Dear EMBA Alumni,

I hope each of you had a relaxing Thanksgiving with your family and friends and are looking forward to a relaxing holiday season.

November Events

Thank you for your participation in making these events a success!

What a great month we have had with our first Emerging Women Leaders event, a UT Dallas MBA Open House, our 20-Year EMBA Anniversary Celebration and our JSOM Scholarship Breakfast.

Emerging Women Leaders

Thanks to Jen Fox (2012), Evie McGerr (2012) and Dr. Diane McNulty for hosting our first Executive MBA Emerging Women Leaders event on November 1. More than 30 EMBA graduates attended - the room vibrated with energy and enthusiasm. Melissa Brisbois, a former executive vice president at BeautiControl and now a successful business consultant, spoke about successful leadership.

20-Year EMBA Anniversary Celebration

On November 2, we held our 20-Year EMBA Anniversary Celebration. More than 150 alumni attended, as well as faculty, administrators and former professors Dr. Dick Tozer and Dr. Richard Miller. We celebrated and paid tribute to Dr. David Springate, founding associate dean for Executive Education at UT Dallas and the Executive MBA program's founding director. Thanks to all who attended, including our speakers Ragu Govindaraju (2014), Jeff Combs (2005), Masayoshi Shimizu (1996), John Fowler (1996) and Doug Bruton (1994). Thanks, also to Susie Peterson (2012) who presented the Springate Cup to Class of 2013 member Oscar Chavarria.

To access pictures of the celebration, go to Shutterfly. To log in, use cimhof@utdallas.edu for the email address and utdemba for the password.

The celebration's silent auction generated $1,130 for the Class of 2011 EMBA Endowment Scholarship. Many thanks for Piyush Sinha (2011) for coordinating this effort.
<table>
<thead>
<tr>
<th>Auction Item</th>
<th>Winning Bidder</th>
<th>Donor/s</th>
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<tbody>
<tr>
<td>Round of golf for four people at Las Colinas Country Club</td>
<td>Pamela Foster Brady</td>
<td>Donated by Lane Gorman Trubitt, courtesy of Tony Moore (2011)</td>
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<tr>
<td>Tickets to Texas A&amp;M vs. University of Missouri football game</td>
<td>Tom Carlson</td>
<td>Greg Miller (2011)</td>
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<tr>
<td>Jekyll &amp; Hyde, at Winspear Opera House, December 4-16</td>
<td>Cindy Lee</td>
<td>Donated by AT&amp;T, courtesy of Steve Lange</td>
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<tr>
<td>Dinner at III Forks</td>
<td>Sid Keswani</td>
<td>Henry Signo (2011)</td>
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<td>Tickets to the Dallas Symphony Orchestra</td>
<td>Cindy Lee</td>
<td>Jerry Hoag, Associate Dean, Executive Education</td>
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<td>Photograph Session</td>
<td>Erika Horton</td>
<td>BrandiB Photography</td>
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<td>Toddler Basket (Marvel Comics)</td>
<td>Markus Hentschel</td>
<td>Madhan Thirukonda (2011)</td>
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<td>Comet Spirit Basket</td>
<td>Tom Carlson</td>
<td>UT Dallas EMBA program</td>
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<td>Merryvale Vineyards Red Wine</td>
<td>Jeff Combs</td>
<td>Michael and Diane McNulty</td>
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Executive Coach **Russ Yaquinto** won the Texas Legends suite and **Diane West**, our Executive Education Fiscal Office business manager, won the trip to China. She graciously asked that the trip be given to a deserving alumnus. On November 5, we drew a new name, and the China trip has been awarded to **Julie Gutierrez** (2007).

Many thanks to Executive Education faculty member **Rick Nietubicz** (2004) and his son, **Scott Nietubicz**, for recording the testimonials of many of you in attendance. These will assist us in connecting with more prospective students.
It was fantastic meeting all of you - and for those of you that offered to help the program - you can expect to hear from me soon!

**JSOM Scholarship Breakfast**
On November 8, **Dr. Diane McNulty** hosted more than 35 corporations and raised $107,000 for scholarships. Our partners, the Texas Legends, contributed towards an EMBA scholarship. The guest speaker was **Dr. Krish Prabhu**, president and CEO of AT&T Labs. **A hearty thank you to our corporate sponsors.**

**Upcoming Events**

*The momentum is contagious - please join us!*

**PowerGrid, December 6, JSOM, Atrium 5:30 - 7 p.m.**
Join all JSOM alumni for our last PowerGrid event of the year. Click [here](#) for more details and to register.

**Holiday Party, December 14, Canyon Creek Country Club, 625 West Lookout, Richardson 6:30 - 11 p.m.**
Join us for a fun-filled evening. Holiday Attire. Please RSVP by December 7 to Connie Imhof at 972.883.5983, [cimhof@utdallas.edu](mailto:cimhof@utdallas.edu).

**Class of 2013, Taipei, Taiwan and Beijing, China, April 4-14**
The Class of 2013 will soon be traveling to Taipei and Beijing for its international trip. Costs are estimated at $5,350 including airfare, hotel, ground transportation and some meals. The international trip is also offered to alumni (not guests). **We need to know by Monday, January 14, 2013, if you want to join us.** For more information, please contact Connie Imhof at 972.883.5983, [cimhof@utdallas.edu](mailto:cimhof@utdallas.edu).

"Back to School"
Are you ready to head back to school? Each semester, I will send you a list of courses (below, with professors’ names in parentheses) that are being offered to our EMBA students and to you if you would like to audit a class. If you are interested, you will need to register with the Bursar’s Office and officially audit the course. **Each course will cost $100, and you will need a parking permit.**

- Financial Management (Dr. Rebello)
- Business Economics (Dr. Arce)
- Governance, Risk and Compliance (Dr. Konstans)
- Global Business (Dr. Woldu)
- Strategic Financial Management (Dr. Springate)
- Negotiation/Dispute Resolution (Dr. Bolton)

Please contact me at 972.883.4235, or [pamela.fosterbrady@utdallas.edu](mailto:pamela.fosterbrady@utdallas.edu) if you are interested.

**Special Sessions will be coming back!**
Stay tuned for more on these. Please email me at [pamela.fosterbrady@utdallas.edu](mailto:pamela.fosterbrady@utdallas.edu) with your suggestions for educational,
networking and social events that you would like to see offered in 2013.

From the Desk of Dr. Springate

Business strategies matter. In a competitive environment, the strategic-planning process addresses the question of how the company, or operating unit, will best exploit realities and potentials in external markets and internal operations. It is true that the essential process specifies, after consideration, what will be done, what activities will be authorized, who will do them and to what level, and how these activities will be financed and administratively supported. There is more, however. Strategy calls for more than matching needs or individual limited actions. It calls for deciding how the company or unit can best mobilize in total considering costs and constraints. Such decisions define a market economy and capitalism.

I was reminded of this last night while teaching a finance course dealing with an active investment fund. Various possibilities for action were initially discussed as reasonable, but unlinked, choices. It was only after some digging that class members realized that substantial market power (and increased value) would most likely result from a coordinated and linked set of actions allowing selling prices to be raised while manufacturing and distribution costs were being reduced. In a context where these actions would drive out weaker competitors and where customer demands were rising (both found to be reasonable assumptions after serious examination), this would be a winning strategy. The company being discussed would be in a very advantageous position, which was the fund’s objective.

My point is that, generally speaking, companies have a choice in activities and organizing efforts to be pursued. A good strategy is intended to take the organization to the spot where it has a competitive advantage, not to where it is matching competitors or competing on a level playing field.

The Class of 2013

Each month, I’ll give you a snapshot of what each class is doing.

Oscar Chavarria is the first recipient of the Springate Cup as voted on by his class. The class celebrated with Oscar after class November 17 at the Little Sheep Mongolian Hot Pot in Plano.
The Class of 2014

Dr. Springate hosted a meeting with a dozen professors and Alex Glancz of the Financial Times (FT) on November 15. Through the Executive MBA program, the Jindal School of Management will be piloting a program to incorporate the FT in classrooms to make courses more relevant. In January 2013, all JSOM faculty and students will be given a three-month license to the FT to evaluate the Newsline tool, which features online annotating, blogging and sharing of FT articles. During the pilot, we will incorporate FT in one of our 2014 classes.

The Class of 2015

On November 3, we held an MBA Open House for all UT Dallas MBA programs. More than 60 prospective students attended. Thanks to Jill Schiavone (2011) and Henry Signo (2011) for serving on the alumni panel and joining our prospective EMBA students for lunch.

We held an EMBA Info Session on November 17. Seven prospective students attended. Thanks to James Dowd (2001), Henry Signo (2011) and Evie McGerr (2012) for engaging with our prospective students.

UT Dallas Executive MBA Alumni Council

We're Official!

Having collaborated the last three months with the Operating Committee of the Alumni Relations Council, we are officially transitioning to the UT Dallas Executive MBA Alumni Council. We will also transition our LinkedIn page from the Alumni Relations Council to UT Dallas Executive MBA Alumni Council and will keep you posted when we do.

My sincerest thanks to Bhaskar Rayavaram (2006), Will McIntosh (2006), Cyndi Banish (2005), Evie McGerr (2012) and Jen Fox (2012) for your support in evolving the Alumni Relations Council to the new UT Dallas Executive MBA Alumni Association. As we finalize committees, I'll include the leads and members in one of our upcoming newsletters.

As a university-sanctioned council, we have the ability to post frequent updates to our alumni page (currently under reconstruction), communicate through social media and build a vibrant, engaged alumni community.

Special Recognition for Connie Imhof

On November 28, 2012, Connie Imhof was recognized as one of six recipients of the UT Dallas CARE (Celebrate Achievement - Reward
Excellence Award. This award recognizes staff who "have demonstrated superior performance, offered outstanding customer service and performed acts which enhanced the image of the University." We're so proud she is on our Executive MBA team. Please join me in congratulating Connie!

I look forward to seeing each of you on Friday, December 14th at the Canyon Creek Country Club!

Sincerely,

Pamela Foster Brady
Director, Executive MBA