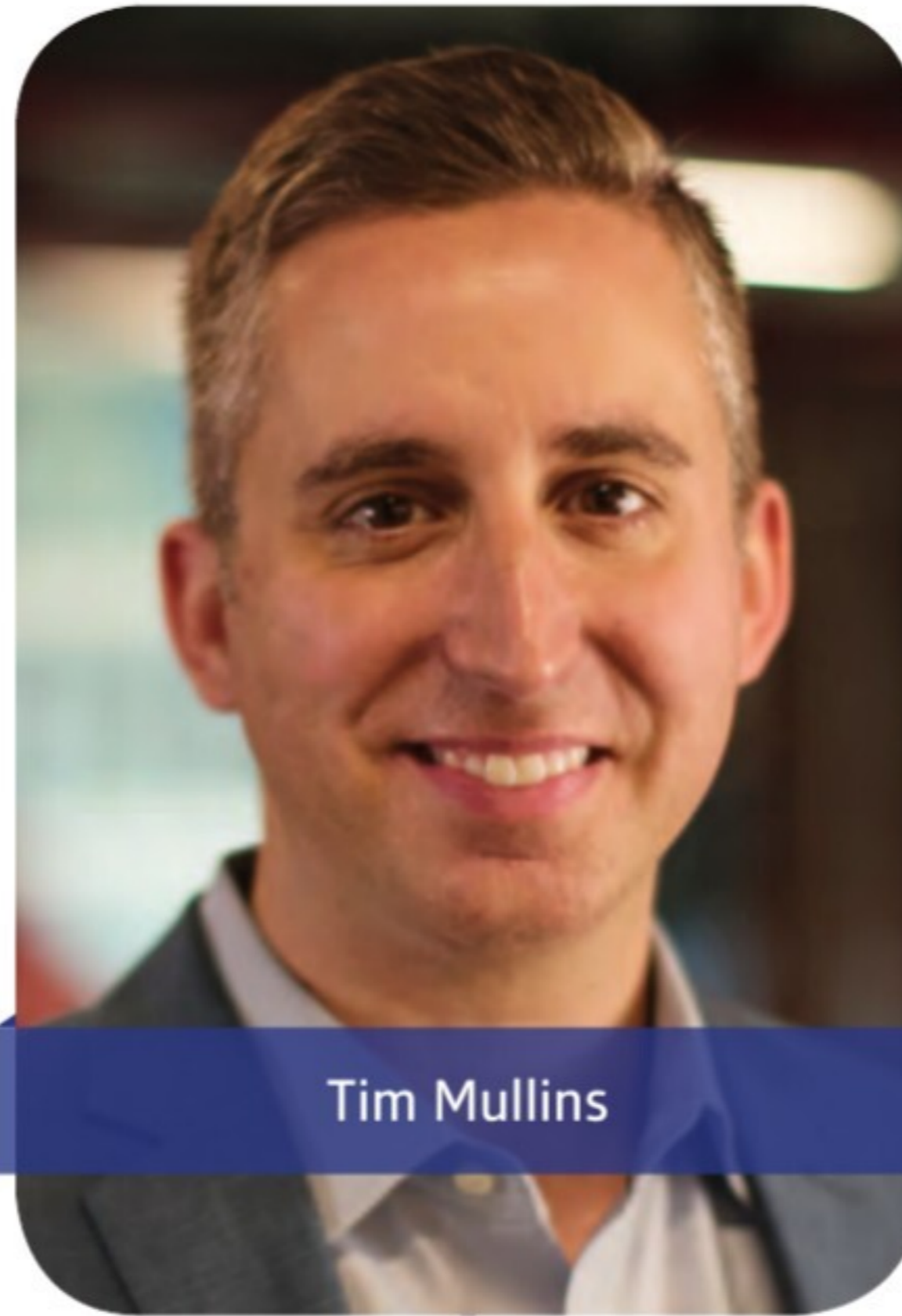
Of course, she acknowledges, not all of her culinary attempts are winners. "My parents still laugh about a quiche of mine — just too much spinach!" she says. "But it's about having fun. You need to remember that when it comes to your job, not to mention, your life."

**TIM MULLINS, VICE PRESIDENT,
DIVISIONAL SALES MANAGER
CAPITAL ONE AUTO FINANCE**

Tim Mullins values a goal-oriented mindset, a trait instilled in him at an early age while he was growing up in the Dallas area.

"All my dad's sons ended up being Eagle Scouts," says Mullins, one of five brothers. "To accomplish Eagle Scout, it just makes you work hard. ... It just gives you a sense of overcoming challenges."

Mullins had another challenge in dealing with dyslexia as a child. He



Tim Mullins

realized early on that we all learn differently and that we can sometimes get more out of people by trying to customize how we teach them.

That is what he encourages in a job in which he is in charge of more than 100 employees. Mullins began at Capital One Auto Finance as a relationship manager in 2006. Now he leads a team that is out to connect with roughly 16,000 car dealerships in the country to win the business of auto consumers when it comes to financing their purchase.

He oversees and helps train in strategies aimed at setting up a loan recipient to succeed. "It's centered around the customer," he says. "It's support. I don't want to put the customer in a bad spot. [If] they've taken on too much car, they can't afford it, and then they default. I don't want that."

Mullins, who graduated from Texas Tech University with a BS in communication studies and a minor in management studies, is humbled by where he is in his career, and grateful. A winner of the Paul Harris Fellow Award from the Rotary Club of Park Cities, he was recognized for volunteerism that ran the gamut from visiting with veterans in a Veterans Affairs hospital setting to helping to build a park in South Dallas.

Now he gets an opportunity to contribute to the Jindal School community.

Out to observe early on with the advisory council, he hopes to eventually take a more active role in sharing what he has learned as head of his division. "I want to connect with students, mentor and lead them in whatever way I can help," he says. "I'm excited to get the opportunity." ✦

**JSOM INNOVATION AND ENTREPRENEURSHIP
CREATOR AND CRUSADER RETIRES**

{ by T.D. Christensen }

After more than 17 years of "visionary" service, Dr. Joseph C. Picken retired in December from the Naveen Jindal School of Management.

Picken founded and played a major role in developing the school's academic programs in innovation and entrepreneurship and the University's award-winning Institute for Innovation and Entrepreneurship.

"Joe had the vision to see that entrepreneurship isn't just a business discipline: It touches everything across the campus. His unstoppable desire to reach for excellence has really paid off," said IIE Executive Director Steve Guengerich.



Joseph C. Picken



Left: Diane McNulty, associate dean for external affairs and corporate development, and Joseph C. Picken Center: A family photo of (from left) Erica Barajas, girlfriend of stepson Peter Brink; Brink; Picken's wife, Marcia Messinger; Picken; and son Matthew Picken Right: Picken and Varghese Jacob

Picken was honored Dec. 13 during a reception in front of a large group of family, friends and co-workers. His colleagues praised his integrity, candor and tireless work ethic.

Picken's UT Dallas career capped a long, unpredictable path that began with a Naval ROTC appointment and scholarship to Dartmouth College, where he received an AB in economics and an MBA. After graduating, the Iowa native served four years in the U.S. Navy, where he became a lieutenant, served two tours in Vietnam and completed his service as commanding officer of a minesweeper.

After the military, Picken spent nearly 30 years in industry and consulting, working in executive positions in technology, engineering, manufacturing and aviation services companies.

He earned his PhD at UT Arlington in 1995, then taught there and at Southern Methodist University before joining UT Dallas in 2001.

At JSOM, Picken founded and helped build nationally renowned academic programs in innovation and entrepreneurship. The graduate program was ranked 11th and the undergraduate program 23rd in the nation in The Princeton Review's Top Schools for Entrepreneurship in 2019.

These programs would not exist if not for Picken, said Dr. Varghese Jacob, Jindal School vice dean. "Joe was the one who went to the dean with the idea and figured out how to start it and how to set everything up. ... He's accomplished a lot for us," Jacob said.

As a parting gift to the school, Picken established an endowment for a professorship, a post that has been named in his honor, the Dr. Joseph Picken Distinguished Professorship in Innovation and Entrepreneurship.

Picken also donated three paintings to the school's art collection. Two are landscapes by Marjorie S. Garfield, who, Picken said at the reception, chaired the department where his mother taught at Iowa State University.

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 for the fifth consecutive year.

Until 2016 the "Intellectual

Property and Science" business of mass media company Thomson Reuters, Clarivate Analytics is a Philadelphia-based company that maintains and analyzes metrics on scientific and academic research, patents and regulatory standards, trademark protection, pharmaceutical and biotech intelligence, domain brand protection and internet protocol management.

Being included on the company's 2018 list of Highly Cited Researchers is a distinction for exceptional

scholars around the globe who, over the last decade, have produced multiple highly cited publications, which are defined as those ranking in the top 1 percent by citations for a specific field and year.

A total of 22 categories of research are considered in the analysis. Peng, a professor of organizations, strategy and international management, is among 96 scholars in economics and business. In this category, he is the only scholar from the UT System to attain this honor.



Jun Li (left) and Umit Gurun

Two Jindal School finance and managerial economics faculty members have earned recognition for their research as top finishers in the 2018 Crowell Prize competition. Sponsored

by PanAngora Asset Management, the annual contest celebrates innovative research that connects theory with practice in the field of quantitative investment management.

Umit Gurun, also a professor in the accounting program, and his co-authors received first place for their paper, "IQ from IP: Simplifying Search in Portfolio Choice." **Jun Li**, an associate professor, and his co-researcher earned the third-place prize for their paper, "The Expected Investment Growth Premium."

The winning papers were chosen from approximately 140 submissions.

Gurun and his team studied the proliferation of investment signals and how mutual fund managers make decisions about what information to follow and, ultimately, act upon.

"We were able to track people in a way that has never been done before," Gurun said, referring to the novel IP address database the researchers developed.

Gurun's co-authors are Huaizhi Chen of Harvard Business School, Lauren Cohen and Christopher Malloy of Harvard Business School and the National Bureau of Economic Research, and Dong Lou of the London School of Economics.

Li, who earned a Crowell second-place prize in 2015 and third place in 2011 for previous research, focused on planned investments of firms and how they impact their risk premiums. Along with his co-author, Huijun Wang of the University of Delaware, Li developed a measure of investment plans called expected investment growth (EIG), and found that high EIG firms earned an annualized stock return that was 15 percent higher than low EIG firms among U.S. public firms from 1968 to 2016. Further, none of the

leading asset-pricing factor models can capture this large EIG premium, Li said.



William (Bill) Hefley

The Association for Computing Machinery's Special Interest Group on Computer-Human Interaction –SIGCHI – will present a Lifetime Service Award to **William (Bill) Hefley**, director of the MS in Business Analytics program, at the ACM CHI Conference in Glasgow, Scotland in early May.

The award goes to individuals who have contributed to the growth and success of SIGCHI in a variety of capacities and through extended services over several years. It includes an honorarium of \$5,000.

Before coming to JSOM, Hefley taught at Carnegie Mellon University, where he was a founding member of the Human-Computer Interaction Institute and a member of the committee that developed the Master's in HCI degree. He also has been involved in curriculum efforts within SIGCHI and the Project Management Institute.

He and two associates founded the Intelligent User Interface conference series in 1993. Active in CHI conferences, he has led panels and served on conference committees. He also has served on the SIGCHI Executive Committee.

Hefley has held several SIGCHI editorial posts, including editor-in-chief of the *SIGCHI Bulletin*, adjunct chair for *User Interface Magazine*, vice chair for publications and

founding editor of *Interactions* magazine, a forum for practitioners, educators, institutes and labs in the domain of HCI.

The award announcement said that "it was in the creation and initial leadership of *Interactions* that he made an indelible contribution, and it is primarily that significant contribution and service to SIGCHI now being acknowledged."



Shouqiang Wang

Disclosure of hazardous environmental incidents – such as chemical spills and leaks – can be as troublesome for the U.S. Environmental Protection Agency as it is for the companies that cause those incidents. JSOM faculty member **Shouqiang Wang**, an assistant professor of operations management, has won a best paper award for research that makes disclosure easier for both the EPA and the violators.

Wang won the 2018 Best Publication Award in Environment and Sustainability for his paper, "Inducing Environmental Disclosures: A Dynamic Mechanism Design Approach." The award is part of the Energy, Natural Resources and the Environment (ENRE) section of INFORMS – the Institute for Operations Research and the Management Sciences – and is presented annually to an article that best demonstrates both impact and originality in this area of ENRE.

In their paper, Wang and his co-researchers propose a theoretical model to encourage

voluntary disclosure by firms for environmentally hazardous violations that occur randomly, beyond the firms' control and beyond early detection by the EPA. This comes at a time when, Wang says, the Environmental Protection Agency is seeking to move away from the traditional (and expensive) strategy of inspections and implement more innovative regulatory guidelines and policies.

Wang and his colleagues found the optimal model for encouraging firms to disclose a hazardous incident sooner is for regulators to conduct announced periodic inspections, with incentives such as subsidies or reduced penalties offered at an incrementally decreasing amount between each inspection.

Wang co-authored the article with Peng Sun from Duke University and Francis de Véricourt from the European School of Management and Technology.



Junfeng Wu

Junfeng Wu, an assistant professor in the Organizations, Strategy and International Management Area at the Jindal School, has always had a general interest in leadership, but he is especially intrigued by servant leadership.

"The idea of servant leadership really resonates with me because of its strong focus on employees' personal growth and well-being," he said. "Servant leaders serve their followers, and they also encourage followers to contribute to the community."

For the second time, the Robert K. Greenleaf Center for Servant Leadership named Wu a Greenleaf Scholar. He first earned the honor as a doctoral student in 2016.

Administered through the National Forum on Higher Education for the Public Good at the University of Michigan, the program supports pre-tenured faculty, early career practitioners and advanced graduate students studying the impact of servant leadership in organizational and social contexts. It includes a \$2,500 award to support Wu's research.

Before arriving at JSOM in fall 2017, Wu received his BA and MA degrees in management from the Renmin University of China. It was while working on his PhD in business administration from the University of Illinois at Chicago that he was first honored as a Greenleaf Scholar.

"It was a great experience," he said. Wu found that when servant leaders lead teams, they build an environment that is conducive to team creativity. He has begun preliminary research on his next Greenleaf-supported research, which explores servant leadership and employee helping behavior.



Khai Chiong

Khai Chiong, an assistant professor of marketing, is one of two UT Dallas professors to benefit from a \$100,000 research grant the NEC Corporation of America made to UT Dallas last year.

In line with NEC's mission to

provide integrated technology solutions for business and society, Chiong and Dr. Carlos Busso, an associate professor of electrical engineering, are refining and developing new applications for facial recognition technology. While Busso refines machine recognition of emotions people display in real-time encounters, Chiong seeks more commercial applications of NEC's existing facial recognition technology. He also will analyze customers' emotional responses to new marketing strategies the technology makes possible.



Richard (Dick) Bowen (left) and Robert Shetterly

A portrait of **Richard (Dick) Bowen**, senior lecturer in accounting, was among five unveiled by painter Robert Shetterly at the 40th anniversary of the Government Accountability Project in Washington, D.C., last Nov. 15. All five paintings depict whistleblowers honored by the project and are among 17 paintings of whistleblowers that are part of Shetterly's *Americans Who Tell the Truth: Models of Courageous Citizenship* series. In 2006, Bowen, then a vice president of Citigroup and its business chief underwriter, alerted senior managers and the board of directors to increasing numbers of defective mortgages. He eventually testified before a congressional commission about the risky mortgages and their role in spawning the 2007-2008 financial crisis.



Julie Haworth

Extracurricular duties for **Julie Haworth**, director of the BS in Marketing program, include serving as the executive vice president of collegiate relations for the Dallas/Fort Worth chapter of the American Marketing Association. The mission of the chapter is to educate, support and enhance the performance of its members and marketing professionals in the DFW Metroplex.

Besides teaching and administration, Julie has a background in marketing, having worked for companies including Procter and Gamble, Maybelline and the Mary Kay Corporation.



David Cordell

David Cordell, a clinical professor of finance and managerial economics, was the featured expert in a December article on *WalletHub.com* on "Balance Transfer Credit Cards." Asked what the biggest mistake people make with balance transfers, he replied, "The biggest problem with balance transfers is that so many people fail to use them as a tool in a well-designed plan to eliminate or drastically reduce consumer debt. Instead, many consumers transfer their balances and then start building up balances on their old cards all over again."

ADMINISTRATIVE CHANGES



Habte Woldu

Habte Woldu, formerly director of the MS in International Management Studies program, is now director of Sustainable Global Business Initiatives, a new JSOM undertaking supported by the Ann and Jack Graves Foundation Society of Emerging Economies' Development Fund (see page 22). Specifically targeting Africa, the initiatives will use Jindal School expertise to promote economic advancement in developing countries. "In short," Woldu says, "such initiatives will teach future JSOM young managers and leaders how to be aware of corporate social responsibility by realizing some of the United Nations' 17 Sustainable Development Goals."



Hubert Zydorek

Hubert Zydorek, director of the BS in Global Business program succeeds Woldu as director of the MS in International Management Studies program and now leads both programs.



Paul Nichols

Paul Nichols, a UT Dallas alumnus who earned a BA in interdisciplinary studies in 1995 and an MBA in 1998, has assumed additional duties as the new director of the MS in Innovation and Entrepreneurship program. Nichols, who also serves as an assistant director of the Institute for Innovation and Entrepreneurship, succeeds Madison Pedigo, who remains in the program as an adjunct senior lecturer.



Sarah Bengston

Sarah Bengston was named director of the school's undergraduate recruiting office at the end of last October. She had been one of two recruiters in the office for several years and succeeds Chad Decker, who left for a new role at Southern Methodist University. Sarah brings more than five years of experience recruiting first-time-in-college freshmen at two universities to her new role and is leading the school's efforts to increase the freshmen class from 660 to more than 1,000 in the next few years.

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:



Suresh Sethi

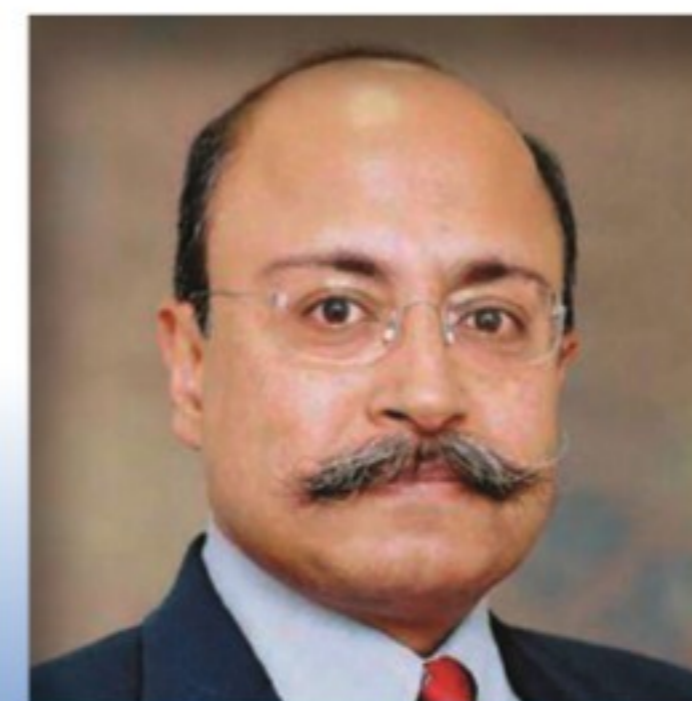
Suresh Sethi, Eugene McDermott Chair of Operations Management and director of the Center for Intelligent Supply Networks, who co-authored with Gerald L. Thompson *Optimal Control Theory: Applications to Management Sciences and Economics*, 3rd edition (Cham, Switzerland: Springer 2019 [November 29, 2018]). Completely revised, the new edition introduces optimal control theory and its many applications in economics and management science. Sethi and Thompson have devised models and exercises for readers to use to better understand the material they present.



Elena Katok

Elena Katok, Ashbel Smith Professor of Operations Management and co-director of the Center and Laboratory for Behavioral Operations and Economics, who co-edited *The Handbook of Behavioral Operations*, Wiley

Series in Operations Research and Management Science (Hoboken, N.J.: John Wiley & Sons, Inc., 2019). The book draws on best practices in behavioral operations research and "identifies the most current research directions and their applications." It includes tutorials on how to conduct behavioral research and serves as a guide to new research methods.



Sumit K. Majumdar

Sumit K. Majumdar, professor of information systems, who wrote *Lost Glory: India's Capitalism Story* (New York: Oxford University Press, 2018). Challenging present-day ideas about India's economy, he provides detailed political and historical analyses of industrialization in India and surveys the country's current industrial landscape with an eye to assessing its future.



Shawn Carraher

Shawn Carraher, clinical professor of organizations, strategy and international management and JSOM director of undergraduate research, who co-authored with Dianne H. B. Welsh *Global Entrepreneurship*, 3rd edition (Dubuque, Iowa, Kendall Hunt Publishing Company, 2018). This textbook takes a practical look at entrepreneurship on a worldwide

scale, explaining not only entrepreneurship but also cross-cultural management, exporting, international business, strategy and more. Carraher and Welsh also wrote the companion *Case Studies in Global Entrepreneurship*, 2nd edition (Dubuque, Iowa, Kendall Hunt Publishing Company, 2018).



Tevfik Dalgic

Tevfik Dalgic, a clinical professor of organizations, strategy and international management, who co-authored with Sevtap Unal *Utilizing Consumer Psychology in Business Strategy* (Hershey, Penn.: IGI Global Business Science Reference, 2018). The book examines research into consumer behavior, and, with customer engagement in mind, it shines a spotlight on brand personality, consumer perception and marketing strategy.



Howard Dover

Howard Dover, clinical professor of marketing and director of the Center for Professional Sales, who wrote an essay in *Standing O! A Book of Gratitude for Life Lessons* by Scott MacGregor (Burke, Va.: Possibilities Publishing, Eaton Press Imprint, 2018).



Rajiv Shah

Rajiv Shah, a clinical professor of organizations, strategy and international management and director of the MS in Systems Engineering and Management program, who contributed “The Early Years with Ahmed at Caltech,” a chapter in *Reminiscences of Ahmed H. Zewail: Photons, Electrons and What Else?: A Portrait From Close Range. Remembrances of His Group Members and Family* (Singa-

pore: World Scientific Publishing Co., 2018). A 1999 Nobel Prize in Chemistry winner, Zewail, who died in 2016, was a professor at the California Institute of Technology for 40 years.



Fang Wu

Fang Wu, a clinical professor of marketing, who with her co-author Anna Shaojie Cui, was invited to contribute “Customer Involvement in Innovation:

A Review of Literature and Future Research Directions,” a chapter in *Innovation and Strategy, Review of Marketing Research*, Volume 15, (Bingley, England: Emerald Publishing, 2018). They reviewed research published between 2001 and 2017 in eight marketing and innovation journals on customer involvement with innovation.



Jennifer Johnson

Jennifer Johnson, senior lecturer in accounting, who co-authored with Gayle Williams *Computerized Accounting with QuickBooks Online 2018 Update* (Westmount, Ill.: Cambridge Business Publishers, 2018). This introductory text focuses on basic accounting concepts as well as QuickBooks software. ✦



IN MEMORIAM: RONALD JOE BLAIR (1938 - 2019)

Ronald (Ron) Joe Blair, senior lecturer in accounting and former Jindal School fiscal officer, died January 21 at the age of 80 following complications from a stroke.

A Certified Public Accountant, he had a successful career with the Internal Revenue Service, retiring as an assistant director of appeals. Following his retirement from the IRS, Blair was appointed a lecturer in the Jindal School in fall 1990. He taught various graduate-level tax and business ethics courses not only at UT Dallas but at Southern Methodist University and Dallas Baptist University as well.

He also wrote numerous articles for accounting and finance journals, and served as a federal expert witness.

He assumed business manager duties at JSOM in 2000 and served in that role until 2004.

“Ron was a great friend and very loyal to the school,” Dr. Hasan Pirkul, Caruth Chair and dean of the Jindal School, said. “He served as an active faculty member until the day he became ill.”

“Ron genuinely loved teaching and always had a kind word for anyone

who crossed his path,” Tiffany Bortz, senior lecturer and associate coordinator of the Accounting Area, said. “His gentle spirit will be greatly missed.”

Born in Lucas, Arkansas, Blair attended the University of Arkansas and earned a Bachelor of Science in Business Administration degree in accounting. He was an active member of the Beta Alpha Psi professional accounting fraternity

After starting at the IRS, Blair met his future wife, Celinda Shirley, on a blind date in early 1961, and they were married that December. They had two daughters, Celinda Rhonda and Amy, and Blair obtained his MBA from the University of Oklahoma as they raised their family.

A member of Prestonwood Baptist Church in Plano, Texas, for more than 30 years, Blair sang in the choir for more than 20 years.

Blair is survived by his widow and daughters, sister and brother-in-law Sue Blair Sitzler and Dennis Sitzler, a niece, nephew and several cousins.

His funeral was held in the Wildwood Chapel of Restland Funeral Home and Cemetery in Richardson, Texas, on January 26. Graveside services and a reception at the funeral home followed.

by Jimmie R. Markham

JINDAL SCHOOL MOVES INTO TOP FIVE OF UTD TOP 100

The Naveen Jindal School of Management moved into the top five in both the North American and worldwide standings of the 2019 UT Dallas Top 100 Business School Research Rankings™.

Released Feb. 21, the rankings show the Jindal School at No. 4 in North America and No. 4 worldwide. Last year, JSOM was No. 6 in North America and No. 7 worldwide.

The 2019 Top 100 otherwise show universities around the globe gaining competitive ground in business school research productivity.

Published annually since 2005 by the Jindal School, the rankings are a compilation based on business school faculty research publications in 24 leading peer-reviewed journals. Each year, the rankings, reported for North America and for schools worldwide, reflect a rolling five-year average.

Thirteen countries are represented among the top 100 in the latest — 2014 to 2018 — reporting period of the Worldwide Rankings. When they were first published in 2005, only nine countries made it into the top 100.

China led the way for non-American universities this year with seven universities in the top 100, up from six last year. Other than the United States, Canada is the only nation to previously have had more than six universities represented in the worldwide standings.

UT DALLAS TOP 100 BUSINESS SCHOOL RESEARCH RANKINGS™

RANK (Worldwide)	RANK (N. America)	UNIVERSITY	ARTICLES	SCORE	COUNTRY
1	1	University of Pennsylvania The Wharton School	326	178.16	USA
2	2	New York University Leonard N. Stern School of Business	259	122.30	USA
3	3	Harvard University Harvard Business School	221	113.70	USA
4	4	University of Texas at Dallas Naveen Jindal School of Management	220	104.66	USA
5	5	Columbia University Columbia Business School	211	98.72	USA
6	N/A	INSEAD School of Business	216	98.19	France
7	6	University of Southern California Marshall School of Business	195	97.09	USA
8	7	University of Chicago Booth School of Business	190	93.64	USA
9	8	Massachusetts Institute of Technology Sloan School of Business	196	92.49	USA
10	9	University of Michigan at Ann Arbor Ross School of Business	198	91.17	USA
11	10	Stanford University Graduate School of Business	184	89.62	USA

TOP TEN

“Being able to analyze productivity by country is an interesting facet of the UT Dallas Top 100 Business School Research Rankings™,” said Dr. Hasan Pirkul, Caruth Chair and Jindal School dean. “To see international universities gaining on American schools speaks to global competitiveness and puts us on notice to stay on our toes.”



Universities from the U.S. still dominate the rankings. In the 2014-2018 reporting period, the Wharton School at the University of Pennsylvania was the most productive university, as it has been since the inception of the rankings.

The Leonard N. Stern Business School at New York University climbed from No. 3 to No. 2 in the Worldwide Rankings. NYU moved ahead of Harvard Business School, which had occupied the No. 2 position since the 2012 report. That year, NYU was No. 6.

The Jindal School and Columbia Business School rounded out the top five in both North American and Worldwide Rankings, coming in at No. 4 and No. 5, respectively. ✦

Jindal School MOVES UP in *U.S. News* Rankings

U.S. News & World Report 2020 rankings, released in March, brought good news to the Jindal School's Full-Time and Professional MBA programs.

Overall, the full-time program moved up two places, from No. 40 (tied) to No 38 (tied).

Among U.S. public universities, the full-time program fared even better, moving from No. 19 (tied) to No. 13 (tied).

The Professional (part-time) MBA program went from No. 20 overall in 2019 to No. 17 (tied).



Among U.S. public universities, its standing remained the same both years, No. 10 (tied).

To arrive at the full-time rankings, *U.S. News* surveyed all 475 MBA programs accredited by

Both the Full-Time MBA and the Professional (part-time) MBA programs made gains in the 2020 standings.

the Association to Advance Collegiate Schools of Business International. In all, 367 schools responded. Of those, 131 provided enough required data to be ranked.

Of the 323 part-time MBA programs surveyed, 287 submitted enough data to be included in the rankings, and *U.S. News* ranked the top three-quarters of the part-time MBA programs that qualified for ranking. ✦

RANKINGS



Entrepreneurship Programs Fare Well in Princeton Review Rankings

The Jindal School placed well in both graduate and undergraduate rankings from The Princeton Review, in association with *Entrepreneur* magazine, of the Top Schools for Entrepreneurship in 2019. JSOM's Master of Science in Innovation and Entrepreneurship program came in at No. 11, up from No 19 in 2018. And the school's undergraduate Innovation and Entrepreneurship Concentration appeared on the list for the first time, debuting at No. 23.

The Princeton Review, a college admission services company that offers test preparation, based the rankings on surveys from more than 300 schools. ✦

Endowment Funds Launch Sustainability Initiatives, Aid Study Abroad

New JSOM undertakings, Sustainable Global Business Initiatives, have launched with support from the Ann and Jack Graves Foundation Society of Emerging Economies' Development Fund. Led by Dr. Habte Woldu (see *Administrative Changes*, page 18), the initiatives will specifically target Africa in promoting economic advancement in developing countries.

"JSOM has already initiated a women's empowerment project in Ethiopia," Woldu says, and about 15 students and two professors are expected to travel there in July, to start small-scale businesses focused on women and the alleviation of poverty.

The development fund is one of two — the other being the Ann and Jack Graves Foundation Global Business Scholars Fund — endowed thanks to a \$1 million gift from the Ann and Jack Graves Charitable Foundation.

The Global Business Scholars Fund will help expand the school's study abroad programs and build new partnerships with academic and economic institutions in developing countries.

Graves family member Mike Redeker, a Jindal School MBA 1997 and MS in MAS 2001 alumnus, who helps administer the foundation, was inspired by his own experiences as a student to support the study-abroad efforts and the sustainability initiatives at the Jindal School.

"The reason we directed funding to UT Dallas is to employ the tools available in the Jindal School to address how we can best help the world's poor," Redeker said in a story in *Momentum*, a publication of the campus Office of Development and Alumni Relations. "I believe that UTD can partner with universities in developing economies to listen to the needs of communities, help them develop sustainable business solutions and help measure the results so we can constantly improve the model." ✦



Mike Redeker and Habte Woldu

©RTGUEST/ADOBE STOCK



Texas Mutual Partnership Nets New Risk and Safety Course

TEXAS MUTUAL INSURANCE COMPANY, a leading provider of workers' compensation insurance in Texas, has partnered with the Jindal School to create a new Risk Control and Safety Engineering class. Exclusive to UT Dallas and offered only at the Jindal School, the course was made possible by a \$7,500 gift to the school's Risk Management and Insurance Concentration.

The course was made possible by a \$7,500 gift.

Debra Richardson



Bill Jackson, regional vice president of Texas Mutual's Dallas office, introduced the new course at an Emerging Risk Forum at JSOM last October. "This collaboration introduces a new way for students to learn about something at the heart of what we do — managing risk and keeping Texans safe," Jackson said.

With the addition of the course, "our students will learn from experts and industry leaders in the risk management and insurance field," said Debra Richardson, director of the concentration.

Richardson is teaching the three-credit-hour course for the first time this spring. ✨

COACHING INITIATIVE PAIRS STUDENTS WITH NONPROFITS

An initiative in the Executive and Professional Coaching Certificate program is giving students coaching experience in the nonprofit sector.

The initiative, launched in spring 2018, pairs students in their practicum period with leaders from three national nonprofit organizations, Big Brothers Big Sisters America,

and they all tend to be different. Some topics have been devoted to developing executive presence, time management and prioritization, and conflict management.

Coaches partner with nonprofit leaders to establish a behavioral goal that they will work toward during six sessions. They also agree on tangible measures of suc-

"I SEE HOW EACH CLIENT SHAPES US — THEIR MODEL OF THE WORLD, THEIR STRENGTHS AND WEAKNESS, THEIR LIFE EXPERIENCES."

— JESSE IHDE

Girls Scouts of the USA and YMCA America.

The certificate program's training director, Teresa Pool, developed the initiative. Away from UT Dallas, Pool is a full-time coach, which is a requirement for all program instructors.

"We're certified by the International Coach Federation to deliver this training, and we are the only all-virtual university-based program in existence," Pool said.

Live online classes take place on Monday, Tuesday and Wednesday evenings, and class resources and assignments are accessed online via the campus eLearning website.

All coaching sessions are virtual; students and nonprofit leaders never meet in person. "Much of coaching is done virtually," Pool said, "so this gives students that same virtual experience."

The program worked with approximately 50 nonprofit leaders its first year. Plans are to increase to 75 this year.

Coaching sessions focus on one topic selected by the leaders who participate,

cess. "During each session, the students use active listening, powerful questions and insightful observations that generate new awareness and motivation for the nonprofit leader," said Pool. "Each session ends with action experiments that the leader has defined and committed to complete."

Student participation in the nonprofit initiative is voluntary, but 80 to 90 percent of them choose to take part, according to Pool.

"They leave the program with everything they need to become certified except for the required 100 logged hours of coaching. They get half of those," Pool said.

"I see how each client shapes us — their model of the

world, their strengths and weakness, their life experiences," said certificate graduate Jessica Ihde. "I'm looking forward to moving forward into this calling and vocation."

Ihde is now enrolled in the MS in Leadership and Organizational Development degree program. About 70 percent of coaching certificate students enroll in MLOD, according to Pool. ✨



Teresa Pool

CENTER FOR FINANCE STRATEGY AND INNOVATION DEBUTS FINANCIAL

S

cientists may never solve the mystery of the Bermuda Triangle, but the economy of the Texas Triangle is a bit easier to uncover.

Dr. David Springate, co-founder and director of the Naveen Jindal School of Management's Center for Finance Strategy and Innovation, has come up with one of-a-kind Indexes of Financial Performance to describe the financial performance of publicly held companies headquartered in the Texas Triangle — an area made up of Dallas/Fort Worth, Houston and the combined San Antonio/Austin metro areas.

"It's useful for a business school to give feedback to the business community about which metro's businesses are doing better or worse than a year ago," Springate says. "As Texas continues to attract the headquarters of publicly traded compa-

nies, it's important to track how they're doing."

For his new indexes, Springate improved upon a similar set of indexes he introduced in 2011. In those, he looked specifically at North Texas companies in the wake of the 2008 recession. This time, he expanded the indexes to all points of the Texas Triangle and then trimmed back the focus from six core questions to just three, which he combined into each index:

- What percent of corporations in each metro area experience a net profit in a quarter?
- What percent see a year-to-year increase in sales?
- What percent experience the same or higher return on assets in current quarter, compared to a year ago?

In addition to streamlining the index focus,

Springate also improved the information-gathering process. Rather than rely on data from each company's website, he began using automated data from the U.S. Securities and Exchange Commission.

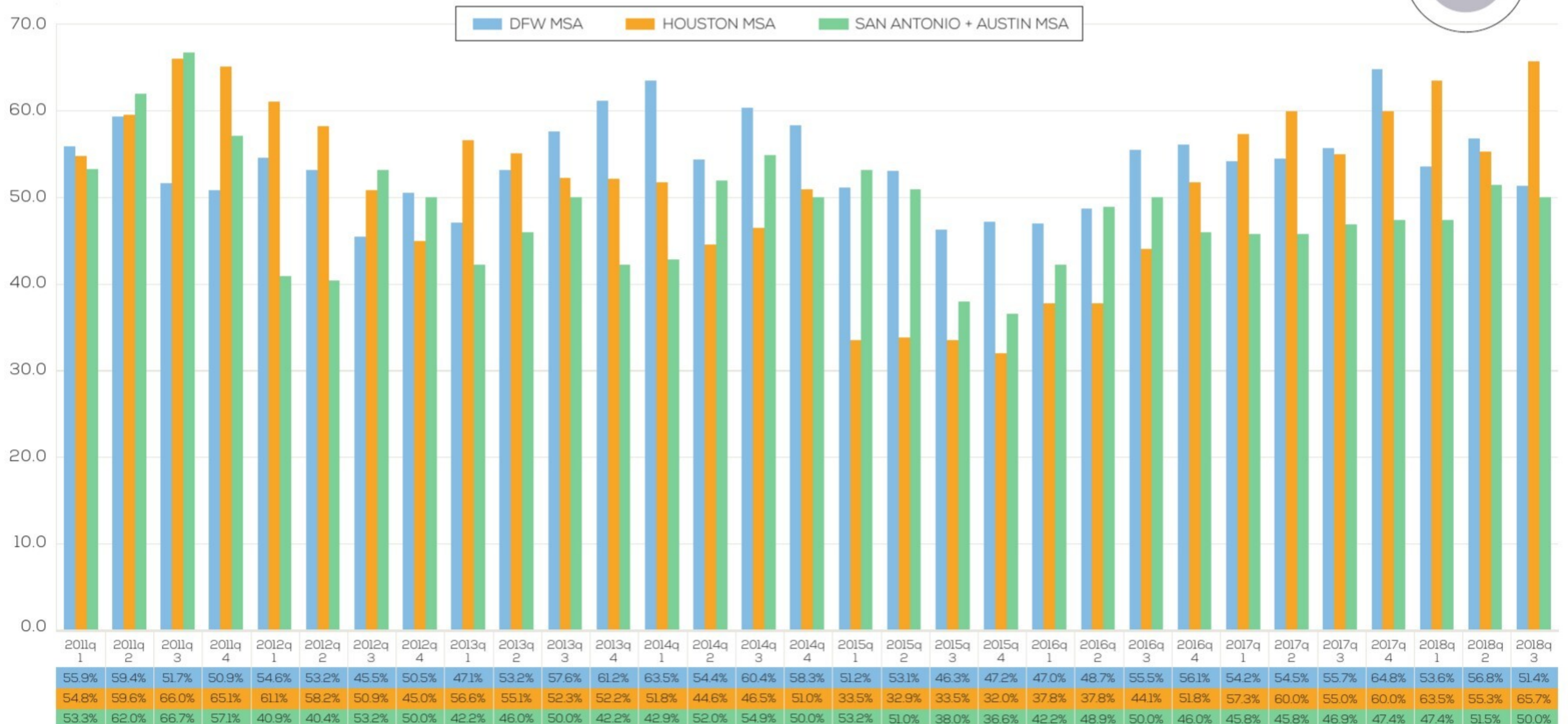
"We're much tighter now," he says. "It's more up to date and accurate, and leads to better standardization."

One thing that has not changed is Springate's unique focus on companies that are headquartered in a region. Most economic indexes look at the overall financial activity in a region.

"I've argued that it's important to know about companies that are headquartered here, because that's what we tend to brag about," he says. "Which companies are doing well? Are they are hiring more in their headquarters right now? Are the prospects for philanthropy and local tax payments

PERCENT OF COMPANIES WITH POSITIVE QUARTER PROFITABILITY BY METROPOLITAN STATISTICAL AREA

2011-2018



FOR TEXAS TRIANGLE PERFORMANCE INDEXES

By T.D. Christensen

increasing? Is the business environment better?"

After studying data from 2011 to 2018, Springate discovered that companies headquartered in Dallas/Fort Worth had a much steadier financial performance than those in Houston and San Antonio/Austin. He also was surprised to find how often big companies falter throughout Texas.

"There were times when only 30 to 40 percent of public companies in Houston were earning money in a quarter," he says. "I didn't realize how low the percentage was."

This was particularly true from 2014 to 2016, when lots of Texas companies were struggling. "The agricultural, commodity and energy industries experienced a substantial decline, even though the national gross domestic product continued to rise and the national unemployment rate continued to

drop," he writes in the report.

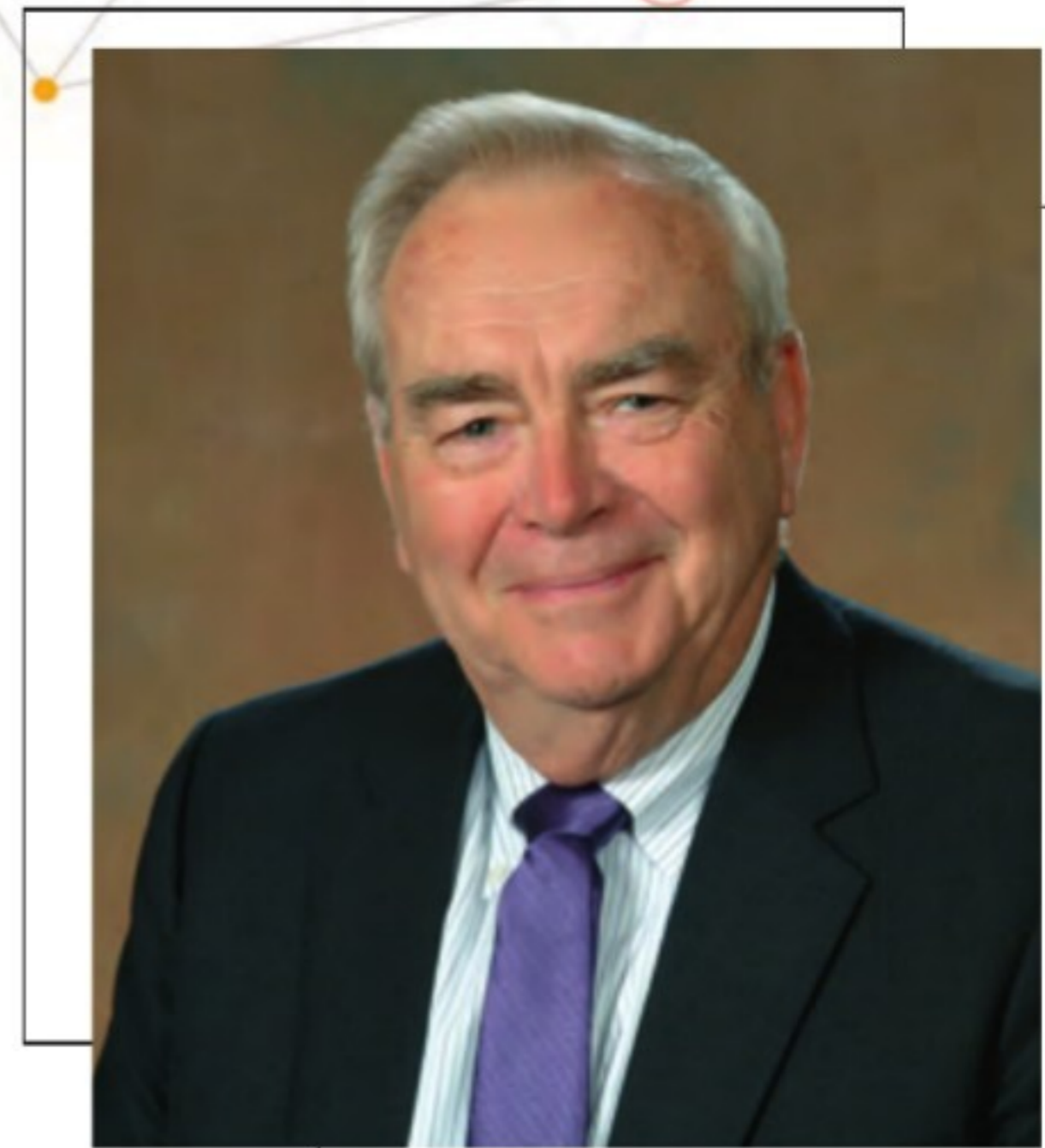
Today, most of those companies have fully recovered. "Times are getting better," he says.

Springate says the Indexes of Financial Performance could serve as a useful tool for a variety of organizations, from business media to chambers of commerce to other organizations that want to lure companies to Texas. While not a measure of investment performance, they track data of interest to executives, board members and the public.

"They might want to use it competitively," Springate says.

In the future, the indexes could help paint a more detailed economic portrait by ranking companies by industry or by various other factors.

"Nobody's been keeping track of this sort of thing," Springate says. "It's a great untapped area."

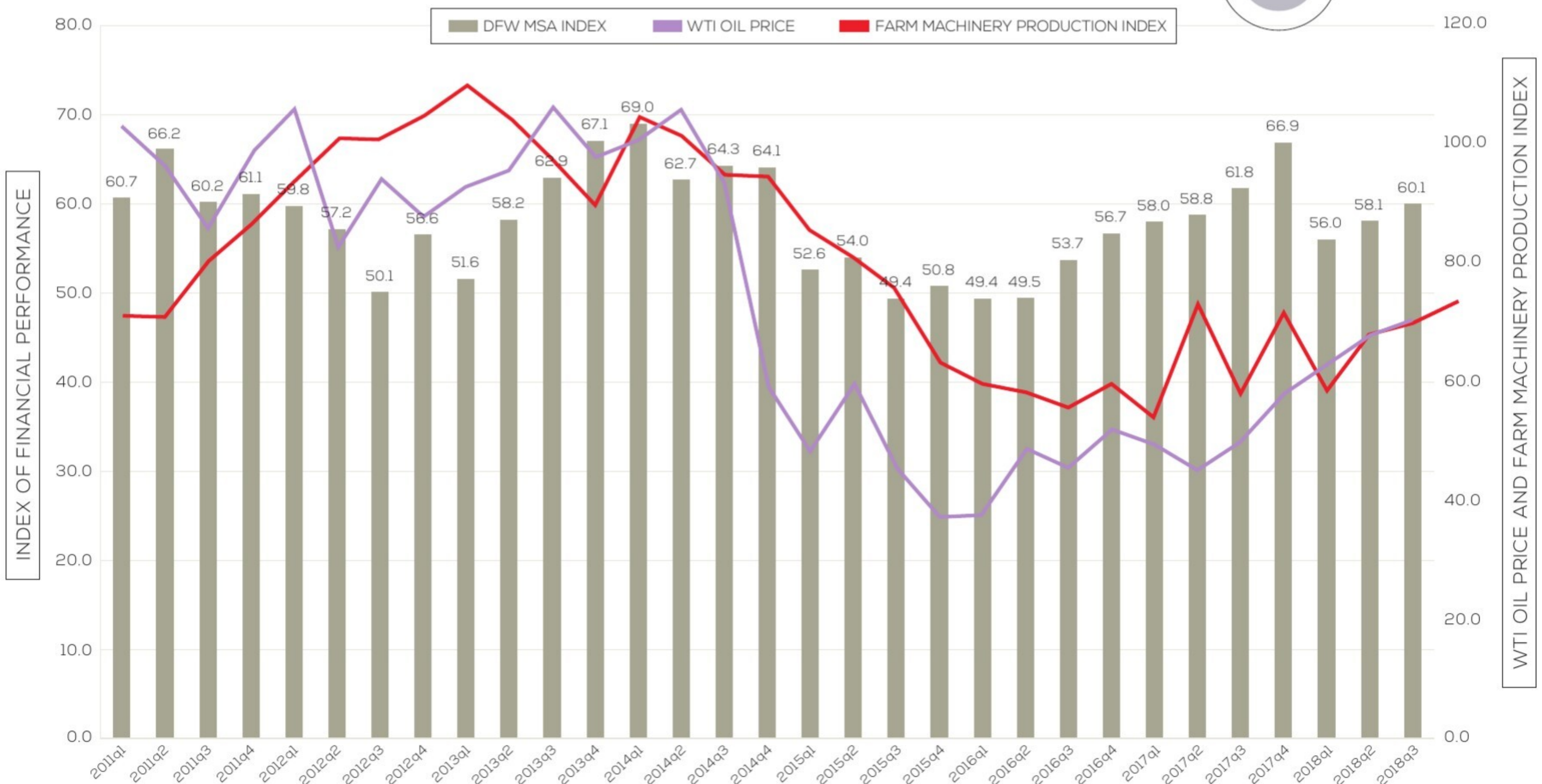


David Springate

For more on the indexes, go to: jindal.utdallas.edu/centers-of-excellence/cfsi/#04-ongoing-programs.

INDEX OF FINANCIAL PERFORMANCE FOR DFW MSA PUBLIC COMPANIES

2011-2018



Entrepreneurship Institute Spurs Growth With Key Partnerships

By Sarah Crowe



The Institute for Innovation and Entrepreneurship recently entered into a series of partnerships to help elevate the visibility of UT Dallas in North Texas and North American economic development efforts.

The institute has partnered with the Blockchain Research Institute (BRI), a global independent think tank that identifies strategic implications and opportunities of blockchain for business, government and society. The partnership marks BRI's first relationship with an American university.

BRI network partners have access to an exclusive platform to share best practices and research projects and interact with leading global experts.

"BRI has curated a wealth of resources, such as blockchain cases, data and networking opportunities," said Dr. Zhiqiang (Eric) Zheng, a Jindal School professor of information systems. "This partnership is instrumental in facilitating the cutting-edge research and education that UT Dallas faculty and students are undertaking related to this innovation."

The IIE also announced a partnership with Capital Factory, one of the most active early-stage tech investors in Texas, to accelerate to market the products and services of UT Dallas student-founded ventures.

Capital Factory will grant co-working memberships in its Uptown Dallas offices to select UT Dallas student-founders and their teams. As a result, Dallas is expected to become an anchor location for UT Dallas entrepreneurship activity.

"We are thrilled to offer this exciting opportunity to UT Dallas student-founders as an important new extension of the innovation and entrepreneurship programs and facilities that the institute operates," said Steve Guengerich, executive director of the institute.

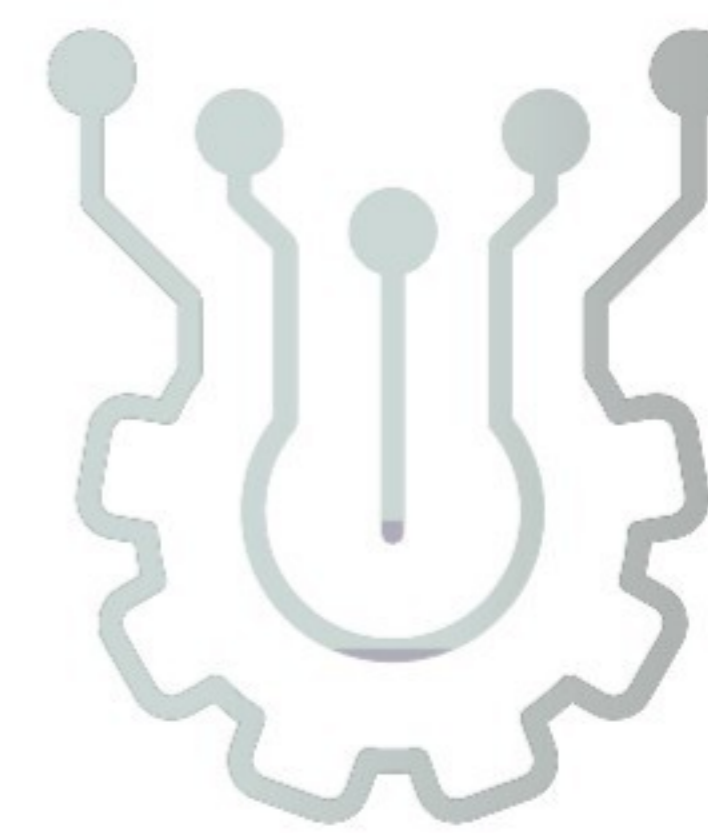
Startups will receive access to education, mentorship, networking, programming, products and services, as well as connections to corporations and access to capital channels.

IIE also announced a partnership with Dallas Innovation Alliance's (DIA) Innov8te smart cities incubator, based in the Dallas West End. 



Above: Zhiqiang (Eric) Zheng

Left: Steve Guengerich



CENTER FOR DECISION AND RISK ANALYSIS

The International Center for Decision and Risk Analysis (ICDRiA) at the Jindal School and its research partner, the Risk and Insurance Institute of Le Mans University in France, presented a Workshop on Machine Learning and Control Theory last December at UT Dallas. The daylong event featured a general discussion about what machine learning is and how it should be evolving, along with technical presentations.

Machine learning is a branch of artificial intelligence concerned with how computer programs can use data to continuously improve with only minimal intervention from people. Control theory is a field within mathematics that deals with the optimal operation and stability of processes and machines.

The open discussion revolved primarily around the managerial and business implications of the use of machine learning and research. It was observed, for instance, that a general lack of operations research and artificial intelligence skills make it difficult for managers to use machine learning and AI optimally. And research in big data and machine learning are limited, it was noted, by the reluctance of companies to make their data public. This holds back academics from advancing.

Dr. Alain Bensousan, director of ICDRiA, a Jindal School professor of decision and risk analysis who holds a Lars Magnus Ericsson Chair, and Alexandre Brouste, a Le Mans University professor of mathematics, organized the workshop, which drew participants from Europe, Hong Kong and throughout the United States.



Investing in the *Next Generation*



By Sarah Crowe

More than 200 junior high girls from Dallas and Collin counties convened on the UT Dallas campus Feb. 22 for a unique, hands-on program called Innovate(her).

Hosted by the Institute for Innovation and Entrepreneurship and underwritten by corporate sponsor Capital One, Innovate(her) — pronounced innovator — was a one-day program targeted toward middle-school girls. The second annual event focused on teaching financial literacy, technology innovation and topics in entrepreneurship.

Sixth- through eighth-grade girls from Dallas, Richardson, Fort Worth and Grand Prairie school districts attended, and professional women from various industries along with UT Dallas students volunteered for the day to serve as mentors. They shared their experiences and guided the girls through learning modules.

Among the mentors was Harshini Rallapalli, an undergraduate majoring in neuroscience. "Innovate(her) is an empowering program for all those who attend," she said. "Whether you are a mentor or a mentee, you walk out of this event feeling uplifted, empowered and humbled by how much potential there is to learn, grow and create an impact. I think that this program gives a ton of inspiration to girls to take a chance on themselves, to define themselves and their upcoming or ongoing careers."

The girls rotated through activities that explored mobile app development, personal financial budgeting, creating a personal brand and thinking creatively to reach a goal.

In the 30-minute module "Pitch Perfect," devoted to perfecting the presentation of an idea, Dr. Emily Choi, a Jindal School assistant professor on the institute team, asked the girls to gather in groups and come up with a unique idea

to solve a problem. The girls needed to determine who their audience was, articulate the opportunity the idea presented and explain the benefits of their idea.

When it was time to present their ideas, one girl raised her hand and asked to go first. She explained that there was a real problem with pollution in various bodies of water. Her solution? A unique net that could be retrofitted to industrial drainage pipes and storm drains to catch trash and other debris. She even included a rough sketch of what her vision looked like. ☆

For the institute, Innovate(her) is part of a larger initiative to engage more females in entrepreneurship. Historically, women are underrepresented in both entrepreneurial and technology fields. According to the Kauffman Foundation, a private foundation that focuses on projects that encourage entrepreneurship and support education, women are half as likely as men to start businesses.

"Innovate(her) in particular is an opportunity for UT Dallas to introduce middle-school girls to entrepreneurial thinking, coding and skills like persuasive pitching and financial basics to open their minds to potential careers and possibilities they may not have originally considered for themselves," said Dresden Goldberg, assistant director of the institute. ✦



Above: Participants from St. Paul the Apostle School in Richardson

Below: Emily Choi and a "Pitch Perfect" participant



Entrepreneurship Luminary Offers Advice to Students During Campus Visit

Entrepreneur and investor Brad Feld offered students insights into his career accomplishments at a recent on-campus event presented by the Institute for Innovation and Entrepreneurship.

Feld, who graduated from J.J. Pearce High School in Richardson, is managing director and co-founder of Colorado-based venture-capital firm Foundry Group. He co-founded seed-accelerator Techstars and is a well-known author, speaker and blogger.

He visited campus Feb. 22 for a fireside chat at the Blackstone LaunchPad, a facility for entrepreneurial mentoring, networking and resources that Techstars supports. The wide-ranging discussion with LaunchPad program director Bryan Chambers included Feld's childhood in Dallas-Fort Worth, his college entrepreneurship experience

Jimmie R. Markham



at the Massachusetts Institute of Technology, the necessity of taking a long-term perspective as an entrepreneur and his advice on selecting a startup for investment.

"Is the thing the founders are working on something they are truly obsessed about? Is this their life? Is this the thing they were put on Planet Earth to do?" he said. "I use the word 'obsession' deliberately. I do not use the word passion, because passion is really easy to fake in the context of what you're working on."

Tina Dimitrova, a senior finance major, said the talk was "a very memorable event for anyone interested in entrepreneurship, investing, technology, education and city planning. Brad Feld is a leader in his field. To have gleaned some insight on how he thinks about these topics is something I will take with me beyond the classroom." ✦

From left: Software engineering senior Brian Hoang, Bryan Chambers and Brad Feld

UT Dallas Big Idea Competition Unfolds Before a Full House



By Jimmie R. Markham



Members of the second-place BIC team, Cyto PDMS, and grand prize-winning team, SurviVR, with celebrity judge Tan France (back row, center)

Winning ideas ranged from a virtual reality police-training program to a smart pair of eyeglasses at the 12th Annual UT Dallas Big Idea Competition (BIC) finals last Nov. 12. Presented by the Jindal School-based Institute for Innovation and Entrepreneurship, the event featured six graduate and undergraduate teams who competed in the ATEC Lecture Hall in front of an audience of more than 1,200. Sponsors included returning 2017 title sponsor, Interlock Partners, and new presenting partner, Bioworld.

Celebrity judge Tan France, from the Emmy Award-winning Netflix series *Queer Eye*, also engaged in a conversation about entrepreneurship with event emcee, radio celebrity J-Si Chavez of *The Kidd Kraddick Morning Show*. REVTECH Ventures underwrote France's appearance.

Winners included a police-training program that simulates real-world scenarios within the safe confines of a teaching environment, a low-cost device

that converts skin cells into specialized cells for treating diseases such as muscular dystrophy, and a pair of eyeglasses that can help the visually impaired increase their safety and mobility.

"The amount of energy that the presenters portrayed and the preparation they put into it — you could really tell that they'd put in a lot of hard work, a lot of blood, sweat and tears," said D. Alex Robertson, one of seven competition judges and an associate attorney at Vinson & Elkins, an event sponsor. "They really knew their product; they knew their business."

The \$25,000 grand prize went to SurviVR, the virtual reality tool that trains police officers. The team consisted of members of startup company Immosis: School of Arts, Technology and Emerging Communication alumnus Lewis Zhang, BA'16; Marwan Kodeih, a former UT Dallas computer science student; and Brian Hoang, a software engineering senior at the Erik Jonsson School of Engineering and Computer Science.

Cyto PDMS won the \$10,000 second-place BIC prize for its idea for a low-cost medical device that promises to transform common human cells — such as skin cells — into specialized cells that can fight disease.

Sahai took the third-place \$5,000 award for its smart eyeglasses idea that helps people with vision loss increase their mobility by reducing the risk of accidents, overhead injuries or falls. ✈



LAW FIRM STRENGTHENS TIES TO JINDAL SCHOOL THROUGH IN-CLASS COMPETITION

BY GLENDA VOSBURGH



Mike Peng (seated, front row center) and DLA Piper attorney Mike Massiatte (seated to the right of Peng) with students in Peng's fall 2018 Global Business course

A unique opportunity to gain hands-on international business experience for MBA and MS students in Dr. Mike Peng's Global Business (IMS 6204) course came about through a "nice coincidence," according to Peng, O.P Jindal Distinguished Chair of Global Strategy and executive director of the Center for Global Business at the Naveen Jindal School of Management. The fall 2018 semester competition served as the class term project, and it was sponsored by Dallas law firm DLA Piper.

"Mike Massiatte, an attorney with the law firm, contacted me about the possibility of a team program in which students could collaborate with someone in the company," Peng said. "He also wanted to know if a competition would be possible. The term project in my syllabus would require students to find a real company to work with anyway. Therefore, we made it work."

Massiatte said the idea came from his desire to strengthen his connection to JSOM, as well as the law firm's ties to the school.

"I serve on the advisory board for the Center for Global Business, and I'm friends with Hubert Zydorek (director of the Center for Global Business, BS in Global Business program and MS in International Management Studies program). He and I were talking about some possible opportunities for me to become more involved with UT Dallas."

Massiatte met with Peng's students to give them an overview of the project and answer questions. The students then divided into four teams to tackle the assignment. Acting as executives at a U.S.-based company, the teams had to create a formal report for the CEO regarding possible corporate and legal issues if the company decided to enter two specific foreign markets in a region where it had no corporate presence.

Massiatte visited the class three times, and several students contacted him via texts or phone calls.

In addition to the educational value of the experience, each team also earned cash awards — \$500 for first place, \$300 for second place and \$100 apiece for the two honorable mention teams.

ASSIGNMENT: Create a formal report identifying corporate and legal issues that might be encountered if a U.S.-based company decides to enter two specific foreign markets in a region where it has no corporate presence.

FIRST PLACE

Team: Incredibles

Presentation title:

MyCo's Entry into Argentina and Chile

Team members:

Geoffrey Athey, Lu Lao, Matthew Ridgely, Yana Rubin and Inna Vilig

SECOND PLACE

Team: Fantastic 5

Presentation title:

Ireland and UK – Understanding the Risks and Benefits of Expansion

Team members:

Karan Chaudhry, Jasmine Chemplanikal, Sunna Farooq, Steven Luong and Caroline Wells

HONORABLE MENTIONS

Team: Moose

Presentation title:

Doing Business in Colombia and Mexico

Team members:

Aaron Brewer, Elizabeth De Leon, Abidemi Fawohunre, Minsta Ngaruko, Prashanth Pallerla and Meggan Taylor

Team: Prestige Worldwide

Presentation title:

International Expansion Guide – Market Entry for Egypt and the United Arab Emirates

Team members:

Thy Chea, Woomi Choi, John LaPlatney and Seth Orsborn



DLA Piper attorney Mike Massiatte (far left) congratulates first-place winners (from left) Geoffrey Athey, Yana Rubin, Lu Lao, Inna Vilig and Matthew Ridgely as Mike Peng (far right) looks on.

Student Yana Rubin, who is product cancellation manager for Eco Part, was a member of the Incredibles team, which took first place.

"This experience," she said, "put me

in the seat of an executive manager and of making decisions as an executive. ... I loved the competition part of the project and being part of a group that does that kind of research."

For Massiatte and DLA Piper, the biggest benefit was being able to perform a community service. "It also possibly helps to cultivate students who at some point in the future might want to have legal careers," he said. "Part of my responsibility as a member of the advisory board of the Center for Global Business is to help to contribute to the future. I definitely plan to do this again. Next time, we may consider providing partners to serve as mentors for the teams." ✦

ETHICS SYMPOSIUM EXPLORES GRAY AREAS OF HUMAN BEHAVIOR

BY T.D. CHRISTENSEN

Finding out what ethical and moral decisions trouble high school students year after year is a unique undertaking at the Shelton School's Ethics Symposium. The 19th annual symposium, hosted at UT Dallas this year by the Naveen Jindal School of Management, took sophomores and juniors from Shelton and other North Texas schools far beyond themselves, deep into adult decision-making territory.

Questions they considered included: What responsibility do we have to help a paroled murderer re-start his life? And



BRYAN KELLEY



ANNE HENDRICK-THOMAS

how will we answer if the murderer is staring us in the eye?

Those were not just hypotheticals. The more than 100 high school students in attendance listened in rapt silence as Prison Entrepreneurship Program (PEP) CEO Bryan Kelley spoke about how he got addicted to cocaine, ended up in a barroom brawl that resulted in a man's death and was sentenced to life in prison.

Kelley's road to redemption began after a prison-yard riot, as he sat handcuffed in the grass for three hours, covered in fire ants.

"I decided then I was tired of being part of the problem. I wanted

to be part of the solution, but like most people in prison, I didn't know how," he said during his keynote address Feb. 6 at the Davidson-Gundy Alumni Center.

Gradually, he figured out a way. Kelley enrolled in the PEP program at the Cleveland Unit prison in East Texas and earned a psychology degree while still behind bars. Paroled for good behavior after 21 years, he joined the PEP staff in 2014 and counseled fellow convicts, including some who committed murder after being bullied or as payback to a child molester.

"There are a lot of gray areas out there," Kelley said. "We are all deserving of a second, third or fourth chance."

The key, he told students, was to think about ethics every chance you get: "You just can't make decisions on a whim."

Dr. Diane McNulty, JSOM's associate dean for external affairs and corporate development, and JSOM Executive Education Clinical Professor Gerald (Jerry) Hoag were responsible for bringing the Shelton program to campus.

"Shelton approached UT Dallas and the Jindal School about partnering with us, as we are nearby educational neighbors, and we knew JSOM had an ethics curriculum," Anne Hendrick-Thomas, Shelton's director of public relations and marketing, said.

McNulty said that at the 2019 symposium, Kelley excelled at showing students how prisoners feel remorse and how they struggle to adapt to society after leaving jail.

"His presentation was stunning in that he clearly addressed walking the fine line between what is legal,

ethical and moral, and the personal grief that offenders pay for a moment of bad judgment," she said. "I believe attendees felt his grief and his dedication through the PEP to improving the future for released felons."

McNulty said UT Dallas hosted the symposium as part of its ongoing effort to broaden students' perspective on ways to improve society. Starting last fall, Jindal School undergraduate students are now required to complete 100 hours of community service in order to graduate.

Sean Heffernan, a student at the Dallas-based Shelton School, gave Kelley's speech a rave review.

"It was fascinating to see how a man can grapple with the consequences of making a bad decision and decide to turn a really bad situation into a really positive one," Heffernan said.

Shelton student Mark Williams



SEAN HEFFERNAN



MARK WILLIAMS

said Kelley offered a much-needed lesson in rejecting preconceived notions.

"It was a big shock to me to find out that the murderer he was talking about was really himself,"

Williams said. "You have to look at everyone's perspective: People do change."

The symposium drew students from Shelton and other schools in North Texas for a day of wide-ranging discussion. Speakers came from fields as diverse as technology, medicine, religion and the military.

Clint Bruce, a former Navy SEAL, spoke of the complicated ethics of working in a war zone. "Ethics exposes you to enormous risks. Even if you make the right call, it can still cost men's lives," he said.

While the stakes are not usually quite so high for students, their decision-making process can be just as challenging, Bruce said. "The hardest thing is making an unpopular decision, holding your ground and knowing in your soul that you're right." ✦

The 2019 Shelton Ethics Symposium drew students from Shelton and other area schools for a day of wide-ranging discussion.



BY JIMMIE R. MARKHAM

A Naveen Jindal School of Management student is pursuing a bachelor's degree in global business because he hopes doing so will help drive his success in a unique career not usually associated with that major.

"My one goal in life is to become a professional race car driver," said Nicholas (Nikko) Reger, a junior. "That's what I want to do."

Reger started go-cart racing when he was 9. By age 13 he was in a full-size car — but only on racetracks whose governing bodies permitted him to drive it. He was the Texas Teen Mazda Challenge winner in 2014. Last September, he won the Global Mazda MX-5 Cup Championship and \$200,000 that he will invest in the next stage of his career.

He and his brother Timo signed a contract to race in the 2019 IMSA Prototype Challenge, a six-race series that began Jan. 5 at the famed Daytona International Speedway. They placed 10th in that race.

The BS in Global Business degree program is a good fit for him, Reger said, because of the international nature of the racing business, which has manufacturers across the globe. He frequently speaks with engineers from Germany and Japan. He is under contract with Mazda Motorsports, the North American auto racing division of Japanese multinational automobile manufacturer Mazda Motor Corporation.

"A huge part of a race-car driving career is busi-



GLOBAL BUSINESS PROGRAM HELPS JINDAL SCHOOL STUDENT WITH HIGH-SPEED PURSUIT

ness," Reger said. "There's a million different business meetings with so many different companies. Racing is such a unique way of doing business because

you're not necessarily selling a product. I have to be creative and sell my own personal brand instead. The Jindal School is providing me with an education that will help me do that."

Hubert Zydorek, director of the BS in Global Business program, said that the degree will equip Reger to be able to operate with an international mindset that will help him understand different cultures and how they do business, which affects management styles, communication methods and negotiation tactics.

"Culture impacts pretty much every single functional area and competency," Zydorek said. "Decision making, problem-solving, consensus building — all that ... is going to be impacted and will require different approaches depending on where in the world one does business." ✦



Nicholas (Nikko) Reger with his championship trophy (above left) and winning Mazda MX-5 (above). Photos courtesy of Ignite Media

Students Promote Energy Management Program in Houston



Stephen Molina (seated, back row, second from left) and energy management students manning the UT Dallas booth in Houston

Graduate and undergraduate students in the Jindal School's MS in Energy Management program and Energy Management Concentration traveled to Houston to attend the North American Prospect Expo (NAPE), one of the biggest oil and gas industry gatherings in the world, in mid February. Stephen Molina, MS in Energy Management program director, and Corey Troxel, a Jindal School director of development, took 13 students to the event, which attracted national and independent oil companies, service companies and those seeking to network, market opportunities, sell products and seek employment. Other universities with energy management programs also attended, including UT Austin, the University of Oklahoma and Texas Tech. The UT Dallas students, Molina and Troxel spent their time staffing a UT Dallas booth, answering questions about UT Dallas, handing out marketing materials from the Geoscience, MBA and Energy Management programs, and visiting with UT Dallas alumni. ✦

GRADUATE ACCOUNTING STUDENTS EARN SCHOLARSHIPS

Six graduate accounting students each received a \$2,500 competitive scholarship this spring semester from the Texas Society of Certified Public Accountants. The six were Jacquelyn Elder, Rachel Goodwin, Urmi Khatri, Patrick Sarman, David Tran and Jacob Walker.

They are all enrolled in the Jindal School's Professional Program in Accounting, which helps prepare highly motivated students for the professional CPA examination and for careers in public accounting.

Funded by the TSCPA's Accounting Education Foundation, the scholarships are awarded to students who have demonstrated academic excellence in accounting courses and whose résumés include significant campus leadership experience.

"In addition to maintaining outstanding GPAs, these students have collectively participated in a variety of campus leadership positions, including resident advisor, supplemental instruction, student organization officer and teaching assis-

tant. Students of this caliber should be rewarded for their scholastic excellence and expected future contributions to the profession," said Tiffany Bortz, Accounting Area associate coordinator and PPA director. ✦



From left: Jacob Walker, Rachel Goodwin, Patrick Sarman, David Tran and Urmi Khatri. Recipient Jacquelyn Elder is not pictured.

MS STUDENT WINS FELLOWSHIP

A recent Jindal School graduate concluded his degree program by winning a fellowship that enables him to carry out research in machine learning, a branch of artificial intelligence.

Gabriel Castaneda learned that the Global Association of Risk Professionals had awarded him a 2018 GARP Risk Education Research Fellowship last Dec. 21, three days after he earned his MS in Finance degree.

Castaneda submitted his winning proposal, "Electricity Load Forecasting Using Machine Learning and Air Thermodynamics Applied to New York City," last fall.

For the fellowship, he is mining data on electricity demand and weather conditions for New York City from 2010 to 2017 and applying various mathematical models — algorithms — to find patterns and infer behavior in order to develop a new predictive model for forecasting how much electricity will be used in the future.

Such forecasting could help electricity companies predict potential demand, avoid price volatility and gain some market advantage, Castaneda said. "If you know how much electricity you will need in a week, if you know the demand you will have in a week, then you can shop around and get a better price."

Castaneda has tapped Dr. Liping Ma to serve as his research advisor. He sought her out, he said, because "she has good record of students getting the grant." Ma is a clinical

assistant professor of finance and managerial economics, and Castaneda is the fourth student of hers to win a GARP Fellowship in the past three years.

Ma has put fellowship recipients on the path to success in Numerical and Statistical Methods in Finance (FIN 6382). "In that course, we teach the students statistical models and how to apply them in financial problems that incorporate finance and risk management," Ma said. "This gives the students some incentives to extend their in-class knowledge to real-world practice. ... They also learn how to initiate and manage a project. So that is why I ask them to apply for the GARP Fellowship."

The fellowship contest challenges master's students to develop research relevant to the global financial-risk-management community. Up to six winners each receive a \$3,000 stipend to complete a six-month project overseen by an advisor, present results in a paper, share the paper in a GARP research series and, potentially, present the paper at a GARP event.

Castaneda is studying New York City because the New York Independent System Operator, a not-for-profit independent organization that manages New York's electric grid and its wholesale electricity marketplace, keeps a wide range of data and makes it available to use for free.

After combining different data parameters, algorithms and software, Castaneda will eventually write a code in Python/R to analyze results and — on the machine learning side — forecast future use, Ma said. ✦



Liping Ma (left) is serving as advisor to GARP Fellowship winner Gabriel Castaneda, who is trying to develop a model to predict future electricity use.

HEALTHCARE MANAGEMENT GRAD STUDENTS RECEIVE SCHOLARSHIPS



From left: Neha Sinha, Nora Tassabhji and Isabella Yang each received a \$1,000 award

Three graduate students in the MS in Healthcare Leadership and Management program at the Jindal School each received a \$1,000 scholarship last November.

Neha Sinha, Nora Tassabhji and Isabella Yang received financial awards from three healthcare organizations: Healthcare Information and Management Systems Society (HIMMS), Methodist Richardson Medical Center and Texas Institute for Surgery. Executives from those institutions were on hand Nov. 27 to present the awards at the monthly meeting of the UT Dallas Healthcare Management Association, a student organization.

Dave Helfer, president of Texas Institute for Surgery, presented an award

to Sinha. E. Kenneth Hutchenrider Jr., president of Methodist Richardson Medical Center, handed out a scholarship to Tassabhji.

Harold (Hal) Wolf III, president and CEO of HIMMS, gave that scholarship to Yang.

Dr. Forney Fleming, director of the graduate program, was instrumental in procuring the funding for the scholarships. He works closely with industry leaders to connect them with Jindal School talent.

"I can't say enough about the generosity of these sponsoring organizations," he said. "The healthcare industry is the second-largest employee in North Texas, and our mission here at the Jindal School is to develop top business leaders to fill those roles. It's gratifying to know that industry recognizes our efforts and supports us in that mission." ✦

JSOM SENIORS PLACE THIRD IN GLOBAL SOCIAL BUSINESS COMPETITION

A team of four seniors from the Naveen Jindal School of Management took third place at Creative Shock, an annual international social business case competition last November in Vilnius, Lithuania. The team was one of two from UT Dallas that advanced to the finals by placing in the top 10 in preliminary competition.

Third-place finishers Team Temoxicilin included Arjun Daru, a global business major; Kimberly Killen, a global business and supply chain management major; Nhi Lai, an information technology and systems major; and Karina Nunez, a supply chain management major.

Established in 2011 at ISM University of Management and Economics in Lithuania, Creative Shock challenges participants to

solve real-life business, marketing and public relations problems for social enterprises and organizations. The 2018 event attracted more than 1,700 students from around the world. It was the first year the competition included teams from the United States. UT Dallas' teams were the only U.S. finalists.

At the finals, students were required to

solve two cases. The first focused on the financial or social impact of a drug that combats opioid abuse. For the second case, the teams measured the financial, legal, cultural, skills, marketing and growth/impact challenges of a pancake house that employs people with mental disabilities.

"Taking part in this competition aligns well with JSOM's mission and UT Dallas' strategic plan of engaging in a global society and providing global experiences for students," said Hubert Zydorek, director of the BS in Global Business program and of the Center for Global Business. ✦



JSOM's winning team (from left): Karina Nunez, Kimberly Killen, Arjun Daru and Nhi Lai, with Hubert Zydorek, BS in Global Business program director

Naveen Jindal School of Management Professional Online MBA student Brendan Wiley finished first in the fall 2018 Capsim Foundation Challenge. The online competition tested more than 320 contestants from 83 universities on their ability to run a multimillion-dollar simulated company and lead it to dominance in an international marketplace.

While two Jindal School students have placed as high as second in past challenges, Wiley is the first to win the event.

Besides a nice talking-point addition to his résumé, he earned a place in the Capsim Hall of Fame.

Capsim is a Chicago-based business simulation and assessment company that sponsors and runs biannual competitions based on two of its simulations.

"It is notable that Brendan won with a commanding lead and that he won with the highest score achieved to date in a Foundation Challenge," said Dr. Larry Chasteen, the Jindal School's director of online graduate programs. "He scored 844 of a possible 1,000 points.


ONLINE MBA STUDENT WINS CAPSIM SIMULATION CHALLENGE



The second-place winner finished 16 points behind him.

"And before Brendan, the highest first-place total was 826, recorded in fall 2014."

Challenges are open and free to Capsim "alumni," undergraduate or graduate students who have learned how to run one of the online simulations in a class. Wiley qualified to enter by learning the Foundation simulation in Chasteen's online Strategic Management (BPS 6310) course.

To prepare, Wiley, an operations director at Summit Electric Supply in Fort Worth, watched all Chasteen's lectures, all the videos he could find on the Capsim website and YouTube videos for different strategies. He consulted blogs for answers to some questions, and he created an Excel drift chart for research-and-development positioning. "This really helped me quickly and accurately position my products," he said. 

Brendan Wiley is the first Jindal School student to win a Capsim Foundation Challenge.

ACCOUNTING TEAM TAKES SECOND PLACE IN CASE COMPETITION

Jindal School accounting students competed against teams from six other Texas universities in Grant Thornton's 2018 Metroplex Case Competition. The lesson they learned, that business leaders need the ability to think on their feet to succeed, earned them a second-place trophy and \$2,500 at the event last October.

The Dallas office of Grant Thornton LLP, a regional hub of the global audit, tax and advisory membership organization, has hosted the competition since 2015, when a team from the Jindal School took first place. Last year, the other participating schools included Texas A&M University, Texas Christian University, Texas Tech University and the University of North Texas, which

won the first-place \$7,500 award.

The JSOM team consisted of sophomore Sharvari Gupta, junior Keerthy Benny, seniors Kenny Nguyen and Zachary DeCamp, graduate student Patrick Sarman, and alternate member Syed Saad Shahabuddin, a junior.

Team members each devoted 10 hours a week for several weeks to make initial preparations. One week before the competition, they received the case, which included audit, tax and advisory questions. The teams pitched to a fictional retailer named Curate, a furniture and goods importer that was struggling to stay in business.

"We had to sell ourselves as a firm that wasn't just providing a solution for our clients but was the



JSOM's 2018 Grant Thornton Metroplex Case Competition team (from left): Sharvari Gupta, Kenny Nguyen, Patrick Sarman, Zachary DeCamp, Syed Saad Shahabuddin and Keerthy Benny

best choice for taking their business to the next level," DeCamp said.

"Their financials weren't great, so we couldn't really give them a super long-term solution. We had to think of something more short-term that would generate the cash for them."

The teams made their presentations Oct. 26 at the Grant Thornton Dallas office. A judging panel of two Grant Thornton employees and three Grant Thornton clients determined the winners. 

JINDAL EMBA GIVES PHYSICIANS KEYS TO UNLOCK HEALTHCARE INNOVATION

By Jimmie R. Markham

D CEO magazine named a Naveen Jindal School of Management alumnus the Outstanding Healthcare Innovator of 2018.

Dr. Christopher Crow, a 2003 graduate of the Executive MBA program, is founder of one company and leading executive at two others that simplify the complexities of modern medical care while maintaining personal relationships among patients, doctors and staffs — and keeping down expenses.

This is the healthcare hat trick that earned Crow the innovator title last December and a place among 10 other winners of *D CEO's* 2018 Excellence in Healthcare Awards.

In his founder role, Crow created Village Health Partners, a multiple-location family practice that houses teams of physicians across all specialties so that patients can have access to a full spectrum of medical services in one place.

Wearing his executive hat, he is CEO of StratiFi Health, an organization that provides physician services and oversees population health — a take-charge term for ensuring the medical well-being of large numbers of people. He also is president of the Catalyst Health Network, a clinically integrated

network of more than 550 independent primary care providers. StratiFi manages the Catalyst network, providing physicians tools, platforms, data analytics and other practice services that streamline their operations.

If all that sounds complicated and confusing, Crow understands. His mission, he says, is to reconnect patients with their primary care doctors and improve the value of healthcare while reducing costs.

“Healthcare is clunky and inefficient,” he says. “Physicians have rising costs, flat revenue. It’s harder to run an operation, and we’ve got a more demanding consumer. That’s a tough-as-hell place to be.”

Crow’s roots help make sense of his mission.

He grew up in Hillsboro, Texas, a small city located midway between Dallas-Fort Worth and Waco, and was influenced by the handful of physicians who lived there. They not only cared for patients, he says, but also served in leadership roles on the city council, church and school boards.

“There was a sense of community,” he says. “I got a sense that physicians had a broader role in the health and well-being of the community than just in the exam rooms.”

After he graduated from high school, Crow decided to pursue a pre-med track at UT Austin as a zoology major.



Christopher Crow

At that time, he was not sure about the specific direction of his career other than that he wanted to somehow emulate those physician community leaders.

Crow did not “love” science but still liked the idea of becoming a physician. He had trouble with science classes and “barely made it into medical school,” he says. He went to UT Health San Antonio to earn his medical degree.

He did enjoy the relationships he cultivated there — “the people side of it” — but found himself quickly becoming disoriented. He could not put a finger on why he felt that way but did see a disconnect between the healthcare industry he would soon enter and other industries that were embracing technology and customer-oriented approaches to doing business.

“This was the ’90s — the internet was coming on board, customer service was becoming more of a thing, and there was a lot of innovation happening,” he says. “It just seemed to me that the healthcare industry was still doing things the same way it had been doing [them] 100 years ago.”

A major problem for Crow was that medical school and residency training did not prepare him for changes on the business side of medicine. Because he had not taken any business courses — either as an undergraduate or in medical school — he did not have the language or skill sets he needed to articulate those business problems, much less solve them.

Soon after starting a medical practice in Plano, Crow realized that an Executive MBA degree would help him develop those skills. First, though, he enrolled at Collin College to take finance and accounting, prerequisite courses he needed to be accepted into the Jindal School’s EMBA program.

At JSOM, he soon learned not only the language of business but also that he had a personality strongly suited for it. The only physician in his cohort, he was exposed to such fields as marketing, operations and entrepreneurship through group interactions.

“I soaked it up like a sponge,” he says. “I was naturally built to understand what I was learning. I already had that business common sense but had zero education in it. Being in the program was a powerful two years for me in learning to understand that about myself.”

“A lot of the healthcare industry has been built by business leaders, not by physicians.”

— Christopher Crow

In addition, he learned from fellow cohort members that there was a commonality of leadership issues that transcended industries — human-resource management and change management, for instance — and that there was a wealth of solutions available to address those issues in many industries other than his own.

“A lot of the healthcare industry has been built by business leaders, not by physicians,” he says. “That’s part of the problem. Our industry is under constant change, like most industries. The optimal situation is having physician business leaders, and my MBA gave me the tools I needed to manage that. It really gave me the foundation to build my business, try new things, fail fast, learn from those mistakes, think about how a better system could be created in healthcare delivery and learn from other industries. At the time, there wasn’t a lot to learn from inside the healthcare industry.”

Fast forward to 2019, and Crow appears to have come full circle. He has found a way to honor the physicians he admired during his childhood by creating a modern version of the servant-leader approach to healthcare they modeled for him. In doing so, he has built thriving businesses and a reputation as a healthcare innovator.

“My EMBA was a big unlocking move for me and helped put me on this course,” he says. “I continue to have a passion to evolve how to better deliver healthcare to help communities thrive.” ✦

{ ALUMNI NOTES }

1990s



Mahesh Shetty, EMBA 1999, was named a *Dallas Business Journal* 2019 Minority Business Leaders Award honoree in February. *DBJ* presents the awards annually to business leaders of diverse ethnic backgrounds who have a

record of excellence in the workplace and in advocacy for others in their communities.

Shetty is president and chief financial officer of SG Blocks Inc., which designs innovative container-based structures. Founded in 2007, the company uses code-engineered cargo shipping containers to construct and provide safe, strong and green structures.

Shetty serves on the board of directors of the company and led the company's initial public offering in June 2017. He also serves on the board of EZlytix LLC, a private, cloud-based business-intelligence software company.

"My career has been a blend of the things I enjoy, real estate, technology and manufacturing," said Shetty, who is a certified public accountant, certified IT professional and chartered global management accountant. "In my role at SG Blocks, I am able to combine all of those things.

Shetty's contributions to the Dallas-Fort Worth community have extended beyond the business community. He served as treasurer and chairman of the finance committee on the board of Mothers Against Drunk Driving (MADD). He is a past chairman of the US India Chamber of Commerce DFW and currently serves on the executive board. In addition, he serves on the board of the Dallas chapter of Financial Executives International (FEI).

2000s

Kristen Harrison, MBA '00, is an associate and director of business development in the Dallas office of SmithGroup, an architectural, interior design, engineering and planning firm. She supports the office's



Workplace studio by connecting clients needing business design strategy and solutions with SmithGroup's experts, and she researches and prospects to discover new projects.

Previously, Kristen was with the Dallas office of HOK, where she was an associate and director of business development. Before that she worked for CSC/WESCO, a distributor of voice, data, video and security projects. Prior to that, she was a territory account manager for CommScope, a multinational network infrastructure provider.

She earned a BBA in marketing from Texas Tech University.

Kristen is a member of the board of directors of

the North Texas chapter of CoreNet and serves on the membership engagement committee of The Real Estate Council. Kristen lives in Richardson, Texas, with her soccer-playing son.



Jeff Hightower, MBA '01, is an executive vice president and group manager in the Corporate Banking Division of Veritex Bank. He originates and develops relationships with commercial clients. Veritex Bank

recently merged with Green Bank to continue growth in Texas. Prior to Veritex Bank, Jeff worked the last 20+ years at Green Bank, Capital One, Texas Capital Bank and Comerica.

He believes that banks will continue to consolidate over the next decade and could provide good opportunities for younger professionals. Jeff says newcomers "will need to understand credit underwriting and the risks each opportunity presents to the bank."

When he is not working, Jeff enjoys spending time with his wife, **Sherry Hightower**, a UT Dallas alumna, BA in psychology '01, and their six children and three dogs. His wife owns her own cookie business, Picture Perfect Cookies.

Jason Ellison, BS '03, MBA '06, is a self-employed entrepreneur. He began his career at the audit, tax and



advisory firm KPMG, where he worked in audit for four years. He now has embarked on a new chapter as owner of Ellison Business Consulting in Allen, Texas. His company focuses mainly on small-business

consulting, helping owners grow their businesses in a healthy yet aggressive way.

While an undergrad at UT Dallas, Jason played on the Comets soccer team and was an American Southwest Conference Academic All-Conference player. He volunteers as an assistant Comets coach, specifically working with goalkeepers.

In his spare time, Jason enjoys spending time with family, traveling and watching "any soccer game that is on TV, and, of course, the Dallas Cowboys!"

Kyle Frederick, BS '04, is a residential realtor who helps clients sell and buy residential property. He also is co-founder and vice president of 5th Street Investments, LLC, for which he oversees property management and manages back-office records.



Kyle got into real estate in 2009 during the recession after previously working in information technology. He turned to the

family business of real estate.

In his spare time, Kyle enjoys spending time with his wife, two children, other family members and friends, either hanging at home or traveling. He also likes playing volleyball and working out.

Clarisa Duran Lindenmeyer, MBA '09, is the founder and CEO of Proximity to Power. She advises entrepreneurs and executives on growth strategies, providing her clients with a 360-degree assessment of the interconnectedness of all business activities, from marketing and sales to innovation and operations. Clarisa believes that



to grow, companies need a solid foundation and audit of their brand, the customer experience as well as their product.

Prior to launching Proximity to Power, Clarisa was the chief revenue officer with Tech Wildcatters, a startup accelerator in Dallas. She serves on the boards of The Family Place, the Social Innovation Accelerator of United Way of Metropolitan Dallas and the Friends of Fair Park, and on the advisory board of Dallas Innovates.

Clarisa, who earned a BS in Communications from UT Austin, says she attended UT Dallas because of its programs and because it allowed her to continue working while in school.

As for what does she do in her free time? "I don't have free time," she says. "I run a business and have three beautiful children and an amazing husband. They are my free time." She adds that they cherish spending time with friends and local family who make up her "tribe."

2010s

Atanas Hansen, BS '11, MS '13, is a senior associate at New York Life Insurance on the data governance team. His responsibilities include profiling data to determine



quality, metadata management and business data requirements for engineering. Atanas also works as an adjunct professor for JSOM's ITS program and as a part-time lecturer for the Dallas County Community College District's Computer Science program.



Atanas is married to **Marissa Hansen**, a fellow UT Dallas graduate who earned a BA in 2011 and an MA in 2013. Marissa works as a management analyst for UT Southwestern's Office of Faculty Diversity and Development.



Chris Spartz, MBA '11, is a senior associate in risk consulting and contract compliance at KPMG. He reviews contracts between his clients and third-party service providers in order to identify risks and to help his clients ensure contract compliance.

He does a lot of work with Intel, which has a large supplier base in Japan. He particularly enjoys this, he says, because he has to go to Japan often to conduct in-person interviews — “a great perk of the job.”

Chris earned a BS in biology from the University of Minnesota-Twin Cities and a law degree from the University of Minnesota.

In his free time, Chris and his wife, Katy, who works for Southwest Airlines, enjoy traveling “every chance we get.” Katy and Chris had twins, a boy and a girl, on March 15, and have a trip planned to Denver and the nearby mountains at the end of June.



Samir Patel, BS '13, MBA '14, is founder of and portfolio manager for Askeladden Capital Management. Askeladden is the investment adviser to a limited partnership and separately managed accounts. Samir earned a biochemistry degree from UT Dallas at the age of 19. He later decided to focus on finance and supply chain for his MBA, which he completed the next year. He describes his job as identifying securities trading for his clients at a meaningful discount, purchasing and then holding them until they appreciate to fair value or better. He is the sole owner of his company, noting, “I wear all the hats. My time is mostly spent on investment research, but I’m also responsible for compliance, operations, marketing and all the other necessary functions the business.” Samir says he enjoys the job because he can work where he wants, when he wants, without adhering to a fixed schedule.

In his free time, Samir says he enjoys cooking, backpacking and reading.



Michelle Ketsler, MBA '14, is a senior manager with Vistra Energy, where she oversees demand management and account service management. She is responsible for establishing and managing Vistra Energy’s retail technology investment portfolio. She also ensures that approved projects are aligned with the company’s strategy. She leads the account service management team for both Texas and out-of-state operations, making sure that large commercial customers receive necessary customer service, communication and support.

A BA in business administration graduate of UT Austin, Michelle previously worked for TXU, first as an analyst and then as a manager. And before entering the energy industry, she was an assistant buyer at Neiman Marcus and JCPenney.

In her spare time, Michelle enjoys spending time with her husband and two kids, playing tennis, indulging in reality TV and excelling in several NFL fantasy football leagues in the fall.



Kate Reagan, BS in Accounting '15, BS in Marketing '15, is the assistant vice president of business development at Texas Capital Bank: “I connect with business leaders in the Dallas community to hear their stories and see if Texas Capital Bank can help them achieve their company’s goals.” She was pleased to discover that there was a job where she could use both her degrees. “I use my marketing skills to put together campaigns, host events and tell the Texas Capital Bank story,” she says. “When I’m visiting with a prospective client, I use my accounting degree to understand their needs.”

Kate also received certification in professional sales while at JSOM through the University Sales Center Alliance, a skill that also comes in handy in her work.

In her free time, Kate enjoys working out and spending time with her family and friends. She also likes cooking, being outdoors and reading. In addition, she is the philanthropy chair for the Women’s Finance Exchange Dallas, a network of professional women in the financial services industry.



Christian Tellez, MS '15, is a senior investment associate with Diamond Realty Investments, Inc. He underwrites commercial real estate development projects around the country that Diamond Realty might consider for investment. He credits UT Dallas for his career success. “Once I completed the master’s degree in finance program at UTD, I started to land interviews that I had been dreaming of since my undergrad studies,” he says.

Christian, who earned a BBA in economics from Texas Tech University, especially likes financial modeling and forecasting.

In his free time, Christian likes to read finance books, particularly those by Michael Lewis. He also likes playing golf, cycling and traveling. He says he welcomes UT Dallas students to reach out to him as he would enjoy being a mentor.



Fallon D. Wallace, MS '15, MBA '15, is an associate site administrator for Parkland Health and Hospital System. In her position, she helps with many aspects of operations at Parkland’s Southeast Dallas Health Center.

This includes administrative and business components, as well as the design of work processes, prioritization of initiatives and clinic performance-improvement projects. Fallon says her favorite part of her job is assisting patients with their individual healthcare needs as well as working with employees for improvement and innovation to enhance services.

Previously, she was an administrative resident at Parkland.

Fallon, who earned a BS in biology and chemistry at the University of California in 2003, was previously employed at Raytheon in Dallas and El Segundo, Calif., where she was a process engineer, analytical chemist and management assistant.

In her free time, Fallon enjoys traveling, going to concerts, exercising and time with family and friends.



Eugene Gicheru, EMBA '16, is the chief executive officer of CareCulture Health Partners, which he founded with several physician colleagues in 2017. Based in Allen, Texas, CareCulture is an emergency and hospital medicine management-services company whose goal is to transform healthcare by engaging and empowering clinicians by instilling a culture of service.

Eugene is also the co-founder of Great Commission Outreach, a nonprofit that offers volunteer work for healthcare professionals who may have experienced burnout.

After earning a BS in chemistry from UT Austin, Eugene earned his MD from UT Medical Branch at Galveston. He completed his residency in emergency medicine at Parkland Memorial Hospital in Dallas in 2005, the same year he became of fellow of the American College of Emergency Physicians. Today, he continues clinical work, leadership consulting and mentoring at multiple hospitals nationwide.

Eugene says his Healthcare Management Executive MBA from JSOM has been invaluable to him in running CareCulture.

He says his experience on a mission trip to Armenia in 2011 redefined the direction of his career and personal life. He now goes on six to eight international mission trips a year; on some of these he is joined by his family.

In his free time, Eugene enjoys spending time with his wife, Laura, and their two boys, Alex and Adam, as well as his extended family and friends.

In Memoriam



Evelyn (Evie) Clare McGerr, EMBA '12, died Dec. 7, 2018, after a two-year battle with breast cancer. Evie was an honors graduate of the Executive MBA program. She became the director of data insights and chief data officer at AT&T Dallas/Fort Worth. She leaves behind her husband, Randy McGerr; daughter, Katelyn Osburn; and stepdaughter, Amanda Burget; as well as sisters Jean Thoensen and Molly Gold; and brother, Richard Hayden Jr.; and numerous nieces and nephews. Evie was born May 14, 1963, in Akron, Ohio, to Richard and Irene Hayden. In August 1985, she married Randy,

in San Antonio, and in 1990, they moved to Garland, Texas. In 1994, Evie took a job with Southwestern Bell Wireless, where she remained 24 years. Evie quickly became known as a mentor of professional development — for women especially, helping them gain a life balance that she believed was critical to performance. Evie was a driven professional who lived an intentional life, according to family members. They also say she loved to golf, watch *Law & Order* and sit outside in the morning sun. Despite her cancer diagnosis, she remained everyone's biggest cheerleader. Friends say Evie believed attitude was everything. Her funeral was held Dec. 13, at Heights Baptist Church in Richardson, Texas.

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