I am happy to report that recent U.S. News & World Report’s "2013 Best Grad Schools" rankings show two important Naveen Jindal School of Management programs have climbed in the standings. Thanks to faculty and staff hard work—and to student successes—the Full-Time and Professional (Part-Time) MBA programs continues to move up. The Full-Time MBA program moved to No. 13 overall—up three spots from last year—and to No. 12 among public universities—up five places from a year ago. The Professional (Part-Time) MBA program climbed to No. 13 among public universities—up seven places; it rose to No. 14 overall, up from No. 16.

Late last year, the Professional MBA program again placed No. 10 among public universities and No. 24 overall in new Bloomberg Businessweek rankings of part-time MBA programs. Recently released, The UTD Top 100 Business School Research Rankings™ for this year show the Jindal School retained its hold on the No. 15 spot in North America for faculty research productivity and the No. 16 spot worldwide.

We regularly look at student accomplishments to gauge how we are doing. Lately, accolades have been numerous. In an inaugural national healthcare case competition in Louisville, Kentucky, a JSM team of MBA students emerged victorious from a finalist field that included Emory University, Georgia Washington University, the Georgia Institute of Technology, the University of Notre Dame, the University of North Carolina and Washington University in St. Louis. Our team won $10,000 and interviews from open humana Inc., which hired one student into its leadership development program. A student team from our Healthcare Management Club tied for first place in another case competition put on by the North Texas chapter of the American College of Healthcare Executives. An undergraduate team placed third at the American Institute of Certified Public Accountants’ prestigious national accounting contest. PhD student César Zamanii won a $10,000 grant in the Marketing Science Institute’s “idea challenge,” and he earned another $3,000 in the institute’s dissertation contest.

Faculty successes are also a source of pride, and I was pleased recently to participate in ceremonies where the annual UT Dallas Faculty Diversity Award was given to Orlando Richard, an associate professor of organizations, strategy and international management, who is JSM’s diversity coordinator and recruiter.

Other faculty successes include the ascension of Suresh Sathish, Eugene McDermott Chair of Operations Management, to the presidency of the Production and Operations Management Society, an international professional group with more than 1,000 members. POMS recently inducted Ashish Smith Professor Chelliah Sriskandarajah into its Class of 2012 fellows, an honor reserved for members who have made exceptional intellectual contributions to the productions and operations management profession and to the society.

Congratulations are due, too, to Vijay Mookerjea, Charles and Nancy Davidson chair of Information Systems and Operations Management, for his election as an Information Systems Society Distinguished Fellow.

Richard Brown, an accounting and finance senior lecturer, has received several honors—including being named Dallas CPA of the Year—for efforts he makes as a vice president at Citigroup to warn senior management about defective mortgages that helped spawn the 2008 credit crisis. I encourage you to read the story in this issue about important improvements in our communications courses. Besides a writing-oriented course, undergraduates will take a course to improve their oral skills. They will also create an online portfolio that will demonstrate their communication abilities to prospective employers.

Since last fall, the school has held numerous conferences. The Management Information Systems program—ranked No. 19 overall in the U.S. News & World Report standings—hosted a conference to examine how industry and university leaders can better prepare students in an ever-evolving technology landscape.

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Visit our site on the worldwide Web
The Naveen Jindal School of Management

UT Dallas has always acted as a hub of interconnectivity and influence. During the 1960s and 1970s, the TAGER-TV broadcast system, using the latest technology of the era, provided graduate students with a pioneering version of virtual education. Because of its centralized location on the campus of the Southwest Center for Advanced Studies (renamed UT Dallas in 1969), the TAGER tower was the hub for a microwave transmission network that beamed live video and audio feeds of business and other courses across a regional network of university campuses.

Fast forward to the 21st century. Even though the technology used for TAGER-TV has long been obsolete, UT Dallas remains a nexus for interconnections in research, education, technology and business. Only now, thanks in no small part to the efforts of the faculty, staff, students and alumni of the Naveen Jindal School of Management, that sphere of influence can be measured not just in counties but in oceans and hemispheres. A tour of the seven continents illustrates just how far and wide that reach now extends.

North America

In Canada, where Ben Einer, EMBA 1999, has resided since 2003, he drives global growth as president of the International Division at EWI Worldwide, a company that designs, manufactures, ships and installs trade show exhibits. His JSOM education broadened his horizons, both literally and figuratively.

“The EMBA program was the best learning experience in my entire career,” Mr. Einer says. “The completion of the program gave me the opportunity to move from operations to executive positions. Our EMBA class trip to Germany reinforced in me that the world can be our sandbox.”

Mr. Einer’s areas of focus while at JSOM were international finance and change management. He says international finance education was critical for the initial growth of his career, which involved four years in Dusseldorf, Germany; but he credits change management as the key to understanding cultural differences in the world.

His responsibilities have included bringing German and Chinese clients to the U.S., taking the Canadian government to Beijing for the Olympics and leading projects at Shanghai’s 2010 world expo.

“The background understanding delivered by the UT Dallas EMBA program allowed me to work with German, Belarus and Colombian government representatives, as well as with the global leaders of World Wildlife Fund, and deliver successful results,” he says. “My next expansion for EWI Worldwide will be our office in São Paulo, Brazil, which will open sometime in 2012. Having now delivered marketing programs in all of the BRIC [Brazil, Russia, India and China] countries, I can truly say that the UT Dallas EMBA program was my springboard to my success.”

If Mukul Kanabar, MBA 2008, and his wife, Kelly McDermott Kanabar, MBA 2008, were to use a metaphor to describe their shared educational experience, they would probably describe it as a scaffolding. The couple owns and operates a resort, three restaurants and a wine distributorship in Belize. During the three years they were enrolled at JSOM, they opened two of the restaurants and acquired the wine distributorship.

“That would not have happened had JSOM not given us the flexibility to complete all of our degree requirements online,” Mr. Kanabar says. “And, further, we believe that our MBA education was enhanced greatly because we could take the principles we were learning, apply them in real-time in our businesses, and then provide feedback and analysis of the results to our
Asian:
The next stop on the tour is Singapore, where Scott Getten, MBA 2005, works as a capacity-planning manager for Intel, ensuring that the company’s supply chain can meet customer requirements across a global semiconductor manufacturing network. He credits the JSOM Full-Time MBA program as the spark that ignited his desire to live and work abroad.

“While I did learn a tremendous amount of business-related skills and knowledge during the program, it was my relationships and friendships with my classmates that helped define where I am today,” he says. Attending school with students from more than 10 countries, he says, created an “international atmosphere both inside and outside the classroom” that helped define where he is today,” he says. “Although the Saudi Aramco work force is predominantly Saudi nationals, the company is comprised of approximately 54,000 employees from over 66 countries around the globe.”

One of the key selling points of the JSOM Project Management program for Ms. Splawn was the international project management experience that expert professors and the students brought to the classroom.

“The Class of 2010 Executive Project Management program was a culturally diverse group of professionals with broad professional experiences,” she says. “The program involves significant interaction, with students performing class projects and incorporating global viewpoints and their experience of managing projects, which makes the experience much richer. Sharing experiences and broadening our knowledge of the project management discipline enabled me to overcome challenges and capitalize on the opportunities of working for a large multinational company in a foreign land.”

For Ms. Splawn, two main ingredients for a successful experience working abroad are patience and commitment. “There must be a strong commitment to adapting to the culture and understanding the foreign company’s needs,” she says. “Our goal as expatriates is not to let the host apply appropriate best practices, but to share our experience and know how to handle the foreign company’s needs.”

In his newest role — with Amazon — he supports innovative new companies as an evangelist for the Asia-Pacific region. In his role with Amazon, he supports innovative new companies as an evangelist for the Asia-Pacific region. Mr. Ziegler considers his MBA an “incubator” for the career tools he now wields. The associations he made in his classes broadened his thinking and trained him to work in diverse cultures and business environments on five continents.

“While earning my master’s degree, one of my instructors gave me the key to passing the CPA exam,” he says. “This was the same logic that I used to finish the Antarctica Marathon.”

Antarctica: From the Land Down Under, the tour moves even further south to the coldest continent, where — because no substantial economic activity occurs — one would be hard-pressed to imagine how a business school could make an impact. That is indeed the case. Anthony Reed, MS 1992, credits the Jindal School with giving him the keys to not only pass the CPA exam but also to become one of only 255 people in the world (and the first black person) to finish marathons on all seven continents.

“My advanced degree from UT Dallas provided me with the tools and ability to move to a high level of professional management,” he says. “My MBA allowed me to leverage my previous engineering and project-management expertise into higher level positions at an international level with direct responsibility for the management of projects in excess of $2 billion in value. Without the excellent business skills provided by UT Dallas and my MBA, I would not have been as qualified for these positions, nor would I have been able to achieve the degree of success that I currently enjoy.”

Continued on page 14

4
The UT Dallas School of Management has acquired an international reputation for its academic excellence in teaching and research. UT is ranked very high internationally. I am confident about its continued growth and success as I am indeed inspired by the commitment and dedication demonstrated by the members of the university, its faculty, the dean and the president of the university.

Naveen Jindal, UT Dallas Distinguished Alumnus, MBA 1992; Benefactor of the Naveen Jindal School of Management

SUMMING UP A ‘TRANSFORMATIONAL DAY’

What an exciting day it is today for The University of Texas at Dallas and for the City of Richardson. We have such a great relationship with the university….Our citizens appreciate The University of Texas at Dallas very much.

Bob Townsend, Mayor of Richardson

I’ve been living in the community for 35 years… and I’ve seen the growth of this particular institution. My brother got his master’s here, and now, as a regent, and playing a role — it’s a huge honor.

Brenda Pejovich, Regent, The University of Texas System

When I became dean, I charted the achievements and successes our school would need in order to attract the help of alumni who are eager to lend their names to alma mater. Those alumni have stepped forward. This is a great day.

Hasan Pirkul, PhD; Dean, Naveen Jindal School of Management

To have not just one alumni gift…but to have two announced on the same day is truly unique for a university. We can’t be more fortunate to have this opportunity to thank all three donors, who are coming together from another part of Texas and another part of the world.

Aaron T. Conley, PhD; Vice President for Development and Alumni Relations, UT Dallas

We’re excited to be back — the campus is hugely different than when we were here. It’s been really exciting to watch the growth, see the Jindal School building grow and see the new building that will be starting.

Nancy Davidson, Distinguished Alumna, BS 1980; Benefactress of the Charles and Nancy Davidson Management Honors Program

Growing up around here, I can definitely see the impact this is having on the community….The face of The University of Texas at Dallas is changing very quickly. The growth that they’ve seen in student enrollment and…in the competitiveness is just very impressive.

John Davis Rutkauskas, Student Regent, The University of Texas System

This is an important event. It’s a marvelous step forward for the school and for the support that will be required to keep raising it in excellence. We’ve done very, very well today.

Ray Lutz, PhD; Dean Emeritus, UT Dallas School of Management

Today is a historic day in the history of UT Dallas. It’s a transformational day in which we celebrate the two largest alumni gifts in the history of the university; gifts that are going to impact our students and our campus for decades to come. It’s a special day of celebration, and we thank Naveen Jindal and Nancy and Chuck Davidson for their visionary leadership and their generosity.

David E. Daniel, PhD; President, UT Dallas

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Aaron T. Conley, PhD; Vice President for Development and Alumni Relations, UT Dallas
New and enhanced courses take aim at skill deficits, add online portfolio.

BY MCLAIN WATSON, PHD, AND JIMMIE R. MARKHAM

When business leaders are asked to name the most important skill new hires lack, what is their most frequent answer? Since the 1990s, every major survey of managers has found that they feel new business school graduates lack the ability to communicate clearly in writing, work effectively in teams and inspire confidence through speech.

To address this critical need, the Naveen Jindal School of Management is significantly expanding its attention to communication skills throughout its undergraduate programs.

Jindal School of Management Advisory Council member and alumnus Ron Nash, MS 1979, understands the frustration that can develop from a colleague’s lack of ability to communicate in a cogent and compelling manner. “As a business executive,” he says, “I need to have the sensitivity to look past poor communications and to try to understand the underlying value of a person’s ideas.”

However, Mr. Nash warns that people do not always have the patience, skill or inclination to overlook those shortcomings. For graduates, poor writing and speaking skills seriously impede success in the job market and hamper their ability to advance in their careers. For businesses, ineffective communication adds significant barriers to client retention and employee satisfaction, and eliminating poor speaking and writing skills requires costly remedial training.

“When you attack a business opportunity or a business problem,” Mr. Nash says, “it is critical to have the intelligence and insight to formulate the right solution. But at that point, you have only started solving the issue. You next have to communicate your ideas and persuade others to understand them, to buy in to them and to follow your leadership.”

Thanks to JSOM Advisory Council input, students entering in Fall 2012 will benefit from the following three-part business communications program:

- **Two Required Business Communications Courses** — In addition to the existing writing-focused Business Communications course, students will take an advanced course that emphasizes oral communication in the workplace, social media and teamwork.
- **Communication-Enhanced Courses In Each Undergraduate Program** — Existing core courses in each major will be communications-enhanced so students will be able to apply and enhance their writing and speaking skills as they move through their program.
- **Web-Based Professional Communications Portfolio** — All JSOM undergraduates will create and manage an online portfolio that will demonstrate their communications skills and creativity to potential employers.

“Program is sufficient,” advisory council member Sydney Smith Hicks says. “It’s all about polishing the knowledge that you have and utilizing it effectively in business.”

The new program will signal to employers that JSOM students have been prepared to begin contributing on Day One, and it will give graduates grounded confidence to enter the job market from a position of strength.

“In general, students are getting more proficient with the online material,” Dr. Hicks says. “But that doesn’t allow you to put a project together and then stand up and explain it. There’s still a lot of work that’s done face to face. I don’t know that online proficiency is translating into being able to give an effective presentation or a speech. This program helps address that issue.”

For students who are eager to gain responsibility in organizations, Mr. Nash offers this advice: “Communications ability always separates the winners from the pack. The sooner you learn to present your ideas appropriately, the faster your career will progress.”
DEAN’S ANNUAL SURVEY STUDIES
STUDENT EXPECTATIONS

By Kris Imberr

Chief administrator of Naveen Jindal School of Management’s MBA programs and Career Management Center, Associate Dean Monica Powell deals daily with student concerns about their education and careers. In that role, she explores what students want, what the school delivers, where interests intersect, where there is disconnect. Her investigations led her, in 2010, to launch an annual survey about part-time MBA student expectations. Interest in her findings has been such that one survey has now become four, and results are beginning to serve as road maps for educators nationwide on where to take — and not take — business education.

Employment

Employment is up but career aspirations down nationwide among MBA students, a group that nonetheless expects a degree to lead to at least a 22 percent pay raise once they graduate.

In the classroom, this group wants dazzle — lectures plus case studies plus simulations and more. However, more and more of them expect courses to be delivered online.

And where should faculty and administrators get in touch with them? Not in their social media space, where they don’t want their programs to be enrolled. Three-fourths of the students say they prefer email, a response that perplexes program directors who — almost uniformly — say: “But we can’t get them to read it.”

These contradictory, puzzling and challenging responses are among the results Dean Powell is parsing following her second annual survey to learn what graduate business administration students expect their education to deliver.

THE PARAMETERS

Collecting data from April to September of last year, Dr. Powell again sought opinions on faculty and classrooms, program design and delivery, communications, networking, career outlook and more.

But for the second survey she broadened her reach, rolling double the number of part-time students in professional MBA programs throughout the United States. From 10 public and 12 private programs, she gathered more than 1,200 responses. In the initial study, 632 responses came from four public and four private schools.

Dr. Powell also added a separate but related study of full-time MBA programs, gaining 806 respondents from seven public and seven private schools.

EMPLOYMENT

The part-timers registered a significant uptick in their full-time employment, up 7 percent. Overall, 84 percent of respondents reported working full time — up from 77 percent in 2010.

But job-market good news did not translate into an optimistic occupational outlook. Respondents tallied declines from the first survey in postgraduate career expectations, with fewer looking forward to promotions, new jobs, an industry change or professional growth.

For students, the deeper meaning of their answers may yet be unfocused, but for Dr. Powell, as an administrator, their impact is clear and immediate: The rise in employment translates into less demand on the career services the school offers MBA candidates.

MORE ONLINE, LESS FACE-TO-FACE INFORMATION

Increased reliance on Internet-based information, Dr. Powell says, “We are trending way down in terms of face-to-face selling of graduate schools of business,” Dr. Powell says. However, 2011 respondents placed greater value on learning from alumni and current students, making the two groups the second-most-important source of program intelligence, behind the Internet.

Increased reliance on Internet-based information, Dr. Powell says, implies that business schools “better be building websites that convey not only the essentials but also the essence of their programs.”

Beyond websites, MBA program shoppers may turn to Facebook and other social media channels to make inquiries. But once applicants are enrolled, “there is a clear delineation,” Dr. Powell says. “We asked them how they wanted us to communicate with them, and overwhelmingly, they did not choose any social media options.”

THE ‘DAZZLE’ FACTOR

Social media may be off-limits for communication, but in their coursework, students have high expectations for high technology. More and more millennials — students born since the early 1980s — are arriving on campuses, and because “technology has been increasingly integrated into the maturation [of this generation],” Dr. Powell says, “they will not tolerate boredom in the classroom.”

Results showed an 11-point increase from 2010 to 2011 in the percentage of respondents who wanted what she dubbed “the dazzle factor.” Sixty percent of 2011 respondents expected not only a lecture, case study or a combination of the two, but also group activities, business-problem simulations, YouTube videos and more.

Data registering a “dramatic jump” — just under 40 percent in 2010

Associate Dean Monica Powell (at left), president of the UT Dallas chapter of the business honorary society Beta Gamma Sigma, has just asked new members to rise in this induction ceremony photo.
NEW CHAIRMAN HAS HIGH-TECH VISION

ENDOWED SCHOLARSHIP RECOGNIZES OUTGOING CHAIRMAN

--- BY JIMMIE R. MARKHAM ---

For incoming Naveen Jindal School of Management Advisory Council Chairman Skip Moore, staying ahead of the technological curve will be the key to continued success for the school. "Historically, the Jindal School’s information technology heritage has been very well received," Mr. Moore says. "It’s been very valuable for the students in terms of them being able to find careers. At the pace things are changing, maintaining that relevancy, or maybe even getting ahead of the curve, is the main challenge."

Mr. Moore, a partner at Deloitte Services LP, leads the firm’s technology, media and telecommunications practice in the Mid-America region. He is excited to continue building the symbiotic relationship the advisory council has helped to develop during the past few years between the Jindal School and the business community.

"Domestically, MBA program-enrollment numbers are trending down," Dr. Powell says. "It seems to me, this is going to create greater competition for students. As the numbers shrink, differences in student expectations are going to become an important marketing factor."

Dr. Powell delivered preliminary survey results to fellow educators last October at the annual Part-Time MBA Conference at Temple University. Since then, she has launched two more expectations surveys, one for undergraduate business or management students and one for business-school master’s degree students in disciplines other than business administration. Results for all four 2012 surveys are due this fall.

For more survey result information, contact Dr. Powell at mpowell@utdallas.edu.

Outgoing chairman Terry Conner “made some tremendous strides with the council in terms of moving it up a notch and getting it engaged from both the business side and the school side.”

— Skip Moore, JSOM Advisory Council chairman

Mr. Conner says, “Haynes and Boone would like to continue what we call our ‘open door’ initiative, which introduces our good business contacts to the Jindal School.”

Dean Pirkul and the council thanked Mr. Conner for his service at the February council meeting, announcing that a JSOM scholarship has been endowed in his name.

“In recognition of Terry’s tremendous dedication and efforts on behalf of the school, we wanted to honor him in a substantial and lasting way,” the dean later said. “He served as chairman of the council during a severe economic downturn. Yet, he made placing students in meaningful internships and good jobs a council priority. We would like students to know his name and be grateful for his work on their behalf.”

New member Thomas H. (Tom) Hess, a senior executive in Accenture’s North America Technology Practice, comes to the council having chaired the company’s UT Dallas engagement team for the past year.

Mr. Hess sees his council membership as a chance to understand the direction in which the Jindal School is going and to help the school understand the industry from the company’s point of view. “As a services provider,” he says, “we can provide a unique perspective on trends in both business and technology and how they intersect.”

Mr. Hess specializes in managing large-scale SAP-based enterprise systems integration programs, including back-office, supply chain and customer-facing solutions. His industry experience includes high technology, manufacturing, distribution, financial services, telecommunications, aerospace, retail, and media and entertainment. He joined Accenture in 1989 after earning his BS degree in business administration from UT Dallas.

DEPARTMENTS
ADVISORY COUNCIL UPDATE
that they already know. “They don’t want to move outside their comfort zone and gain the knowledge needed to pass the exam.”

Mr. Read says that the master’s degree program in accounting forced him to move outside his comfort zone and embrace challenging topics. “This mental toughness is what took me through some of the world’s toughest marathons,” he says. “This included running up and down the 5,164 steps of the Great Wall of China Marathon and dealing with the unpredictable weather during the Antarctica Marathon. I had to embrace the unknown, manage risks and move clearly outside of my comfort zone to finish the races.”

**Europe**

When the German printing-press manufacturer that employed Ulrich Wicke, EMBA 2011, offered him an assignment in Dallas, he had to embrace some uncertainties of his own. He had to leave his family behind in Germany so that his two sons could finish high school. But this gave him free time to pursue a graduate degree and immerse himself in the Executive MBA program at UT Dallas.

Mr. Wicke has some fond memories of his time at UT Dallas. “It was fun to pick the tickets that started such a journey, they would be my UTD degree and being bilingual,” he explains. “Thirty years after finishing my undergraduate studies, I still remember and currently use, basic but solid and helpful concepts in accounting, economics, statistics and finance, to name a few, that I got while at UT Dallas.”

And the TÁGER-70 Tower that still rises above the campus? While it no longer serves its original purpose, its considerable height makes it ideally suited a cell tower, and it has been leased to a several telecommunications providers to house their antennae and electronic communications equipment. It also continues to serve as a reminder that the waves of great ideas emanating from UT Dallas for the past four decades now cover the globe. 

**South America**

This world tour concludes with yet another JSM alumnus who has accumulated his fair share of airline miles. Argentinian native Ricardo Bria, BS 1981, has lived and worked in the U.S., Mexico, Canada and Spain. He currently resides in Buenos Aires, where, as chief information security officer of COTD C.I.C.S.A., he is responsible for information security and IT governance for the second-largest retailer in Argentina.

“If I were to pick the tickets that started such a journey, they would be my UTD degree and being bilingual,” he explains. “Thirty years after finishing my undergraduate studies, I still remember and currently use, basic but solid and helpful concepts in accounting, economics, statistics and finance, to name a few, that I got while at UT Dallas.”

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### The Business of Globalization

Continued from page 5

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The bonds that he formed with fellow students have inspired him to spin that experience into a European alumni group, which he is now in the process of forming on the business school’s Career Management Center campus.

The three-year effort launched by the school’s Career Management Center, where his goal is to create a unique and innovative career vision for all JSMO students: “I don’t believe there is a ‘one size fits all’ to today’s management challenges,” Dean Kim says. “We must work hard to build the professional development programs that match each individual student.”

His responsibilities include collaborating with faculty and staff to provide professional development services and programs to ensure students emerge as strong job candidates for JSMO corporate partners.

He also works with employers to provide the most efficient access to students. “This ensures,” he says, “that each employer identifies, recruits and hires the most qualified and attractive candidates for their internships and full-time positions.”

Previously, Dean Kim worked in Dallas-Fort Worth in a variety of corporate and academic settings. He spent 16 years as an executive with PepsiCo Food Systems, AmdarServ and PrimeSource FSE. He also served 12 years on the Lewisville (Texas) Independent School District’s Board of Trustees. His progressive career in supply chain management in the DPW area has prepared him to network with a vast number of employers in this area and beyond.

A U.S. Naval Academy graduate, Dean Kim enjoys using both his military career leadership training and his corporate experience to bring readiness to the Career Management Center team.

### Jindal School’s Director of Development and Alumni Relations

Kyle Edgerton has been promoted to assistant dean for development and alumni relations. The move reflects both his fundraising success and the need to place experienced development staff in leadership roles as the Realize the Vision campaign for UT Dallas gets under way.

The three-year effort launched March 29.

“The promotion is consistent with the stature other business schools confer on equivalent positions,” JSOM Dean Hasan Pirkul says. “And given the outstanding job Kyle has done securing gifts from our naming partners and others, it is a deserved advancement.”

A PhD candidate in the UT Dallas School of Economic, Political and Policy Sciences, Dean Edgerton arrived at the Jindal School in February 2008. A Dallas-area native, he earned an undergraduate degree in management information systems from Texas Tech University and an MBA from Wayland Baptist University.

He previously worked in fundraising at Texas Tech and prior to that, in the information-technology industry.
Richard Bowen had the courage to take a stand against his former employer, risk his career and face the repercussions, all of which have earned the JSOM accounting faculty member the CPA of the Year Award from the Dallas CPA Society and a nomination for a D CEO Financial Executives Award.

A Dallas-based business magazine, D CEO joined forces with the Dallas CPA Society, Financial Executives International and the Association of Corporate Growth in its annual recognition event on April 18 to honor top achievers among area financial officers. Mr. Bowen received the Excellence in Corporate Governance Award.

That recognition, the CPA award and other accolades are coming Mr. Bowen’s way on the heels of a 60 Minutes news segment. The segment, “Protesting Wall Street,” focused on his experiences during the run-up to the nation’s credit crisis and examined why large banks have not been prosecuted under the Sarbanes-Oxley Act.

A former vice president at Citigroup, Mr. Bowen began in June 2006 to warn the bank’s senior management and directors about the increasing levels of defective mortgages he was seeing.

He eventually testified in a closed-door hearing of the congressional Financial Crisis Inquiry Commission in February 2010 about the risky home loan agreements that helped spawn the financial crisis.

In a UT Dallas Andrew R. Cecil Lecture on February 6, Mr. Bowen said the commission members “insisted to me that they were very interested” in learning more, and he was invited to testify in a nationally televised hearing in April 2010. He did, but not before, he said, the commission directed him to delete his most serious charge, that Citigroup managers knew but never warned company stakeholders who had invested in funds backed by the risky transactions.

Dean Hasan Pirzkal made a presentation last November at Shanghai Jiao Tong University to more than a dozen deans from various business schools in China to introduce them to The UT Dallas 100 Business School Research Rankings™ (see page 20), a database that tracks scholarly publications in 24 leading business journals. The rankings provide an objective measure of business schools research achievements.

An international professional organization began in 1989, POMS is dedicated to improving knowledge in the field of operations management. With a membership of more than 1,000, POMS publishes the only operations management journal that is listed on both the Bloomberg BusinessWeek and Financial Times’ lists of leading operations management journals.

A fellow of POMS since 2005, Dr. Sethi is internationally known for applying quantitative methods to manufacturing and operations management, finance, economics and marketing.

“POMS is a premier society in the field of operations management, and I have been involved in the development of this society from its beginning,” he said. “I am very honored to be chosen to serve the organization in this very important role.”

**OUTSTANDING FACULTY AND STAFF HONORED**

Dean Hasan Pirzkal hosted a ceremony last September 22 at which recipients of the school’s 2010-2011 academic year Teaching and Staff Awards were honored. Three of the top awards went to finance and managerial economics faculty members: Professor Huilbing (Harold) H. Zhang earned the Graduate Teacher Award, Frank Anderson, director of the Undergraduate Finance program, earned the Undergraduate Teacher Award, Scott Sanderson (top, at left, with Dean Pirzkal) earned the Outstanding Adjunct Award.

Accounting Senior Lecturer Mary Beth Goodrich received the Outstanding Online Teacher Award. Doctoral candidates Yumin (Peter) Zhu (at left) and Sungha Jang earned the Outstanding PhD Student Awards, and academic advisor Corinna Carmona earned the award for Outstanding Staff Member.

A Teaching Committee reviewed nominations and made selections of honored faculty members. A separate committee of school staff members chose the Outstanding Staff Award. All winners received a plaque and a grant of $1,000.

**THOUGHT YOU SHOULD KNOW**

Stan Liebowitz, Ashbel Smith Professor of Finance and Managerial Economics, and director of the Center for the Analysis of Property Rights and Innovation, will deliver the opening keynote address at the Association for Cultural Economics International Conference in Kyoto, Japan, June 22. Dr. Liebowitz will speak on “What Has the Internet wrought for the Production of Entertainment and Culture” at the biannual meeting. A scientific society of about 150 members throughout the world – including academics, government officials, foundation officials, managers of arts and cultural organizations and artists, the ACBE pursues members’ shared interest in furthering understanding of the economic aspects of the arts and culture in their home countries and around the globe.

An expert on the economics of technology’s impact on intellectual property rights, Dr. Liebowitz’s opinion piece on proposed anti-piracy legislation, “Internet to Artists: Drop Dead,” appeared in the Wall Street Journal January 24.

Zhiqiang (Eric) Zheng, associate professor of information systems and operations management, is listed on both the Financial Times and BusinessWeek lists of leading operations management journals. POMS publishes the only operations management journal that is listed on both the Bloomberg BusinessWeek and Financial Times’ lists of leading operations management journals.

Interest in Mr. Bowen’s story has led to several speaking engagements and interviews. On March 23, the Government Accountability Project’s American Whistleblower Tour stopped at Seattle University, and Mr. Bowen was a featured speaker. He also was featured in Workforce Management, a national publication targeted to human resources professionals.

Suresh P. Sethi, Eugene McDermott Chair of Operations Management and founding director of the Center for Intelligent Supply Networks, assumed the presidency of the Production and Operations Management Society in April in Chicago at the society’s 23rd annual conference. He will preside for a year, until the next annual conference in Denver.

The Production and Operations Management Society inducts Chelliah Sriskandarajah into its Fellows Class of 2012 at its annual conference in April. Ashbel Smith Professor of Information Systems and Operations Management, Dr. Sriskandarajah has been an associate executive director of the society since 2004 and a senior editor for the Manufacturing Operations department of POMS journal since 2006. His research interests include production-planning scheduling, supply chain management, performance evaluation of production systems, and computational complexity, design and analysis of algorithms for combinatorial problems.

Designation as a POMS Fellow is the most prestigious honor the society awards, and is given for life. It recognizes POMS members who have made exceptional intellectual contributions to the productions and operations management profession and to the society through their research and teaching.
Their findings have potential for many user forums, where the occasional intervention of experts might be welcomed to help resolve tough or time-consuming issues. Dr. Vijay Mookerjee, Charles and Nancy Davidson Chair of Information Systems and Operations Management, says. He and his wife, Dr. Radha Mookerjee, a professor of information systems and operations management, and Dr. Wael Jaber, a Jindal School of Management alum now at the University of California, recognized both the popularity and economy of these Internet discussion sites, which typically rely on volunteer contributions. In the paper, “An Analysis of the Delay in Customer Support Resolution Time,” they predicted a model designed to detect the likelihood of forum delays. Companies can use this model, they say, for “early intervention,” as a signal to send in experts and ultimately reduce issue-resolution time. The paper can be downloaded from the conference website program page (http://lifetrips.uncc.edu/CIST2011/Program.htm).

At the conference, Dr. Vijay Mookerjee was named to the Class of 2011 Information Systems Society Distinguished Fellows. Fellows are individuals who have made outstanding intellectual contributions to the information systems discipline and of government in the country’s change from sluggish responder to reformed achiever.

Professor Jagdish Bhagwati, University Professor of Economics and Law at Columbia University, has said, “Surendra Majumdar has written a superb book that breaks new ground and offers many new insights. And he writes gloriously. His book has become classic.”

Chairman of the editorial board of the Texas Society of Certified Public Accountants and treasurer-elect of the Dallas CPA Society, senior accounting lecturer Arthur M. Aguilera co-authored “Young CPAs,” a study to understand generational factors affecting the workplace.

"By understanding the generational factors at work in the organization, managers can more effectively recruit, retain and cultivate the younger generation." Mr. Aguilera and co-author Brinn Serbic, a CPA in Longview, Texas, wrote. Their work appeared in the November/December 2011 issue of Today’s CPA, a publication of the TSCPA.

Mike W. Peng, the O.P. Jindal Chair of Global Strategy, spoke last November 5 on “Global Competition and the Rise of Asia” at the 2011 Asia Pacific Symposium for U.S. Navy and Marine officers at the Naval Air Station Joint Reserve Base in Fort Worth. This was Dr. Peng’s third annual appearance at symposiums organized by the U.S. Navy (Reserve) Seventh Fleet. The previous two symposiums focused on China.

Last September, Dr. Peng was the first JSOM professor to speak at the UNIV 1010 Freshman Enrichment Lecture Series. The series was part of a new seminar that introduces incoming UT Dallas students to the intellectual and cultural environment of the university. He delivered a lecture on “Global Business @ UT Dallas.”

Opening day last September of the new UT Dallas Venture Development Center was a special occasion for Entrepreneurship Professor Robert Robb. In his campus roles as associate vice president for technology commercialization and as director of venture development at the JSOM-based Institute of Innovation and Entrepreneurship, he spearheaded creation of the facility. An 8,200-square-foot venue with offices and lab space, the center facilitates the launch of enterprises based on technology developed at UT Dallas by students and faculty. Located in the Research and Operation Center next to campus on Waterview Parkway, the VDC offers many services to client companies, including advising, business planning and building external relationships. Currently, 11 businesses are housed in the incubator, Mr. Robb says, and it recently signed Photon, Inc., its first student company (see Efficiency is the Watchword for Business Idea Center Winners on page 31).
NAVEEN JINDAL SCHOOL OF MANAGEMENT CLIMBS IN RANKINGS

By Marissa Alain

The Naveen Jindal School of Management continues to make gains in its position as one of the nation’s foremost public business schools, as shown in U.S. News & World Report’s “2013 Best Grad Schools” rankings. The Full-Time MBA program is ranked No. 37, tying with Boston College, Boston University, the University of Illinois at Urbana-Champaign and the University of Rochester. Last year, the program was No. 40. The Professional (Part-Time) MBA program rose as well, two places, to a No. 34 tie with Southern Methodist University and the University of Iowa.

The increases were more dramatic when the rankings were broken out to include only public universities. The full-time program jumped five spots to No. 12, tying with the University of Illinois at Urbana-Champaign. The part-time program climbed to No. 13, seven places up from its previous spot of No. 20.

“I am happy that we are being recognized and are gaining increased visibility for our academic programs, which are taught by talented and distinguished faculty members,” Jindal School Dean and Caruth Chair of Management Hasan Pirikul says. “The rankings show we are committed to achieving academic excellence and delivering a high-quality education.”

The full-time program was ranked fourth in the state, behind only UT Austin, Rice and Texas A&M Universities. The Management Information Systems program maintained its spot at No. 19 among public and private universities. U.S. News & World Report surveyed 441 MBA programs and computed full-time program rankings using peer-assessment, program assessment and recruiter-assessment scores, acceptance rates, students’ GPAs and GMAT scores, placement success, average starting salary and bonus, the percentage of students employed at graduation and their average starting salaries.

The publication changed its methodology for the part-time MBA ranking. Previously based solely on peer assessment, the ranking this year was based on: peer assessment, average GMAT scores, undergraduate GPA averages, percentage of part-time MBA enrollment compared to all other MBA enrollment, and average months of work experience.

Jindal School of Management researchers maintained their productivity last year, reinforcing their standing among the top 20 universities in North America and worldwide. JSOM scholars’ published works earned the school the No. 15 place among U.S. and Canadian peers, and the No. 16 place worldwide. Both stand figures appear in the 2012 update of The UT-Dallas Top 100 Business School Research Rankings™. Rankings remain the same as in 2011. “But this is a bit misleading,” Jindal School Senior Associate Dean Varghese Jacob says. “Because every year, the number of published works grows. You can’t stand still and retain your ranking.”

“Our rankings again reflect our serious commitment to research,” Jindal School Dean and Caruth Chair of Management Hasan Pirikul says. “Our researchers continue to build Jindal School’s reputation for significant scholarship.”

Rankings are compiled from a database that JSOM maintains of faculty research published in 24 leading peer-reviewed journals. The UT-Dallas Top 100 aggregates data over the most recent five-year period to generate the rankings. Current-year standees, determined March 15, are based on articles published in those journals from 2007 to 2011. JSOM has followed productivity since 1990 and began reporting rankings in 2005. In North America and worldwide, the Wharton School at the University of Pennsylvania holds the No. 1 spot. Harvard (University) Business School has moved to No. 2, displacing the Fuqua School of Business at Duke University, which is now No. 4. The Ross School of Business University of Michigan at Ann Arbor holds steady at No. 3. And at No. 5, the University of Chicago Booth School of Business rounds out the top placeholders. For a complete listing, visit jindal.utdallas.edu/the-ut-dallas-top-100-business-school-research-rankings/.

JSOM MAINTAINS TOP-20 SPOTS IN ANNUAL BUSINESS SCHOOL RESEARCH RANKINGS

JSOM responds to demand for energy education

Managing Energy Risk, Investment, Technology — MERIT for short — is a new graduate-level operations management course designed for students and professionals interested in careers in the energy sector.

As course creator Metin Çakanyildirim says, “Energy companies are charged to meet consumer demand by providing adequate supply while serving as stewards of our environment — all at palatable prices for consumers and profitable levels for investors.”

With that in mind, Dr. Çakanyildirim, a JSOM associate professor of operations management, created a semester-long course, with no prerequisites, that covers: managing new technologies for finding or generating energy, innovation in energy distribution, risk management, understanding how energy affects business, people, society and the environment.

Dr. Çakanyildirim designed MERIT to loosely correspond to material covered by the Energy Risk Professional certification program administered by the Global Association of Risk Professionals, and individuals requiring credits for GARP certifications can enroll.

Quite a few energy-related current realities factor into his teaching, Dr. Çakanyildirim says, such as currently very low natural gas prices, the cost of producing electricity from gas, coal and nuclear fuel — and the effect of carbon taxes on these; renewable energy with emphasis on wind and solar power, and the presence of the “Smart Grid,” grid reliability and hourly electricity pricing.

For more information, contact Dr. Çakanyildirim, metin@utdallas.edu, 972-883-6361.

Analytics Board Adds to Marketing Area’s Expertise

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For more information, contact Dr. Çakanyildirim, metin@utdallas.edu, 972-883-6361.
JSOM Hosts China-Taiwan EMBA Study Tour

JSOM hosted 43 Executive MBA students from Nanjing University in China and Cheng Kung University in Taiwan for a week-long trip last October. Led by CLEMBA Director Bobby Chang, the group spent all day visiting numerous software companies in order to learn about SAP's enterprise systems

New Certificate in Enterprise Systems Offered

The Information Systems area has launched a new Graduate Enterprise Systems Certificate program that emphasizes theoretical concepts in enterprise resource planning and provides hands-on experience with software used in that planning.

Generically, enterprise systems refers to software applications keyed to various functional areas in large firms. To understand and can identify crucial integration points of functional areas in large firms, know how to navigate SAP software and complete strategic business transactions, and have acquired in-depth knowledge in at least two functional or technical modules of SAP.

Those who earn the certificate are eligible to attend the Jindal School’s TERP10 SAP certification program. For more information, visit http://jindal.utdallas.edu/information-systems-certificate/ or contact Lou Thompson, Enterprise Systems programs coordinator, 972-883-2558, lou.thompson@utdallas.edu.

Financial Indexes Reveal a Fragile Recovery

The Center for Finance Strategy Innovation’s Index of Financial Health shows the economic recovery in North Texas is still fragile and uneven. An illustration: 22 percent of the 50 largest publicly held companies that the index includes were unprofitable in the fourth quarter of 2011, while only about half the companies reported higher margins or profitability ratios compared to a year earlier. Certainly, financial health is much better than the trough of 2009 when the index bottomed at 38.0. The Index climbed in 2009 and early 2010, and it has, essentially, plateaued since then, with relatively small quarterly changes despite the continually improving sales picture.

The 50 index companies experienced a small decrease in financial health in the fourth quarter of 2011. The index then stood at 61.2, versus 55.5 in the fourth quarter of 2010 and 65.5 at the end of second quarter 2011. While there have been year-to-year sales increases over the past two years, for an ever-larger percentage of the firms (89 percent), this increase was offset by lower margins and profitability ratios in the fourth quarter of 2011. Although half or more of the firms continued reporting improved inventory turns throughout 2011, the number of companies reporting higher cash flow from operations fell.

Of the three components of the Index of Financial Flexibility, increased short-term debt was reported by 60 percent of firms in fourth quarter 2011, and the percentage of firms paying cash dividends was reported at 73 percent. Both measures, which track improved ability and willingness to take on financial commitments, showed increases. The decline in the number of firms reducing long-term debt to 38 percent could indicate that firms are stabilizing borrowing levels. The total Index of Financial Flexibility continued its two-year downward trend and now stands at 38.0, a positive sign that would seem to reflect more corporate confidence.

While the way top companies fare usually correlates to the surrounding business community’s vigor, tracking the financial health of companies is not the same as measuring regional economic impact or labor-force impact.

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<th>Index of Financial Health</th>
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<td>Percent Experiencing Year-to-Year Sales Increase</td>
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<td>Percent Experiencing Net Profit or Loss</td>
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<td>Percent Experiencing Sales or Higher Year-to-Year Operating Profit as % of Sales</td>
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<td>Percent Experiencing Sales or Higher ROA for the Quarter</td>
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<td>Percent Experiencing Sales or Higher CFO than Last Year</td>
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<td>Percent With increased inventory in Year to Year as % of Sales</td>
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<td>Percent Experiencing Same or Higher Year-to-Year ROA</td>
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<td>Percent With increased Short-Term Debt as % of Assets</td>
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<td>Percent With reduced Long-Term Debt from a Year Ago</td>
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<td>Percent Paying Cash Dividends</td>
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Percent Experiencing Same or Higher CFO than Last Year | 57 | 54 | 50 | 52 | 43 | 43 | 41 | 55 | 55 |
| Percent Paying Cash Dividends | 59 | 52 | 52 | 42 | 61 | 60 | 63 | 70 | 70 |
| Compare the current index with the two-period moving average. | | | | | | | | | | | |
Conference Studies
Newest Modes of Marketing

I t better for firms to underpromise and overdeliver? How can social-media content and product search-engine data be mined to give consumers a ranking system for choosing hotels? And for writers, musicians and other artists, is it a good idea to reveal project details when attempting to obtain financial support on a crowd-fund-ing website such as kickstarter.com?

Top national and international researchers addressed these and other issues at the Frank M. Bass UT Dallas Frontiers of Search in Marketing Science (FORMS) Conference February 23 to 25 at the Naveen Jindal School of Management.

The Jindal School’s Marketing area annually hosts the FORMS conference as a small, collegial and distinctive alternative to larger similar gatherings. The conference honors the late Dr. Frank M. Bass (1926-2006), a JSOM professor often remembered as the “Father of Marketing Science.”

About two dozen professors discussed papers on such emerging marketing trends as search-engine keyword pricing strategies, dynamic choice, retailing and collecting user-generated content for consumer rankings.

JSOM’s Marketing area began hosting the FORMS conference about seven years ago, JSOM decided to cater to a small number, Associate Marketing Professor Aushnish Prasad said, “around 100 people, to allow for more face time, collaboration, idea-sharing and more time for the presenters to present.”

“The other important thing we wanted to do,” Dr. Prasad said, “was help PhD students.…who don’t have to pay a registration fee, and they get to meet leading marketing researchers from all around the world.”

Among topics conﬁrmed was the Internet’s role as a major marketing force. Researchers are trying to understand how to harness its power, Dr. Prasad said. For example, crowd sourcing, crowd funding and mob buying have all changed the face of how marketing is evolving. Researchers at the conference also talked about the latest approaches and techniques to help drive marketing of the future. “The audience might not actually need to learn these techniques unless they use them,” Dr. Prasad said, “but they need to know that such techniques are available or that there’s a person with expertise or a paper out there.”

Seminar Focuses on Shaping Effective Nonprofit Boards

F or homeless shelters, food banks and other charities to thrive, the nonprofit boards that serve them must be effective. Without proper governance of such organizations, donors are less likely to give, directors are less inclined to serve and missions are less likely to be achieved, Dr. Richard Leblanc, author and professor of law, governance and ethics at York University in Toronto, says.

Co-author of Inside the Boardroom: How Boards Really Work and the Caming Revelation in Corporate Governance (Wiley), Dr. Leblanc gave his recommendations for improving nonprofit corporate governance at a seminar hosted by the Institute for Excellence in Corporate Governance.

In the past, improving corporate governance focused on the structure of boards — their size, composition and independence. However, not-for-proﬁt boards should recruit directors based on their competencies, skills and behaviors, Dr. Leblanc said.

Because directors of not-for-profits serve unpaid, the assumption has been that “governance is less important, and that couldn’t be further from the truth,” Dr. Leblanc said, because not-for-profit organizations serve “vulnerable beneficiaries.”

Sharing insights from his research, he suggested three elements for building an effective nonprofit board: director recruitment, development and assessment.

He suggested that boards adopt formalized roles, with charters for the board, committees, the chair, executive director and committee chairs. This “establishes standards and the right tone at the top,” he said.

Boards should also address vision, mission, strategy and operational plans. Program delivery, risk identiﬁcation and management, ﬁnances, government reporting, ethics, integrity and communication and accountability to members and stakeholders should all be key, he said. Dr. Leblanc also proposed that boards adopt a succession planning process.

The March 6 event, How to Create Effective Nonprofit Boards: The Necessity of Governance and Leadership, was co-sponsored by the Center for Nonprofit Management, Communities Foundation of Texas and Dallas Social Venture Partners.

Auditors Pick Up ‘People Reading’ Skills at Annual Fraud Summit

A ny successful people have a knack for “reading people.” Quickly understanding how a boss, top executive or potential client likely will communicate, make decisions or perform tasks can be a valuable asset.

Author, documentary producer and indepen-dent investigative journalist Dan Korem taught and spoke about “rapid-fire proﬁling,” his method for “reading people right the ﬁrst time” at the Jindal School’s seventh annual Fraud Summit March 29 and 30.

Mt. Korem deﬁnes rapid-ﬁre proﬁling as the ability to obtain crucial behavioral data about a person “on the spot” without tests or batteries of questions. He taught participants how to proﬁle almost anyone, without stereotyping. Using interactive keypads, they proﬁled video clips of real people in real situations. Within a day, the average participant typically moves from 25 percent to 75 percent accuracy, Mr. Korem says.

Also the summit’s keynote speaker, Mr. Korem introduced the Korem Profiling System in 1997 in his book The Art of Proﬁling — Reading People Right the First Time (International Focus Press). He says the system has been successfully used for recruiting, sales, negotiations, team leadership, coaching and recruiting athletes, investigations, military operations and educating students. Each of the more than 660 guests at the sold-out con-fERENCE received a copy of the book.

“We’ve built the summit into an event that has achieved brand recognition and a reputation that makes people want to return year after year,” Mark Salamasick, head of JSOM’s Internal Auditing program, says. “It’s a quality, first-class event featuring speakers who are unique, charismatic and typically different to book. It also offers great networking opportunities.”

By Donna Steph Rian

Auditing program, says. “It’s a quality, first-class event featuring speakers who are unique, charismatic and typically different to book. It also offers great networking opportunities.”

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Mark Penny, senior vice president for Manhattan Construction’s Dallas office, will be a keynote speaker at the sixth annual UT Dallas Project Management Symposium at the Naveen Jindal School of Management. Mr. Penny is the lead project manager for the George W. Bush Presidential Center at SMU in Dallas. He also is overseeing the $1.6 billion remodeling project at Dallas/Fort Worth International Airport and expansion in downtown Dallas of First Baptist Church. He has worked on a variety of construction projects and spent almost six years overseeing development and construction of Cowboys Stadium in Arlington.

The symposium, being held August 16 and 17, will focus on “Project Management in a Risky World.” The event annually attracts more than 300 project managers to share ideas and best practices across a range of industries including construction, healthcare and information technology. This year’s topics include how to manage green and sustainable projects and how to effectively and economically terminate a project.

Also speaking this year will be Dr. David E. Daniel, president of The University of Texas at Dallas, who in July 2010 was appointed by the National Academy of Engineering and the National Research Council to a committee investigating the Deepwater Horizon explosion and oil spill in the Gulf of Mexico. Dr. Daniel holds a PhD in engineering from The University of Texas at Austin. Information and event registration are at pmsymposium.utdallas.edu.

IEEE International Technology Management Conference, June 24-27, Omni Hotel Convention Center, Dallas. Rates vary — Open to the public, this gathering will focus on “Managing Technology During a Business Recession.” The conference will feature special sessions on university programs in systems engineering and management (SEM). At UT Dallas, the Jindal School and the Erik Jonsson School of Engineering and Computer Science jointly offer a new SEM program, and both schools are involved in the conference. ieee-itmc.org

10th Annual National Corporate Governance Conference, October 4, JSOM. $395 through September 4; $495 thereafter. The Institute of Excellence in Corporate Governance explores plain-speaking and sincerity — in “Can We Talk? The Necessity of Candor, Leadership and Integrity Inside the Boardroom.”

Speakers will include:• Dr. Richard Lablanc, York University, on What Really Happens Inside the Boardroom?• Marince Jennings, professor emeritus, Arizona State University, on how to Do the Right Thing. • Baruch Lev, New York University, who will explore Communicating with Shareholders. necg.utdallas.edu

OTHER CONFERENCES ON THE CALENDAR:

MAY

The India Enterprise Forum, May 15, UT Dallas. $200 — A new venue to facilitate knowledge-sharing in North Texas about economic opportunities in India, the forum’s inaugural event will focus on sharing in North Texas about economic opportunities in India. Dr. Daniel holds a PhD in engineering from The University of Texas at Austin. Information and event registration are at pmsymposium.utdallas.edu.

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OCTOBER

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SCHOLARSHIP KEEPS MARKETING STUDENT IN SCHOOL

A scholarship named for a Dallas advertising pioneer and early benefactor of the Naveen Jindal School of Management already has made a big difference in the life of the JSOM student who received it.

“Because of finances, I had actually deferred getting my master’s until after I had maybe a little bit of money — after working,” Haris Fazlani said. “But because of the scholarship, I got to enroll.”

Now in the MS in Marketing program, Mr. Fazlani is the most recent recipient of the Morris Hite Memorial Scholarship, a $3,000 award given annually by the Dallas chapter of the American Advertising Federation and its philanthropic arm, the Dallas Ad League Foundation.

Mr. Fazlani was days away from earning his JSOM bachelor’s degree in marketing last December when the president and CEO of Dallas-based TracyLocke creative agency, Beth Ann Kaminkow, presented him the scholarship at an AAF luncheon.

Describing Mr. Fazlani as a “very deserving recipient,” Ms. Kaminkow said that “he is also someone who is personally living out the American dream.” His parents came to America from Pakistan, she said, “and have, through the years, worked very, very hard at different jobs.”

Mr. Fazlani recounted that story, in part, in applying for the award. He also wrote “about finding out what I wanted to do academically and having the motivation to pursue it at the highest level.”

Mr. Fazlani’s up-by-the-bootstraps drive was a lifelong trait of the late Morris Hite (1910-1983), the Dallas adman for whom the scholarship is named. Mr. Hite started his own agency by the time he was 20 and later rose to the presidency of TracyLocke.

A longtime civic booster, he played an active role in the creation of UT Dallas.

In recognition of his efforts, UT Dallas endowed and established the Morris Hite Center for Product Development and Marketing Science in 1984.

An ongoing UT Dallas supporter, Mr. Hite’s widow, Caroline, was in attendance when Mr. Fazlani received his scholarship.
PhD Student’s Interest in Peoples’ Pairings Leads to Prize Money

When César Zamudio dived into doctoral research, he had dogged determination and a belief that his topic — about how people select others in business settings — was unique.

In February, Mr. Zamudio won honorable mention in the 2011 Marketing Science Institute Alden G. Clayton Dissertation Proposal Competition. A prestigious annual contest for junior marketing scholars, the rivalry draws proposals from students at top-ranked universities worldwide.

Besides the award, the institute gave Mr. Zamudio a $3,000 grant to help complete his dissertation.

It focuses on a novel concept, which he calls “choosing others,” whether it is choosing employees, business partners or celebrities to speak on a firm’s behalf.

“The study of consumer choices has a long tradition in marketing,” Mr. Zamudio says. “However, most studies examine settings in which consumers purchase packaged goods, durables and so forth, but very little attention has been paid to situations where people choose other people or firms choose other firms.

“Managerially relevant examples,” he explains, “include social networks… job markets where employers and employees must find their best match; celebrity endorsements widely used in advertising that depend on mutually beneficial contracts… My research advances methods to examine problems on choosing others and in so doing, contributes to our understanding of job markets, social networks and branding.”

Mr. Zamudio also won a $10,000 grant in MSI’s “Ideas Challenge” competition, seeking ideas that could substantially improve the field of marketing for scholars, students and professionals.

The only competition winner who is a student, he proposed establishment of a global social network of marketing scholars and professionals that allowed for networked resources to increase research output in the field.

Mr. Zamudio, who expects to graduate in May 2013 with a PhD in management science with an emphasis in marketing, believes marketing is a crucial business discipline “in that it makes us think about how to better serve others – customers, our own employees and shareholders – while at the same time improving an organization’s bottom line.”

After graduation, he hopes to become a professor at a U.S. university. A native of Monterrey, Mexico, Mr. Zamudio says there are few marketing scientists from his home country, a fact that has motivated him to work hard to become a positive example for students from his homeland.

Management Alumnus Provides Winning Suggestion

A tip from an alum turned into $10,000 for a team of Naveen Jindal School of Management students when they won the inaugural healthcare case competition of insurer Humana’s leadership.

Adam Rivon, an MBA 2010 graduate, immediately thought of his alma mater when he learned his employer, Humana, was establishing a national presence.

“Humana’s leadership — and most patients prefer it. Minimizes medical errors and hospital readmissions — and most patients prefer it.”

Their winning market-entry plan called for acquisition of an established home healthcare provider with a national presence.

Besides $10,000, their win guaranteed the group interviews with Humana’s leadership development program.

Their fellow MBA students threw a surprise party for (left to right) Andy Cyders, Jordon Tracy, Ryan McLaughlin and Katie Ryan after the JSOM foursome won first place and $10,000 at the inaugural Humana healthcare case competition.

FRAUD RISK PLAN WINS HIGH MARKS IN CPA COMPETITION

By Kris Imher

Naveen Jindal School of Management team’s plan to steer a free-wheeling Texas construction company onto a straight-and-narrow path to international business success earned third place in a national case competition.

The JSOM students won $2,500 in that contest, the annual American Institute of Certified Public Accountants’ (AICPA) college accounting competition. Team captain Amanda Billingsley and members Ben Harwood, Thomas Mätter and Teresa Tran earned the prize last December in Washington, D.C.

The team followed in the successful footsteps of a JSOM team that earned first place in the inaugural 2010 AICPA competition. In all, 98 teams nationwide qualified in Round One. The JSOM team, Highly Debticated, was one of just three to make it to Round Three finals. Judges named a North Carolina State University squad the first-place and $10,000 winner. An Iowa State University team earned second place and $5,000.

The competition focused on fraud and forensics, a fast-growing accounting specialty that detects or avoids wrongdoing not only by auditing ledgers but also by investigating the ethical and legal soundness of business practices.

Competition teams role-played consultants tasked with helping fictitious Texas firm, High Prairie Construction, assess the top fraud risks tied to building oil pipelines in Nigeria.

Semifinalists had to re-assess the situation after learning that in other foreign countries where High Prairie already worked, the CEO “turned a blind eye” to the company’s payment of bribes and avoidance of local taxes.

Highly Debticated’s final presentation advocated HPC move away from that high-risk situation by setting short- and long-term goals, including mandatory ethics and compliance training for all employees.

Set the tone at the top, the team advised as its most important proposal: “If HPC’s leadership visibly supports anti-bribery policies, then employees and affiliates are likely to follow.”
Healthcare Case Competitors Develop Winning Plan

Both hard-nosed economics and judgment-call ethics made their way into the plan to a team of Naveen Jindal School of Management students put together in a winning case-competition effort to distribute $500 million in make-believe money throughout a hypothetical hospital system. The team tied for first place with Trinity University, earned $3,000, and members had their American College of Healthcare Executives membership fees reimbursed in the second annual contest sponsored by the North Texas chapter of ACHE.

JSOM team captain Raj Shah and his teammates Richa Singh, Archarna Subhashe, and Carson Marston role-played outside advisory firm members counseling the imaginary ABC Health System. The system wanted to make wise use of its money in its 10 hospitals, which served more than eight million people in a 150-mile area. Considering several factors for each hospital — including location, operating margins, net revenues, population growth, in-patient volumes and cost to complete a pet project — the team developed a matrix that logically charted outlay recommendations. Team members consulted Ashley McClellan, chief operating officer and interim CEO of Medical Center of Lewisville, who was assigned to them as a contest mentor. The group checked in, too, with John F. McCracken, executive director of the Jindal School’s Alliance for Medical Education Management program, and with their academic boss, Dr. Forney Fleming, director of the MS in Healthcare Management program.

In a 32-page paper and in-person presentation, the foursome recommended that all system hospitals follow an asset-management strategy. “But the future of healthcare is in service-line expansion,” Mr. Shah added, so the team also advocated the system branch out as a way to remain viable.

Grad Scores in National Contest With Business Turnaround Plan

A Naveen Jindal School of Management graduate closed his UT Dallas career by winning a national contest that challenges competitors to find ways to resurrect distressed companies.

Sudhanshu Jain, a 2011 MBA and MS in Finance graduate, earned first place and $3,000 in the Turnaround Management Association’s 2011 case-analysis competition. His prize also included an expense-paid trip to TMA’s convention in San Diego last October.

An international professional society for business-recovery specialists, TMA opens its Carl Marks Student Paper Competition to graduate-level business students. Entrants select a distressed company, then analyze it from financial, industry and other vantages. “Then you...make recommendations on how you would restructure or turn around that company to make it profitable again,” Mr. Jain said.

Competing can be a team effort, but Mr. Jain embarked on a solo study to give “especially for one person.” But, he said, Mr. Jain, now a transaction service associate in the Dallas office of PricewaterhouseCoopers, “was fully committed.”

Sudhanshu Jain

Efficiency is the Watchword for Business Idea Contest Winners

Both winning teams at the Fifth Annual UT Dallas Business Idea Competition captured their prizes by seeking more efficiency from modern living.

The first-place graduate team focused on cost savings and clean energy when members planned solar panel-covered parking structures for businesses. The first-place undergraduate team aimed at reducing restaurant waste by devising a smartphone app for ordering food in advance.

Photon, Inc., the graduate team of three Naveen Jindal School of Management MBA students, offered the combined benefits of covered parking and clean, cost-effective energy generation with their winning idea for solar panel-covered parking structures. The energy collected by the panels would help offset the costs of operating the facilities, according to the trio, Andy Cyders, Vance Weintraub and Ban Wilson.

The smartphone app of Blu Mango, the undergraduate team, promises better food faster, according to teammates Raheel Ata, a biochemistry major; Vivek Raman, an electrical engineering major; and Nikhil Karrik, a biomedical engineering major. Blu Mango earned $4,000 for first place and another $300 for most effective presentation at the finals held last November 18 in the Jindal School. Photon, Inc. also earned $4,000.

In all, the competition, an annual contest sponsored by the Institute for Innovation and Entrepreneurship at UT Dallas, offered $19,000 in cash prizes.

Open to students in all seven schools on campus, the competition attracted 170 entrants organized into 59 teams.

Winners

UNDERGRADUATE DIVISION

First Place ($4,000) and Most Effective Presentation ($500): Blu Mango. Idea: a smartphone app that allows users to order food from casual dining restaurants in order to bypass or reduce restaurant wait.


Second Runner-Up ($1,750): Photo Fuel System. Idea: a fuel system that would increase the efficiency of automobile engines.

Third Runner-Up ($1,000): Cultural Brokers. Idea: a service that provides cultural competency training and translation services to healthcare providers.

GRADUATE DIVISION

First Place ($6,000): Photon, Inc. Idea: solar panel-covered parking structures whose energy generation helps offset facility costs.

First Runner-Up ($2,500) and Most Effective Presentation ($500): Photovoltaics for Wine Cellars. Idea: a service that uses social media to bring together foodies and restaurateurs through home dining.


Third Runner-Up ($750): Waghare. Idea: a tool to increase blog traffic by linking posts to related posts across the Internet.

(Left) Dr. Forney Fleming with Raj Shah (Above) Winning team members (left to right) Raj Shah, Archana Subhash, Carson Marston and Richa Singh celebrate after the competition. (Below) Graduate Division Winners, Photon, Inc. (left to right): Ban Wilson, Andy Cyders and Vance Weintraub, with UTAA Associate Director Jackie Kimzey.
CPA Society Awards Three Scholarships

Three Naveen Jindal School of Management students received 2011-2012 scholarships to help them toward their goal of becoming certified professional accountants. The Accounting Education Foundation of the Texas Society of Certified Public Accountants made awards of $1,500 each to Boripat Siewsurut, Jaimie Yang and Alyson Brandt.

Interim spring semester at Deloitte, Mr. Siewsurut is enrolled in JSOM’s Professional Program in Accounting, a curriculum that allows academically motivated students to earn a bachelor’s and master’s degree in accounting in five years.

Also in PPA, Ms. Yang participated in the Accounting area’s ethics competition in the fall.

A former UT Dallas cheerleader, Ms. Brandt is a graduate student with a full-time job in an accounting firm. She received the Jacob Rezner Scholarship, which is named for a Dallas CPA who supports the Accounting Education Foundation.

Marketing Student Team Closes the Deal on Henry Schein Scholarship

For a final fall semester assignment, student teams in Alex Edell’s Personal Selling and Sales Management course competed for $3,000 in scholarship money by putting together a written and oral sales presentation for Henry Schein, a Fortune 500 healthcare products provider. “Students pretended to be on a Henry Schein sales team making a proposal to a large dental office for an advanced crown-making device, which retails for over $100,000,” Mr. Edell explained.

Shown here with Henry Schein Zone General Manager Dean Kyle (center), winners (left to right) Zayd Mabruk, Kia Wright, Anastasia (Asia) Manton, Melanie Castro, Coral Glass and Lincoln Yang delivered a cohesive written proposal that covered all the attributes the buyer had indicated were important. In its oral presentation, the team successfully executed such key components as proper use and explanation of visual aids, check-backs, proper introductions, body language and tone inflection, handling of several buyer objections and making the close.

Ambassador Sells Students on Africa

Zambian envoy lauds her homeland during JSOM visit

Excelling the virtues of her home country and her home country, the Zambian ambassador to the U.S. recently exhorted a largely student audience at the Naveen Jindal School of Management to “think of Africa as your next employer.”

“This is the continent people are calling the next frontier,” Ambassador Sheila Siwela told listeners about the business outlook there.

In fact, JSOM Professor Habte Woldu said in introductory remarks, 23 of Africa’s 54 nations have recorded “economic growth of 7 percent to double digits” in recent years.

Advisor to the International Management Society, a JSOM-based student organization, Dr. Woldu introduced the ambassador on behalf of the society. The group brought the ambassador to campus January 25 with the help of the DFW African Chamber of Commerce.

Ms. Siwela, a career diplomat who has been U.S. ambassador since 2010, explained Zambia is often cited as a model for democracy. After gaining independence from Great Britain in 1964, she said, Zambia became a center for helping neighboring countries gain their freedom.

The 1990’s marked the beginning of Zambia’s free-market economy. Today, she said, 99 percent of companies there have been privatized.

The world’s No. 3 producer of copper, Zambia also promotes its agribusiness potential — “Seventy percent of the land is virgin,” Ms. Siwela said, with plenty of water resources — and tourism.

Victoria Falls, a famous tourist attraction, lies between Zambia and Zimbabwe. The falls, combined with abundant, “world-class” wildlife and the unspoiled wilderness make Zambia a great tourist destination, Ms. Siwela said.

Her homeland’s selling points also include a youthful population and high education rates, she said. But Dr. Woldu, director of JSOM’s Global Business and International Management Studies programs, commented that Africa has not done a good job of offering its highly educated citizenry enough incentives to stay in their homelands.

This diaspora issue — the scattering of educated Africans away from the continent — will be addressed in a new U.S.-Africa initiative, Ms. Siwela said. “Zambia needs the diaspora, and the diaspora needs Zambia,” she said.
Genghis Grill Guys Hit on Stir-Fry as Sure-Fire Success While at UT Dallas

By Donna Steph Rian

What began as a group of college buddies socializing, shooting pool and eating at their favorite Asian stir-fry has evolved into a multimillion-dollar corporation that today owns the 85-unit Genghis Grill chain and 11-unit Baker Bros. American Deli, and is a partner in several other restaurant and hospitality concepts.

The roots of the Dallas-based Chalak Group — which had annual sales of $100.1 million last year — date to three of the four principals’ stints in college together.

As UT Dallas students, Al Bhakta, now Chalak president and chief executive officer; Ron Parikh, chief marketing officer; and Nik Bhakta, chief operating officer and Al’s first cousin; studied, hung out together, held full-time jobs and invested in various businesses. Although not related to the other Bhaktas, Chief Financial Officer Chet Bhakta, who graduated from Brookhaven College, also was a close friend:

“We invested in a pool hall in Garland. . . .” Al Bhakta said. “It broke even the first month, made a profit thereafter and became a successful venture in six months. Then we opened a game room in Lewisville.

“We went to college during the day and ran the businesses at night,” he said. “We were full of energy and didn’t seem to need much sleep.”

A 1999 graduate of the Naveen Jindal School of Management, Al Bhakta earned a Bachelor of Science degree in business administration. “I’ve always been entrepreneurial, ever since [I was] a kid,” he said. “But obviously, my education played a significant role. The discipline we learned at UTD, and things we learned in the marketing realm and in accounting classes, help me on a daily basis. From a strategy and growth standpoint in our company, many of the things we are doing today lean back to what we were taught at UTD.”

One of the group’s favorite eateries during college was Genghis Grill, a Mongolian stir-fry restaurant. During one visit, Al left a business card and asked the owners to call if they ever franchised the concept.

That was 1999. In 2001, Al and his buddies received that call and sold their other businesses. Ron Parikh earned his BS in business administration at UT Dallas that year, and Nik Bhakta earned his Bachelor of Arts degree. In 2002, the buddies opened the first Genghis franchise.

“The first night our restaurant opened was a Tuesday,” Ron Parikh said. “We were open from 4 p.m. until 10 p.m., and not one customer walked through our door.” Ron agrees that his education at UT Dallas has contributed significantly to his marketing role at Chalak. “UTD helped me figure out which direction I wanted to go, and to be patient. You can’t expect to have everything at your fingertips immediately. UTD helped me learn how to plan and grow better.”

After opening night, the group launched a marketing campaign to educate customers regarding the Mongolian stir-fry concept. It has diners “build their own bowls” from a selection of fresh meats, vegetables, sauces and spices, and hand their creation to a “grill master” who cooks each individually on a large, round grill in a few minutes.

In 2003 and 2004, Chalak purchased a second corporate restaurant and another franchise location. In 2004, it bought the company that owned Genghis. At that time, there were three corporate restaurants and three franchise units outside Texas.

Today, Genghis Grill encompasses 85 locations in 21 states. About half are owned, and half are franchises. Last year, Chalak purchased Baker Bros., and, it owns interests in YUM Brand Restaurants (KFC, Taco Bell and Long John Silver’s) and Hampshire Hotels in South Africa.
DEPARTMENTS  ALUMNI NEWS

1980s

Mike Wolfe, BS 1986, is a part of the executive management group for Starwood Montage in Plano, Texas. Mike was selected as a 12 Dallas/Fort Worth Five StarMontage Properties Award winner in selling section in the May issue of Texas Monthly. He was honored in 2010 by D Magazine, which recognized his 20 years as a residential mortgage specialist.

The Dallas business journal named Widow Bent Mortgages one of the top 15 Dallas-Fort Worth lenders for eight years and included the company in its Dallas 100 Awards every year from 2006 through 2011.

Cynthia (Cindi) Keith, BS 1988, has taken on a new role as operations partner in the public relations professional Services Group of WeismanCoopers LLP. Previously, she led the North Texas region as a partner in the firm’s business development and business assurance services. She was named chairman of the Jindal School of Management’s Accounting and Information Management Executive Advisory Council in April 2002 and recently joined the JSIDC Advisory Council.

Kimberly Doherty, BS 1989, is a founding partner and president of Solutions Tax & Bookkeeping, LLC. Her business was honored as an “Emerging Company” in 2007 by the Dallas–Fort Worth晨报 as a University of Texas at Dallas charter Enterprise. An income tax preparer and president of Solutions Tax & Bookkeeping, Kimberly returned to the world of taxpayers in all administrative areas of the IRS. (While demonstrating the values and ideals of Dr. King. Chief Justice Award. The award goes to a leader who demonstrates the values and ideals of Dr. King. It is awarded to the company’s accounting department as well as incorporating cloud-based accounting applications. Prior to Enzone, he was CFO for NATX, a Dallas company that made high-performance composite tires for railroad tracks. Previously, he was CFO for Intelligent Access Partners, which supported large organizations’ corporate communications infrastructure. He started his career with PricewaterhouseCoopers and has served in senior finance leadership positions on three continents. He received a BS in accounting and banking from Oklahoma University in India. He is a certified public accountant, certified IT professional, Fellow of Chartered Accountants and member and charter global management accountant.

2000s

Jeremy Gregg, EMB 2004, recently accepted the position of chief development officer for the Prison Entrepreneurship Program (PEP), where he has been a volunteer since 2007. He says that PEP transforms the lives of both executive volunteers and inmates, using them through their passion for entrepreneurship, education and mentoring. Previously, he was the director of the Plan Fund whose loans often went to graduates of PEP. His area of expertise includes client development, relationship management, strategy, business development, corporate identity, marketing and public relations, and communications. He has been with the Plan Fund for 10 years. A mentor to many young business owners, Walter said the Dallas Bar Association upon receiving the Justice Award. “Your accomplishments in life are measured by what you do for others.”

1990s

Cari Turner, BA 1990, MBA 2004, and her husband, Bill, last November completed their three-mile walk through the Phoenix area. On the first day, they walked 24 miles. The second day was 20 miles, and the third was 16 miles. Can’t wait that she has now raised more than $10,000 for a cure for cancer. Their goal is a planning a walk for October 2012 in Tampa.

Mahesh Shetty, EMB 1999, won the 2011 Dallas Business Journal’s CFO of the Year award for the 2011 National Medical Center. Previously he was a senior partner in Ernst & Young where he managed many of the firm’s largest clients. He is a member of Ernst & Young’s Finance Committee and the Jindal School’s Integral Audit Panel.

Steven Niekamp, BS 1986, is part of the executive management group for Willow Bend Mortgage in Plano, Texas. Mike was selected as a 2012 Dallas/Fort Worth Five Star Mortgage Properties Award winner in 2010.

Walter Sutton Jr., PhD 1989, is named Senior partner for Enzone, a diversified Dallas commercial real estate firm. Mahesh has been with Enzone since 2006. Recently he has been involved in outsourcing the company’s accounting department as well as incorporating cloud-based accounting applications. Prior to Enzone, he was CFO for NATH, a Dallas company that made high-performance composite tires for railroad tracks. Previously, he was CFO for Intelligent Access Partners, which supported large organizations’ corporate communications infrastructure. He started his career with PricewaterhouseCoopers and has served in senior finance leadership positions on three continents. He received a BS in accounting and banking from Oklahoma University in India. He is a certified public accountant, certified IT professional, Fellow of Chartered Accountants and member and charter global management accountant.

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