MESSAGE FROM THE DEAN

It is fitting that the theme of this issue centers on leadership and leaders, given that The University of Texas at Dallas School of Management has been named one of the leaders, worldwide, in research productivity in the respected publication OR/MS Today. A study in a recent issue of OR/MS Today ranks our school sixth worldwide in research productivity during the last six years in the key areas of operations management and management information systems. The significance of this ranking cannot be overstated. It offers proof that, for the first time, The UTD School of Management is competitive with other top schools. This ranking becomes even more significant when comparing our leading position in the last six years to our ranking in the six-year period before that — number 43. The leap we made, from 43rd to 6th, in a short period shows that we are making excellent progress toward our goal of being one of the leading public business schools in the nation.

The growing strength of our top-ranked operations management and management information systems faculties enhances our school’s position, especially when adding it to our faculty strength in marketing science and managerial accounting. Last fall, we further bolstered the ranks of our operations management faculty with the addition of senior scholar Dr. Kathryn Stecke. We also strengthened our organizations, strategy and international management faculty with the addition of three more senior scholars, Dr. Gregory Dess, Dr. Sumit Majumdar and Dr. Jane Salk.

We continue to work to update and improve our programs. This year, we are redesigning the curriculum for our MBA program to focus on not only equipping our students with timeless business skills and proficiencies but also allowing them to master the latest in management tools and technologies. This continued attention to our programs is necessary to fulfill our mission of creating excellence in our academic programs along with conducting leading edge research in management.

I take great pleasure in reporting that the construction of our new building is progressing on schedule and approaching completion. We expect to move into our new 204,000-square-foot facility this summer so that we can begin classes there in the fall of 2003. The building — whose features include video-conferencing facilities, an executive education center, meeting rooms, office space and 29 state-of-the-art classrooms — will allow our entire school to be housed under one roof for the first time. It will also help us accommodate our continuing growth in enrollment, which averaged more than 8 percent for both this year’s spring and fall semesters.

Even as the completion of the $38-million building presents us with many opportunities, we face the challenge of raising the balance of the $8 million required by the regents of the U.T. System when they funded the facility. We appreciate the generous support we have received to date for this important project, and we welcome the continued support of our alumni and friends.

Best wishes,

Hasan Pirkul
Dean, School of Management

Visit our site on the worldwide web
http://som.utdallas.edu
Significant Strides
Paula Felps
An Institute for Operations Research and the Management Sciences (INFORMS) study shows The School of Management jumped from 43rd to 6th place worldwide in faculty research published in quantitative and technical fields.

E-Commerce Craze Appraised
Jeanne Spreier
Economics Professor Stan Liebowitz has evaluated the good, bad and ugly about online retailing in his latest book.

Taking the Lead in Leadership
John H. Ostdick
SOM addresses issues of business ethics and leadership with programs and vision offered by The Leadership Center at UTD.

Two Views from Washington
John H. Ostdick
Texas congressmen Pete Sessions and Michael Burgess discuss what it takes to lead.

Keeping a Good Thing Going
Jeanne Spreier
EMBA grads Larry Solomon and Bruce Ulrich created a forum for keeping the flame of inquisitiveness alive among their former classmates.

Construction Journal: Designing a Legacy
Paula Felps
Gary G. (Tuck) Henry, architect of the new SOM building, discusses his blueprints and the professional and personal thoughts behind them.
The recent prominent inclusion of The University of Texas at Dallas School of Management (SOM) in a global study has reinforced the school’s rising profile as a research heavyweight. An article about the study, published in the December 2002 issue of OR/MS Today, places the SOM at number six, worldwide, among schools with comparable information systems and operations management programs during the last six years.

“This is the first time that someone has looked at what we’ve done and put us alongside the best schools,” says SOM Dean Hasan Pirkul. “The fact that our faculty shows up as the sixth-ranked school during the last six years is very significant. It shows that we are, in fact, a dominating organization and are becoming a top school.”

The study compared the amount of research published in quantitative and technical fields, such as operations management and management information systems, by business schools during two six-year periods, 1990 to 1996 and 1997 to 2002. OR/MS Today is a bimonthly membership magazine of the Institute for Operations Research and the Management Sciences (INFORMS). It features articles and updates by leading experts in operations research and management science.

The study’s authors, James R. Marsden and Ravi Bapna, both faculty members at the University of Connecticut, said they wanted to measure the performance of business schools that have organized departments to address management issues created by the information technology revolution.
One of the most compelling aspects of the survey, Dean Pirkul says, is the dramatic leap that can be seen. During the study’s first six-year period, the SOM ranked 43rd.

“The leap we made — from 43rd to 6th — is a real measure of the progress we’ve made as we’ve grown over the last six years. It’s particularly gratifying because it indicates that we’re making significant progress toward our goal of creating a nationally recognized, top-quality management school here at UTD,” he says.

“We are now getting nationally recognized faculty from some of the country’s top schools who want to come to UTD,” Dean Pirkul adds. “They look at the journals and see the UTD name and want to be a part of what we’re doing. This study reinforces that.”

The entire text of Professors Marsden and Bapna’s study can be viewed at www.lionhrtpub.com/orms/orms-12-02/frpaperclose.html.
n Nov. 18, 2002, the Institute for Operations Research and the Management Sciences (INFORMS) presented its first INFORMS Fellows Award. The honor, developed to recognize outstanding achievement in one of five key areas designated by the institute, went to 113 recipients, including Frank M. Bass, who is the Eugene McDermott University of Texas System Professor of Management at The University of Texas at Dallas.

The recipients, who were presented their awards during the society’s annual meeting in San Jose, California, included all past presidents of the society and its predecessors, TIMS (The Institute of Management Sciences) and ORSA (Operations Research Society of America).

Barry List, director of public relations for the society, said the award is “quite significant.”

“The award recognized outstanding achievement in our field, and Professor Bass, a leading operations research theoretician and practitioner, was inducted in a group that included the most eminent in our field, including two Nobel Prize winners,” Mr. List noted.

Professor Bass’s name was immediately added to the list of recipients because of his service to TIMS. “One of the groups that INFORMS recognized was past presidents of our two founding societies, which merged to form INFORMS in 1995,” Mr. List explained. “Professor Bass is past president of TIMS, which he served from 1978-79, thus qualifying him for recognition.”

Professor Bass is in good company, with other award recipients including all previous recipients of INFORMS’s prestigious John von Neumann Prize for fundamental theoretical contributions and the George E. Kimball Medal for service to the profession. INFORMS members who were previously inducted into the National Academy of Sciences or the National Academy of Engineering also received the award.

INFORMS Fellows Award Criteria

INFORMS granted Fellows Awards based on outstanding achievement in one or more of the following areas:

• Research
• The practice of operations research/management science
• Management of operations research/management science, including significant responsibility for applying the profession’s techniques within organizations
• Education in the field of operations research/management science
• Service to INFORMS or the profession
The connection between The University of Texas at Dallas School of Management (SOM) and the Institute for Operations Research and the Management Sciences (INFORMS) is a long and lasting one. INFORMS presently includes several SOM faculty members in prominent positions, all of whom have a long-standing relationship with the organization.

INFORMS is an international society representing professionals in the fields of operations research and the management sciences (OR/MS) and in related fields such as information technology. The organization promotes the application of scientific methods to help improve decision-making, management and operations. It also serves as a clearinghouse for the latest OR/MS ideas and information by publishing a variety of journals and organizing conferences for its membership of 10,000, which includes several Nobel laureates. In addition to 10 scholarly journals, INFORMS publishes the online journal Interactive Transactions of OR/MS, the membership magazine OR/MS Today, a book series, and a series of teaching cases.

"INFORMS is the premier professional society for operations management and operations research faculty and practitioners," explains Dr. Kathryn Stecke, SOM professor of information systems and operation management (ISOM). "[It] is where the faculty and Ph.D. students go to hear about the latest exciting research in the world. Finishing Ph.D. students go there to look for a faculty position."

Professor Stecke has been attending INFORMS conferences since she was a student in the master's program at Purdue University 25 years ago. Over the years, she has been a senior editor of Manufacturing & Service Operations Management (M & SOM). She also has served as a member of
the organizing committee for several national INFORMS meetings. In 2001, she chaired the international INFORMS meeting in Hawaii. She was elected vice president of Sections and Societies in 2002, is on the INFORMS board of directors and is the board’s liaison with all of the sections and societies of INFORMS. Her term runs through 2004.

Other faculty members currently on editorial boards of INFORMS publications or active on INFORMS committees include Dr. Rajiv D. Banker, Dr. Nirup Menon, Dr. Vijay Mookerjee, Dean Hasan Pirkul, Dr. Ram Rao, Dr. Sumit Sarkar and Dr. Suresh Sethi. Dr. Frank Bass, a past national chair of INFORMS’ Information Systems Society as well as the INFORMS technical section on telecommunications. He has also served as associate editor for the journals, Management Science and Operations Research. Professor Mookerjee, coordinator of SOM’s Information Systems and Operations Management (ISOM) area, is currently associate editor of Management Science and serves on the editorial boards of the INFORMS Journal on Computing and Operations Research. Professor Sarkar, a member of the school’s ISOM faculty, is on the editorial board of Information Systems Research and serves as secretary of the INFORMS Computing Society. For several years, Professor Sarkar has served as a member of the program committee for the Conference of Information Systems and Technology, while Professor Menon, who is an accounting and information management faculty member, has recently been invited to become an associate editor of Information Systems Research.

Professor Sethi, who has been active in INFORMS for nearly 30 years, emphasizes the value of involvement in the organization. “INFORMS is a major society for information systems and marketing. Publication and participation in INFORMS journals only enhances the school’s reputation,” he points out. “It gives the school tremendous visibility. Serving faculty can influence the direction of the society.”

More information about INFORMS is available at www.informs.org.
In the mid-1990s, Dr. Stan Liebowitz couldn’t agree with the gurus predicting that the Internet and electronic commerce — e-commerce — were going to outperform firms conducting business in conventional ways. “Partly by nature I’m a contrarian,” says Dr. Liebowitz, an economics professor at The School of Management. “But mostly, it just seemed clear that we were in the middle of the greatest business craze of our lifetime.”

His observations and reasoning about how the economy will and will not embrace the Internet are compiled in a book, *Rethinking the Network Economy: The True Forces that Drive the Digital Marketplace*, released last fall. He takes several Internet-spawned ideas to task, such as the relative value of Internet retailing. With online grocery stores, for instance, Dr. Liebowitz wonders why investors agreed that a few young professionals with no more grocery experience than shopping for Pop-Tarts could beat experienced retailers simply with snappy html code. “It didn’t make sense,” he says, “unless you bought into the theory that these old guys didn’t know what was going on.”

Even worse, in his mind, was that the ideas pushing the retail-via-Internet mania — with its huge capitalizations, massive initial public offerings, and wild salaries — were based on faulty economics. “The concept of first-mover-wins, which was the thinking behind the Internet mania,” Dr. Liebowitz says, “was based on an economic theory that I had spent a decade showing to be wrong.”

Various audiences are noticing the book.

Reviewers, lawyers and entertainment people are interested in the author’s views of copyright problems, especially as they relate to music downloads. His seminal work on technology’s impact on copyright holders in the early 1980s made it a natural topic to include, and his views on the subject have been noted in magazines from Fortune to Rolling Stone and broadcast media from ABC to National Public Radio.

Dr. Liebowitz believes that movies are next in the crosshairs of downloaders and that this topic is likely to stay in the news for some time.

Another topic covered in the book is the Internet advertising market. “Ad rates were very [expensive] relative to TV ads with a similar audience,” Dr. Liebowitz says.

“Further, TV ads are much more interesting than [Internet] banner ads, and TV ads interrupt the view, whereas it is easy to ignore banner ads.” He concludes that Web sites expecting to support themselves with advertising alone are making a large mistake. Dr. Liebowitz does believe some products can make the move successfully to electronic retailing. Information-based products are especially well suited, he says, because the Internet excels at transmitting information. He suggests that items that can be digitized will do best on the Web. “You don’t have to touch and feel them,” he says.

In addition, those products with a long history of catalog sales, for example home electronics or clothing, should easily make the transition to the Web.

*Rethinking the Network Economy*, published by Amacom, was reviewed by The Economist, which said the book “explains what the Internet did change and what it did not, in a witty and accessible way. It is the best book to date on the fallacies of the e-commerce craze.”

Yale Global Online wrote: “The author provides an eloquent crash course on Internet advertising, ...There is a brilliant chapter ... ‘The Value-Profit Paradox,’ that dives into why products sold over the Internet aren’t perfect substitutes for their equivalent at bricks-and-mortar stores.”
"Effective leadership comes with significant and sometimes awesome responsibilities. There are as many or more instances of suffering than glory. Effective leaders need to be mature and well-grounded in their own values and beliefs, and the professional will that drives them needs to be accompanied by a moral and ethical will that sustains them against the pressures that inevitably exist to take a shortcut.” — Jerry Hoag, director of The Leadership Center at UTD
he vision behind The Leadership Center at UTD, which opens its doors in the fall, is based on the simple truth that has sometimes eluded corporate America: Effective, ethical leadership breeds good business.

The center will birth a curriculum that includes modules on the history and theory of leadership, leadership fundamentals, responsibility of leadership and importance of ethics, and the impact of foreign cultures on leadership styles. It is the brainchild of and will be directed by Gerald H. (Jerry) Hoag, longtime university friend and past chairman of The School of Management (SOM) Advisory Council. Mr. Hoag has 35 years of management consulting experience, including more than 30 years as a partner working with senior management.

What his long experience helped him develop, he says, is a firm belief that “leadership qualities and skills can be learned and improved through a systematic program of classical teaching combined with real-life experiences” that are imparted by people in leadership roles.
Speakers and a systematic approach

“I think we need to harness the huge body of knowledge that exists in leadership and apply it in a systematic and effective manner for students and people within corporations who are in leadership roles so it can be useful to them,” says Mr. Hoag, who has also served as a UTD guest lecturer.

The curriculum will include an executives-in-residence program and a speakers program that will pull in leading international voices on the subject. Mr. Hoag envisions a speakers program that each year recruits four to six prominent speakers who will come to the UTD campus for full-day visits. In addition to their lectures, these experts will be available to share their wisdom in sessions with students.

The center addresses both strategic goals of UTD and practical needs of the corporate world, says Dr. Hasan Pirkul, SOM dean.

Dallas office grew from seven consultants to more than 125 in his first seven years. The firm became a wholly owned subsidiary of Electronic Data Systems Corp. in 1995. He retired as a senior officer of the firm in 1999 but remained active until approaching Dean Pirkul with the center concept almost a year ago.

He received an enthusiastically positive response.

Bringing together academics and practitioners

“The leadership center fits with an area we are building,” Dean Pirkul explains. “We’ve hired one of the leading management-strategy academics in the nation, Dr. Gregory Dess [who holds UTD’s Andrew R. Cecil Endowed Chair in Applied Ethics]. Jerry Hoag brings a tremendous amount of understanding of his field. Combining the knowledge of such a leading academic with the wisdom of a skilled practitioner is critical to this project’s success. If you have one without the other, it won’t work.”

Meetings between Mr. Hoag and Professor Dess helped turn concepts and goals into a workable program. “Greg is the key professor in developing the curriculum, helping me put people together with topics, and will surely be teaching core components,” Mr. Hoag says. “His teaching background in strategic leadership management and research and authorship on the subject fit the center’s mission perfectly.

“The research element is critical to our efforts,” Mr. Hoag says. “As an academic institution, you never do anything that isn’t based on research. What you learn from research — whether it involves CEO compensation or executive ethics — is important as you go forward and bring it into teaching.”

Continued on page 23

“I’d like the center to put an equal focus on the ‘hard side’ of leadership. We as a society tend to see leadership in terms of glory, power and money, and a whole lot less in terms of responsibility, accountability, strength of morals and ethics — all of which are critical aspects of effective leadership.” — Jerry Hoag

The School of Management
Young People, Don’t Lose Hope of Finding a Job

By Patricia Patterson

How many young people are looking for jobs? Lots! And students coming out of school are competing with more experienced people for scarce positions. It is tough out there, but there is good news as we head into 2003: You will find a job!

Despite a poor economy, there are some promising signs. Some companies are reporting good earnings. Others will follow, as the Iraq situation resolves itself one way or the other and confidence picks up. The stock market, although still down for the year, is up sharply since early October. Hiring can’t be deferred forever. Imagine Mr. Schwartz, president of Southwest Widgets. He has cut fat, muscle and bone from his organization. Only his assistant and his son-in-law are left. Suddenly, great news! An order for 10,000 widgets, to be delivered to New Jersey in two weeks. He must start hiring and fast.

With a pickup in demand, jobs will materialize ASAP. But what about now? What if you have looked for your dream job and found nothing? Here is a checklist to be sure you have left no stone unturned:

1) Does your résumé have a powerful selling tool? Do you thoroughly research each company and go into your job interviews ready to talk about the fit between what your prospective employer needs and what you do? Practice with a friend or in front of a mirror. Your presentation needs to be totally smooth. Dress like the interviewer. Think of your clothes as packaging the product. Get business cards and carry them. If they can’t find you, they can’t hire you.

Listen, listen, listen. Go where the interview takes you. Ask questions about what the interviewer has said. Be memorable. A (clean!) joke to illustrate a point, a passion outside of business. Close the deal. Ask for the job. Send a thank-you note ASAP. That speaks worlds about you, your values and your attention to detail. Above all, remember that if the interviewer doesn’t like you, there will be no job.

If the dream job isn’t forthcoming, there always is Plan B! Here are eight good ideas:

1) What do you love to do? Can you make a business out of that? I know two sharp young brothers who have made a thriving business out of their passion for boiled peanuts — unlikely but true.

2) Nonprofit groups need volunteers. Those organizations offer experience and great networking opportunities. Pick several and send your résumé.

3) Learn a language. Look at all the Mexicans, Pakistanis, Chinese and French who learn English. Do you really think all of them are smarter than you? A second language can make a real difference in the job market.

4) Travel to places where you might do business some day. The United Kingdom, Western Europe and, above all, China! One out of every five people in the world is Chinese, an enormous market for every kind of goods and service. A trip there, even with a backpack and on a strict budget, can work wonders for your employability.

5) The military. It may not be your mother’s first choice, but for the right people, it can offer a tremendous opportunity.

6) Politics. Both political parties are gearing up for 2004. Your networking opportunities will be huge, and a good performance could result in a good job later.

7) School. Get a degree if you don’t have one — or another degree if you do. Broaden your capabilities.

8) The eternal intern. Just start work at the job of your dreams for no pay. I saw a young man do that when he was turned down for a job. He went home, thought about it over the weekend, put his tie and coat back on Monday morning and showed up. “Where do you want me to sit?” Start and let them pay you when they can.

In summary, these are challenging times for job seekers, but the economy will improve, and if you do everything we have discussed, perhaps you will get your first choice job. If not, have Plan B ready — it will lead to good things.

As Texans, we are optimistic by nature. Deep in our hearts, we know things will get better. You will find a job!

Patricia M. Patterson is deputy chairman of the Federal Reserve Bank of Dallas and president of Patterson Investments.

This column, which appeared in The Dallas Morning News on December 8, 2002, was excerpted from remarks she made in November when she delivered a talk at the UTD Conference Center that was part of UTD’s Andrew R. Cecil Lecture Series.
business supporters of The School of Management at The University of Texas at Dallas say that with the recent wave of corporate scandals and the current complex economic, social and political climate, the need for guidance and direction from those in authority has never been more important.

“We live in times of enormous uncertainty and times of enormous change,” says Al Morrison, vice president, global professional development of the management consulting firm A.T. Kearney, Inc., a wholly owned subsidiary of Plano-based Electronic Data Systems. “The broad need for leadership and leaders is never more necessary than it is today.”

Responding to that need, The School of Management (SOM) is launching The Leadership Center at UTD — one of only a few such initiatives in the Southwest. (See Taking the Lead in Leadership on page 8.)

Corporate donors are committing to the new center’s success. Early endorsements have come from A.T. Kearney, Inc., Ericsson, Inc. and 7-Eleven, Inc. All recently pledged financial support to the center, where, beginning this fall, business leaders will share their expertise and the fundamentals of leadership will be stressed through courses, research projects and forums.

The center will begin by offering two series of non-credit short courses, one focused on senior executives and one de-
signed especially for mid-level managers and executives from small- to medium-size companies. Beginning next spring, the center will offer graduate level semester-length courses for credit. The for-credit courses will be designed primarily for graduate students in management and engineering, although they will be open to any graduate student at the university. They will also be open to select undergraduates at the junior and senior levels including honor students and those in the prestigious McDermott Scholars Program.

Jerry Hoag, who honed his leadership skills through more than 35 years in management consulting, is serving as director of the center. Mr. Hoag points out that most people have never received formal training in leadership, per se, during their college years. “Companies, hence, are kind of forced to develop leadership and executive development programs on their own.”

He plans for the center to enrich existing internal leadership and executive development programs as well as offer leadership training for companies that don’t already have such programs in place.

**A shared passion**

Corporate and foundation support for the center is key, says Mr. Hoag. The school is seeking eight to 10 sponsors to provide the seed money needed to establish the curriculum and launch the program. Corporations that pledge a two-year funding commitment will be afforded the opportunity to send representatives to the center to participate in leadership courses.

“Sponsorship of the leadership center...was a natural extension of 7-Eleven’s support of the school and commitment to leadership development,” says Jack Wilke, vice president, national franchise and corporate communications and a member of the SOM Advisory Council. “We have worked with director Jerry Hoag in a variety of business and civic endeavors and share his passion and belief in the need for such programs in the area.”

The center will rely heavily on the “real-world” expertise of senior business leaders who will lecture, participate in panel discussions and spend a day in-residence. Curriculum topics will range from understanding the personality traits and behavioral patterns of leaders to accountability, ethics and international leadership.

“Leadership isn’t something a professor can just teach from a book,” Mr. Hoag says. “There has to be a lot of teaching, experientially, by outside people in leadership.”

Ericsson, Inc. continually looks for high-quality programs to enhance the development of leaders within the company, so supporting The Leadership Center at UTD was a natural fit, says Angel Ruiz, president and chief executive officer of Ericsson, a longtime supporter of SOM. “Through our partnership with UTD, Ericsson is able to work with the university’s faculty to incorporate their knowledge into projects that are critical to our business,” says Mr. Ruiz.

“In turn, Ericsson supplies the faculty with information on current business dynamics and practices so the faculty stay current with the telecom industry. This exchange, and the discussions and joint projects that result, benefit both Ericsson and UTD. In turn, such companies as Ericsson gain from students who are well prepared for the job market.”

It is an information exchange that companies see as a competitive edge. “If we do that right, we should be on the leading edge” of leadership training,” says A. T. Kearney’s Mr. Morrison.
Leadership styles take many forms, but two area congressmen with UTD ties say being an effective elected leader depends largely on maintaining constituency trust, exhibiting consistency and communicating well.

Pete Sessions: “A basic sense of honesty”

“For me to be a leader, I have to stand for something,” says Pete Sessions, who won re-election in the fall in a newly created Texas 32nd Congressional District. “People often say that a leader needs to have character, integrity, be able to articulate a message, have creativity. Most importantly, however, I think you have to have a basic sense of honesty that then comes with integrity and ethical morality.

“I regard my faithfulness with people as a binding handshake,” says the four-term congressman.

Representative Sessions, who has lectured to School of Management (SOM) Executive MBA classes, was first elected to represent the Fifth Congressional District in 1996 and re-elected in 1998 and 2000. He is a member of the powerful House Rules Committee, the House Republican Cyber-Security Team, the Congressional Task Force on Alzheimer’s Disease, and is chairman of the Congressional Results Caucus.

Dr. Michael Burgess: “With a servant’s heart”

Dr. Michael Burgess, an SOM alumnus and third-generation doctor from Highland Village, earned a surprise victory in the 26th Congressional District, which includes many growth areas — southern Denton County, west-central Collin County, the northwest corner of Dallas County and the northeast corner of Tarrant County.

The legislative novice feels a particular responsibility to his constituency.

“Those who didn’t know me through my practice got to know me in the election process, and know that I am up here truly with a servant’s heart and not with an agenda to ascend a political ladder,” he says from Washington.

“When retired Army General H. Norman Schwarzkopf [military hero of the 1991 Persian Gulf War] was in Dallas giving a speech a couple of years ago, he repeated such a clear definition of leadership. His statement was, ‘If you are given command, take charge. Always do the right thing.’”

Congressman Burgess has two committee appointments, Transportation and Infrastructure and Science. A longtime resident of Denton County, he graduated from North Texas State University (now the University of North Texas) with bachelor’s and master’s degrees in physiology and received his M.D. from the University of Texas Medical School at Houston. In 2000, Dr. Burgess earned his master’s degree in medical management through the Alliance for Medical Management Education, which is a joint program of The UTD School of Management and U.T. Southwestern Medical School.
“As a doctor, I’m used to being presented with a problem, being able to fix it over a finite period of time, and then go home at the end of the day with the problem solved,” he says. “I recognize with federal issues such as transportation, that will not be the case. But also as a doctor, I’ve had to deal with ambiguity, and I’ve been able to learn that sometimes it’s important to delay immediate gratification.”

Sessions: “Our leaders need to be experts who make a difference.”

Representative Sessions believes the biggest public service leadership challenges today are time, money and communication management.

“People also need role models, people who are steadfast in standing for things but flexible enough to accept implementation that doesn’t always happen how they want it,” the Waco-born congressman says. “Our leaders need to be prime examples of success, experts who make a difference, instead of overall just a good person. . . . the crux is we need leaders who go solve problems.”

Congressman Sessions identifies his father, William S. Sessions, as one of his primary role models. His father served as a federal district judge for 13 years and later as director of the FBI under Presidents Ronald Reagan and George Bush. “My dad taught me what public service and sacrifice was about,” he says.

Another of his role models is former President Ronald Reagan. “He was not a dreamer but a doer. I learned politics and public policy from Ronald Reagan.”

Burgess: “We need to address these situations upfront.”

Congressman Burgess also credits his father and his mother as role models.

“My father...was not a charismatic leader,” he says, “and neither am I. He was the type of leader, however, that everyone felt they could go to in times of crisis. He told me that when things seemed unsolvable, if you keep working away at the problem, you would find a solution.”

The first session of the 108th Congress is still dealing with ethics and corporate malfeasance fallout from the high-profile corporate scandals of last year.

“We need to address these situations upfront, but we can’t legislate ethics,” Representative Burgess says. “We build better citizens by building stronger families and raising better children. We need to foster strong family support and institutions, whether they are public or private schools, churches, synagogues or mosques. These are where the principles are learned.”

Improved education: The determinant of future success

Both men agree that improved education will determine the future success of this country.

“Test beds or laboratories, which is what UTD is, are opportunities for students to mature...in an academic setting before they accept the challenges of the real world,” Representative Sessions says. “Institutions such as UTD supply practical experience and make sure students understand performance or expectation levels before they graduate.”

Representative Burgess says his own SOM experience “was enormously helpful to me as a professional.”

“UTD could take a group of medical professionals and teach them the management skills they needed to survive in the 21st century,” he says. “For me, it was enormously important.”
The meetings started last year with four recent Executive MBA (EMBA) graduates. The goal was simple. Keep the magic — and learning — going after class work was complete.

What has evolved is a discussion group — now numbering 15 or so members — that has become a must-do in the crammed schedules of these local executives. Most participants graduated from The School of Management’s May 2002 EMBA class, but as word gets out, other MBAs have joined in. Meeting the third Thursday of each month at Larry Solomon’s Dr Pepper/Seven Up, Inc. offices (as he points out, all the free soda one could want), the group talks about the theoretical and the practical as they relate to the business world.

Mr. Solomon, senior vice president for human resources, recalls that several members of his EMBA class felt they would be missing the best part of their education after graduation. They feared the opportunity their classes gave them to hash out difficult issues with people from diverse backgrounds and perspectives would come to an end. Bruce Ulrich, he says, took the step to make the meetings happen.

Mr. Ulrich, marketing manager for high-speed amplifiers at Texas Instruments Incorporated, agrees that class discussions were a valuable part of the UTD experience. “We typically learned more by discussing the points with our fellow students, because we could sense their emotions behind the words.”

'It keeps our learning fresh'

“We now revisit those subjects we covered in the EMBA but dig in deeper,” Mr. Solomon says. “It keeps our learning fresh.”

The men and women who participate — in positions ranging from insurance company president to engineering manager to regional sales manager for a telecommunications company — take the sessions seriously, Mr. Ulrich and Mr. Solomon agree.
“We don’t necessarily have people of like mind at the discussions,” Mr. Solomon says. “There’s a great maturity in saying conflict is good. But,” he says wryly, “you must be able to defend your position.”

The group decides on a general topic for the quarter; then specific issues are reviewed each month. One person prepares to lead the discussion, and each member spends two to eight hours reviewing material before meetings. “We can steer the subject matter according to what we do — and do not — know,” Mr. Ulrich says. “Sometimes, the best discussions are on subjects that we have to research from scratch.”

A lot of conversations you won’t find at the office

It seems like a tremendous commitment of time for people who already lead over-scheduled lives. Mr. Solomon says, however, meetings provide the type of discussion missing from many business offices. Conversations move from very practical to highly theoretical, depending upon needs of members.

Last year, two participants took business proposals on a test run in front of the group before making formal presentations. “We took on the role of the board of management,” Mr. Solomon says, with members asking questions. This gave presenters concrete, real-life help in refining their proposals. It was good for the two making proposals, and it was good for group members, who role-played department leaders they might usually view as naysayers rather than go-getters — be they from legal, accounting, marketing or production. Another meeting covered theoretical issues with one member advancing some ideas that, Mr. Solomon says, were socialistic in their reasoning. Rather than angering anyone, the conversation, Mr. Solomon recalls, was stimulating and insightful.

Getting more mileage out of the investment

Mr. Solomon and Mr. Ulrich say it seemed natural to extend their EMBA experience.

“People come [to EMBA programs] with different motives,” Mr. Solomon says. “Some want it on their résumé, some are told to [get an advanced degree] by their business. I get more mileage out of my [SOM] investment if I keep this going.”

For group participants, the exercise of researching topics, as some meetings on emotional intelligence required, provides intellectual stimulation and a way to keep abreast of topics relevant to corporate management.

“Because we are all so busy, we tend to not take time to ‘sharpen our ax,’” Mr. Ulrich says. “As we progress in our careers, we value the education but cannot commit to the regimen or the semester-long dedication that college requires.”

The idea of replicating these forums is a bit dicey. “You will lose the flair [of the group] if you institutionalize something. You would undermine the spirit,” Mr. Solomon says.

He notes that, as is true in almost any group, certain people found an esprit de corps in his EMBA class even if they didn’t share opinions. Those people formed the nucleus of this group. Most current participants come from high-tech industries, but Mr. Solomon expects that will change as more people learn about the group and ask to join.

“These meetings are voluntary. Nothing negative will happen to you if you miss the meeting. If you come unprepared, you have lost a valuable opportunity,” Mr. Ulrich says. “This allows us to expand our horizons, open our minds and not sacrifice valuable family or work time.”
Gray G. (Tuck) Henry, finding his calling was a matter of class. Or, more specifically, making the grade in one.

“When I was in high school, we had an assignment to write a biography,” the architect explains. “I chose Frank Lloyd Wright because I grew up in Chicago and had access to a lot of the buildings he designed. I thought it would be easy, but it really turned my head.”

It also charted his future. The man who found his calling through education is now creating UTD’s new School of Management building.

Mr. Henry, who joined the Dallas-based architectural firm, Omniplan, in 1976, earned his Bachelor of Arts degree from Princeton University, his Bachelor of Architecture certificate from Rice University and picked up a Master of Architecture degree at MIT. He has spent much of the last 15 years spearheading major projects for the federal government. His handiwork also is evidenced in the Blue Cross and Blue Shield building on the east side of Central Expressway south of Spring Valley Road in Richardson.

In recent years, he has designed one addition to the Dallas Convention Center, as well as being responsible for the design of BX, or Base Exchange, retail stores worldwide for the Army and Air Force Exchange Service.

**RESPONDING TO THE FUTURE**

When creating the new School of Management (SOM) building, Mr. Henry relished the challenges and the opportunity. “Institutions like UTD believe that their organizations have a purpose and a legacy, so they are concerned about how it looks and how it will fit into the environment,” he says. “It was an opportunity to do some nice work, because it gives you the chance to respond to the needs of the people who are going to use it for years to come.”

Mr. Henry designed three types of classrooms. The flat-floor rooms encourage the creation of small groups and allow a more personal teacher-student interaction, while the tiered rooms are more traditional, with students facing the lecturer. The horseshoe-shaped tiered classrooms combine the first two styles.

“And of course,” the architect explains, “all of [the classrooms] have wonderful audiovisual capabilities.”

**A FRESH SLATE**

Because this is the first business school Mr. Henry has designed, he approached it with a fresh slate and scoured the country, comparing features and flaws of other business schools. His design was inspired as much by what he didn’t see as what he did.

“One of the things we learned in our research is that, unlike much of academia, the faculty that many business schools want to attract are doing very exciting things in the
business world. The challenge is getting them to give up a six-figure salary to come teach.”

The solution is to offer an environment that is equally fresh and exciting, something functional and, at the same time, appealing.

MODERN, INVITING, COMPATIBLE, ATTRACTIVE

“From a design standpoint, it was interesting because we had to create a building that is complementary to the existing buildings on campus, but was modern and inviting. We had to do something that was compatible, yet attractive.” Omniplan has designed several other UTD buildings, including the new addition to the Erik Jonsson School of Engineering and Computer Science building and the student union.

He points to the SOM building’s courtyard and the atrium entry, which complement the campus without being “a red button in a field of gray.”

“What we tried to do was offer a nice counterpoint to the other buildings,” he says. “The changes are subtle ones, and that is an appropriate thing to do in a situation like this.”

Public spaces such as the visually arresting two-story atrium, the landscaped courtyard and the dining room, which boasts an unusual skylight, are designed to be as friendly for students as they are appealing for public functions. The design is drawn from Mr. Henry’s background in creating large public spaces but tempered with newfound information on where business schools are headed.

“It’s not just about design, it’s about the culture of business schools,” he says. “Many business schools teach in groups, as opposed to individual research, so a lot of the spaces are designed for teamwork and projects that people can do together.”

Mr. Henry credits Dean Hasan Pirkul for helping the space reach its full potential, noting the dean fought for UTD to create the opportunity to build more square footage.

Because of the dean’s efforts “we were able to build all the space and do more” than first planned, Mr. Henry says.
These are the bywords of all that is ethical in the leadership and practice of business.

They are also the bywords of Beta Gamma Sigma, The University of Texas at Dallas (UTD) School of Management’s newest affiliation, an international business honor society that focuses on such ideals, considered to be more crucial than ever.

In November, 130 students and recent graduates of The School of Management (SOM) became the first UTD inductees of the prestigious society.

UTD President Dr. Franklyn Jenifer, Executive Vice President and Provost Dr. Hobson Wildenthal, and immediate past chairman of the SOM Advisory Council Gerald H. Hoag also were inducted as honorary members at ceremonies hosted by SOM Dean Hasan Pirkul.

Professor Thomas Gutteridge, dean emeritus of the University of Connecticut School of Business and a member of the Beta Gamma Sigma Board of Governors, presided over the installation.

**Underlining business ethics and leadership**

Professor Gutteridge, who has been involved with the organization throughout his professional career, says he has seen Beta Gamma Sigma chapters make a difference on college campuses.

Chapters on some campuses “use the organization as a catalyst to enrich the academic experience, to go beyond the academic experience.”

Such chapters have involved their members in service projects such as Habitat for Humanity or 5K runs that raise money for charity. Some chapters have also instituted research projects on how business can help the community. “These chapters lead the way for their members and others on their campuses to be involved in activities that can benefit someone other than themselves,” Professor Gutteridge says.

He notes that the organization — which recognizes academic achievements of students from only those collegiate business
programs accredited by AACSB International - The Association to Advance Collegiate School of Business — also offers leadership forums at its annual national convention. Forum topics address such issues as human rights in today’s economy, challenges of leadership, and what it means to be a leader in today’s business environment.

SOM faculty involved with the UTD chapter say having Beta Gamma Sigma on campus underlines the emphasis the school places on business ethics and leadership.

Dr. Constantine Konstans, professor in SOM’s Accounting and Information Management Program, and president and faculty adviser of the new UTD honor organization, notes that Beta Gamma Sigma stresses a code of the highest ethics and values. “I see the UTD chapter becoming a vehicle that can, through various activities, help shine a light on the importance of ethical behavior in business,” Professor Konstans says.

**Recognizing ‘hallmark achievements’**

SOM Dean Hasan Pirkul agrees and points out that having a chapter brings prestige. “Establishing a Beta Gamma Sigma chapter here at UTD is a hallmark achievement for both our school and students,” Dean Pirkul says. “It allows our top students to be counted among those who have gained the highest recognition a business student anywhere in the world can receive at the undergraduate, graduate or doctoral levels.”

To be eligible for membership in Beta Gamma Sigma, a student must rank in the upper 7 percent of the junior class, upper 10 percent of the senior class, or upper 20 percent of the graduating master’s class. Doctoral candidates are automatically eligible following completion of all requirements for the degree. The international organization has a membership of more than 480 thousand.

Jyoti Mallick, who is the new chapter’s secretary-treasurer and administrative adviser, points out that making membership available at UTD will allow the students who work the hardest to gain the recognition they deserve. “Our top students will now be able to list this on their résumé and to network with top professionals,” she says. Ms. Mallick is director of The UTD School of Management’s Cohort MBA Program.

Professor Gutteridge, who has been a Beta Gamma Sigma member for more than 30 years, stresses that membership can potentially have a lifetime impact. Members can be involved not only as students but also later, in professional chapters whose members are the top business people in a community, he says.

Even more importantly, belonging to an organization that promotes the loftiest ideals will prompt members to incorporate those ideals into their personal and professional lives, he says. “All too often, people think of the term ‘business ethics’ as an oxymoron. But, Beta Gamma Sigma members are reminded that their organization does stand for something.”

One organization goal is that “as Beta Gamma Sigma members, they will stand for the same ethical ideals.”
FIVE NEW MEMBERS JOIN SOM ADVISORY COUNCIL

UTD’s School of Management (SOM) Advisory Council welcomes five new members: Jeanne Bayless, Keri Kleingartner, Kenneth Lewis, Masayoshi Shimizu and Carter Wood. All hold leadership positions in the companies they represent, all bring vast expertise to the council, and several are UTD alumni.

“We are pleased with the newest members of the advisory council,” says Chairman Ron Nash. “One of our goals has been to promote a broader membership, including recruiting from a wider range of industries, UTD alumni and businesses from various parts of the DFW Metroplex. Our five new members are a cross section of all of these characteristics, and they will each contribute positively with their expertise.”

Jeanne Bayless, a UTD School of Management alumna (M.S.’91) serves as managing partner of STAR Ventures’ United States office. STAR focuses on investments in early-stage, high-tech companies in the United States, Europe and Israel. Prior to joining STAR, Ms. Bayless served as director of strategic investments for Intel Capital. Previously, she was founder, CEO and president of AnswerSoft, a start-up company developing software for the automation of inbound call-center operations. Other work experience includes serving as vice president of marketing for NetBoost Corporation, a start-up that developed solutions for the acceleration of network applications, which Intel Corporation acquired in 1999.

Keri Kleingartner is co-founder of Velocity Ventures, a development and consulting firm that assists new communication, information-technology and technology-infrastructure ventures, and companies at middle-market level with strategic planning, marketing strategy and interim management. Since Velocity Ventures’ founding in 1998, she has assisted more than 30 companies accelerate development of their business propositions to meet strategic and financial goals. She also has served as vice president of marketing for several early-stage technology ventures in her career. Ms. Kleingartner developed her strategy expertise while in senior positions with entities such as Price Waterhouse Consulting (now PricewaterhouseCoopers), Frito-Lay, Source Media’s The Interactive Channel, and Fifth Gear Media. She remains active in the technology-venture community in the Dallas-Fort Worth Metroplex and frequently speaks on panels and forums on the business needs of early-stage ventures, including securing funding, building a viable proposition and developing a strong “go-to-market” strategy. She also has been active in the Forum for Women Entrepreneurs, a trade and service organization for women building and leading technology and life-science companies.

Kenneth Lewis, an alumnus (M.S.’80) who received an SOM Distinguished Alumni Award in May 2000, serves as president of Chiaro Networks, Ltd., a telecommunications company in the Richardson Telecom Corridor. His ties with UTD were established through his previous employer, Alcatel USA. When Alcatel USA joined The School of Management as a Strategic Partner in 1998, Mr. Lewis became the company’s representative on the advisory council. His contributions as a council member helped shape the Strategic Partners program. His successful career in the high-tech industry began in the United States Air Force. He achieved the rank of captain and served as a communications electronics engineer. During his 22-year tenure at Alcatel, Mr. Lewis held several positions of prominence, including senior vice president of strategic planning and senior vice president of the Transmission Products Division. He currently works with the Chiaro team to develop and deploy new technologies.

Masayoshi Shimizu, who also received an SOM Distinguished Alumni Award in May 2000, took over his family’s industrial furnace factories
Mr. Hoag is searching for corporate sponsors to provide seed funding, two-year commitments of $25,000 annually. In return, the companies will receive vouchers for five courses each year to use for their own executives. He also envisions that each lecture in the guest lecture series will be underwritten by a single sponsor. “Eight to 12 companies have expressed interest in pursuing such a relationship,” he says. At the time of this writing, three companies had committed to be sponsors (see Area Companies Support Leadership Center at UTD on page 12). Mr. Hoag has also approached four foundations for help; one, the McDemott Foundation has already provided funds. He expects revenue will also be derived from senior executive leadership courses, as well as from short courses designed for mid-level managers and executives from small-to-medium-size companies.

Both Dean Pirkul and Mr. Hoag acknowledge that the current economic landscape presents formidable challenges for the start-up, but they express confidence that the gambit strikes the right chord at the proper time — a build-it-and-they-will-come elixir at a time when ethics-in-leadership issues have never been hotter.

“Our strength traditionally has been in quantitative studies as they relate to management,” Dean Pirkul says. “This is a new, critical area for us that represents, in a way, the school’s growth and maturity. We are broadening our service to the local business community, and this is an important step in that process.”

“IT REMAINS VERY IMPORTANT FOR COMPANIES TO HAVE GOOD TRAINING PROGRAMS IN PLACE TO BRING ALONG THE NEXT GROUP OF EXECUTIVES. NO ONE PERSON CAN RUN A COMPANY BY HIMSELF OR Herself. A GOOD TEAM IS CRITICAL. THAT CAN BE VERY DIFFICULT FOR EXECUTIVES WHOSE EGOS ARE TOO STRONG TO HAVE A TRULY EFFECTIVE TEAM AROUND THEM BECAUSE THEY CAN’T LET OTHERS HAVE THEIR OWN AUTONOMY. EFFECTIVE LEADERS LET OTHERS DO WHAT THEY DO BEST WITHOUT INTERFERING WITH THEM.”

— Jerry Hoag

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The global chemical company Celanese AG has joined forces with The School of Management to help promising Celanese employees enhance their careers through the school’s Global MBA Online Program.

Celanese selected 11 high-performing employees—ranging from accountants to marketing experts to chemists—to take courses as a cohort. Based on the company’s business objectives, Celanese selected four courses for the cohort: Accounting for Managers, Business Economics, International Marketing and Strategic Management. Students “attend” courses online at times their schedules permit and discuss coursework with peers and professors in dedicated forums.

The coursework should help these students prepare for the next assignments and take on greater responsibilities faster, resulting in greater productivity for Celanese, says Leanne Harvey, organizational effectiveness architect at Celanese. “An on-the-job learning experience is wonderful, but the initial part of the learning curve can sometimes be quite steep,” she explains. “This program accelerates the development of our talent pipeline.”

Eight of the Celanese students are based in the U.S.—four are in Dallas—and three are based in Germany. “Since we started, we’ve had one employee relocate from Germany to the U.S. and one from the U.S. go to Germany with no interruption in their studies,” Ms. Harvey notes. “This is a program employees can stay with, regardless of where in the world their career takes them.”

For the students, the convenience of the online program makes a crucial difference.

“It’s truly fantastic,” says student Jan C. Behnke, global marketing manager, acrylates. Mr. Behnke once studied economics in Germany in a traditional classroom setting while working full time. “The approach [consumed] all the spare time I had,” he says. “The online program eliminates the travel, and I can decide when I want to study. From a convenience point of view, that’s definitely a big plus.”

“My workload is such that I wouldn’t be able to participate if I had to go to [a physical] class,” says Blane Perry, manager of chemicals forecasting reporting and analysis. “It’s a convenient way to gain continuing professional education, and it helps me gain knowledge of theories and methodologies that are not in-house at Celanese.”

SOM has worked closely with Celanese to streamline admissions and customize courses to meet company needs, even adding a credit hour focused exclusively on the chemical industry. Celanese also partnered with the school to bring two professors to the Dallas office for guest lectures to the group.

If a company is looking for a way to structure a relationship to have a broader commitment, we’re willing to explore ways to work with them,” says George Barnes, director of the Global MBA Online program.

Other Celanese employees have enrolled in Global MBA Online on their own, and the company expects to offer another cohort to selected employees in fall 2004. Although the company-chosen students are not required to complete courses beyond the initial four, more than half say they expect to eventually complete their MBA degrees through the program.

“Internally, we’re building networks across geographical and divisional boundaries,” Ms. Harvey says. “In the virtual classroom, these students also get to meet people from other companies and they are building supporting networks they can carry with them beyond this program. These interactions will enable a broader perspective in the way we think.”
MIS Professors Win $150,000+ Grant for Software ‘Test-Bed’ Trials

The U.S. subsidiary of an international consulting and software company has awarded a teaching grant of more than $150,000 to two School of Management (SOM) faculty members. IDS Scheer, Inc., which specializes in business-process improvement, gave its ARIS Award 2002 to Dr. Nirup Menon and Dr. Michael Savoie to test a software tool with students in their management information systems (MIS) classes.

The SOM faculty members won the grant in conjunction with the school’s Center for Information Technology Management (CITM), and they are using the center’s “test bed”—a facility of 20 linked computers designed for trial runs of new and emerging technology applications—in the grant project.

Dr. Menon explains that students in both his Enterprise Resource Computing course and in Dr. Savoie’s System Re-Engineering Project course learn to work with the software. Students are introduced to ARIS software in Dr. Menon’s course, where they work on configurations for a mock company. The following semester, the same students will use ARIS to prototype a re-engineered business process and system in Dr. Savoie’s course.

The sequence of courses is designed to help students develop expertise in modeling large systems. Dr. Savoie says CITM is also working to provide “real world” business projects that the students can use to apply their new knowledge.

The ARIS Award is part of the University Alliance Grant Awards Program of SAP America, Inc., the U.S. division of one of the world’s largest software companies. The company’s award program recognizes universities that have developed or implemented educational curricula based on IDS Scheer’s ARIS computer architecture and software. The award was formally presented in February at the SAP Innovation Congress in Miami, Florida. A 2002 ARIS Award also went to Western Michigan University at the congress.

Director of SOM Advising Services Honored for His Efforts on Behalf of Students

David Ritchey, SOM assistant dean for operations and advising, has received a Celebrate Achievement: Reward Excellence (CARE) Award from the UTD Staff Council. The award is given to a maximum of six employees twice each year by the council and is approved by UTD President Franklyn Jenifer to honor outstanding staff members. During the presentation of his award, Mr. Ritchey was praised for taking the time to personally handle student issues and for going “the extra mile in attempting to meet the needs of students” who come to him for advice. Award recipients were honored in ceremonies in January. They received a certificate and an engraved clock to commemorate their contributions to the university.
Legends of business Al Casey and Roger Staubach came to the UTD campus in February to share their wisdom and expertise with Cohort MBA students during a luncheon speakers’ series, which was part of a seminar that used business cases to focus on real-world business issues. On February 12, Mr. Staubach, former Dallas Cowboys quarterback and Pro Football Hall of Fame honoree, related his experiences in founding and managing his worldwide real estate services company that now has more than 50 offices in nine countries. Mr. Casey spoke to the class February 19 about his philosophy of business based on his 50-year business career, during which he earned a reputation as a “turn-around” specialist. Over the course of his career, Mr. Casey served as president of Times Mirror Corporation, chairman of American Airlines, postmaster general of the United States and chairman of the Resolution Trust Corporation. Mr. Casey now holds the rank of distinguished professor at SMU’s Cox School of Business.

The UTD School of Management had more papers presented than any other school at this year’s sessions of two prestigious international workshops held in Barcelona, Spain, in conjunction with the International Conference on Information Systems (ICIS), a highly regarded annual meeting of information systems researchers and practitioners worldwide.

Six out of 41 papers presented at the Workshop on Information and Technology and Systems (WITS) were by School of Management (SOM) faculty members. At the Workshop on Information Systems and Economics (WISE), nine of the 61 presentations were by SOM faculty. At the larger ICIS conference, five of the 101 papers on the program were authored or co-authored by SOM faculty members or doctoral students.

Professor Vijay Mookerjee, who is SOM’s information systems area coordinator, points out that the process of submitting papers for presentation is highly competitive. Papers are chosen to be presented from hundreds submitted after rigorous peer review by conference and workshop organizers.

Conference and workshop attendees took notice of the large number of papers that were presented by faculty from UTD, Professor Mookerjee says. “Just to get in is not easy, and to have so many is really good. People [at the meetings] were talking about it.”

Professor Mookerjee attributes the success of SOM’s faculty to two major factors. “First, the focus of our faculty has broadened to include managerial issues that these conferences emphasize. Also, this indicates that our faculty is producing work of the highest quality.

Our prominence at the conference shows that we are among the premier information systems programs in the country.”

Two of the SOM papers presented at WITS were among nominees for the workshop’s best paper award: “Optimal Linkage of Web Pages for Wireless Devices” by Professors Rakesh Gupta, Amitava Bagchi, and Sumit Sarkar, and “Optimal Software Development and Debugging Policies: A Control Theoretic Approach” by Professor Mookerjee and doctoral candidate Yonghua Ji.

Professor Mookerjee and Professor Sarkar also took leadership positions at the annual meeting, serving as chairmen of two of the workshop’s sessions.

Seminar Focuses on Sarbanes-Oxley Outcomes

At the invitation of the Jenkens & Gilchrist law firm, The UTD School of Management (SOM) cosponsored a seminar on February 6 on the implications of the Sarbanes-Oxley Act of 2002 for companies’ annual reports and proxy statements. The seminar focused on corporate governance regulations finalized by the Securities and Exchange Commission in January. SOM Accounting and Information Management Professor Constantine Konstans was among presenters on the program, which focused on a general overview of the new law and included sessions on how it will impact the structure of corporations and boards of directors, audit committees and companies’ relationships with independent auditors. Other sessions addressed issues ranging from protection for whistle-blowers to new “transparency” requirements on the disclosure of information by companies.

Other cosponsors of the event, offered as a service to clients, were Ernst & Young and R.R. Donnelley Financial.
German Project Management Students and Professors Visit UTD Campus

One campus stop for some of the project management exchange students and professors from Germany visiting UTD last October was the McDermott Library, where they viewed albums from the Ferko World War I Archive in the History of Aviation Collection. The visitors, 11 students and two professors from the University of Applied Science at Fachhochschule Landshut, completed the first year of a new exchange program that The School of Management (SOM) initiated. Last spring, 21 SOM project management students closed out their studies in Landshut, a Bavarian city of about 59,000. SOM Project Management Director Jim Joiner put out a reciprocal welcome mat for the Bavarian entourage, who attended SOM classes, made in-depth visits to local companies, and glimpsed such cultural phenomena as steakhouses, the Ballpark in Arlington, and the Mesquite rodeo.

Support and Leadership Topics at Professional Development Forums

Building a network of support through “counter-intuitive marketing” was the topic of The School of Management’s winter 2002 Professional Development Forum. Dallas consultant Dr. Richard F. Tozer led the forum at UTD on Dec. 5. On March 6, the spring Professional Development Forum focused on leadership in successful organizations in a session called “Leadership at Every Level,” which UTD researcher David Spivey led. Mr. Spivey, who has advocated implementing improved organizational performance through effective leadership throughout a 25-year management consultant career, has developed UTD’s new Certificate of Executive Leadership Program. The program is offered to area businesses in conjunction with UTD’s new Leadership Center at UTD (see Taking the Lead in Leadership on page 8).

The UTD School of Management presents the Professional Development Forum on the first Thursday of each March, June, September and December at the UTD Conference Center. The forum series promotes training and development as an integral, bottom-line function in organizations and presents trends and issues in employee training and professional development. For more information, contact Jay Phillips at 972-883-2204 or jayphil@utdallas.edu.
New Center Focuses on Supply Chain Management

Industry’s supply-network problems and best practices are the focus of The School of Management’s newest center. The Center for Intelligent Supply Networks (C4ISN), formed this spring, is working to accomplish its goals by sponsoring seminars and lecture series in which industry leaders discuss their supply chain issues. In addition, C4ISN is offering a certificate program in supply chain management and working to make the school’s operations management expertise available for research and consultation with industry. SOM students who are pursuing a master of science degree with a concentration in supply chain management are also involved with center activities.

Director of the new center is Dr. Suresh Sethi, The UTD School of Management’s Ashbel Smith Professor of Operations Management. C4ISN’s managing director is Dr. Divakar Rajamani. Both have published widely in the operations management field and have written books on the topic.

Professor Sethi points out that global competition and outsourcing have increased supply chain challenges for companies worldwide. “Companies that fail to improve their supply chain performance face a threat of losing their competitive advantage. The UTD School of Management has a tremendously productive research faculty that is ranked sixth worldwide in information systems and operations management research [see Significant Strides: Research Efforts Place UTD Among Top Business Schools on page 2]. The center can bring this concentration of expertise to bear on supply chain management issues for companies in our area and nationally. With the resources we have, we should be able to become one of the top supply chain centers in the country.”

Professor Rajamani notes that companies can partner with C4ISN on research and consultation projects, on workshops and on conferences. The center will also provide student interns to work with companies in supply chain management. Professors Sethi and Rajamani have formed an industry advisory board to provide strategic direction and have input into research initiatives and academic programs the center offers. Currently, representatives from American Airlines, Ericsson, GlobeRanger, Hewlett-Packard, Invensys, P.L.C. and MindFlow Technologies are included on the board.

For more information on the new center, visit http://som.utdallas.edu/c4isn or contact Professor Rajamani, at 972-883-6255 or divakar@utdallas.edu.

New Master’s Degree Combines Management and Technology

U.T. System regents recently approved a new master of science degree in Information Technology (IT) and Management that elevates the status of three SOM high-tech specialty areas.

Students enrolled in e-business, information technology and telecommunication management gain professional knowledge in information systems development, IT-based business models, managerial issues in IT design, and IT adoption and diffusion.

“This new degree merges the skills of a pure IT and computer science professional with those of a business management professional,” notes Dr. Vijay Mookerjee, the school’s information systems and operations management area coordinator.

“The M SITM degree requires 36 credit hours of coursework, beginning with foundation courses in business and information technology. Students can choose to concentrate in information technology management and consulting, e-business, technology or telecommunications management. They can also choose from a broad set of approved electives.

Several new courses are being offered for students pursuing the new degree, including Enterprise Resource Planning, Distributed Computing and Middleware Technologies, and IT Security. Several existing courses have been updated to reflect changes in the fast-paced technology world.

“This was definitely something UTD is very well-positioned to do, given our faculty and the fact that our area is very IT- and technology-centric,” Professor Mookerjee says. “Most members of the faculty are also doing research in areas they teach, so it’s not just textbook knowledge they are providing.”

C4ISN’s Managing Director Dr. Divakar Rajamani (left) and Director Dr. Suresh Sethi (right) with the vice president of cargo products for Sabre, Dr. Raja Kasilingam, who spoke at C4ISN’s January 31 seminar on air cargo supply chain issues and challenges.
Efforts to Globalize Accounting Education and Standards Take Professor to Hong Kong and Russia

SOM Accounting Professor Dr. Adolf J.H. Enthoven was among coauthors of a newly published report on globalization and accounting education who presented their findings in November at the World Congress of Accounting Educators in Hong Kong.


Professor Enthoven, who is director of UTD’s Center for International Accounting Development, joined in a panel discussion with coauthors including Gert H. Karreman of the European Institute for Advanced Studies in Management in Belgium; Professor Jans Kuijl of Leiden University in The Netherlands; Professor Ian F.Y. Marrian of the Institute of Chartered Accountants in Scotland; Professor Belverd E. Needles Jr. of DePaul University in the United States; Kurt Ramin of the International Accounting Standards Committee Foundation in the United Kingdom; and Jens Roder of PricewaterhouseCoopers in Denmark.

Professor Enthoven, who served as international adviser to the group, says that the study’s findings are regarded as very significant to international accounting education.

“The panel was comprised of academics and practitioners from Europe and the U.S. Our report was well-received at the World Congress in Hong Kong. The results of this study are expected to have a major influence on accountability education in countries around the world, regardless of their stage of economy — developed, transition or developing,” he says.

At the conference, Professor Enthoven also chaired a panel session dealing with the radical transformation of accounting and auditing practices and education in Russia and several Central Asian former Soviet republics, where governments are working to bring their accountability standards into conformity with international accounting standards.

Professor Enthoven traveled to Russia in January to continue his work with the government there to bring the former Soviet accounting system into compliance with international accounting standards. He is working under the auspices of the U.S. State Department and the Russian Ministry of Finance on the project, which is designed to enhance accounting for public sector operations there. In addition he is working with officials in Ukraine to transform the accounting education program in that country to meet international standards.

He describes the progress Russia is making in its move toward international accounting and auditing standards in his article, “Russian Accountancy Adopts International Standards,” in the July-September 2002 issue of Transition, a newsletter published by the World Bank.

He also coauthored, with a group of five Russian scholars, Accounting, Auditing and Taxation in the Russian Federation [An Update] in 2001.

Intern Helps Los Alamos Lab Seek Business-Science Connections

At UTD’s “Los Alamos National Laboratory Day” conference in September, Cohort MBA student Patrick Sullivan reported on his experience as an intern last summer at Los Alamos National Laboratory (LANL) in Los Alamos, New Mexico.

Mr. Sullivan is the first UTD graduate student to be chosen for an internship at the famous research facility. His internship focused on analyzing potential business opportunities for the laboratory. The conference was held at UTD to explore possible collaborations between LANL and the Dallas-Fort Worth scientific and technical community. Mr. Sullivan completed his MBA and graduated in December.

He is now working full-time for LANL and is based in Dallas.

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international management
alumnus
William Bradberry, M.A. 1983, Ph.D. 1986, died September 4, 2002, in Joplin, Missouri, of complications from liver cancer. He was 65. Dr. Bradberry was an associate professor of international business at Missouri Southern State College (MSSC) School of Business in Joplin, and he was instrumental in developing Internet courses for the school. After graduating from UTD, he worked in Guam, Japan and Taiwan and taught in the Philippines at De La Salle University before going to MSSC in 1998. His wife, Carlotta; four daughters, a son and two grandchildren survive him.
A lumni of UTD’s Executive MBA Program know all about seizing opportunity. Their success, they say, is in part due to the advantages that came with the UTD degree.

Now many UTD EMBA alums are seizing the opportunity presented by The School of Management’s Building for the Future Fund to give back to the school. Thanks in part to generous donations by such alums as Rufus Green, M.D. (EMBA ’96), Ann K. Utley (EMBA ’97) through the Utley Family Foundation, and David Holmberg (EMBA ’00), the new SOM building is becoming a reality that will offer new opportunities to future students and the surrounding community.

The three EMBA alums have made their donations as part of a fundraising campaign that challenges each of the seven EMBA graduating classes to raise at least $25,000, the minimum amount to name a classroom in the school’s new 204,000-square-foot building due to be completed by August. So far, four of the seven classes are within $10,000 of reaching their goal.

The campaign has had a good beginning, according to Dr. Diane Seay McNulty, SOM associate dean for external affairs and corporate development, who is coordinating the fundraising effort.

“We’re off to a good start, especially with the major gifts that have come in, such as those from Rufus Green, Ann Utley and David Holmberg. But, we still have a ways to go. The goal is to have as many people as possible participate by donating in the campaign. It’s a once-in-a-lifetime opportunity for the EMBA classes to give back to the school in such a major way,” Dean McNulty says.

**DR. RUFUS GREEN**

Dr. Rufus Green’s motivation to give back to the school comes from a “sense of responsibility and duty.” A retired Air Force colonel, Dr. Green was the first physician to graduate from the EMBA Program.

Now enjoying his second career, he believes “we should all give back to our communities, which have given so much to us.”

“UTD is a vital part of the community,” says Dr. Green, who was a 2002 Distinguished Alumnus. “The future of this community and country depends on the continuing education of our citizens. Education ensures our survival and enhances our quality of life. The university does an outstanding job in educating us.”

A graduate of the University of Southern California School of Medicine in Los Angeles, his initial experience as a physician-manager came while on active duty with the United States Air Force. Dr. Green leveraged his knowledge gained at UTD to adapt to the evolution of managed care in healthcare. His degree gave him the skills to run his medical practice as a business, he says.

Dr. Green now works to pass on that knowledge to others. He helped create and serves on the advisory council for the Alliance for Medical Management Education (AMME) Program, a master’s degree curriculum that The School of Management offers in partnership with The University of Texas Southwestern Medical School. The program provides physicians with basic business knowledge not taught in medical school. Dr. Green encourages his fellow alumni to give of their talents in whatever way they can.

“All of us (graduates) should support the university through time, talent or financial assistance,” says Dr. Green. “I wish that I had the skills and time to come and lay a few bricks or paint a building.”

**THE UTLEYS**

Since the early 1980s when Bob Utley built a much-needed campus housing development, the Utley family has enjoyed strong ties to UTD. Ann K. Utley, an SOM Distinguished Alumnus in 2000, earned her Executive MBA in 1997; son Brian is also a UTD graduate. Their recent contribution, through the Utley Family Foundation, follows a significant financial commitment to the SOM’s Building for the Future Fund.

“I believe in what the school stands for,” says Ms. Utley. “It is absolutely essential for Dallas and the surrounding area to have a state institution that is excellent and offers high-caliber opportunities far into the future.”

Ms. Utley considers her “invigorating” time at UTD and the EMBA Program’s fortuitous focus on change management as “one of the best experiences of my life.” She brings all her educational and life experiences to bear as chief executive officer of TextOrder.com, an online procurement and inventory management system for textbooks and instructional materials for school districts and state governments.

A Texas native, Ms. Utley not only donates her financial resources but also gives her time to promote the family’s passionate commitment to education and mental health. At UTD, she is a member of the SOM Advisory Council and the Universi...
ty Development Board. She served seven years as the chairwoman of the Texas Department of Mental Health and Mental Retardation (MHMR), appointed by Governors Ann Richards and George W. Bush. She is an analyst for Utley Group, a private equity firm, and is the owner and financial manager for Salado Galleries, which specializes in art, gifts and antiques.

“We leave a legacy that is one of appreciation,” says Ms. Utley. “In giving of our time and talents to the university, we strengthen selfishly that degree that we were so fortunate to receive.”

DAVID HOLMBERG

David Holmberg went after his EMBA to get “a leg up on the competition.” It turned out to be his best career move, he says. When Mr. Holmberg began his studies, the economy was in the middle of the Internet boom, and most businesses were flying high. By the time he graduated in May 2000, the economy had become more challenging for everyone. His degree led to a turnaround opportunity to help a company in need of a new focus.

“The EMBA Program helped me understand and affirm my existing skills and enabled me to improve my analytical ability through various evaluation techniques,” says Mr. Holmberg. “The heavy emphasis on case study provided a great model for dealing with most decisions we face at work today.”

At Zales Jewelers Canada, Mr. Holmberg used his skills to help rebuild Canada’s leading retail jeweler. In April 2001, he joined Cole National Corporation, where, as president of Cole Licensed Brands, he is responsible for more than 1,200 stores in the United States and Canada, operating in host stores under the names Sears Optical, BJ’s Wholesale Club Optical and Target Optical.

His SOM donation was a gift of thanks for “giving me the opportunity to leverage my MBA degree into a greater role in my career.”

“Somewhere before us, other alumni and interested parties made the investment in creating UTD,” says Mr. Holmberg. “Each of us has been affected by attending UTD in some shape or form, and by giving back, we are able to ensure the next generation of graduates will have an even better experience than we did. A strong program at UTD can only create greater job opportunities and make the Dallas area an economic engine that we can all leverage.”
Monies have been donated and pledges targeted specifically to reach the $8 million needed to match the U.T. System Regents’ $30-million allocation for construction of the new School of Management building. Checks can be made out to: The School of Management Building for the Future Fund, and sent in care of Dr. Diane S. McNulty, Associate Dean, School of Management, The University of Texas at Dallas, P.O. Box 830688, J052, Richardson, TX 75083-0688. Read about the new building in Construction Journal: Designing a Legacy on page 18 and in Donor Profile on page 30 of this issue.
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