

THE NAVEEN JINDAL SCHOOL OF  
**MANAGEMENT**

THE UNIVERSITY OF TEXAS AT DALLAS

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**50** **UTD**  
**YEARS**

◀◀◀◀ **CHANGED PERSPECTIVES** ▶▶▶▶



**Hasan Pirkul**  
Dean and Caruth Chair

The spring 2020 semester has been unlike any other in the history of the Naveen Jindal School of Management. The coronavirus pandemic forced the vast majority of us to abandon our campus routines and quickly adapt to performing our daily tasks from home. Ironically, although we were separated by physical space, we came together as a virtual community and met the multiple challenges at hand. I have full

confidence that we will continue to do so, no matter what other challenges lie ahead.

We started the semester with great news from *U.S. News & World Report*, which placed our online MBA program at No. 6 in its ranking of the Best Online Master's in Business Programs. We learned in March that our fulltime MBA program moved up five slots from 38 to 33 in *U.S. News'* 2021 Best Graduate Schools rankings. Educating our students is, and will always be, our top priority at the Jindal School, and continuing to move up in the various rankings pleases me to no end.

Corporate partnerships are essential to the education of our students. In this issue, we feature fine examples of those collaborations, including recent class projects with Carrier, Verizon and the Dallas Entrepreneurship Center. In addition, two of our outstanding faculty members — Dr. Özalp Özer and Dr. Umit Gurun — offered insight into their research at two recent JSOM advisory council meetings. Their research is conducted with companies and immediately relevant to business. Their presentations were well received by the council members, all of whom are well regarded by the community as exemplary business leaders. Gurun is also featured in a story that delves into his research.

We also feature our professional programs in accounting, finance, marketing — and our newest ones in healthcare management. We offer these programs as a way to showcase our highest-performing students and introduce them to industry representatives, building career paths as we provide networking opportunities for both parties.

COVID-19 crises brought the best out of our faculty members, alumni and students. Many went above and beyond the call of duty to provide services and valuable insights that have helped address various challenges caused by the pandemic. This work, which they often did in addition to regular job duties and/or having to pivot to

full-time virtual education, reveals their tremendous courage and resilience. Dr. Bin Hu, associate professor in operations management, put his 3D printer to work to make face-shield parts that protected frontline workers in UTD Housing and Building Operations on campus. In the healthcare sector, JSOM faculty and alumni explained how telehealth helps meet the challenges associated with obtaining medical care while maintaining social distancing. Some Jindal School faculty members calmed fears by helping consumers understand supply chains, while others discussed how sales professionals are adjusting how and where they approach customers to achieve sales success. Despite the distractions, dedication to our students is always the first priority. I am happy to report that Semiramis Amirpour, a senior lecturer in marketing, was awarded the President's Teaching Excellence Award in Undergraduate Instruction for non-tenure-system faculty. Congratulations to Semira.

Program directors prepared to roll out three fully online programs in supply chain management, management science and business analytics. All are accepting applications now for fall enrollment. These online programs will prove useful to students who may need to continue sheltering in place this fall. The programs also will help free up time for busy professionals to earn advanced degrees.

One of the keys to navigating a pandemic is risk management. Our Risk Management and Insurance (RMI) Concentration completely overhauled its lesson plans to focus on the pandemic and the new risks it presents individuals and organizations. The new plans provided JSOM students with valuable experience in crisis leadership.

As for students and alumni, they have also displayed the same level of resilience and courage during these trying times. JSOM real estate students won the IREM College Case Competition by showing a shopping center in North Texas how to maximize profits while keeping employees and customers safe. Erica Yaeger, MBA'02, and now chief external affairs officer at North Texas Food Bank, was among those who helped feed the hungry.

Before I conclude my message, I want to remember our late colleague Dr. Ching-Chung Kuo, who was our director of the BS in Supply Chain Management program. The JSOM community is saddened by his loss, and our condolences go out to his family. He is missed.

In closing, let me reiterate my gratitude for all the outstanding efforts put forth during these unprecedented times by JSOM students, faculty, staff and alumni. While you read these pages, I hope you can see why I am so humbled to lead such an outstanding community as the Jindal School. Please be well, friends and colleagues. I am forever in your debt.

Best Wishes,

*Hasan Pirkul*

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CHANGED  
PERSPECTIVES  
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## Before/After 3.12.20

A special end-of-the book section that includes a message from Jindal School Dean Hasan Pirkul as well as some of the JSOM news that has occurred since March 12, 2020, the day UT Dallas President Richard C. Benson announced changes in campus operation due to COVID-19.

*Jeanne Spreier, Jimmie R. Markham, Glenda Vosburgh*

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By Jimmie R. Markham, Glenda Vosburgh,  
T.D. Christensen, Keith Dickinson, David Widdifield

# Corporate Engagement – A READY RESOURCE

**C**ollaborations between the Naveen Jindal School of Management and industry often advance management education and practice. Creating an environment in which faculty and students are free to partner with the business community as often and in as many ways as possible is paramount to success.

So says Dr. Diane McNulty, associate dean of external affairs and corporate development.

"These alliances were in full display on campus in recent months and have helped solidify our already strong corporate relations efforts," she says. "Whether in class projects or faculty presentations at the Jindal School's advisory council meetings, we constantly try to set up situations in which we can build mutually beneficial relationships that align corporate and student needs with school resources."

Recent examples of these efforts include presentations made to JSOM's advisory council at its last two meetings by Dr. Özalp Özer, George and Fonsa Brody Professor in the

Operations Management Area, and Dr. Umit Gurun (see *A Passion for Leveling the Playing Field*, on page 16), an Ashbel Smith Professor in the Accounting Area as well as in the Finance and Managerial Economics Area. Council members engaged with both about their research in spirited question-and-answer sessions.

Özer shared stories of his corporate research collaborations with companies that included Amazon, Google, Hitachi, HP, IBM and Uber.

"There are various ways in which we engage with corporations and we are interested in working with companies," he said. He advised members to consider the University as a problem-solving resource. "I can give you various examples in which there is a signifi-

cant contribution to your bottom line."

McNulty spoke with council members about the faculty presentations.

"The consensus was that more engagements like these would be productive in helping them stay attuned to faculty members' research projects," she says. "These partnerships allow their own companies to benefit from that expertise."

Class projects and other engagements also solidified corporate relations in recent months, McNulty says. Among those were collaborations at an information systems symposium, on a top-rated accounting podcast, and with Carrier Enterprises, Lennox International Inc., Verizon and the Dallas Entrepreneur Center.

Diane McNulty



Özalp Özer



Umit Gurun



## IT Programs Showcase Top Talent and Collaborative Powers at Symposium

By Glenda Vosburgh

Building relationships between information systems students at the Jindal School and companies that need top talent was the focus of Get IT Together 2020, a DFW Information Systems Talent Symposium. The first-time event was held Feb. 7 in the Davidson-Gundy Alumni Center.

The symposium was created by Dr. Ron Bose, a clinical professor on the Jindal School's Information Systems Area faculty and director of the Center for Information Technology and Management (CITM), and Dr. Mark Thouin, a clinical information systems professor and director of the MS in Information Technology and Management program.

CITM board members "have told me that the biggest problem in companies is finding top talent," Bose said. "We wanted to showcase our talent and also to find out what companies are looking for to fill their positions. We had about 30 companies represented."

Initial interest in the event was so strong among students that Thouin winnowed numbers by requiring them to submit essays stating why they wanted to attend. From those, he selected 45.

The symposium was designed to provide companies with information about finding top entry-level talent, how the Jindal School pre-

pares students to fill those roles, and how companies can partner with JSOM to hire interns and full-time employees.

"What we'd like you to do when you go home is to talk about us," Bose said in opening the symposium.

JSOM's Information Systems Area, with a total enrollment of 2,620, has a placement rate of 93% within six months of graduation.

"The size and diversity of offerings of our programs," Thouin said, "means we have a large number of highly qualified students in a wide variety of areas. ... Employers appreciate hiring someone that can hit the ground running."

Both Atul Srivastava of AccuV, and Mike Jacques of Intelgica attended to learn how their companies can partner with JSOM. "We haven't worked with them before, but we're interested in doing that. We need talent in a broad spectrum of IT," Jacques said.

Events such as Get IT Together are important, said JSOM Dean Hasan Pirkul. "Information systems and IT industries are often ahead of academia," he said. "We must partner with them to see what they need, and we must talk with them in order to stay up to date."

From left: Grad students Anug Hatwal and Laila Khan with Shelly Kinch, senior manager, tech talent acquisition, Capital One



From left: Students Rasika Pawar, Sneha Banda and Prashant Mittal with Atul Srivastava, senior vice president of information management at AccuV, and Mike Jacques, a recruiter at Intelgica



Mark Thouin



From left: MS in Business Analytics student Aayushi Bhattacharya, Ron Bose and recruiter Joyce Wood, president of Joyce Wood and Associates



## Accounting Students Widen Their Worlds With *Cloud Accounting Podcast* Appearance

By Jimmie R. Markham

Jennifer Johnson, a Jindal School senior lecturer in accounting, set up an unusual opportunity for her Analysis and Design of Accounting Systems (ACCT 4342) class. She arranged for the entire class — informally known as accounting information systems — and her to be a virtual audience and guests on the *Cloud Accounting Podcast*, a show that discusses current news in the accounting profession.

The show co-hosts, David Leary and Blake Oliver, were named two of the Top 100 Most Influential People in the accounting profession in 2019 by trade publication *Accounting Today*. The podcast has a strong following, and the magazine calls it the No. 1 podcast in the field.

"This was a unique opportunity for our students to share their knowledge, make connections with the hosts of the podcast,



Jennifer Johnson

and be heard by the podcast's listeners," Johnson said. She and her students appeared on the Oct. 6, 2019, episode, "Dave and Blake Get Schooled."

"The students represented JSOM well, and now they have something unique and different to put on their résumés and profiles. I know many of the students continue to listen to the podcast and engage with the hosts and their followers on social media, including quite a few accounting professionals."



Jon Day

## Student Project With Carrier Brings Lean Six Sigma Concepts to Life

By T.D. Christensen

Rosse Vandersande



Jindal School students had barely finished their process-map presentations when an executive from Carrier Enterprises stood up and lavished them with praise.

"This is great stuff!" said Jon Day, senior vice president of the heating, ventilation and air conditioning firm. He was reacting to the conclusion from several students who said the company could increase efficiency by installing warehouse-management-system software.

The topic that day was improving existing processes with more efficient methods, as JSOM students gave PowerPoint presentations to Carrier's management at its regional office in Carrollton, Texas, last November.

For students, the project was an opportunity to implement what they had been learning in Lean Six Sigma (OPRE 6364), a graduate class taught by Dr. Kannan Ramanathan on reducing waste and variability in manufacturing and service.



Kannan Ramanathan

Ramanathan set up the Carrier presentation with the help of his wife, Varsha Suman, MBA'12, who joined Carrier in 2019 as a senior regional manager for continuous improvement and inventory control.

"Companies are very reluctant to open up their doors and let a group of outsiders come in and critique what they are doing," Kannan said. "When Varsha and I were talking about this, we thought this would be a win-win for both the company and the students."

For Suman, the collaboration was the perfect opportunity to give back to UT Dallas for everything she learned there.

It "was also a chance to promote Lean Six Sigma [at Carrier] and educate people who might think it doesn't work ... to show them it

Carrier employees Rosse Vandersande (far left), Jon Day (third from left), Varsha Suman (fourth from left) and Steve York (far right) with Kannan Ramanathan (front row, third from right) and his students



takes time and support from top management for it to work," she said.

used that technology up the back side, in our warehouses. ... It's something we really need to do," he said.

Ariana DePlaza



### TECHNOLOGY FOR THE 'BACK SIDE' OF THE BUSINESS

Lean Six Sigma is a combination of two process-improvement techniques: lean manufacturing, which reduces waste, and Six Sigma, which eliminates variability.

For the project, students studied how Carrier dealt with everything from managing its inventory to how it handled damaged products. Then they gave presentations with suggestions for how to streamline processes. Multiple students urged Carrier to start using a high-tech warehouse-management system.

Day, who joined Carrier in September, thanked them for their insights on cost efficiencies.

"We spend a lot of money on technology on the sales side, but we really haven't

### 'A VALUABLE EXPERIENCE'

Student Ariana DePlaza said the project taught her how all aspects of business benefit from process-improvement upgrades — not just in manufacturing.

"Lean Six Sigma has become a big thing in business in general, but it's also a very big part of management consulting and social enterprise, which is what I'm interested in pursuing," DePlaza said.

Eric Gaunt said he learned important lessons in how to cope with the ambiguous nature of business. "When you're in school completing assignments, everything is very structured," he said. "But when you start dealing with actual companies, you see how everything is not crystal clear all the time.

"In the real world, you have to make judgment

Eric Gaunt



calls, and this was a great first experience in doing that.”

The team project was also a valuable experience for Carrier’s management, said Rosse Vandersande, the company’s regional human resources director.

“It’s wonderful for students to get exposure to corporate America, and on the flip side, it’s wonderful for us to get recommendations and build an ongoing partnership both with UTD and with students, potentially for employment,” Vandersande said. “I think it’s a brilliant partnership all the way around.”

## Teams Score Scholarships in Social Media Project for Lennox

By Keith Dickinson

Graduate students in a Jindal School social media marketing class competed for \$4,500 in scholarships last fall in a semester-long project to uncover potential recruiting and reputational opportunities for global heating and air conditioning company Lennox International Inc.

The 45 students in Dr. Ying Xie’s Social Media Marketing and Insights (MKT 6343) class divided into teams that used social listening, social audits, content evaluation and

other tools to design a social media campaign.



Ying Xie

“The students did an exceptional job,” Xie said. “I am especially glad to see that many of the teams utilized the social media analytics and frameworks we discussed in class ... and then made actionable recommendations to the company.”

The students also worked with Lennox’s public relations and digital marketing agency, FleishmanHillard, on the effort.

### A MATTER OF TRUST

Lennox representatives asked the teams to focus on one of two topics. The first had students studying trust in the Lennox brand and exploring ways to ensure Lennox dealers were customers’ preferred installers. The second dealt with recruiting, developing and retaining top employees — particularly technicians.

The competition, judged after class presentations on Dec. 5, was coordinated for FleishmanHillard by Zayd Mabruk, a Jindal School business administration (BS’12) and marketing (MS’14) alumnus.

All three top-finishing teams chose the trust topic.

The first-place team secured victory by going beyond a basic brief to design an innovative social media marketing campaign as a solution to pain points that they identified. Team

Alex Edsel



The winners (from left): Melissa Morris, Chloe Walker, Kristyn Schott, Jennifer Cawthon and Erin Givens



members created a demonstration video ad for their suggested brand mascot and the proposed social media campaign, #ClearTheAir.

The winners placed ahead of seven other teams to earn a \$3,000 scholarship.

Lennox judges spontaneously decided to grant an additional \$1,500 scholarship to the second-place team. And they invited the first-, second- and third-place teams to tour Lennox International headquarters in Richardson, Texas.

JSOM alum Zayd Mabruk (far left) with the winning team and mentors from FleischmanHillard and Lennox





## GRATEFUL FOR NEW TOOLS, TRAINING AND MENTORS

MS in Marketing Program Director Alex Edsel annually contributes to the hands-on class by reaching out to the Jindal School's Marketing Area advisory boards and alumni network to find industry partners and new training or tools.

He secured student access from Fleishman-Hillard to proprietary software from Crimson Hexagon, a company founded on research from Harvard University. Crimson Hexagon is now part of BrandWatch, a platform that aggregates social media discussion from a wide variety of sources, such as blogs, Twitter, Facebook and discussion boards.

"After aggregating, BrandWatch categorizes the conversation into topics using sophisticated algorithms," Edsel said. "These conversations can then be analyzed by marketers to determine, volume, location, sentiment — positive, neutral or negative — influencers and keywords.

"It is very expensive to adopt these [tools] and obtain training," he said. "So for that, we are very grateful to our industry partners and especially to a great UTD partner, Lennox International Inc., and their vp of marketing, Kim McGill, and to Stephanie Bond, their director of marketing, who worked as a mentor, dedicating time and team resources in working hands-on with students for stronger research and to answer project questions."

The project "was invaluable," said Melissa Morris, a first-place team member. "We as a team were able to see a real-world business problem, identify [key performance indicators and business requirements] based on conducting research ... and apply creativity to make recommendations based on the insights we were finding from the data, both quantitative and qualitative."

Drone in use at Verizon's Waltham, Massachusetts, Innovation Center



## Student Consultants Explore 5G Supply Chain Technology With Verizon

By David Widdifield, DM

Business analytics and supply chain management graduate students in Special Topics in Operations Research - Future Supply Chain Trends (OPRE 6V99) worked in the spring semester with faculty and senior-level supply chain managers as a consulting team to Verizon.

The student consultants helped identify, evaluate and develop informational reports and use-case scenarios for Verizon's internal and external marketing publications. Those deliverables detailed the real-world applicability and benefits of 5G supply chain technology solutions in business operations.

"We are very excited to be partnering with a high-caliber university such as The University of Texas at Dallas and its top-ranked MS in Supply Chain Management program on this project, due to its strategic nature and significance in supply chain operations," said Mark Mattox, global director of technology partnerships at Verizon and project sponsor.

Working with Verizon corporate operations and research and development personnel in

Verizon seeks to connect drone flights to the 5G network, a move that would allow drones to become a key part of business.



Getty Images. Used with permission.

Basking Ridge, New Jersey, students focused on the rapidly growing deployment and use of 5G solutions in the supply chain operational setting. Specifically, the JSOM team worked with Verizon to explain the impact of 5G on future supply chain designs and operations.

Mark Mattox, global director of technology partnerships, Verizon



This included a study by JSOM students and faculty on the use and impact of 5G with drone technology solutions in the logistics operations of a firm's supply chain.

In addition, the project explored:

- the switching cost risk associated with the business transition from a 4G to 5G platform,
- advantages, disadvantages and limitations of using 5G for drones, and
- overall current and projected drone applications in supply chain operations and as a component of businesses' autonomous distribution and warehousing strategies.

Finally, the project included a projected cost/profit analysis for a typical implementation of Verizon's proposed 5G supply chain solution.

## Marketing Students Help Draw Young Demographic to DEC's Startup Week

By Jimmie R. Markham

Jindal School students from the Marketing Projects (MKT 4370) class partnered with the Dallas Entrepreneur Center (The DEC) this spring to help attract young participants to a premiere DFW entrepreneur event, Dallas Startup Week.

Serving as consultants, the student team supported The DEC's efforts to entice a younger audience to the free six-day gathering aimed at entrepreneurs and innovators. (Originally scheduled in April, Startup Week was rescheduled to late August because of the COVID-19 pandemic.)

Senior marketing student Kiran Roshanali, information technology and systems junior Sharanya Erraguntla, marketing junior Jasselle Hanson and marketing seniors Gabriela Rivero and Brianna Rodriguez combined their marketing education, digital capabilities

and native understanding of the Gen Z market to deliver on critical DEC objectives.

"This is just another example of how JSOM partners with businesses to create tremendous value for all parties," said Rita Egeland, a lecturer in the Marketing Area. "The students not only have an opportunity to apply skills diligently acquired, but they also develop professionally while expanding their business networks. The clients benefit from actionable recommendations, sourced from a fresh perspective — and a highly desirable skill set."

**'MAGIC REALLY DOES HAPPEN'**

"When business meets academia, magic really does happen," Tracey Altman, principal of


Rita Egeland (center) with Marketing Projects students



Altman Consulting and a member of DEC's board, said. "The students are giving us a different perspective that helps us hone in on our strategy and execution, especially when we are trying

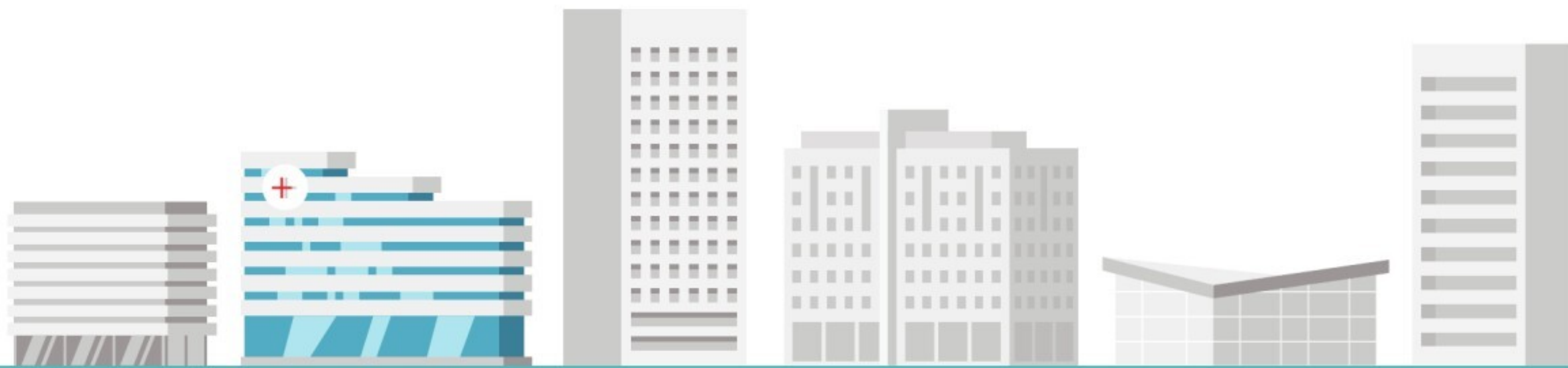
to engage a younger demographic. They look at the business and project with no preconceived notions and a new energy. In return, I hope we are transferring corporate knowledge for them to take to their first job."

In most classes, "students theorize efficient practices, develop marketing plans and propose potential solutions," Erraguntla said. However, in Egeland's class, "we take on a consultant role and solve real problems with real solutions to get real results."

"We are so excited to work with Tracey Altman and her enthusiastic team to garner attendance and engagement for Dallas Startup Week," Roshanali said. "It's a much more practical experience of what life will be like after college." 

Tracey Altman (lower left), principal of Altman Consulting and a member of DEC's board, in a selfie with students in the Marketing Projects class.





# Healthcare Initiatives Grow Professional Program

The Naveen Jindal School of Management will offer high-performing students interested in healthcare industry careers an opportunity for enhanced academic experiences and professional credentials – as well as related services and attention – through new professional programs set to debut this fall.

The Professional Program in Healthcare Management (PPHM) will serve undergraduates – primarily those in the BS in Healthcare Management program, and the Elite Scholar and Leader Program (ESLP) will recruit graduate students – primarily those in the MS in Healthcare Leadership and Management program.

The program for grad students, ESLP, is now recruiting its inaugural class.

The inaugural PPMH group of 24 students learned of their selection during spring break week, just as long-term COVID-19 restrictions were taking effect.

“What a searing memory this will always be for these students,” PPHM Director Daniel Karnuta said. “I hope the coincidence of their being chosen as the pandemic took hold will forever remind them of the importance of the healthcare industry and its need for talented and passionate people, like them.”

Karnuta, an assistant professor of healthcare management, and Dr. Keith Thurgood, program director for the MS in Healthcare Lead-

ership and Management and ESLP director, see the new initiatives working alongside each other – with the ultimate goal to develop graduates who are not only competitive job candidates, but who can enter companies as leaders upon graduation.

“We want to ensure that UT Dallas is known for producing great leaders who can make an immediate difference in an organization in the healthcare space,” said Thurgood. “There is a continuum of education and service between the [two programs] that focuses on both the technical and analytical skills and leadership skills necessary to drive performance.”

Karnuta says PPMH was established in part because of student input asking for a professional program similar to those in other undergraduate programs in JSOM, including the Professional Program in Accounting (PPA), Professional Program in Finance (PPF) and the Professional Program in Marketing (PPM). With more than 400 students enrolled in the healthcare major since it became a full degree in spring 2015 (it was previously a concentration option in the BS in Business Administration major), there was critical mass to implement a selective program.

“Students tell us on the application that they want to build relationships with fellow healthcare management students who are at the same caliber of performance as they are and who can help each other in the future,” Karnuta said. “As a program, PPHM allows us to identify these high-performing students and keep them engaged and challenged while preparing them to be ambassadors of UT Dallas and our undergraduate program in the outside world.”

## Building on a Proven Concept

JSOM has continually developed new professional programs based on student interest and the benefit of building awareness of academic areas among employers, according to Dr. Marilyn Kaplan, associate dean of undergraduate academic operations in JSOM.

Keith Thurgood (left), director of the Elite Scholar and Leadership Program, and Daniel Karnuta, director of the Professional Program in Healthcare Management





# Offerings at Undergrad, Graduate Levels

The Accounting Area started the first JSOM professional program with its inaugural PPA class in fall 2007. Finance and Managerial Economics followed in fall 2016 with the PPF, and the PPM in Marketing launched in fall 2018.

While campus-wide honors programs such as Collegium V and the all-major Davidson Management Honors Program in JSOM focus on the core curriculum, Kaplan said, there was a need for offerings within the majors as students progressed into their upper-level classes.

“Students want to maximize their time while in JSOM,” Kaplan said. “We are seeing freshmen who are career-minded, and they come in looking for a path. And once they identify their major, they are enthusiastic about the opportunities for a specialized experience.”

## How the Healthcare Programs Will Specialize

Key focuses of the new healthcare programs are the customized offerings and attention provided to students. Both programs will host a seminar series exclusive for their students that will include industry executives, site visits, soft-skills development and networking opportunities.

The graduate program will incorporate research experiences into its academics to help students find what they are passionate about in the healthcare industry and how they can make meaningful contributions in the community.

The programs also will share a collaborative study space and participate in mentoring programs — both as mentees with healthcare professionals and as tutors and mentors themselves. ESLP students will tutor PPHM students, while PPHM students will work with fellow healthcare undergraduates. It is important to both Karnuta and Thurgood that students gain from the professional programs but also give back.



“Once they identify their major, they are enthusiastic about the opportunities for a specialized experience.”

– Marilyn Kaplan

“The programs will include learning by doing, and part of the students’ development as leaders includes helping others,” Thurgood said. “We will help you, but you have a responsibility to give back, too.”

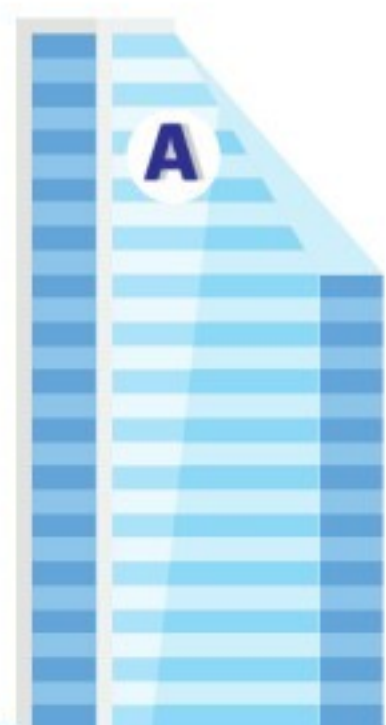
ESLP is accepting applications throughout spring 2020, and selected candidates will be notified in the summer.

Ultimately, the undergraduate professional program will be a gateway to ESLP for those students who stay at UT Dallas for graduate school. New applicants to and current students in the MS in Healthcare Leadership and Management program — as well as those in the MBA program’s concentration in Healthcare Leadership and Management — are eligible to apply to ESLP.

Both directors look for students who are more than just strong students academically, but who can serve as advocates of the program in the community and who demonstrate the potential and passion to make a difference in healthcare.

“The GPA and other quantitative criteria are the table stakes, but we want to see if students can present themselves advantageously for the University,” Karnuta said. “I’m not looking for perfection; I’m looking for enthusiasm and the desire to learn and be better.”

# Accounting, Finance and Marketing Paved the



## Professional Program in Accounting

As the longest-running professional program in the Jindal School, the Professional Program in Accounting (PPA) has evolved to ensure students are prepared for changing standards in the industry. Tiffany Bortz, PPA director and associate area coordinator for accounting programs, says this adaptation of the curriculum and its programming are at the heart of what PPA provides for its students — enhancing their competitiveness in the accounting recruiting space.

“The UT Dallas PPA is relatively young, comparatively, and our goal is to increase visibility among the recruiting networks.

It’s important that these firms see the value in our program and our students, and that means keeping curriculum up to date and maintaining the quality of our program,” Bortz said.

Modeled after similar programs at other universities when it was launched in 2007, PPA has students apply in the fall of their junior year and stay on for a year after completing their bachelor’s degree to earn their Master of Science in Accounting degree.

Tiffany Bortz (far left, front row) welcomed PPA Class 13 members at a kickoff event last Oct. 4.



Tiffany Bortz

Noe Herr-Perez



Incorporated into the program are:

- Professional-development activities and networking opportunities with public accounting firms
- An internship in either audit or tax with a public accounting firm during the spring of students’ senior year, and
- Prep classes and materials to sit for the Uniform Certified Public Accountant (CPA) Examination.

In addition to academics, PPA cultivates a network through cohort classes and special programming. PPA alumni are also engaged, often returning to campus to recruit PPA students for the firms where they now work, according to Bortz.

Noe Herr-Perez, a member of PPA Class 12, earned his undergraduate accounting degree in May and became the first member of his family to graduate from college. He credits the program with opening the doors for him to obtain his tax internship at PricewaterhouseCoopers — PwC, one of the Big Four accounting firms.

“I never thought someone from my background, who has no ties to the business professional world, would be able to work at a company of this magnitude and stature,” Herr-Perez said. “This program has truly opened my eyes to a world I never knew existed and helped pave the way for a bright future.”



## Professional Program in Finance

Launched in fall 2016, the Professional Program in Finance (PPF) offers exclusive skill-based workshops, an online training platform for selective finance industries, and direct mentorship and access to employers for top-performing finance students.

These efforts have been so successful that in spring 2019, PPF could not fulfill employer requests for student applicants because all PPF members had already secured internships and full-time jobs, according to Alex Treece, PPF’s director.

# Way in Professional Programs

The new healthcare professional initiatives join a growing JSOM roster of career-intensive support groups.

By Caryn Berardi



Alex Treece

Yasasvyi Dandamudi



"The entire goal of the program for us is getting the students the best jobs possible," Treece said. "There is a culture of success that is formed in PPF that is both motivating and a powerful force that pushes the students to perform better."

It serves as a catalyst, he added, "to help them reach their full potential."

Students apply for and are selected into the program every fall, usually in their sophomore year. While PPF is open to all finance majors, the program is geared toward students pursuing careers in select finance industries, such as investment banking, private equity, consulting and hedge funds. Program participants have secured internships and full-time positions in companies that include Boston Consulting Group, Bain, Goldman Sachs, JP Morgan and Amazon.

Finance senior Yasasvyi Dandamudi completed two investment banking internships during her time in PPF, including one at Goldman Sachs in summer 2019.

She believes Treece's mentoring, and the program's peer network, have helped her carve out her future business career.

"I have learned so much about the different paths through internships and conversations with my peers. I realized PPF was exactly what I needed, and it gave me the direction in finance I didn't have when I first began as a student," Dandamudi said.

## Professional Program in Marketing



The Professional Program in Marketing (PPM), which debuted in fall 2018, has a unique background that differentiates it from the other professional programs — the role of students in its creation and development.

The idea for PPM was first explored through one of the marketing capstone courses, where students conducted market analyses, developed marketing plans and even created the program's logo.

As PPM grows, Dr. Julie Haworth, a clinical assistant professor of



PPM/AMA Workshop at Capital One: Some PPM and AMA students worked with Megan Baker (front row, center), former director of brand strategy at Capital One, on a Strategic Arguments Workshop



Julie Haworth

Vanlexus Franks



marketing and director of the BS in Marketing program, continues to encourage students to play an active role in building it, including sourcing for promotional items and event planning.

PPM has planned site visits to companies that have included PepsiCo and Capital One. Students also participate in skill-based workshops to not only broaden their professional etiquette skills but also to enhance their technical skills on such platforms and apps as Adobe Analytics, HubSpot and the online video creator Lumen5.

"The program provides an enriched experience for students with additional opportunities for acquiring skills," Haworth said. "Students could do some of these things on their own, but PPM helps them to focus on their professional and personal development."

Vanlexus Franks, a marketing junior with a minor in innovation and entrepreneurship, is one of the PPM students who has actively contributed to the program's development. She assisted Haworth with events and by writing a newsletter highlighting student accomplishments.

Franks recognizes the benefits she has gained. "Through PPM, I have broadened my perspective of marketing and the versatility in the field," Franks said. "It's not just the soft skills, but the technical aspects like analytics that are preparing me for the evolving world of marketing strategy."

# COUNCIL MEMBERS JOIN CAREER MANAGEMENT CENTER IN THANKING EMPLOYERS

{ by Glenda Vosburgh }

Employers who partner with the Naveen Jindal School of Management's Career Management Center (CMC) were guests of honor at an Employer Appreciation Reception in late January. This was the second year for the event, which several members of the JSOM advisory council and the CMC advisory council also attended. Tom Kim, assistant dean and head of the CMC, welcomed everyone.

The CMC partners with employers to prepare students for the professional world. The center hosts events, programs, workshops and recruiting services to help students and companies connect. Every semester, more than 4,800 students meet with 125 employers who visit the CMC.



From left: Samantha Dwinell, former vice president of global talent management at Texas Instruments and chair-elect of the JSOM advisory council; Tom Kim; Kevin Ryan; and Michael W. Wheeler, chief procurement officer, Fluor Corporation, and JSOM advisory council member

**Kevin Ryan**, chief financial officer, Merit Energy Co.; chairman of the Naveen Jindal School of Management Advisory Council and a JSOM 1995 MBA alumnus, said Merit Energy employs 13 UT Dallas graduates. "They are high-quality employees," he said, "extremely smart. I would say they are the future leaders of our company."

Merit has partnered with JSOM for 10 years, he added, and will continue to be involved.

...

CMC advisory council member **Christina Mbagwu**, manager, campus recruiting partner,

Fannie Mae; said the quality of the programs at JSOM makes partnering with the CMC a positive experience for her company. "They give us five-star students, and for that reason, we keep coming back," she said.

"Partnering with the CMC is important for our



Christina Mbagwu (left) and Michael Fiorillo

company and for the Jindal School," said **Michael Fiorillo**, Fannie Mae. "JSOM students are very well-versed and prepared for the workforce."

...

"We hire out of the Accounting Area's internal audit department, and we're heavily involved with this program. This is one of the few schools that offer this program, and we have gotten a lot of strong employees from JSOM," said



Jody Allred

**Jody Allred**, a partner at Weaver. "We've found that the students are well-prepared for an interview, much more than we have found to be the case with the students from other area universities. They ask good questions."



Dr. Diane McNulty, associate dean, external affairs and corporate development, JSOM; Mike Wheeler; Dr. Varghese Jacob, vice dean, JSOM

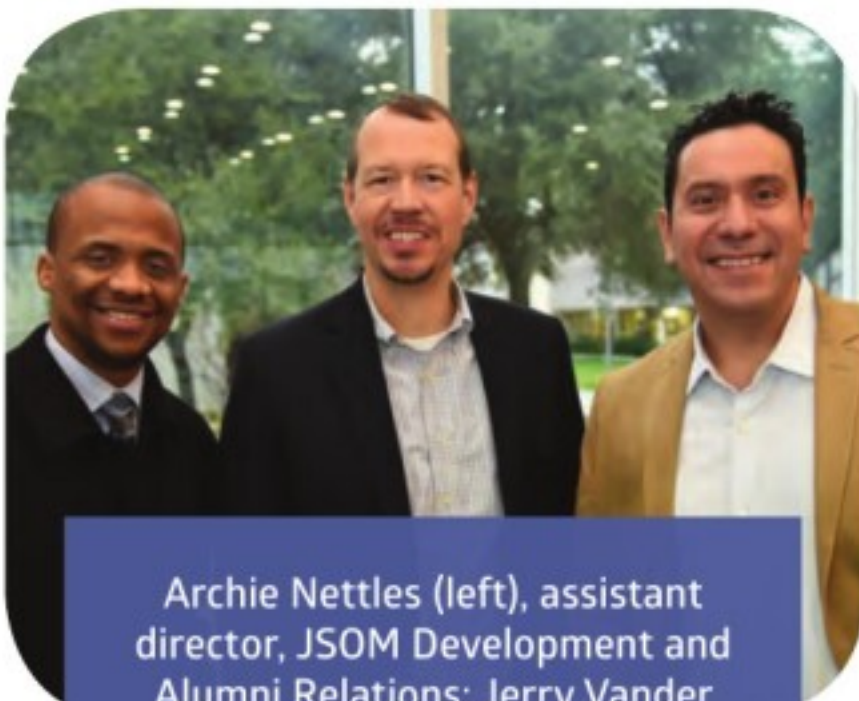


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"I think JSOM is a jewel of Dallas," said **Michael W. Wheeler**, chief procurement officer at Fluor Corp. and a JSOM advisory council member. "I love talking to the students; they're like sponges, soaking up everything."

• • •

**Jerry Vander Voord**, senior university relations manager and senior manager, T-Mobile, Cisco, and a member of CMC's advisory council,



Archie Nettles (left), assistant director, JSOM Development and Alumni Relations; Jerry Vander Voord; and David Jaramillo, Exeter Finance

said his personal experience with JSOM is the reason he enjoys working with the school. A 2011 graduate of the Executive MBA program, Vander Voord said, "It was a great experience, and it completely advanced my career. Through Cisco's partnership with JSOM, we have hired graduate students from the school of engineering."



Kailah (Deal) Davis (left) and Scott Hurley

• • •

"We work with [Gamma Iota Sigma]. We work with Debra Richardson [director of the Risk Management and Insurance Concentration] and have attended job fairs at JSOM," said



Samantha Dwinell (left) and Kevin Ryan

**Kailah (Deal) Davis**, BS'18, of Travelers, referring to connections she and **Scott Hurley**, BS'13, of Travelers have at JSOM. "We get good candidates for jobs with the company."

• • •

"I'm excited to continue to see the high quality of and the innovative students that the JSOM community continues to produce for our community and our partner companies," said **Samantha Dwinell**, former vice president of global talent management at Texas Instruments and chair-elect of the JSOM advisory council. 🔄



Above: Fiona Hunter (left), associate director, Career Management Center; Ahu Bigbee (center), MBA'10, of Essilor; and Luis Hall-Valdez of IBM

At right: Ruben Milla (left), Meagan Buechler (center) and Kara Smith of Goldman Sachs



At left: Jessica McClarty (left) and Sara Greene of Capital One

.....

Below: Doretha Allen, director of human resources at Geico and a JSOM advisory council member





# A Passion for Leveling the Playing Field

This ‘fearless researcher’ tackles tough and timely social issues.

By T.D. Christensen

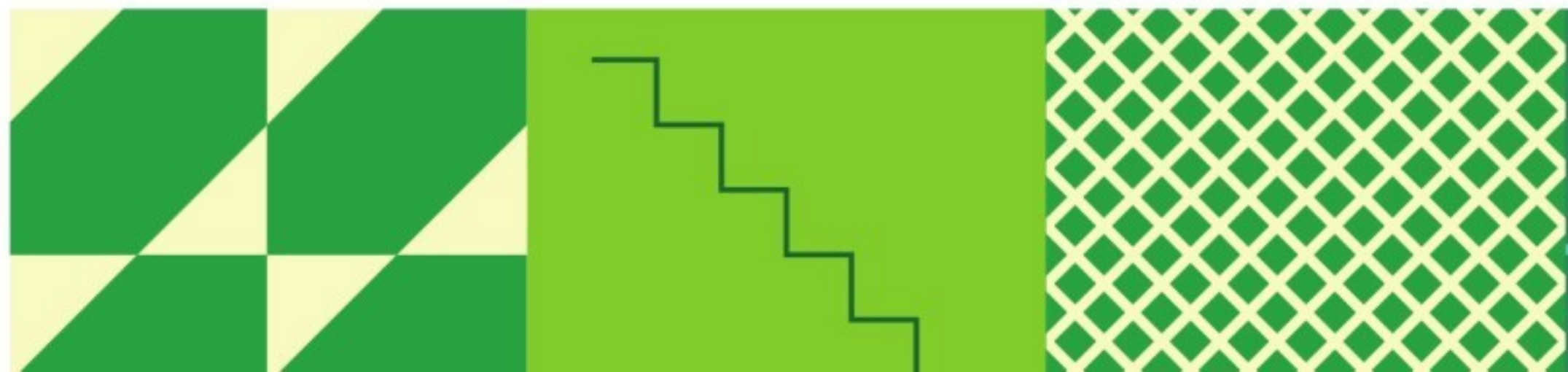
Each time Dr. Umit Gurun dives into a new area of research, he asks himself, “Can we tweak the markets to level the playing field so that most people will be better off? What is the best way to redesign the rules to achieve that?”

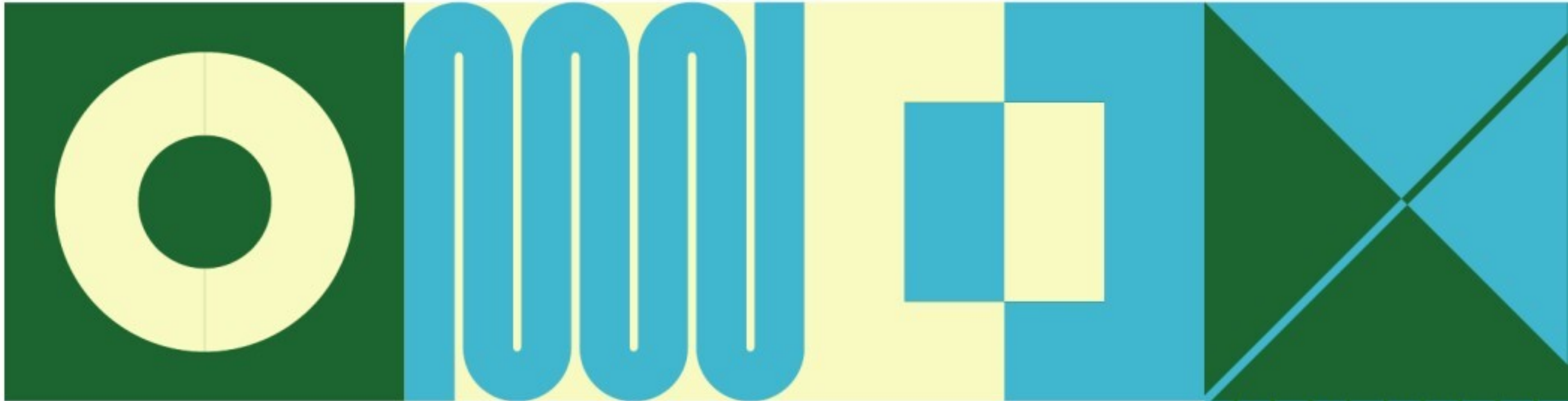
In November, as the economy was charging full speed ahead, the Jindal School Ashbel Smith Professor puzzled over that question in “Don’t Take Their Word For It: The Misclassification of Bond Mutual Funds,” a study on whether some of the

bond funds really are as safe as they purport to be.

In March, as global finances reeled from the coronavirus pandemic, the message behind Gurun’s study seemed prescient: People deserve simple, easy-to-access information about investments so they do not take unintended risks and go broke.

“If you think you invested in Triple A assets, but you really have Triple B assets, that’s a big problem when a recession comes, because Triple B companies are more likely to default on their bonds,” Gurun says. “It’s like someone saying they’re selling you a





nice car, but they're really selling you a lemon."

He has also studied a seller of lemonade and vanilla lattes: Starbucks.

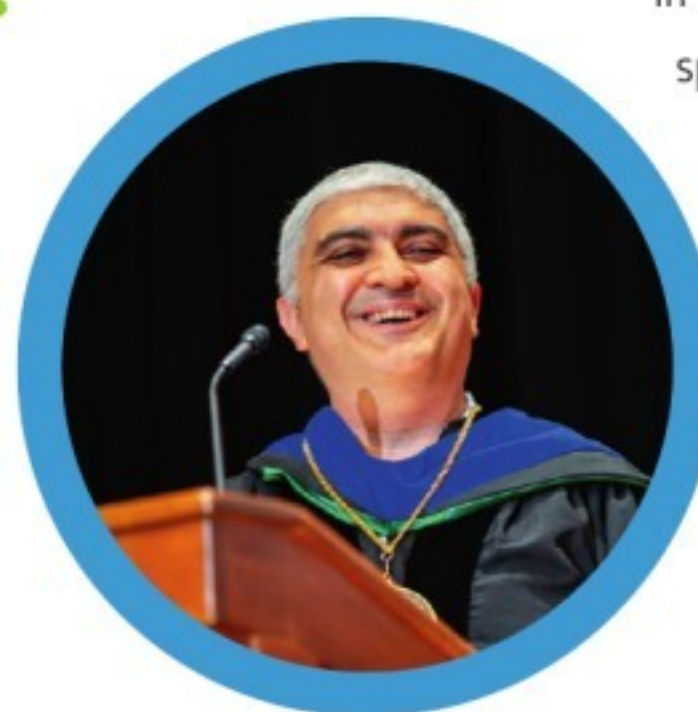
Gurun, a professor of both accounting and of finance and managerial economics, made headlines last fall with a study showing that the Seattle-based firm was paying a steep economic price for its 2018 open-door policy stating anyone could hang out and use its restrooms regardless of whether they make a purchase.

After looking at data from millions of cellphones, Gurun and his co-authors concluded that after the policy began, customers visited less often and spent less time at Starbucks compared to other nearby coffee shops. The study found customer traffic declined at almost double the rate at stores closest to homeless shelters, versus those farther away.

"Homeless people tend to go to Starbucks more freely now," Gurun says. "But is Starbucks really solving a social problem, or is this basically an advertising gimmick? If they gave more money to homeless shelters directly, wouldn't that be a more effective way of helping homeless people?"

### Bringing Research to Bear on Trending Topics

Such social issues fascinate Gurun, who is now conducting research on corporate



Umit Gurun

responsibility, environmentalism, and how they affect the economy.

"It's not clear whether some of these 'green' companies are really green," he says. "Can we find ways to identify and reward green companies who are more innovative so we can solve environmental problems sooner rather than later?"

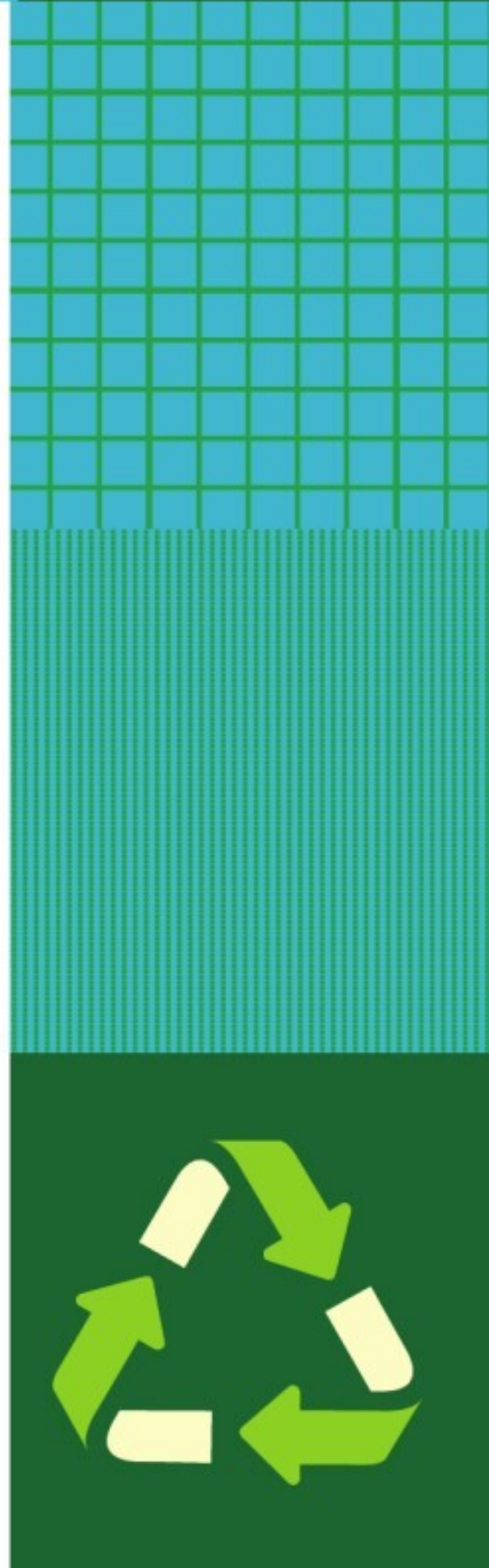
Finding timely solutions was also the focus of a study featured in the *Wall Street Journal* that Gurun co-wrote about the approval of new drugs by the Food and Drug Administration. The co-authors discovered the FDA approved triple the number of drugs in December as it did in a typical month.

Gurun wonders if this end-of-the-year "desk clearing" might have negative as well as positive effects.

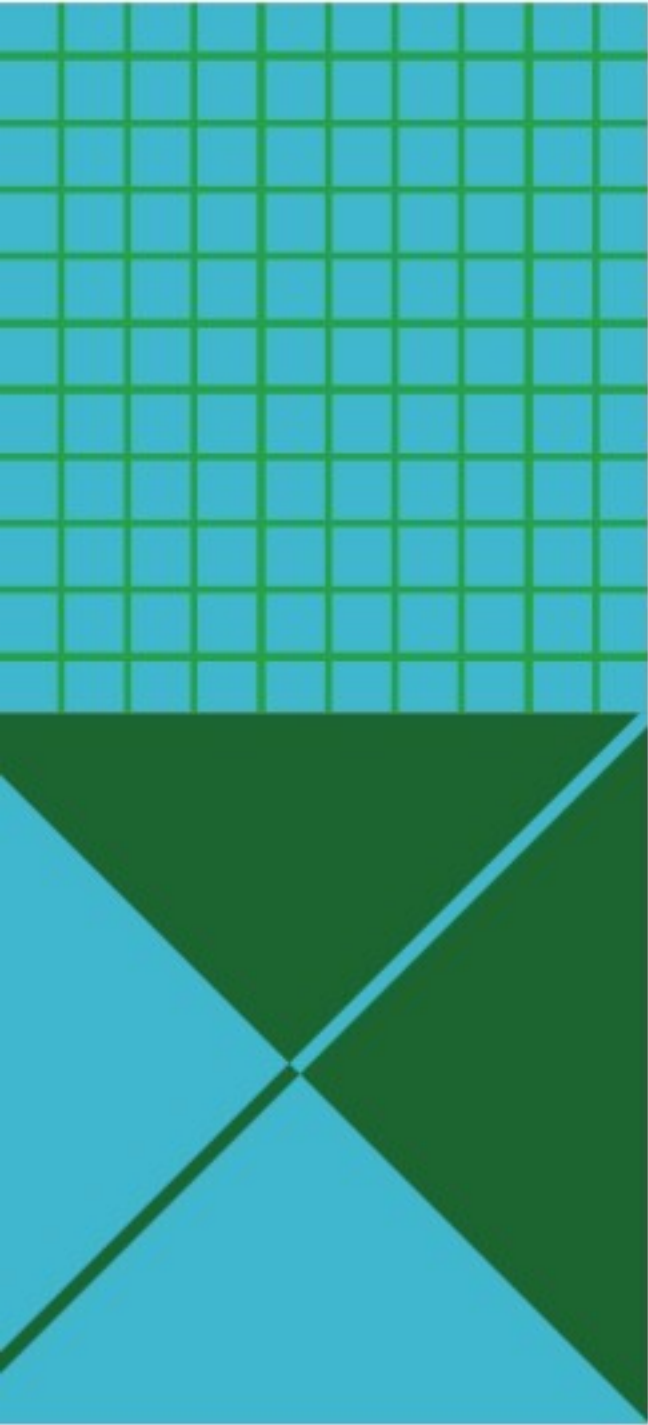
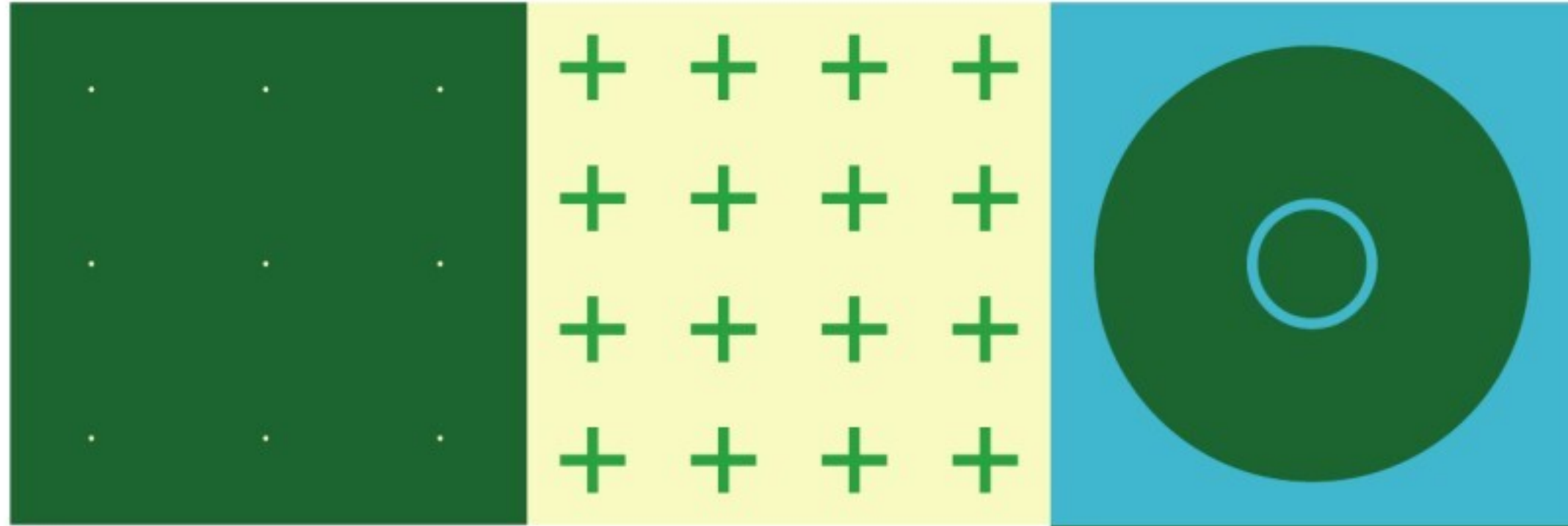
"Is it possible the approvals delivered right around the deadline are poorly screened and the drugs have more adverse effects?" he says. "At the same time, there's a chance a lot of people are better off because of it, like cancer patients who might be able to try experimental drugs as a result."

### Finding a Solution for 'Patent Trolls'

In February, he co-organized and spoke at the "2020 Future of Intellectual Property" conference in Orlando, Florida; co-sponsored by the National Science



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Foundation and the National Bureau of Economic Research. Gurun delved deep into challenges of intellectual property in a study, published in *Science*, about "patent trolls" who file bogus lawsuits and squeeze money from corporations that find it easier to settle than go to court.

"There are those out there with the sole purpose of suing other companies for alleged violations of their intellectual property," Gurun explains. "Some of these entities don't actually manufacture or develop anything, nor do they even come up with their own ideas. Instead, they acquire others' intellectual property, then sue companies for supposed violations."

He also notes that there are many cases of big corporations stealing ideas from small innovators who do not usually have funds to defend their inventions.

Gurun's solution? A peer-review system "that could weed out potential frivolous lawsuits before they get to court," he says.

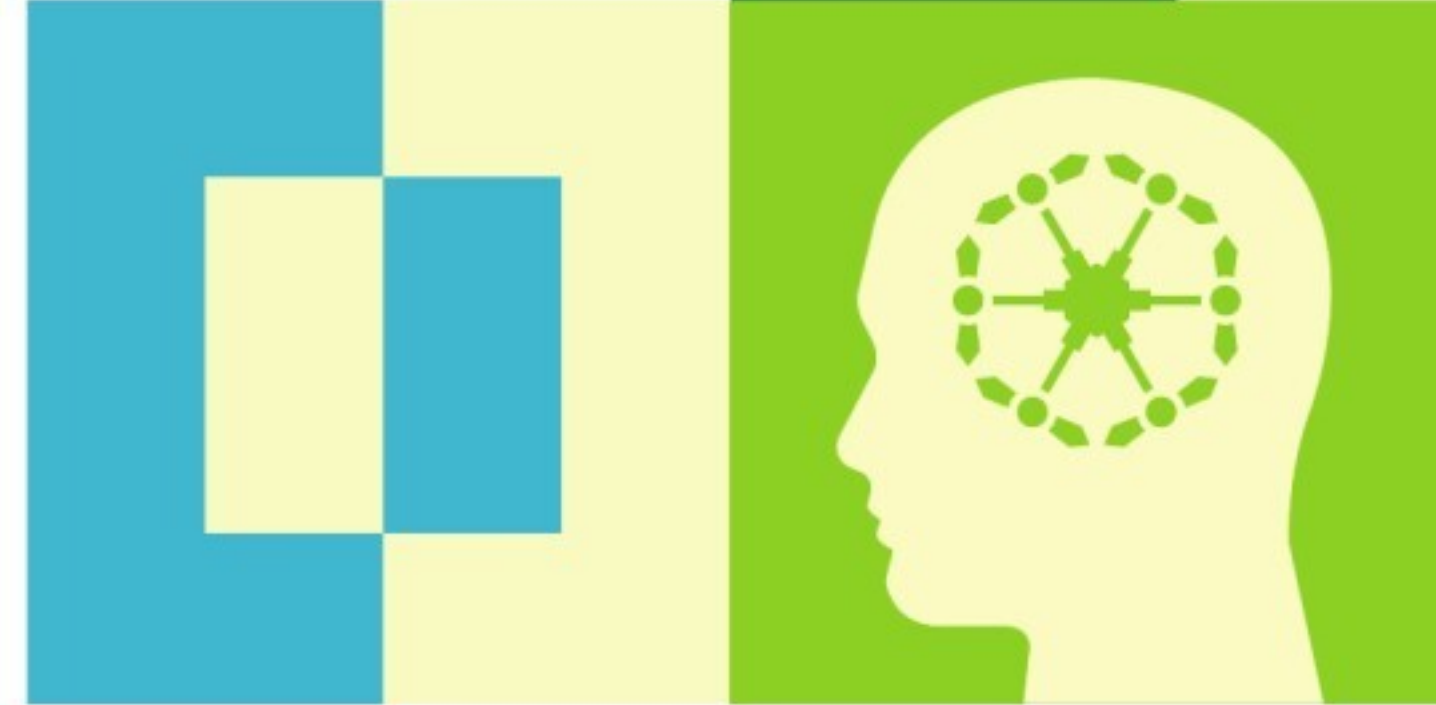
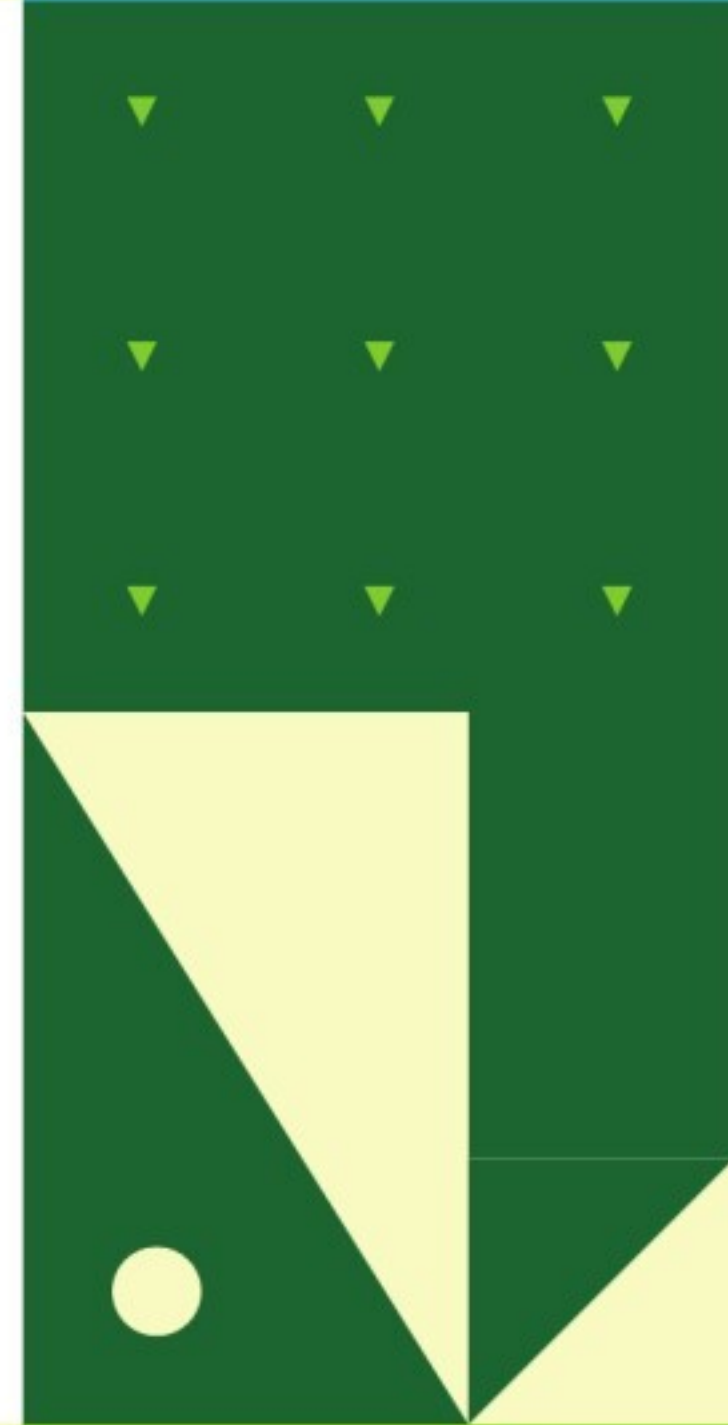
"Umit is a fearless researcher," says Dr. Alex Butler, a former Jindal School faculty member now a professor of finance at Rice University who has collaborated with Gurun. "He's willing to take

on any interesting economic question, from crony capitalism to patent trolls to the distortive effects of corporate advertising to fintech. He has a great mind for how to bring complex data to bear on interesting and timely questions."

Gurun, who was raised in Turkey before moving the U.S., says he thrives on switching gears. "One nice thing about research is you can become an expert in a different subject every other year."

But his biggest passion is discovering new ways to level the playing field, he says.

"You find a set of people who seem to be suffering, you identify the reason why that's happening, and you come up with the best solutions to make the problem go away," he says. "That's the stuff I'm interested in."



## Pioneer in Behavioral Operations Management Probes Human Decision-Making

Could an algorithm predict human behavior as well as humans can?

Dr. Elena Katok concedes it is possible, in theory. But the prospect is fraught with danger for the world of business, she says.

"If you start getting rid of people, there's a societal price to be paid," Katok says. "It's important to understand the tradeoffs and downsides. It's important to be careful."

An early innovator in the burgeoning field of behavioral operations management, Katok speaks from a position of authority.

A Naveen Jindal School of Management professor of operations and the Ashok and Monica Mago Distinguished Professor in Management, she spends much of her time educating students, peers and colleagues about how psychology and behavior profoundly impact business practices.

Despite everything computers can do, they cannot fully grasp a concept like trust, Katok says. She believes business will continue to be driven by human instincts, beliefs, desires and emotions.

"For example, companies have to trust that suppliers care about their long-term reputation and will take care of you if there's a problem. Trust is not something you can put in a contract, and it's not something you can just model mathematically," she says. "Managers have insights that algorithms don't."

A native of Russia, Katok earned her MBA and PhD in managerial science from Pennsylvania State University. In 2012, she came to UT Dallas and co-founded the Jindal School's Center and Laboratory for Behavioral Operations and Economics (LBOE). The lab serves as a fertile environment for faculty, students and researchers "to test out how different mechanisms work when human decision-makers are involved."

LBOE regularly hosts academic research experts from a wide range of fields who present their latest work on behavior.

"Everyone from economists to psychologists come from all over the world and present cutting-edge research," she says. "It increases UTD's visibility and also exposes students and faculty to new things. ... It might not be their specific field, but they end up discovering a lot of commonalities."



Both Elena Katok (left) and her husband, Gary Bolton, hold endowed appointments and are co-founders of the Center and Laboratory for Behavioral Operations and Economics.

### ‘The Person ... Who Asks the Question Everybody Else Is Thinking’

Katok is co-director of LBOE with her husband, Dr. Gary Bolton, who is an O.P. Jindal Distinguished Chair and a professor of managerial economics.

“Elena is the person in the room who asks the question everybody else is thinking, but is afraid to ask because it will pop so many balloons – the kind of question that at first annoys you, but then it ignites a ‘re-think’ that can prove very valuable,” Bolton says.

“She was one of the pioneers in the area of combining behavioral economics with supply chain: The term ‘behavioral operations management’ didn’t exist when she starting publishing papers on it, but over the last 14 years, it’s blossomed into a prominent subfield in business studies. Elena has been a leader through the entire period,” he says.

Katok also serves as coordinator for Management Science PhD students who pursue a concentration in operations management. One of her former PhD students is Dr. Blair Flicker, an assistant professor of management science at the University of South Carolina who researches the best ways to integrate human decision-making with algorithmics.

### ‘The Most Prominent Scholar in ... Behavioral Operations Management’

“Elena is a patient advisor, always open to new ideas,” Flicker says. “She is the most prominent scholar in the field of behavioral operations

management. Yet she is not driven by personal success or renown. Her productivity is a ‘symptom’ of a deep desire to understand things as they are.”

Katok says her current goal is figuring out how behavior fits into the health industry. She and colleagues are researching the behavioral aspects of pharmaceutical pricing and insurance coverage, and she hopes to collaborate with



From left: Gary Bolton, Elena Katok and then-PhD students Bahriye Cesaret and Blair Flicker in 2014. Cesaret is now an assistant professor at Özyeğin University in Istanbul; Flicker is an assistant professor at the University of South Carolina.

North Texas medical centers on a wide range of future studies.

All the while, she continues to spread the word about the importance of behavioral operations – as well as dispel misconceptions about it.

“Sometimes, people think it means you’re designing ways to manipulate people into doing what you want them to do, but that’s not what behavioral operation is about at all,” she says.

“It’s about understanding human decision-making and understanding incentives. There are a lot of uncertainties in the world, and it’s important to understand how people react to them.”

# THOUGHT YOU SHOULD KNOW



Mike Peng

Clarivate Analytics Web of Science has identified Naveen Jindal School of Management faculty member Dr. **Mike Peng** among the world's most influential and exceptional researchers on its 2019 list of Highly Cited Researchers.

Peng, O.P. Jindal Distinguished Chair, is professor of organizations, strategy and international management, and executive director of the Center for Global Business. He is listed among 113 scholars in economics and business. He has been on the Highly Cited Researchers list every year since 2014.

The list is determined by the number of times a particular scholar's published studies are cited in papers by other researchers. This citation rate is one way to measure the significance of a scholar's work and its impact over the last decade.

Individuals included on the list rank in the top 1% by citations for a specific field and year.

In all, four UT Dallas researchers made the 2019 list. The other professors are:

- Dr. Luigi Colombo, an adjunct professor of materials science and engineering in the Erik Jonsson School of Engineering and Computer Science

- Dr. Alex Piquero, Ashbel Smith

Professor of criminology in the School of Economics, Political and Policy Sciences and director of social impact research in the Office of Research, and

- Dr. Robert Wallace, Erik Jonsson Distinguished Chair and a professor of materials science and engineering in the Jonsson School.

The Decision Sciences Institute recognized Dr. **Kathryn E. Stecke's** scholarly research and leadership by naming her a fellow of the organization at its 2019 conference in November.

The DSI fellow recognition is the third Stecke has received. In 2009, the Institute for Operations Research and the Management Sciences named her a fellow, and in 2017, she was inducted a fellow of the Production and Operations Management Society. Stecke is the only person to have been elected a fellow in all three organizations.

These designations reflect Stecke's "career commitment to high-quality scholarship and underscore the regard in which she

is held by her colleagues." said Dr. Janet L. Hartley of Bowling Green University, president of the Decision Sciences Institute.

A member of JSOM's Operations Management Area faculty since 2002, Stecke, Naveen Jindal School Advisory Council Chair, is known worldwide for her scholarly expertise in flexible manufacturing and supply chain issues. She speaks globally about supply chain management, operations and marketing interface concerns, flexible manufacturing systems and *seru*, a Japanese organizational and production system that focuses on electronics product assembly.

In selecting Stecke, the institute's board of directors noted that she has published more than 80 refereed journal articles and has been involved in nearly 40 PhD dissertations. Her activity in the Decision Sciences Institute have included serving as program chair for the 2017 conference and fulfilling many leadership roles.

She was one of three DSI fellows

elected in 2019. The other two were Dr. Morgan Swink of Texas Christian University and Dr. Srinivas Talluri of Michigan State University.

An international professional organization that celebrated its 50th anniversary last year, the Decision Sciences Institute has a membership of more than 2,700 academics and practitioners who create, develop and distribute knowledge to improve managerial decisions and decision-making involving systems and people.



Yingjie Zhang

Dr. **Yingjie Zhang**, an assistant professor of information systems, and her co-authors earned a best conference paper award at the 2019 International Conference on Information Systems in Munich in December.

In their winning paper, "The Value of Alternative Data in Credit Risk Prediction: Evidence From a Large Field Experiment," Zhang and co-authors, Drs Tian Lu and Beibei Li, both of Carnegie Mellon University, examined and compared the use of alternative data for credit-risk assessment in the microloan market.

In business, microloans usually are small advances — anywhere from \$25 to \$50,000 — given to small or startup companies, often with lower-than-average interest rates.



(From left) Dr. Asoo Vakharia, University of Florida, chair of DSI fellows selection committee; Dr. Kathryn E. Stecke; and Dr. Janet I. Hartley, Bowling Green State University, president of DSI

Microlenders often are motivated more by the idea of helping developers or development in disadvantaged areas than by profit.

Conventional information typically gathered for a loan, Zhang and her colleagues wrote, “cover data from a credit bureau, a credit application, or a lender’s own files on existing data.” But alternative data, they said, “often come from public social media sites or private applications and devices.”

Using machine-learning prediction models in an experiment conducted in cooperation with a Chinese microloan company, the researchers found that “cellphone usage and mobility trajectory features and shopping characteristics have significantly better predictive performance than conventional loan attributes and borrowers’ demographic and socioeconomic features.”

Moreover, they found their predictive model could help traditional lending institutions extend their services to more lower-income and less-educated loan applicants from less-developed geographical areas.

“Previous approaches in financial credit-risk assessment, using only approved samples or primarily conventional data ... tend to favor higher-income and more-educated applicants from areas with more developed economy,” they concluded. “Importantly, we show the potential of alternative data to alleviate such inequality in the financial service markets.”



U.S. Rep. Michael C. Burgess (left) and Tom Kim

Assistant Dean **Tom Kim**, director of the Jindal School’s Career Management Center, has been honored with a commendation saluting his distinguished service in the military and as a veteran.

Kim received the Texas 26th Congressional District Veteran Commendation from the district’s representative, Michael C. Burgess, at a luncheon last November that honored Kim and four other 2019 recipients of the award.

A U.S. Naval Academy graduate, Kim served as a supply corps officer in the U.S. Navy. He subsequently served in the reserves, where he was promoted to lieutenant commander.

Kim’s tours of duty took him around the world and included the following commands: the USS Tuscaloosa (LST 1187), Helicopter Anti-Submarine Squadron Eight (HS-8), USS Carl Vinson (CVN-70) and Naval Air Station North Island.

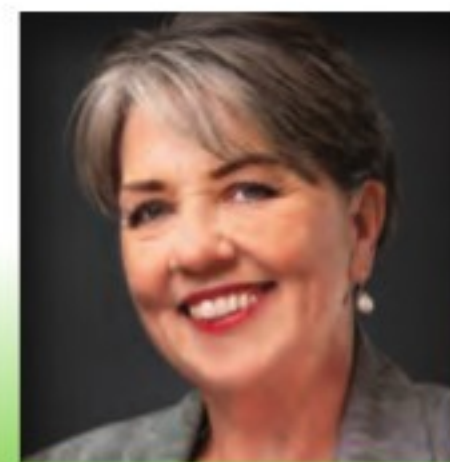
Prior to coming to UT Dallas, Kim spent 16 years as an executive with Pepsi, AmeriServe and PrimeSource FSE managing the Pizza Hut distribution.

In civilian life, Kim, who grew up in Lewisville, Texas, served 12 years as vice president on the Lewisville Independent School District’s Board of Trustees.

He continues to serve on the Community Advisory Council of the UT Dallas Military and Veteran Center and is a board member of Christian Community Action

(headquartered in Lewisville) and an advisory council member of the North Texas Food Bank.

Centered in Denton County, the Texas 26th District covers the northern portion of the Dallas-Fort Worth Metroplex. Congressman Burgess, R-Pilot Point, is a distinguished Jindal School alumnus who earned an MS in 2000. He has represented the 26th District since 2003, and he has been honoring veterans with the commendation since 2005.



Debra Richardson

**Debra Richardson**, director of the Risk Management and Insurance (RMI) Concentration, is retiring in August. She is looking forward to spending more time with her grandchildren, traveling, gardening, and more.

Richardson is founder and director of RMI programming in JSOM. She launched the concentration in 2015, after joining JSOM from the University of North Texas, where she was a leader in its RMI program.

Richardson previously spent 31 years in industry, working with leading insurance providers. From those days, she carried forward a wealth of credentials, including:

- CPCU – Certified Property Casualty Underwriter
- CIC – Certified Insurance Counselor
- CRM – Certified Risk Manager, and
- AINS – Associate in General Insurance.

Under her direction, RMI has grown from two classes with 60 students to seven classes with 250 students. Richardson also recruited several adjunct professors.

“I want to thank the Jindal School and Dean Hasan Pirkul for their support of the program,” she said. “My goal has always been to introduce students to a career that they probably never heard of or considered.”

JSOM’s program has built a reputation for producing well-trained graduates, which has attracted the support of top industry participants.

The Independent Insurance Agents of Dallas (IIAD) recently donated \$80,000 to fund a new \$10,000-a-year scholarship to be shared by two RMI students beginning in the 2020-2021 academic year.

Other organizations that have donated \$12,500 or more include:

- DFW RIMS
- Higginbotham & Associates
- Houston Marine & Energy Insurance Conference
- The Insurance Council of Texas
- State Farm
- Texas Mutual
- Texas Risk & Insurance Professionals
- Travelers

In 2016, Richardson was able to launch a chapter of Gamma Iota Sigma, the insurance industry’s premier collegiate talent pipeline, on the UT Dallas campus. The award-winning Beta Phi chapter has had a “Superior” ranking for three consecutive years, based on accomplishments in community service, alumni relations, chapter management, membership development, and diversity and inclusion.

Jindal School appreciation for Richardson’s efforts has been





Dean Hasan Pirkul (far left) and Debra Richardson (second from right) at the IAD check presentation last October

expressed through the OWLIEs. OWLIE is an acronym for Outstanding Worthy Leaders Involved Exceptionally, and Richardson has earned two of the awards. This year, she received the Undergraduate Faculty Member of the Year honor. In 2018, she was voted Undergraduate Faculty Idol of the Year. 🌀



## IN MEMORIAM: CHING-CHUNG KUO (1956 - 2019)

Dr. Ching-Chung Kuo, 63, clinical professor of operations management and director of the BS in Supply Chain Management program, died last Oct. 5 of cancer.

A member of the Jindal School faculty since 2016, Kuo had endeared himself to many, who called him "CC."

"His positive attitude and desire to be of service to others has touched us all," JSOM Dean Hasan Pirkul said in a message announcing Kuo's death to faculty and staff. "Our best wishes to his wife, Lynn Chen, and Ching-Chung's family during this difficult time."

Before arriving at UT Dallas, Kuo had served as a professor of operations management and director of the supply chain management undergraduate program at the University of North Texas.

His experience prior to UNT was extensive. He had held posts at the universities of California, Florida, Illinois and Washington, as well as Penn State and Northwestern universities.

All this was preceded by service as a second lieutenant in the Taiwanese Marine Corps.

At the Jindal School, in addition to directing the undergraduate program, Kuo taught operations management, purchasing and sourcing management, supply chain management and prescriptive analytic courses.

"He was an extraordinary educator; he was compassionate and yet

firm. ... He cared for every one of his students," Dr. Monica Brussolo, a colleague and his successor as program director, said.

Kuo earned a PhD in industrial engineering and management sciences from Northwestern University. He also held an MBA in management science from Tamkang University and a BBA in industrial management science from Cheng Kung University.

Upon his arrival at JSOM, Kuo had said he was excited to join the faculty because of UTD's "young, dynamic, innovative" atmosphere. To many, he personified those traits.

"We remember him walking through the corridors at a fast pace," Brussolo said, "but he would always greet you with a smile."

His family and friends find comfort, Brussolo said, "in the fact that with nearly 37 years in education, through his devotion to teaching, his impact and memory will live on far beyond what we can imagine."

Brussolo has launched a campaign to create a memorial scholarship in Kuo's name to benefit supply chain management students. To contribute, go to the Jindal School online Make a Gift page at <https://giving.utdallas.edu/jsom> and write "Ching-Chung Kuo Memorial Scholarship" in the Comments box under the Additional Information heading.

# FULL-TIME MBA PROGRAM MOVES UP FIVE PLACES IN U.S. NEWS RANKINGS

by Kristine Imherr

The Full-Time MBA program at the Naveen Jindal School of Management moved up five places in *U.S. News & World Report* rankings released March 17.

The Jindal School moved from No. 38 last year to tie with the University of Georgia for No. 33 overall among the Best Business Schools listed in the 2021 Best Graduate Schools rankings.

Among public university full-time MBA programs, the Jindal School also tied with the University of Georgia for the No. 12 spot. Last year, JSOM tied for No. 13 among publics.

"I am so pleased with our recent jump in the *U.S. News* graduate school rankings, from No. 38 to No. 33 overall nationally, and from No. 13 to No. 12 among public universities," Dr. Hasan Pirkul, Jindal School dean and Caruth Chair, said. "A significant part of this change came

All 447 MBA programs accredited by the Association to Advance Collegiate Schools of Business International were eligible to participate in the rankings survey, which took place last fall. Of those, 364 schools responded. *U.S. News* ranked 131 of the respondents, determining they had submitted enough required data to calculate their standings.

## Part-Time MBA Program Rankings

In the 2021 rankings of part-time MBA programs, the Jindal School's Professional MBA program placed at No. 19 overall, tying with Case Western Reserve University, Georgia Technological Institute and Virginia Tech. JSOM's comparable 2020 ranking was No. 17.

However, among public university part-time MBA programs, the Jindal School moved up one spot from last year to tie for No. 9 with Georgia Tech and Virginia Tech.

## MBA Specialty Rankings

In rankings of MBA specialty subjects, the Jindal School was No. 16 in information systems. The school tied for No. 21 with Cornell University and the University of Southern California in supply chain/logistics. And JSOM tied for No. 40 in accounting with Fordham, Georgetown and Saint Louis universities and the University of California, Los Angeles. ↻

Among public part-time MBA programs, the Jindal School moved up to tie for No. 9.

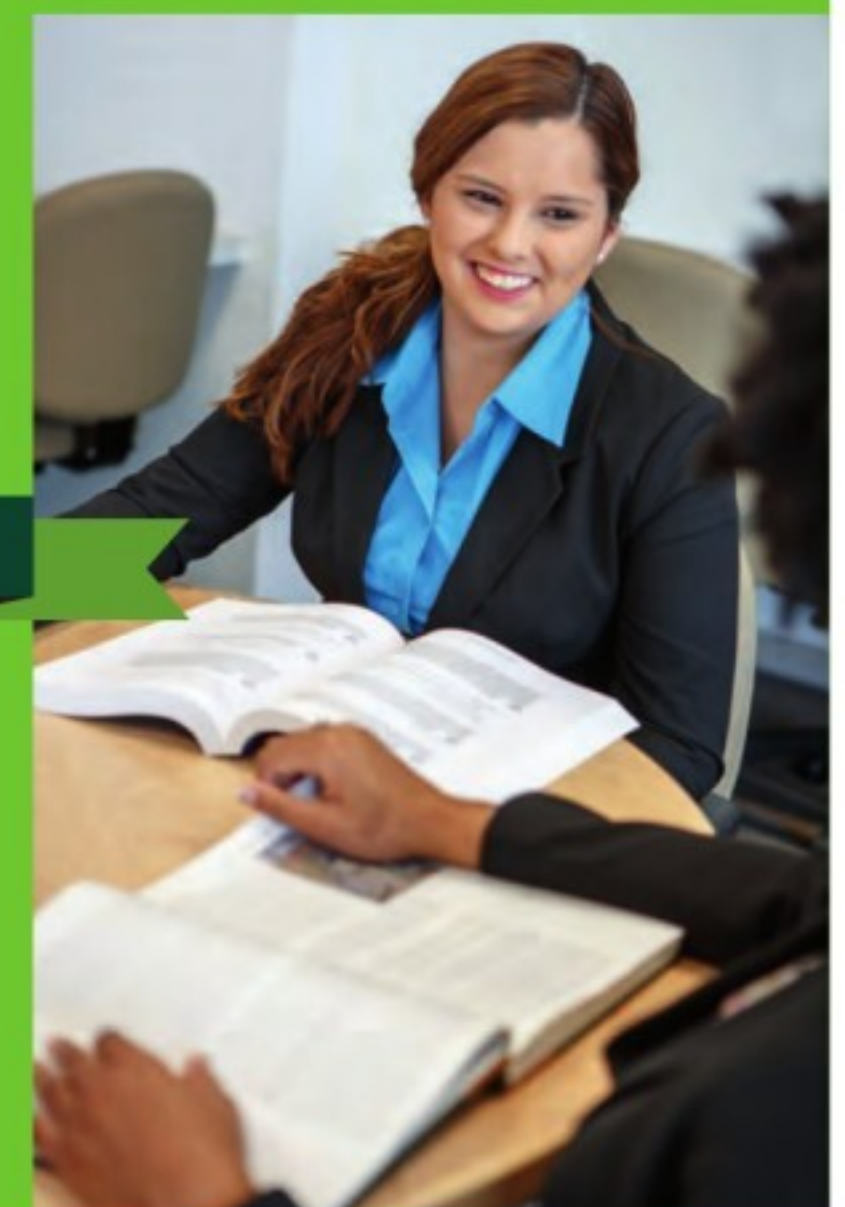
I believe we have always had the smartest, most driven MBA students.

— Dr. Hasan Pirkul

from an increase in the average salary of our Full-Time MBA graduates, who are now averaging a salary of \$115,547.

"This number has been significantly trending up in the last four years — since we implemented a strategy that includes bringing more

opportunities to these students. We created programming to better prepare them for the interview process, launched initiatives such as our Consulting Immersion Program to help them target a specific industry, and engaged our fantastic alums who are out there in top companies advocating for our students. I believe we have always had the smartest, most driven MBA students. Our average salary would indicate that the companies hiring our students agree."



## JINDAL SCHOOL IN TOP 10

OF U.S. NEWS 2020 ONLINE RANKINGS

Online graduate programs at the Jindal School moved up one spot in 2020 *U.S. News & World Report* rankings released Jan. 14.

The Jindal School moved from No. 7 last year to tie with Arizona State University for No. 6 this year in the *U.S. News* rankings of the Best Online Master's in Business Programs. These standings cover online master's-level degree programs that are not MBA programs.

JSOM's Professional MBA Online program's No. 6 (tied) ranking among the Best Online MBA Programs remained unchanged from last year.

In all, 335 schools participated in the MBA rankings, and 188 schools participated in the graduate-business-program rankings.

For concentrations offered as part of the online MBA program, the Jindal School earned the following rankings:

- » No. 4 (tied) – Business Analytics
- » No. 7 (tied) – Marketing
- » No. 8 (tied) – General Management
- » No. 10 (tied) – Finance



## Jindal School

## Steady at No. 4 in 2020 UTD Top 100 Business School Research Rankings

The Jindal School retained its No. 4 spot in The UTD Top 100 Business School Research Rankings™ released April 24.

JSOM moved into the No. 4 spot in both Worldwide and North American rankings in 2019.

The 2020 rankings show a familiar name at the top of both the North American and Worldwide lists. The Wharton School at the University of Pennsylvania again landed at No. 1, a position it has maintained 16 years, every year since the rankings were first published.

Published annually since 2005 by the Jindal School, the rankings track the productivity of management- and business-school research faculty as reflected in 24 leading peer-reviewed

academic journals covering major management and business disciplines.

"Research forms the foundation of higher education," said Dr. Hasan Pirkul, Caruth Chair and dean of the Jindal School. "The UTD Top 100 provides a clear indication of each school's research productivity."

New York University Leonard N. Stern School of Business (No. 2), Harvard (University) Business School (No. 3), The University of Texas at Dallas Naveen Jindal School of Management (No. 4) and Columbia (University) Business School (No. 5) round out the top five in both the Worldwide and the North American rankings.

In the 2020 North American Rankings, 91 American and nine Canadian universities constitute the Top 100. Canadian schools in the top 50 include the University of Toronto Joseph L. Rotman School of Management (No. 16), the University of British Columbia Sauder School of Business

(No. 35) and McGill University Desautels Faculty of Management (No. 43).

In the Worldwide Rankings, the Fontainebleau, France-based INSEAD School of Business (No. 6), the University of Toronto Joseph L. Rotman School of Management (No. 17) and the (University of) London Business School (No. 25) are the only schools outside the U.S. to crack the top 25 this year.

Only three universities have made it into the top 10 in the Worldwide Rankings every year: Wharton, NYU and Harvard. Only 18 universities have ever cracked the top 10. Only two outside the U.S. have done so: INSEAD has done it six times, and the University of Toronto Joseph L. Rotman School of Management has done it twice.

To learn more about the UTD Top 100 Business School Research Rankings™, visit [top100.utdallas.edu](http://top100.utdallas.edu).

BY JIMMIE R. MARKHAM

3

**THREE** JINDAL SCHOOL MASTER'S DEGREE PROGRAMS ARE LAUNCHING FULLY ONLINE FORMATS THAT ARE ACCEPTING APPLICATIONS NOW AND WILL START IN THE FALL.

ALL THREE, THE MS IN BUSINESS ANALYTICS ONLINE, THE MS IN MANAGEMENT SCIENCE ONLINE AND THE MS IN SUPPLY CHAIN MANAGEMENT ONLINE ARE 36-CREDIT-HOUR STEM (SCIENCE, TECHNOLOGY, ENGINEERING AND MATH) PROGRAMS THAT ARE SELF-PACED AND ALLOW STUDENTS TO ACCESS COURSEWORK FROM ANYWHERE AT ANY TIME.

THE THREE NEWCOMERS MORE THAN DOUBLE THE SIZE OF JSOM'S FULLY ONLINE MS OPTIONS. THOSE PREVIOUSLY INCLUDED THE MS IN INFORMATION TECHNOLOGY AND MANAGEMENT AND THE MS IN MARKETING.

HERE ARE HIGHLIGHTS OF EACH OF THE NEW PROGRAMS:

1

**MS IN BUSINESS ANALYTICS ONLINE**

The MS in Business Analytics Online is worth the consideration of anyone interested in an in-demand career in the booming big data space.

"All the prediction models tell us that the really hot growth is at the intersection of machine learning, artificial intelligence and data science," says Dr. William (Bill) Hefley. A clinical professor in the Jindal School's Information Systems Area, Hefley directs all MS in Business Analytics programs. "There aren't enough qualified graduates being produced," he says, "to fill those jobs."

The focus of the MS in Business Analytics Online program is on the Data Science Track, which emphasizes skills needed to analyze and manage large datasets to inform problem-solving and decision-making.

Students, Hefley says, will have access to the same world-class faculty members who teach the highly ranked business analytics cohort and flex programs. Those are ranked No. 16 in the *U.S. News & World Report* 2021 rankings of Best Information Systems Programs.

Hefley says that the placement rate for Jindal School MS in Business Analytics graduates is 92% within 90 days of graduation and the average salary of those placed is just over \$100,000.



BILL HEFLEY AND STUDENTS

2

**MS IN MANAGEMENT SCIENCE ONLINE**

The MS in Management Science Online offers what Dr. Scott Janke, the director, describes as "the most flexible MS program you can get at JSOM."

"With only four core classes, you can take up to eight electives from any department within JSOM," says Janke, a senior lecturer in the Operations Management Area. Core courses are business analytics, database foundations, statistics and data analysis, and spreadsheet modeling and analytics.

Students can take a wide range of electives and choose from 15 concentrations to develop into business leaders who know how to solve problems, Janke says.

"My focus is on getting students in the program to take a few more general business courses along with a focused concentration," he says. "For many people, this is the last degree they will get. ... I encourage my students to make this a degree where they know they have the skillsets to be able to work for the next 20 years in elevating their role in an organization."

The program offers courses that are both quantitative and qualitative, Janke says, thus providing a well-balanced perspective of how organizations work and how best to maximize their potential.

Graduates, Janke says, "will be the specialized generalists of the organization, adaptable and proficient in multiple business areas."



SCOTT JANKE

**MS IN SUPPLY CHAIN MANAGEMENT ONLINE**

The online MS in Supply Chain Management option joins existing campus and hybrid (which includes on-campus and online components) program formats.

All three provide aspiring and veteran supply chain professionals a highly ranked, experiential-based master's degree combining concepts and practice that can be applied immediately in the workplace, says Dr. David Widdifield, MS in Supply Chain Management director and a clinical associate professor in the Operations Management Area.

"In just the last few years, supply chain professionals have witnessed radical changes sweeping our global economies, industries, markets and society at an unprecedented rate," he says. "To navigate them successfully, supply chain professionals need to be equipped with the latest knowledge and skills in order to develop agile, flexible supply chain solutions for today and tomorrow."

The U.S. Bureau of Labor Statistics is projecting 5% career growth in supply chain from 2018 to 2028 with a median salary of \$74,600. Jobs requiring a master's degree at entry are expected to rise by more than 13% by 2028.

In addition to flexibility, the fully online program enables international students to enroll in more than one online class per semester. Students with F1 visas enrolled in the hybrid or on-campus programs are limited to one online class per semester. Enrolling in the fully online program eliminates that restriction, whether students live locally or abroad.

The fully online program also opens new options for fulfilling the internship requirement, including an internship class that allows students to work on special projects with their employers. International students can find an internship in their home country.



DAVID WIDDIFIELD

# HEALTHCARE MANAGEMENT MS PROGRAM AIMS FOR ACCREDITATION

BY GLENDA VOSBURGH

The MS in Healthcare Leadership and Management program at the Jindal School is undergoing a redesign as part of an effort to gain accreditation from the Commission on Accreditation of Healthcare Management Education (CAHME).


CAHME is the accrediting body for graduate programs in healthcare management in the United States and Canada. The organization is comprised of a group of educational, professional, clinical and other health-sector organizations. Universities can apply to be reviewed by the CAHME board for meeting established criteria for standout healthcare management education.

"CAHME wanted us to change our curriculum," Dr. Keith Thurgood, director of the MS in Healthcare Leadership and Management program, says. "We are going from five courses to nine that focus on different sectors of healthcare."



"As part of a larger curriculum redesign, to support our efforts to become accredited and to ensure a deeper focus on healthcare-related topics, the changes also enabled the MBA program to offer a traditional MBA with a healthcare concentration."

Three certificate programs offered through the program, Healthcare Information Technology, Lean Six Sigma in Healthcare Quality Yellow Belt and Lean Six Sigma Green Belt, will continue.

"Some of the new core and elective classes will also count toward the Healthcare IT certificate," Thurgood says. "Since I became director of this program, my aim has been to build on the past and to raise the bar so that graduating students are ready to be leaders of character and technical competency who will be able to have an immediate, positive impact on the healthcare industry." 

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## FINTECH CONCENTRATION EQUIPS STUDENTS WITH FINANCE AND TECHNOLOGY SKILLS




Leaders of financial services companies are past the point of thinking about whether to embrace financial technology in their business, says Dr. Carolyn Reichert, Jindal School clinical associate professor and MS in Finance program director. They either already have "fintech" or are in the process of building it out, knowing that they would be at a huge disadvantage if they do not.

"Financial services companies are either doing a joint venture with a smaller company so that they can partner with them for that technological expertise, or they're building it in-house," Reichert says. "It's a hot area, whether in building out a blockchain or sophisticated, data-driven financial models."

The Financial Technology Concentration that MS in Finance now offers "will help equip students who want to successfully navigate such landscapes," Reichert says.

Doing so requires not only data and analytics skills but also expertise in finance. The concentration equips students in both areas.

"My target student is someone who wasn't a finance major, necessarily," Reichert says. "They have some technical skills already, so maybe they're coming from computer science or information technology management. They know that piece of it already. Folks from mathematics and statistics would also have the necessary background."

"The concentration offers two skills that are in high demand," she says. "The technology piece for certain, but they also need to understand the analytics from a financial perspective to make the correct decisions with the data." 



Carolyn Reichert (right) with a student

BY ERIC BUTTERMAN

## GLEMBA ONLINE SPEAKER SERIES BRINGS JSOM EXPERTISE TO THE WORLD

The Global Leadership MBA (GLEMBA) program has started an online speaker series to encourage discussion, teach important skills and showcase to the business community what JSOM has to offer.

The series aligns with GLEMBA's move last fall that took the program 100% online. GLEMBA wanted to offer its online students all the same opportunities as an offline degree, including speakers, Rhonda Bush, the program's director, says. Each episode of the series is a live-streamed event, with some of the events saved and available online for later viewing.

"Now that we're opening them up, fully, to the greater community, registration is available through the UTD Comet Calendar, and can also be found on our website, [glemba.utdallas.edu](http://glemba.utdallas.edu)," Bush says.

The series began in November with Armin Cruz, vice president of transportation at DFW International Airport, giving the talk "Six Questions a 21st Century Leader MUST ask Themselves."

The inaugural speech "had a great response, and attendees helped to shape future topics," Bush says.



Rhonda Bush



Armin Cruz




Jackie Kimzey

Also in November, James Dowd, president of Tube-Master Inc., a catalyst handling company, and a 2001 JSOM Executive MBA graduate, talked about interpersonal aptitudes in "Sharpen Your Business Communication Skills: Soft Skills 101."

In February, Deepak Sachdeva, who has taught Global Mergers and Acquisitions (IMS 6214), spoke on "Global Finance: Impacts on the Economies." A business transformation and technology executive, Sachdeva discussed how finance across borders impacts economies, along with who benefits and who loses.

Jackie Kimzey, an entrepreneur, venture capitalist and JSOM senior lecturer, discussed "Disruption: The Shelf Life of Sustainable Competitive Advantage" in April. He focused on disruptive innovators as organizational threats and competitive advantage as a transitory feature.

Though the series initially issued private invitations, Bush is thrilled to now make it available to anyone who is interested. "JSOM does tremendous research and has incredible people to learn from," Bush says. "This is another chance to get the word out and teach." 

BY JIMMIE R. MARKHAM

## JINDAL SCHOOL PODCASTS BOOST ENGAGEMENT IN DIGITAL REALM

One way Jindal School leaders are engaging with current and prospective students and industry is through podcasts.

*Yet Another MBA G.O.A.T.* — G.O.A.T. is an acronym for Greatest of All Time — is the newest of three Jindal School shows. *The Business of Healthcare Podcast* has been on the air since 2017. And a student-led effort from the Entrepreneurship Club titled *The Up & Coming* rounds out the trio.

Across campus, the UT Dallas Office of

Communications recently launched *Could We Ever...?* The newcomer "shines a light on UT Dallas experts and asks them to tackle questions you never knew you needed answered — from science to art and more."

At JSOM, "the people we are trying to reach are not traditional ... individuals who are reading the newspaper or [attending] program information sessions," says Dr. Monica Powell, senior associate dean, graduate dean and host of *Yet Another MBA G.O.A.T.* "These are people

who are technologically engaged. They're in the car listening to a podcast. They're going to bed listening to a podcast."

### PODCAST LOOKS AT BUSINESS SIDE OF HEALTHCARE

The Center for Healthcare Leadership and Management produces *The Business of Healthcare Podcast*, which, since its August 2017 debut, has produced more than 60 episodes and registered about 178,000 downloads.



Monica Powell

Andrew Thorby (left) appeared recently on *The Business of Healthcare Podcast* to discuss with Robert Kaiser (right) the challenges the healthcare industry faces as it grapples with aligning financial incentives with quality incentives.



Jayce Arakaki



Harshini Rallapalli

Dr. Robert Kaiser, a clinical professor and director of the MS in Healthcare Leadership and Management for Professionals program, hosts. He says the show benefits the University's healthcare educational offerings because it helps articulate the Jindal School's value proposition.

"The Jindal School provides healthcare leadership and management insights at many levels — undergraduate, graduate and executive education," Kaiser says. "*The Business of Healthcare Podcast* brings relevant and fresh conversational discussions to both industry and academia."

Guests have included such healthcare thought leaders as Dr. Marty Makary, best-selling author and surgeon; and Dr. John McCracken, a Jindal School clinical professor and director of the MS in Healthcare Leadership and Management for Physicians program. McCracken was the guest for the podcast's most downloaded episode of all time, "What Is the Future of Healthcare?" Topics have ranged from patient-centered healthcare to digital transformation to pricing transparency.

At the end of an episode featuring Dr. Pat Basu, president and CEO of Cancer Treatment Centers of America, Basu explained why he had agreed to be a guest.

"Programs like yours are interesting," he says. "They're insightful and educational. They really help move the dialogue and the needle towards a better healthcare system."

**PODCAST CONNECTS LISTENER WITH JSOM**

One Kaiser student, Jayce Arakaki, works as a senior project analyst at Hawaii Pacific Health.

"I am somewhat of an avid podcast listener," he wrote last year in correspondence with Kaiser. "When I came across *The Business of Healthcare Podcast*, it led me to do more research on the Healthcare Leadership and Management program at UT Dallas."

Arakaki's research led him to enroll in the Executive MS in Healthcare Leadership and Management Program for Professionals. The great distance — a nonstop flight from Honolulu to Dallas is nearly eight hours — was a plus, not a minus for him.

"I was born, raised, attended undergraduate and even graduate school in Hawaii," he said. "It's easy to develop an insular mentality when living on the most isolated place on Earth. I chose the MBA track in healthcare leadership and management at UTD because it checked all the boxes I was looking for."

"Nearly halfway through the program, I have already been able to apply leadership concepts and things I've learned in class to my job. It's been a great experience thus far and a decision I am very happy to have made."

**SPOTLIGHT SHINES ON MBA PROGRAM'S OUTSTANDING ALUMNI**

Powell's podcast, *Yet Another MBA G.O.A.T.*, debuted last November. "The Goat" — as its showrunners affectionately know it — is about keeping a finger on the pulse of those individuals who might pursue an MBA degree, Powell says. Its purpose is to increase those prospective MBA students' comfort levels with investing in themselves by having them listen to the people who have been the greatest beneficiaries of the program.

"Whether it's an MBA, a master's degree, a combination of the two or even a certificate, people can learn things that they don't expect," Powell says. "I hope that I can inspire people with these remarkable stories."

Powell says that enrolling for an MBA degree is quite a commitment in terms of money, time, effort and even family sacrifice, but hearing what the returns on investments have been from UT Dallas MBA alumni will help prospective students realize that it is a commitment worth making.

**STUDENT PODCAST SHOWCASES UT DALLAS ENTREPRENEURS**

Rounding out the Jindal School's podcast lineup is *The Up & Coming*, produced by the UT Dallas Entrepreneurship Club, a student organization. The show covers topics related to interests and challenges of entrepreneurially minded students. Harshini Rallapalli, a cognitive science senior and vice president of the E-Club, is co-host.

Rallapalli says the goals of the podcast are to help listeners learn more about student startup ventures, to learn more about their journeys, and to have guests explain what keeps them going in their entrepreneurial pursuits and why is it important that they do what they do.

"By learning more, we want to highlight that entrepreneurship doesn't require a certain age or race, but rather a drive, an obsession and the enthusiasm to help one another in any way we can," Rallapalli says. 🎧

# UT DALLAS WINS ETHICS CASE COMPETITION

By Caryn Berardi

Combining unique skills and strengths to form a successful partnership, junior Ethan Mader and freshman Paulina Hruskoci captured first place at the 2019 annual Collegiate Ethics Case Competition at the Eller College of Management at the University of Arizona.

It was the second time that UT Dallas has won the competition. Two Naveen Jindal School of Management students also placed first in 2014.

In Tucson last Oct. 17-19, Mader and Hruskoci competed against teams from 24 universities across the country. They edged out The University of Texas at Austin for the victory. Rounding out the top five were the University of Florida in third, Indiana University in fourth and Pennsylvania State University in fifth place.

Mader, an accounting major in the Professional Program in Accounting, and Hruskoci, studying political science in the School of Economic, Political and Policy Sciences, were a great example of two people working together and succeeding, according to Jindal School Clinical Assistant Professor of Accounting Christina Betanzos, who has served as the faculty advisor for the UT Dallas team for two years.

"Their win demonstrates the students' dedication to not only conduct thorough research and come up with creative solutions and recommendations, but also their motivation to represent the University well and collaborate effectively," Betanzos said.

The 2019 case centered on Boeing and its response to the two deadly crashes of its 737 Max airplanes in 2018. Teams were asked to evaluate the company's handling of the crisis and develop recommendations for Boeing moving forward.



From left: Dr. Paul Melendez, professor and founder of the Center for Leadership Ethics, University of Arizona; Paulina Hruskoci; Christina Betanzos; Ethan Mader, and Michael Fricke, senior lecturer and associate director of the Center for Leadership Ethics, University of Arizona

After researching the background of Boeing's issues and establishing a position, Mader said it was the practice presentations in front of Betanzos and other Jindal School faculty members that helped refine their content and presentation strategies, and improved their performance at the competition.

"We did not want to be too dense with our information and instead focused on our presentation style and bringing our energy and enthusiasm," Mader said.

"We wanted to make it interesting and relevant for our audience."

The competition consists of a 30-minute prepared presentation, followed by questions from the panel of professional judges. In the final round, the finalists must pare their presentation to 10 minutes. Hruskoci credits her cohesiveness with Mader for their success throughout the competition.

"Ethan and I worked so well together, and I think our strong partnership really showed in the presentation. We were able to bounce ideas off of each other and adapt really quickly, especially in the [improvisational]-question rounds," she said.

Betanzos believes the opportunity to further develop their presentation, communication and teamwork skills is an important benefit to students participating in this and other competitions.

"You have to explain your stance in a clear and concise way, so you come out of it being a better communicator, which is important because every job will have some type of communication component," Betanzos said.

For their victory, Mader and Hruskoci each received \$500 and an all-expense-paid trip to the Ethics Global Summit, which had been scheduled to take place in New York City in April but was postponed because of the COVID-19 pandemic. 🌀



# Jindal Team Brings Home Fifth Healthcare Case Competition Victory

By Eric Butterman

A team of Jindal School graduate students won the 2019 case study competition of the North Texas chapter of the American College of Healthcare Executives. It was the fifth victory for JSOM in the annual event.

The winning team earned a \$3,000 cash award, along with individual trophies and one-year memberships in ACHE.

All five members of the first-place team were MBA students, and four of the five were dual-degree seekers. Fares Stanbouly was an MBA student. Avani Alla and Dheera Dammanna were also pursuing an MS in Business Analytics; and Adam Jurecki and Allison Potter were also pursuing an MS in Healthcare Leadership and Management.

The Jindal School entered two teams in the competition for the first time for the 2019 event, and the winners placed ahead of their fellow UT Dallas competitors as well as the University of North Texas Health Science Center, Texas State University and the UTHealth School of Public Health.

## The Hospital as Community Activist

Participants offered solutions to an “anchor mission” project for UMass Memorial Health Care. An anchor mission is an effort to link the economic power and other resources of institutions such as colleges and hospitals to the communities in which they reside to help ensure the ongoing well-being of both the institutions and their communities.

JSOM team member Fares Stanbouly explained the winning strategy the team deployed at the Nov. 5 competition, which was held in Irving, Texas, in conjunction with the North Texas ACHE General Membership Convocation.

“First, we wanted to reinvest 48 of every

100 dollars from the investment portfolio back into the local economy,” Stanbouly said. “This stimulates growth and addresses some of the social determinants of health.

“The second [idea] was to have UMass ... partner with local business such as laundry and childcare services to create more job opportunities.

“Then we wanted to maintain the momentum for the project, and our main focus on that was assembling a strong team that included members of the board of executives as well as representatives from the community.”

Fellow team member Dheera Dammanna saw a strong example from the case study of how healthcare problems almost never have one simple solution. “It takes collaboration between all players in healthcare — providers, patients and administrators — to achieve success that is customized for the stakeholders involved,” she said.

## Winners Offered an Array of Remedies

“I think we came in first place because we had a wide variety of solutions rather than one big one,” Stanbouly said. “There were many

issues to address, and I thought that our solutions covered most of them. I also think our team consisted of the right people; our backgrounds played a huge [role] in each of our parts of the presentation.”

Team member Allison Potter said the team’s strong research on numbers about investments and its work fleshing out local business ideas helped put it in the winner’s circle.

Bill Marple, a case-competition judge, said the team brought confidence and cohesiveness, along with its A-game. “The presentation of the UTD team was imaginative, cohesive and clear,” Marple said. “They were well-prepared, fielded questions with acuity, and were professional and polished.”

Shane Jones, senior associate sales representative in Dallas-Fort Worth for Linet Americas, a hospital-bed sales and service company, served as executive coach to the team.

“I cannot say enough about the greatness this team showed,” he said in a comment on LinkedIn.com. “They are incredibly bright, professional and have long and successful healthcare careers in their futures. Great job, UTD Team!”

From left: Team members Dheera Dammanna, Avani Alla, Adam Jurecki, Allison Potter and Fares Stanbouly with their executive coach, Shane Jones



Karianna Barreto (left) and  
Ashton MurrayFrom left: Howard Dover, Kameron Jong, Karianna Barreto, Semiramis Amirpour, Vathsalya Senapathi,  
Sophia Maloney, Ashton Murray and Taylor Barrington

## JSOM Students Bring Home Collegiate World Cup of Sales

By Glenda Vosburgh

Sales students from the Jindal School earned the new top honor, the Collegiate World Cup of Sales, at the 2019 International Collegiate Sales Competition (ICSC).

Competitors came from about 80 universities in the United States, Canada and Europe to Orlando, Florida, for the three-day event Nov. 6-9. Jindal School students accumulated the most overall points, which earned them the cup in the new team competition.

Hosted annually by Florida State University, the ICSC puts students in real-life sales situations in front of judges from well-known companies from around the country.

Dr. Howard Dover, clinical professor of marketing and director of JSOM's Center for Professional Sales, likened the ICSC to March Madness and the NCAA basketball tournament — but for sales.

"Just like it is rare for teams to win that competition, let alone make it to the Sweet 16 or Final Four, we had all of our team members make both the semifinals and the finals. The ICSC is the largest collegiate competition in the world, and we have competed since its inception. We have usually placed in the top 10, but the UTD sales program has never had a finalist in this competition prior to this event."

JSOM's role-play team members included Ashton Murray, a marketing senior who placed second in the finals, and Karianna Barreto, a marketing junior who placed fourth. The role-play event was a four-round tournament-style

competition that put teams in a complex selling situation and required them to find a solution that led to a final purchase decision.

Vathsalya Senapathi, a global business senior, and Taylor Barrington, a business administration senior, took second place in the sales-management case finals. The competition included a three-round tournament-style event. In the first round, teams were given a specific sales-management situation at a company and asked to present a solution. In subsequent rounds, they were questioned about their solution's feasibility and were challenged with an issue related to its implementation.

Two students, Sophia Maloney, a computer engineering junior, and Kameron Jong, a marketing sophomore, served as ambassadors who helped team competitors.

JSOM was the only school to have teams in both role-play and case and to see all its teams in the finals. Students had trained for ICSC since September, meeting weekly with their coach, Marketing Senior Lecturer Semiramis Amirpour, and on their own.

"In addition to having a full schedule of classes, these students also work part time," said Amirpour, who has coached students for the International Collegiate Sales Competition for six years. "Preparation is rough. People who haven't done it don't understand how much work is involved."

One of the things Amirpour likes about these kinds of competitions is the transformation she sees in the students. "They mature," she said, "and they become professionals."

Despite being confident in their abilities, team members can find competition stressful, and dealing with their nerves was a challenge, said Murray. "It helped that during our preparations we were really tough on each other so we knew we were prepared. We expected to do well, although we didn't expect to do this well." 🍀

## JSOM Student Scores Fourth Place in Business-Simulation Challenge

By Kristine Imherr

Jindal School Professor Larry Chasteen routinely encourages students in his Strategic Management course to enter the Capsim Foundation Challenge, an online competition that tests entrants' skills at running a simulated multimillion-dollar company in a competitive marketplace.

Last fall, Chasteen sowed a bumper crop of participants that yielded an also-impressive number of top finishers. Fourteen students participated, and half of them ended the challenge in the top 40.

The top JSOM competitor was Yang (Eric) Liu, then an MBA student who took the graduate-level version of Chasteen's course, BPS 6310, online. At the end of eight qualifying

rounds that put him up against computer teams, Liu finished fourth in the world with a score of 885 out of a possible 1,000 points.

In finals that pitted the six top-scoring teams against one another, Liu emerged in fourth place overall, with a score of 507.

"My business strategy was cost leader with a product lifecycle focus. I gained significant competitive advantages by minimizing costs through efficiency and expertise," said New York City-based Liu, vice president of data science at J.Crew and a JSOM Professional MBA Flex graduate. "Reliable products were designed to acquire and retain valuable customers in both high-tech and low-tech market segments." Capsim is a Chicago-based



Yang (Eric) Liu

business simulation and assessment company that sponsors and runs biannual competitions based on two of its simulations. 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, and Chasteen regularly uses the simulation in the Strategic Management class.

"Simulations are an important part of a business degree — both for graduates and undergraduates," Chasteen said. Using one "improves critical thinking skills since you cannot stick with a set strategy. Instead, students must watch the other competitors and then react to them — just like in the real world."

The fall successes inspired Chasteen to more widely share his business-simulation knowledge. He has started contributing to the Jindal School blog, *Perspectives*, writing about success strategies for Capsim. Find his first post at: [jindal.utdallas.edu/blog/capsim-how-to-win](http://jindal.utdallas.edu/blog/capsim-how-to-win).



Larry Chasteen



From left, front row: Genie Wood, Matthew Miller, Caroline Bruner, Allison Buehler and Rachel McKenna. From left, back row: Belinda Nunez, Kenny Nguyen, Zack DeCamp, David Volosen and Olamiposi Ajayi. (Not pictured: Hayden Becker and Darshan Patel)

## Accounting Scholarship Recipients Graduate

The local and state professional organizations for Certified Professional Accountants have been longtime scholarship supporters of the Jindal School's accounting programs. Their assistance helped all the students featured here to the finish line of their Jindal School efforts; all of them graduated May 13 with master's degrees in accounting.

In January, the Accounting Education Foundation of the Texas Society of CPAs awarded \$17,500 in scholarships, \$2,500 to each to Olamiposi Ajayi, Allison Buehler, Caroline Bruner, Rachel McKenna, Kenny Nguyen, Darshan Patel and Genie Wood.

Last fall, the Dallas chapter of the Texas Society of CPAs, TXCPA Dallas, awarded a total of \$10,000 in scholarships to seven accounting students. Hayden Becker, Zachary DeCamp and Belinda Nunez each received \$2,000 scholarships. Olamiposi Ajayi, Matthew Miller, Darshan Patel and David Volosen each received \$1,000 scholarships.

# BEFORE 3.12.20 AFTER

## BEFORE...

We were on schedule, close to the copy deadline for the spring 2020 issue of *MANAGEMENT* magazine and looking forward to that one- or two-day breather that comes after all the words and pictures are turned over to the designers.

We were alert but not overly anxious about the messages that had started arriving January 31:

### **UT Dallas Monitors Coronavirus** No Cases Reported on Campus

The Centers for Disease Control and Prevention (CDC) is closely monitoring an outbreak of a respiratory illness caused by the 2019 Novel Coronavirus (2019-nCoV), which was first identified in Wuhan, China.

But then came the March 12 email from UT Dallas President Richard C. Benson:

*Members of the UT Dallas community:*

*After discussions with campus leadership and public health authorities, I am announcing changes to our University schedule and operations for the remainder of the spring semester. As we have learned in recent days and weeks, the situation caused by COVID-19 (coronavirus) is highly dynamic, and risks to our community can change rapidly.*

Goodbye, Before. Hello, After.

## AFTER...

The Jindal School — and UT Dallas — stayed open, and as time passed, it seemed a shame to jettison those stories that were true, pandemic or no pandemic.

So we kept much of what we started with, a still-true Before COVID-19 section. And we added a new-true After section that includes some of the Jindal School news that has taken place since March 12.

That section starts here.

**ON MARCH 31**, Jindal School Dean Hasan Pirkul wrote a message updating the JSOM community about the response to the coronavirus to that time. The following excerpts were taken from that message:

First and foremost ... I sincerely hope that you and those close to you are, and will continue to remain, in good health. Our thoughts and prayers are with you. If there is ever anything we at the Jindal School can do to help you, please do not hesitate to reach out to us.

The health and safety of The University of Texas at Dallas campus community continue to be our primary concerns. To that end, I am pleased to inform you that our faculty and staff members have, on short notice, quickly transitioned to working from home, sheltering in place, becoming experts in online education. ...

I would like to share a few updates with you:

### **Students are our top priority.**

As you well know by now, we have for the safety of our students, faculty and staff instituted social-distancing efforts. We have canceled or postponed all events through the end of the semester. ...

### **You can help fellow UTD students affected by COVID-19.**

Some UT Dallas students who are sheltering in place on campus and elsewhere are experiencing food insecurity, job loss and other issues. The UT Dallas Student Emergency Fund and the Comet Cupboard are two of the initiatives dedicated to helping these students. ... Help them by donating online at <https://impact.utdallas.edu/project/20530>.

### **Last, but not least, thank you, JSOM alumni and friends, for your support.**

Jindal School alumni and supporters are spread throughout the world. We have received many messages of support and encouragement from them. Thank you for all you do to support the Jindal School during this difficult time.

JSOM has approached and will continue to approach each day with optimism and with strong conviction that our best days are in front of us.

I wish you continued good health and blessings, and hope to reunite with you as soon as possible.

Hasan Pirkul



Caruth Chair and Dean, Naveen Jindal School of Management  
The University of Texas at Dallas

## JINDAL SCHOOL PROFS: SUPPLY CHAINS AT WORK TO CALM PANICKED SHOPPERS

**G**rocery store customers are fast becoming experts in supply chain — that invisible link from producer to consumer.

That stream of production, studied by Naveen Jindal School of Management researchers, is in the COVID-19 limelight as shoppers struggle to find toilet paper, eggs and canned soup one day, and cleaning supplies, milk and fresh fruit the next.

"We are in a situation in which nobody — the government, companies or the public — is certain about the duration of the crisis," said Dr. Ganesh Janakiraman, a UT Dallas Ashbel Smith Professor of Operations Management at the Jindal School.

Concern about the availability of supplies was likely driven more by fear than fact, Janakiraman said. "But this kind of fear spreads very fast, especially in today's world where, if one person finds that their store has run out of tomatoes, they immediately inform the world by social media, and soon, everyone is stocking up on tomatoes."

### NOT THE USUAL PANIC BUYING

"This kind of panic buying seems different from what supply chain experts are used to, for example, before a big hurricane hits," said Dr. Dorothee Honhon, a Jindal School associate professor of operations management. "It is greater in magnitude and is hitting product categories that few people would have predicted."

JSOM alumnus Ronnie Herrera, MA'77, is an independent food marketing executive based in Fort Worth who has more than 25 years in the industry. He said he is in touch with large food suppliers for restaurants and retailers. The restaurant portion of that business has declined precipitously. Meanwhile, he is putting food in retail space at a rapid clip.

"What's scaring me more than anything is the fear factor driving this — where is this going," he

said. He talked with three grocers last week. "It's not that the market isn't adaptable. It's just that we don't know where the end is."

### TECHNOLOGY AND REAL TIME COLLIDE

Janakiraman said supply chain networks, highly connected via technology with vast amounts of information readily available, understand that supplies are depleted, and that triggers demand



GANESH JANAKIRAMAN



DOROTHEE HONHON



MILIND DAWANDE

for more product at the production end. "While this technology works in real time," he said, "the physical flow of product through the supply chain takes time. That time exacerbates the perception of scarcity."

"In the big picture, retail supply chains can be stressed end to end," said Dr. Milind Dawande, Mike Redeker Distinguished Professor in Management and coordinator of JSOM's Operations Management Area. "Production capacity could be constrained due to a shortage of temporary labor. Demand is also impacted because of factors such as reduced income and restaurant closures."

And then, he said, the logistics — matching supply with demand — can be impacted by something as simple as the availability of truck drivers.

### CHANNELING DEMAND

While no one in the supply chain can stop impulse buying, they can, to an extent, channel consumer demands. There is general agreement that putting limits on certain items (say one multipack of toilet paper per shopper) helps consumers realize there is enough product for everyone.

"Another idea is to shift consumer demand toward long-lasting food by stocking and advertising such items, such as canned foods," Dawande said.

"Stores can also move to the front-of-the-aisle promotional display certain items which are substitutes to high-demand products," Honhon said. She pointed out another tactic being used by Amazon to reduce panic: Prioritizing delivery for essential items — food, cleaning supplies and the like.

### OUT OF THE SHADOWS

In the end, it is people who keep the food picked and processed, shipped to stores and on shelves.

These parts of the supply chain have, until now, operated largely in the shadows. "I think we should all take a moment to acknowledge the people who work at various parts of these supply chains," Janakiraman said, "particularly the delivery professionals who are now working twice as hard in the field while the rest of the world is sheltering at home."

# 4.10.20

By Jeanne Spreier

## ALUMNA AT NONPROFIT CONFRONTS A GLOBAL CRISIS WITH LOCAL IMPACT

The work is physically demanding and emotionally gut-wrenching. During the COVID-19 emergency, the North Texas Food Bank is packing 60,000 emergency family meal boxes a week using its office staff and 80 temporary hires who lost their jobs in the local hospitality industry.

"Everyone is driven by the mission," said Erica Yaeger, MBA'02, NTFB's chief external affairs officer. "We know we showed up when people were hungry."

And that means NTFB staffers, including several with Naveen Jindal School of Management ties, are working long days with few breaks. They report to one of the food bank's two warehouse facilities and spend their shifts managing the lines that fill 25-pound boxes of shelf-stable food.

### A JSOM LESSON: THE IMPORTANCE OF BEING FLEXIBLE

For these times, Yaeger's MBA training and previous work as the Jindal School's assistant dean for development and alumni relations taught her, more than anything, the importance of being flexible.

She and other agencies started planning for an uptick in activity about a month ago with the Dallas County Office of Homeland Security and Emergency Management. That lasted two weeks before the onslaught of service needs skyrocketed.

Demand has come from all quarters. While NTFB continues to partner with more than 50 public school districts in 13 northern Texas counties, it has increased its mobile distribution operations.

Yaeger said at a recent drop-off at T.H. Williams High School in Plano, distribution of family food packs climbed from 300 to 1,500 boxes. "When we were done, there were still 200 cars in line," Yaeger said.

Other recent drop-offs include Fair Park in Dallas. Recipients drive up and remain in their vehicles

while NTFB staffers put the food in trunks so there is limited personal interaction. No registration is required for these drop-offs, which last as long as there is food to distribute.

After more than 10 hours daily in the warehouse, the NTFB professional staffers go home to do their "day job" of running the nonprofit. A few hours later, they are back in one of the warehouses — either in Plano or near Love Field in Dallas.

### VOLUNTEERS IN THE AGE OF STAYING HOME

Many Jindal School undergraduates are involved with nonprofits as part of their curriculum. Like volunteers who cannot help pack NTFB boxes right now, they may be cut off from their usual community service commitments or frozen out of class assignments that may have been waived or rewritten.

Dr. Daniel Rajaratnam, JSOM clinical professor of marketing, suggested that students who want to help in the age of staying home visit websites of nonprofits.

They can offer suggestions on how to improve a website, he said. "Some of my marketing research students have done this as part of an 'observation' assignment." Whether the nonprofit can act on the ideas in this time of crisis might be debated, but at least those suggestions are available for consideration.

There might be at least a sliver of a silver lining for nonprofits during this catastrophic time, said Rajaratnam, who teaches Marketing Research (MKT 3340) along with Principles of Marketing (MKT 3300). In both these classes, students do projects that offer help to nonprofits. In the former, with surveys and findings from those surveys. In the latter, with a marketing plan.

Some nonprofits may be able to recruit volunteers to take on tasks, online, from home, Rajarat-

ERICA YAEGER



YAEGER and OTHER NTFB EMPLOYEES AT WORK



DANIEL RAJARATNAM



nam suggested. The nonprofits "can use this opportunity to contact new volunteers and donors, update their contacts' information and add new contacts."

But for groups swamped by the immediate need, like NTFB, it is just a matter of getting through the day. The food bank has pushed hard for "virtual volunteers" who contribute donor dollars. NTFB, through wholesale suppliers, can buy food at a discount. It is actually more cost effective for the donor to give, and the food bank to get, donations that way, Yaeger said.

"We recognize people want to help," Yaeger said, and asked that at this point they help with a monetary donation.

# 4.17.20

## ADAPTING TO CORONAVIRUS REALITIES CRITICAL TO SALES SUCCESS, MARKETING PROFS SAY

By Jimmie R. Markham

Sales professionals will need to adjust how and where they approach customers and industry sectors to successfully navigate the unprecedented business upheavals wrought by the COVID-19 pandemic, said a Naveen Jindal School of Management marketing faculty member.

"To understand success in this environment, it will be critical for sales professionals to take the market to the customer — whether that customer is the consumer or a business-to-business transaction," said Dr. Howard Dover, a clinical professor, director of the Jindal School's Center for Professional Sales and experienced salesman himself. Dover runs the school's sales courses and has leadership roles in industry organizations for sales professionals.

From a sales perspective, both the consumer and business-to-business sectors have felt the impact of social distancing.

"Some retail, like food and supplies, is booming," Dover said, "but other retail nonessentials are closing doors."

Even sales in the medical sector is variable, Dover said. "Non-acute and elective medical is dropping off, and the lack of face-to-face contact is causing contraction for sales organizations that rely on doctor-office visits to advocate for their products."

In business-to-business sales, winners right now include companies that sell virtual communications tools. "Video-conferencing solutions that can help people adjust to social distancing are in huge demand," Dover said.

### TECHNOLOGY OPENS NEW DOORS

The use of technology to overcome physical separation and help managers track their teams' efforts have opened new sales avenues. One area that shows promise, Dover said, is voice-to-text artificial

intelligence tools that provide conversation intelligence. "These tools help managers and executives hear the voice of the sales team and the customer."

In a recent visit with Rob Jeppsen, CEO of Xvoyant, Dover said, Jeppsen "indicated that he is experiencing a lot of phone calls for their product that helps managers have more impactful one-on-one coaching interactions."

Managers need new methods to encourage and fuel the development of each salesperson, Dover said. "The work-from-home movement has created a need to enable managers to effectively manage and lead...in new ways."

Demand will increase for tools that track and set performance objectives, Dover said.

Semiramis Amirpour, a senior lecturer in marketing at the Jindal School, said other tools also are becoming indispensable. "Cloud-based customer relationship management tools such as Salesforce, are becoming an absolute necessity," she said. "They integrate communication under one roof, and provide both visibility and accessibility while employees and managers work remotely."



JEROME GAFFORD (left)  
and HOWARD DOVER



SEMIRAMIS AMIRPOUR

### REALLOCATIONS LIKELY

Because of COVID-19, companies will be assessing future demand and determining the appropriate size of their sales organizations.

"We will see a reallocation of human capital in the sales profession in the coming year," said Dover, whose close working relationships with sales executives strengthen the Jindal School's ties to industry and help gain students opportunities for mentoring, internships and employment.

The shift to technology that makes the sales field more efficient and effective, Dover said, "will decrease the headcount of sales roles but increase the need for highly trained and intelligent sales professionals in the business-to-business sales sector."

Meanwhile, Amirpour sees benefits to downtime, since it gives sales professionals an opportunity to tweak their hard and soft skills and make them better at what they do.

"This quarantine period is a great opportunity for people to learn new technology and add marketable skills for when we go back to some normalcy," she said. "The value and impact of building one's personal and professional brand, along with developing more meaningful networks will play a major role when companies go through the right-sizing of their human capital."

Jerome Gafford, a Jindal School clinical assistant professor of marketing, said pivoting to the requirements of the new era is essential to success.

"This is a great time for sales pros to take inventory of themselves and their strengths and weaknesses," he said. "While information and knowledge are great, the experience gained through application of that knowledge will truly set the professionals apart from the rest of the crowd."

# 4.23.20

By Glenda Vosburgh

## RISK MANAGEMENT IN ACTION: COVID-19 PROVIDES STUDENTS VALUABLE EXPERIENCE

The upheaval of the coronavirus pandemic has brought Debra Richardson, director of the Risk Management and Insurance (RMI) Concentration at the Naveen Jindal School of Management, a superabundance of teaching material.

"We have completely rewritten our lesson plans for the rest of the semester," Richardson said. "We are focusing our efforts on the pandemic and the new risks it presents individuals and organizations. This *is* risk management in action for all of these companies dealing with the crisis. It provides our students with valuable experience in leadership in a crisis."

Richardson is founder and director of RMI programming in JSOM. She launched the concentration in 2015, after joining JSOM from the University of North Texas, where she was a leader in its RMI program.

Richardson previously spent 31 years in the industry, working with leading insurance carriers (see *Thought You Should Know*, page 22).

### PANDEMIC TAKES STUDIES FROM THEORY TO REALITY

"My goal has always been to introduce students to a career that they probably never heard

of or considered," Richardson said.

One way she has worked to show students the industry is to take them on field trips, visiting top companies and participating in conferences across the country. Richardson herself has raised the



## SHIFT TO TELEHEALTH MIGHT LAST PAST PANDEMIC

# 4.28.20

By Jeanne Spreier

Healthcare, under normal circumstances, is complicated for patients. But during the COVID-19 pandemic, healthcare is complicated for everyone — patients, providers, hospitals, insurers.

Healthcare providers have sharpened their tech skills to keep in touch with patients, and patients are learning it is OK to connect with doctors online and via phone.

### TELEHEALTH USE IS UP ...

Heidi Rasmussen, a Naveen Jindal School of Management BS'91 alumna, started her company, freshbenies, in 2009. The freshbenies services are an add-on to company healthcare benefits and offer employees ways to lower costs by using virtual medical services. Rasmussen said utilization rates recently have soared.

Before COVID-19, well below 10% of Americans

used their telehealth option — meaning that in a group of 100 people, there were fewer than 10 uses per year.

"At freshbenies, we've always strived for high usage," Rasmussen said, "so we have a 51% utilization rate. ... With COVID-19, I think more Americans will enjoy having access to, and using, telehealth and behavioral telehealth."

### ... AND PEOPLE LIKE IT

Dr. James (Jim) Walton, a fellow of the American College of Physicians, is president and CEO of Genesis Physicians Group and an adjunct lecturer in the Jindal School's Healthcare Leadership and Management programs.

Walton said doctors and patients, once they master the technology of connecting online, have found it works. And, maybe surprising, Walton

said, many physicians found that they like telemedicine. "Patients like it as well."

"Once an employee uses the service and is able to get their condition handled," said Drew Brown, co-president and chief operating officer of TexCap Insurance, a Dallas-based insurance agency, "employees are hooked."

Rasmussen said services available to freshbenies members and others with online telehealth benefits are particularly valuable in this time of isolation, and she sees their relevance remaining after the quarantine ends.

Services include:

» Telehealth: Members talk to a doctor by phone or video to get diagnosis, treatment options and prescriptions.

» Behavioral telehealth: Members establish an ongoing relationship with a licensed therapist



money to fund the trips.

With trips canceled indefinitely, Richardson is concluding the semester under unusual circumstances. "It's a stressful time," she said, "but it also provides a unique teaching opportunity."

"Risk management is a major part of our economy, but for our students, it has all been a theory or concept they were learning," Richardson said. "The pandemic has allowed us to take the study of risk management from theory to reality. Every email we get with directives about how to keep employees and customers or clients safe, food handling or working remotely due to the pandemic has passed through a risk-management department. It is the practical application of everything students have been studying."

## BACKED BY TOP INSURANCE INDUSTRY SUPPORTERS

JSOM's program has built a reputation for pro-

ducing well-trained graduates, and that has attracted the support of top corporations in the industry.

"Throughout this situation, our industry supporters have been contacting me to ask if there is anything more they can do to help us," Richardson said. "It reflects their support of the risk-management program at the Jindal School and their recognition of the high quality of the graduates from our program. Career opportunities in this field were incredible before COVID-19. After, the need for highly trained professionals who can immediately have a positive impact will be even greater."

## RMI STUDENTS HAVE COMPETITIVE ADVANTAGES

One highlight of Richardson's tenure has been her success in getting two credentialing organizations to grant waivers for her students for up to four rigorous national examinations they must take to earn professional certifications.

"The Chartered Property Casualty Underwriter (CPCU), comprised of eight postgraduate examinations, and Certified Insurance Counselor (CIC), comprised of five examinations, are highly sought-after standards of excellence that set one apart professionally," Richardson said. "Our students gain a competitive advantage merely by having some of these exams completed before graduation."

"I believe that dealing with COVID-19 is ushering in new and innovative ways of doing business. It is bringing about a shift in our way of thinking about how business is done. It also has shown the strength of the human spirit during a crisis," Richardson said. "Throughout this entire ordeal, it has been about people — protecting them and supporting them. That tracks with risk management's mantra to protect the only asset that matters — the human asset."

From  
left: HEIDI  
RASMUSSEN,  
JIM WALTON  
and DREW  
BROWN



through video or phone sessions.

» A 24/7 replacement for "Dr. Google": Rather than looking up symptoms online, members can get personalized advice.

» For freshbenies members, a resource person to help locate doctors or facilities. Service personnel also can answer questions related to financial assistance, including insurance and COBRA.

The biggest hang-up in delivering telehealth, Walton said, is twofold — the intimidation factor and the confusion around the technology.

"I recently had my own telemedicine visit. ... It did take 20 or 30 minutes of a staff person's time to help me use the technology and to understand how the doctor was going to connect with me," but otherwise it was a good experience, Walton said.

Telehealth has appeal to companies as well,

Brown said: "From an employer's standpoint, it will save them money on claims paid, as well as employees missing time from work to go to the doctor."

For people in underserved communities — rural, low-income, or otherwise medically underserved — telehealth "essentially eliminates time and distance as a barrier for patient engagement," Walton said.

## THE VIDEO BONUS

Using video to see in real time a patient's expressions and body language is an added bonus.

"Diagnostic confirmation is often determined by a physical exam and the 'laying on of hands,'" Walton said. "We were taught to trust both the history and the physical." That said, he added, many problems are related to preventive health-

care and treatment of chronic illnesses through regular checkups. "And these can be accomplished through telehealth."

Walton offered a caution however: Telehealth will not replace the personal connection of an office visit. "But physicians now have another tool in their toolbox to connect to patients."

There are also questions of patient satisfaction and cost, Brown said. "We find that if employees have to pay a copayment to use telemedicine and do not have the outcome they are looking for, they are less likely to use the service going forward."

For Brown and other local insurance agents, the COVID-19 struggle is real for them, too. "Most of us are small businesses, just like our clients," said Brown, who is president-elect of the Independent Insurance Agents of Dallas, an industry group. "There is tremendous empathy for what our fellow neighbors are going through, as we are all working to minimize the impact of this pandemic on our families, employees and clients."

For a Q&A on insurance during COVID-19 and in the future featuring Drew Brown and Rita Rolf, BS'89, senior client manager at TexCap Insurance, go to [jindal.utdallas.edu/news/shift-to-telehealth-might-last-past-pandemic](http://jindal.utdallas.edu/news/shift-to-telehealth-might-last-past-pandemic).

# 5.11.20

By Jeanne Spreier

## JINDAL SCHOOL PROFESSOR DOES HIS PART TO FLATTEN THE CURVE WITH HIS 3D PRINTER

In less than two months, the world has turned upside down for just about everyone as the coronavirus has shut down operations, shifted concerns and fired up creativity.

This has been true, too, for Naveen Jindal School of Management faculty – even those far removed from the frontlines of the COVID-19 fight.

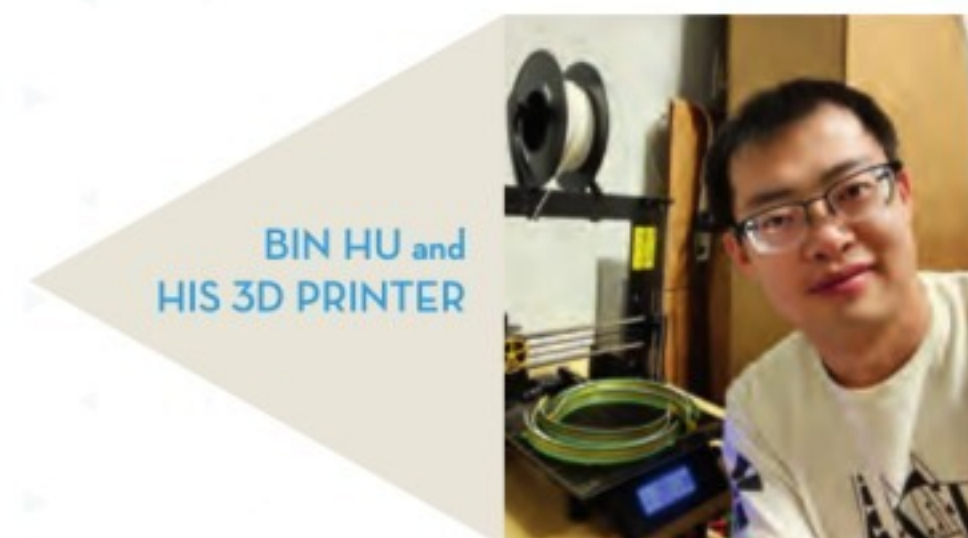
Dr. Bin Hu, an associate professor of operations management, found that his 3D printer, purchased as a hobby to address his geeky side, has become part of The University of Texas at Dallas communitywide effort to fend off the virus.

Using an open-source online design, Hu has been printing the headband part of face shields being worn by about 50 staffers in the campus Housing and Building Operations department. Dr. J.C. Stoner, associate director of Housing Operations, said that after Hu's headbands were delivered, he sourced 20 mil clear plastic and had his staff assemble the shields. The cost works out to be about \$2 per shield, about the same price of placing a bulk order online. Delivery from online sources, however, remains uncertain.

### PROVIDING AN ESSENTIAL

Stoner said maintenance and housekeeping staff are issued shields, which are easy to clean. "Throughout the pandemic, they have been essential to staff cleaning public spaces and entering occupied rooms to respond to emergency work orders," he said. "We were unable to get shields due to them being on backorder, but they became a reasonable option when Dr. Hu approached us."

It appears medical experts find it an excellent solution. In an April 29, 2020, *Journal of the American Medical Association* story, authors noted that in a simulation study of influenza virus, face shields reduced viral exposure by 96% when worn within 18 inches of a cough. The authors said: "While medical masks have limited durability ...



BIN HU and HIS 3D PRINTER



HEADBANDS for FACE SHIELDS



JUSTIN JOHNSON Housing Operations



J.C. STONER

face shields can be reused indefinitely and are easily cleaned with soap and water, or common household disinfectants."

Hu and Stoner connected through a UT Dallas staff email chain in early April.

"I had learned of the printable shield design more than a month ago," Hu said, "but I didn't know where to source the clear shield or the rubber band, and didn't know anyone who needed it."

When he started thinking through the supply

problem again, he realized "I could source thick stationery clear covers as shield sheets and link hair rubber bands ... to make the face shield."

### HE STARTED WITH TRINKETS

Hu said that in the past, he has mostly printed things to amuse himself, family members or friends. "When my daughter had weekly show-and-tell assignments, I printed an object for each week's theme," he said. "Last year on March 14, I went to the Pi Day event at Math@UTD with 3D-printed math objects and gave a fun talk.

"Occasionally I also design and print simple home-improvement objects," he said. "When I found out that my couch was too low for my vacuum robot to go underneath, I designed and printed couch riser blocks."

### THE ACADEMIC SIDE OF 3D PRINTING

There is also an academic purpose to Hu's Prusa 3D printer, which introduced him to a different type of supply chain and manufacturing. "In fact, I have written a research paper inspired by the Prusa printer," he said. "The paper is now under second round review at *Management Science*. ... I also wrote a teaching case based on the Prusa story, although I haven't had a chance to teach it."

He is on the lookout for more 3D printing-inspired research ideas, including the device's role in the COVID-19 crisis. "Overall, with the fun I've had with it, the face shields made, and the paper and teaching case it inspired, I'd say my 3D printer was quite a worthy investment."

Hu has not stopped his philanthropic shield-making efforts either. He is now printing headbands for a local off-campus student group that is helping stock hospitals, organize fundraisers and deliver crowd-sourced personal protective equipment to those in need.

## BUSINESS LEADERSHIP GROUP PHI BETA LAMBDA PIVOTS — AND PREVAILS — AT STATE

5.12.20

The UT Dallas chapter of the business-career student group Phi Beta Lambda scored more than 20 top finishes at the annual Texas State Leadership Conference in April.

"Much like everything else these days, the Texas division of Phi Beta Lambda had to pivot to find a way to do the conference virtually," said Dr. Kristen Lawson, chapter advisor and a Naveen Jindal School of Management clinical assistant professor.

At the online conference, seniors dominated UT Dallas victories. A dozen seniors scored first-place wins in 18 categories. Ten were Jindal School students, and six of the 10 took first in two categories.

As he did last year, Akhil Mutyala, an information technology and systems senior, earned two first-place finishes.

"Overall, I am really grateful to experience this state conference as it is my last year participating in PBL, and it was very well run on such a short notice," he said.

Mutyala, vice president of the UT Dallas PBL chapter this year after serving as president last year, said he has "competed in state and national conferences all four years of college."

Besides the first-place showings, UT Dallas competitors scored three second-place and three third-place finishes.

"I learned a lot that will be very useful for when we host the state leadership conference next spring, which is tentatively set for April 16th and 17th, 2021," Lawson said.

Meanwhile, top state finishers qualified to compete in PBL's National Leadership Conference, scheduled to take place online June 24-26.



KRISTEN  
LAWSON



AKHIL  
MUTYALA

5.20.20

By Jimmie R. Markham

## DESPITE PANDEMIC CHALLENGES, JINDAL SCHOOL REAL ESTATE STUDENTS PREVAIL IN COMPETITION

A Naveen Jindal School of Management undergraduate student team overcame challenges stemming from the COVID-19 pandemic to win the Institute of Real Estate Management 2020 College Case Competition.

Presented by the institute's Dallas chapter, the competition pitted the UT Dallas team against the University of North Texas defending champions. The JSOM students brought home the win and \$5,000.

The Jindal School team included:

- » Jacob Sandler (team captain), BS in Finance 2020
- » Cameron Lundberg, BS in Business Administration 2020
- » Sameer Ahmed, a senior in finance and an electrical and electronics engineering double major
- » Gabby Hernandez, a senior in finance
- » Isis Vidal, a junior in global business
- » Henry Zhang, a junior in finance.

Dr. Randall S. Guttery, a clinical professor in the Finance and Managerial Economics Area and director of the Real Estate Concentration and the Herbert D. Weitzman Institute for Real Estate, served as faculty advisor and sponsor.

Julie Lynch, an associate professor of practice

in the Finance and Managerial Economics Area, developed the competition for IREM-Dallas and wrote the cases this year and last year.

IREM is an international professional organization for commercial and residential real estate managers. When the competition kicked off Feb. 29, the students met with IREM-Dallas Executive Board members and two IREM member coaches.

Competitors were tasked with finding a way to drive consumer traffic to increase tenants' retail sales and maximize the value of a strip center in Denton, Texas, Lynch said.

The students spent 100-plus hours meeting with coaches and one another, performing real estate and consumer market analyses and developing a financial analysis. They also performed a property tour and site analysis.

A show of initiative in which the students contacted Google to fix incorrect directional coordinates for the center, along with actionable recommendations they made in their April 8 presentation to judges, put them over the top.

After COVID-19 shelter-in-place orders took effect and organizers took the competition online,



Participants in the Institute of Real Estate Management 2020 Case Competition gathered Feb. 29 in Plano, Texas, for a kickoff. From left: Associate Professor Julie Lynch and Jindal School team members Cameron Lundberg, Jacob Sandler, Isis Vidal, Gabby Hernandez, Henry Zhang and Sameer Ahmed

students had to consider what the effects of the pandemic would be, Sandler, the team captain, said.

The team put its original ideas on hold and turned to businesses that could do well during a recession or pandemic, such as grocery stores and delivery services.

The JSOM team's ability to quickly change plans made an impression on the judges, who included Susan Heath, vice president of real estate services company Lincoln Harris CSG and past president of IREM-Dallas.

"Students often have creative ideas, but this one was financially feasible," Heath said. 🌀

