MESSAGE FROM THE DEAN

Hello everyone, this semester began with excitement caused by the opening of the new building addition, which almost immediately, students gravitated to the many common spaces and study areas in the new facility. This attraction fulfills the vision of architectural affiliates Goody Clancy of Boston and SHM Group in nearby Plano, who designed the four-story structure with student needs in mind. On December 1, we will hold opening ceremonies and officially debut the space to the public.

Our expanded facilities allow us to accommodate a generous influx of new students and faculty members. Welcome 20 new faculty members, who bring excellent education and professional credentials and substantive teaching and research experience. As ever, we deeply appreciate your assistance in building and maintaining one of the nation’s leading business schools. Thank you.

This semester also I was happy to name three longtime leading JSOM researchers to new endowed posts. Coordinator of the Jindal School’s Accounting Area, Dr. William (Bill) Cready was named to fill the Adolf Enthoven Distinguished Professorship. Accounting Professor Suresh Radhakrishnan was appointed to the Constantine Konstans Distinguished Professorship in Accounting and Corporate Governance. Marketing Professor Michael Rebello was appointed to the Susan C. and H. Ronald Nash Distinguished Professorship.

Including undergraduate and graduate executive education programs, our student enrollment this fall semester tops 7,500, up 7 percent from the same time last year. Among those numbers is our largest freshman class ever, with 489 students. The MS in Information Technology and Management Program has also grown significantly, now representing our largest graduate program, with 816 degree seekers. The former longtime leader, the MS in Accounting Program, is second with 675 students.


Last year, Jindal School researchers were awarded more than $12.7 million in Fiscal Year 2014. That represents a 30 percent increase over FY 2013. Additionally, we have increased our donor rolls by 18 percent. Please read on page 19 to see the impact of private support on the education we deliver.

Dr. Rebecca Files, an assistant professor of accounting, was one of six UT Dallas professors to be recognized with a 2014 UT System Regents’ Outstanding Teaching Award. About the same time, we named Dr. Files the first recipient of the Dr. Sydneys Smith Hicks Fellowship, which recognizes excellence in research and teaching by tenure-track assistant professors in our school. In July, at its annual meeting, the Society of Industrial and Applied Mathematics recognized Dr. Alain Benoussain, Ashbel Smith Professor of Operations Management and director of the Jindal School’s International Center for Decision and Risk Analysis, with the W.T. and Idia Reid Prize in Mathematics, an award for his “Fundamental contributions” in the fields of differential equations and control theory.

Our alumni and friends remain generous supporters. JSOM donations totaled more than $12.7 million in Fiscal Year 2014. That represents a 30 percent increase over FY 2013. In addition, we have increased our donor rolls by 18 percent. Please read...
HEALTHCARE MANAGEMENT: THE BUSINESS SIDE OF MEDICINE

Former president of Texas Health Presbyterian Hospital Dallas Britt Berrett recently returned to campus — he is an alumnus who earned a PhD in public affairs in 2009 — to step into a new role at the Naveen Jindal School of Management developing an undergraduate curriculum in healthcare management.

His arrival and new role have generated a lot of curiosity, particularly among those outside the school’s community unaware that JSOM already has a long track record of training professionals — including physicians and other healthcare specialists — to run the business side of medicine.

Inside the Jindal School, extending the healthcare management curriculum to undergraduates is a logical next step in programs that began when the Jindal School and UT Southwestern Medical Center at Dallas began the Alliance for Medical Management Education (amme.udallas.edu) in 1997.

Since then, related programs — chief among them, MS in Healthcare Management — have been added and are thriving. What follows are a profile of Berrett and snapshots of the MS and three other key healthcare management programs.

**FOUR OF THE NATION’S GREATEST:**

U.S. News & World Report consistently ranks UT Dallas among the nation’s greatest public universities, placing us in the top 5% of public institutions in the U.S.

**HEALTHCARE MANAGEMENT: THE BUSINESS SIDE OF MEDICINE**

**DEMAND UNDERPINS MS IN HEALTHCARE MANAGEMENT PROGRAM — AND DRIVES EXPANSION PLANS**

A continually growing market demand for well-educated healthcare management professionals has energized Jindal School plans to add undergraduate healthcare management courses to its curriculum. These will supplement existing programs, including an undergraduate concentration in healthcare management offered under the Bachelor of Science in Business Administration degree plan and the 7-year-old Master of Science in Healthcare Management Program.

Dr. Forney Fleming developed the pioneering and highly successful master’s degree program, which is designed to rigorously equip students to efficiently and effectively manage the business side of healthcare: An orthopedic surgeon with decades of experience as a practicing physician, Fleming earned his medical degree from The University of Texas Medical Branch at Galveston and an MBA from the University of Houston at Clear Lake. For the MS program, he sets goals and standards high, consistent with UT Dallas’ emergence as a top-tier university.

“One of the unique things about the Jindal School is we’re very entrepreneurial,” Fleming says. “A large percentage of our faculty comprises professors who come from the ‘real world’ and bring their career experiences, as opposed to career academics. That trait offers a unique perspective to students.”

The program offers evening classes and a flexible format to accommodate the needs of working professionals, including healthcare administrators, clinicians and support personnel. The 36-hour-credit program usually can be completed in two years with students taking two classes per semester. It also includes hands-on experience and training in area healthcare facilities.

More than 200 have earned the MS in Healthcare Management degree since the program’s inception.

“At UTD, we are expanding our overall curriculum to position ourselves as the definitive educational resource for healthcare management education in this area,” says Fleming. “In that regard, we want to offer multiple programs and concentrations to accommodate the needs of our students.”

Expansion is only logical, if you consider, as Fleming has, that the U.S. healthcare system accounts for more than $2.5 trillion in annual expenditures, which is nearly 20 percent of the nation’s Gross Domestic Product (GDP), according to recent statistics. Healthcare employs one out of 10 working adults nationally and is responsible for more than 15 percent of annual employment growth in Texas.

That is one reason why Fleming recruited well-known Dallas healthcare leader Britt Berrett (see Top Area Healthcare Administrator Joins Jindal Faculty below) to lead the undergraduate course expansion effort.

“Healthcare is one of the largest, fastest-growing, and most complex industries and professions in the world,” Berrett says. “It requires well-prepared and well-educated healthcare professionals for the future — people who understand the passion for caring for others but also have the academic training necessary in a multitude of areas. Healthcare requires new solutions, and there is no place more prepared than the Jindal School at providing the leadership to provide answers.”

Beyond that, Berrett says, “UT Dallas provides an exceptional venue for creating collaborative solutions through the synergy of academia and industry. Like never before, academia and industry are coming together to respond to some of the greatest challenges of our generation. UTD is at the forefront of this effort.”

— Donna Steph Rian

**TOP AREA HEALTHCARE ADMINISTRATOR JOINS JINDAL FACULTY**

Britt Berrett, PhD 2009, Fellow of the American College of Healthcare Executives and a 2011 UT Dallas Distinguished Alumni Award recipient, has joined the Jindal School as a clinical professor to provide leadership in developing the school’s undergraduate healthcare management curriculum.
He comes to UT Dallas from Texas Health Presbyterian Hospital Dallas, where he served as president since 2010. Under his leadership, the 898-bed acute-care hospital expanded through numerous initiatives, including the addition of hybrid operating rooms and the renovation of the Margot Perot Center for Women and Infants. Prior to that, Berrett served as president and CEO of Medical City Dallas Hospital/Medical City Children’s Hospital for a decade. He has been a healthcare executive for almost 30 years.

“I think I bring a tremendous amount of passion and commitment and dedication to the healthcare profession,” Berrett says. “This commitment, coupled with decades of experience in the healthcare field at some of the most sophisticated healthcare delivery systems in the United States, as well as my work with healthcare policy in Washington, will be of tremendous value to students who are beginning careers in healthcare.”

In addition to teaching at the Jindal School, Berrett plans to continue lecturing and speaking nationally and internationally. Nationally, he works with Dignity Health, a California-based not-for-profit that operates hospitals in 17 states; BCN; a St. Louis-based nonprofit healthcare organization; Premier Health, a southwestern Ohio-based company; and Carillon Clinics, based in Minnesota.

Abroad, he has worked with the Kingdom of Saudi Arabia to help prepare emerging leaders for executive healthcare responsibilities. He also is working with the Korean Hospital Association regarding employee engagement and strategic outcomes and will deliver a keynote address at the 5th Korea Healthcare Congress 2014, a national convention organized by the association and scheduled for November 12 to November 14.

Berrett recently co-authored a book with Paul Spiegeleman, 2014, a national convention organized by the association and will be of tremendous value to students who are beginning careers in healthcare.”

“Today, all job searches for physician leaders require some kind of [management] training,” McCracken says. “Graduate Doctor Joseph Minei, a UTSW professor of surgery and co-director of surgical intensive care at Parkland Hospital, says the program is a must for current or aspiring healthcare physician leaders. “The AMME program delivers cutting-edge material, well taught by John McCracken and the experts he brings into the program.”

When the Alliance for Medical Management Education was established in 1997, the graduate business program for physicians was one of the first of its kind in the United States.

Headed by Jindal School Clinical Professor John McCracken, executive director, the program is a partnership between the Jindal School of Management and a Healthcare Management Executive MBA.

AMME Trains Physician Leaders

The Jindal School of Management and UT Southwestern Medical Center at Dallas and the first strategic partnership between a major school of business and a school of medicine to offer a graduate business program for physicians.

AMME offers two degrees, a Master of Science in Healthcare Management and a Healthcare Management Executive MBA. Both curriculums are designed to accommodate physicians’ busy schedules, with four-day courses convening every other month.

AMME’s classes are taught by nationally recognized business and medical school faculty with outstanding academic credentials and healthcare experience. Several UTSW faculty members teach in the AMME program, and several of the medical school’s physicians have gone through the program.

UWS offers continuing education credits to the physicians who attend.

The AMME program is in such strong demand that there is a two-year waiting list for doctors who want to enroll, and its success has caught the attention of other universities.

“AMME has attracted students from 34 states. Graduates occupy senior leadership positions in hospitals, health systems, group practices, managed-care organizations, professional associations and academic medical centers throughout the U.S. About 60 percent of graduates go on to earn an MBA, according to McCracken.

Dr. Mark Laney, chief executive officer, Heartland Regional Medical Center, St. Joseph, Missouri, is a 2000 graduate. “My educational experience completely transformed my career, helping me to make the difficult transition from clinical medicine to leadership,” he says. “I was well-equipped with the knowledge and skills to be successful in, arguably, medicine’s most chaotic time.”

In today’s healthcare environment, medical professionals must grapple with constant changes and turmoil that makes having strong management skills more important than ever before, McCracken says. In addition, there is growing demand for physicians with the training required to be successful in administrating or leadership jobs in healthcare.

“Today, all job searches for physician leaders require some kind of [management] training,” McCracken says. Graduate Doctor Joseph Minei, a UTAS professor of surgery and co-director of surgical intensive care at Parkland Hospital, says...
Some Notable AMME Alumni

Corey Childs, MD, MS
Chief Medical Officer, MissionPoint Health System

Kathleen Forbes, MD, MS
Chairman of Internal Medicine, Alfred I. DuPont Hospital for Children

Jordan Asher, MD, MS
Chief Medical Officer, MissionPoint Health System

Steven Cook, MD, HS
Chief of Pediatric Otolaryngology and Hospital Medical Director, Alfred I. DuPont Hospital for Children

Chairman of Board, Texas Healthcare System

Chief Medical Officer, OSF Healthcare System

Kathleen Forbes, MD, MS
Chairman of Internal Medicine, Alfred I. DuPont Hospital for Children

Alfred I. DuPont Hospital and Hospital Medical Director, Chief of Pediatric Otolaryngology

Chief Medical Officer, MissionPoint Health System

President and Chief Executive Officer, Florida Waterman Hospital

Chairman of the Board, Texas Schools of Medicine

Chairman of the Clinical Governance Board, U.S. Anesthesia Partners

Samson Jesudass, MD, MBA
President, HealthTexas Provider Network, Baylor Health Care System

Governance Board, U.S. – Mexico Health Sciences Center

Tricia Nguyen, MD, MBA
Assistant Vice Chancellor for Health, Education & Innovation Center, Texas Health Resources

Howard Gash, MD, MBA
Chairman of the Board, Texas Spine and Joint Hospital

Clifford Fullerton, MD, MS
Chief Medical Officer, Baylor Quality Alliance, Baylor Health Care System

Mark Laney, MD, MS
Chief Executive Officer, Heartland Regional Medical Center

Samuel Rose, MD, MS
Chief Executive Officer, Bon Secours Baltimore Health System

Teresa Rummans, MD, MBA
Chairman of Psychiatry and Psychology, Maggi Clinic

David Teegarden, MD, MS
President and Chief Executive Officer, Trinity Mother Frances Hospitals and Clinics

David Winter MD, HS
Chairman of the Board and President, HealthTexas Provider Network, Baylor Health Care System

Clayde Yancey, MD, HS
Professor of Otolaryngology, University of New Mexico Health Sciences Center

Irvin Zeiller, DO, MS
Chairman of the Board, Texas Medical Board

Thomas Zeiller, MD, MS
Professor of Pediatric Cardiology and Chief Medical Officer, Children’s Medical Center

“MY EDUCATIONAL EXPERIENCE COMPLETELY TRANSFORMED MY CAREER, HELPING ME TO MAKE THE DIFFICULT TRANSITION FROM CLINICAL MEDICINE TO LEADERSHIP.”

– MARK LANEY

T he Healthcare Leadership and Management for Physicians Certificate Program is a unique offering in the United States, says Dr. Michael Deegan, who heads the program.

Deegan, a physician who also holds a doctor of management degree and has an extensive background in management, joined the Jindal School in 2012. A clinical professor in the Executive Education Area, he came aboard and soon accepted responsibility for developing the online program. He had previously served as executive vice president and chief clinical and quality officer at Arlington-based hospital system Texas Health Resources.

Open to licensed physicians practicing medicine in the United States, the healthcare leadership program equips students with management and leadership training that can help them better manage their practices or become effective executives within the healthcare industry.

Classes cover subjects such as emotional intelligence and effective communications, managing relationships, negotiation skills and teamwork, among others.

“There is a dramatic need for physicians to have a better grasp of leadership and management knowledge, skills and competencies,” Deegan says. “There are an estimated 800,000 to 900,000 doctors in the U.S. and only about 5 to 10 percent have interest and commitment, and physicians don’t have that much time; so giving them a more compact program is helpful.”

The certificate program consists of 11 lessons that are divided into three sections. New lessons are introduced at three-week intervals, and the program takes 10 months to complete.

“At the end of each section, I send out a survey to the students, and I push for 100 percent participation,” says Deegan. “The feedback has been very positive.”

The course was originally designed for practicing physicians, he says, but consideration is being now being given to offering it to physicians during their residency training. — Glenda Vosburgh

HEALTHCARE MANAGEMENT: THE BUSINESS SIDE OF MEDICINE

The Healthcare Information Technology Certificate Program was created to take advantage of employment opportunities in the medical side of the IT industry — opportunities that are strong and expected to grow stronger.

Founded in 2012, the certificate program is open to graduate-level degree-and non-degree students working to gain a competitive edge in IT. About 30 certificates have been earned since the program began.

“Students in the program must have a four-year undergraduate degree, and we also look at their GPAs,” says Dr. Indranil Bardhan, JSOM professor of information systems, who runs the program. “The cutoff is 3.0, but exceptions are sometimes made if the student has extensive work experience.”

The student population consists of individuals who work in healthcare but want to switch careers within that industry and those who work in IT in other industries, such as at banking or high tech, who want to take advantage of employment opportunities in healthcare.

“About 70 percent of the program’s students are already in our MS in Information Technology and Management or MBA degree program,” Bardhan says. The certificate program is divided into three sections, one focusing on core concepts and another teaching the use of analytical tools to refine data that helps in making medical decisions. The third section provides students with hands-on experience using Epic software, the leading software for electronic medical records.

UT Southwestern Medical School allows certificate students to use the same online Epic software environment that the medical school uses to train its students and healthcare providers. Epic is used by about 60 percent of the large hospitals in the Dallas-Fort Worth area.

— Glenda Vosburgh

HEALTHCARE IT PROGRAM PRODUCES SPECIALISTS FOR A GROWING FIELD

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— Glenda Vosburgh
The weekend before fall semester officially launched on August 25, Dallas glass artist Jim Bowman worked in the Naveen Jindal School of Management’s new addition to install a hanging sculpture he had spent months creating for the atrium of that new space.

Installation of that commissioned piece and other artworks purchased, lent or contributed to the school’s collection add to a new effort to enliven the school culturally and celebrate the aesthetic — the ingenious, creative and entrepreneurial — sides of business.

Other artworks now part of the Jindal School’s collection are (clockwise from top left): Great Potential, three bronze acorns by Brad Oldham; Oil on Canvas (Landscape #1), a painting by Jon Flaming; Wise, a mirror/polished stainless steel owl by Brad Oldham; Mother Lode III and Mother Lode IV, acrylic paintings by John Van Ness; and Three Squiggles, a bronze statue by Janet McGreal.

Before assembling the sculpture, Jim Bowman (left), seen here with his dog, Lacy, put together a model at his Dallas studio, which is replete with a furnace, kiln and other equipment for creating his blown and molded works.

The glass sculpture (at left) that is the centerpiece of the new atrium took shape after the sculpture’s creator, Jim Bowman (above, left), and his friend Eric Hall borrowed a “cherry picker” crane from the campus Facilities Management Department to get a ride to the ceiling, where they attached a steel armature to a support chain and then carefully placed each of the component pieces of the work.
Works by Bowman and other artists were front and center in the Jindal School on April 26 at a special event, Artistic Impressions of Management, which called attention to the Jindal Art Collection. The first floor of the school was transformed into galleries and exhibit space featuring paintings, photos and sculptures.

Beyond looking, guests were able to purchase some of the art on display. Artistic Impressions included a silent auction, food and drinks and entertainment from guitarist Daniel Hodan, the TI Jazz Band and student violinist Naomi D’Amato.

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The Glamour Age of Flight exhibit (above, left and right) recaptured the heyday of Braniff International Airlines in photos and posters. Art consultant Jacqueline Anderson, seen in the left photo with her husband, Dallas Museum of Art Eugene McDermott Director Maxwell Anderson, curated the exhibit.

Small World (left), by PhD student Yang Xi, Overall Best in Show, and LUV Dallas (above), by Zain Siddiqui, Student Best in Show, were top winners in the JSOM Business Photo Competition. Guests (below, from the left) included: JSOM Advisory Council member Brad McCleary with his wife, Amy; advisory council member Andrea Nicholas; Sandy Fowler, viewing photos by her husband, John.

Local artists whose works were featured at the Artistic Impressions event included Brad Oldham (left), who exhibited sculptures large and small, and Jon Flaming (right), whose paintings lined the walls of the Executive Education wing. They stopped to talk to JSOM Association Dean for External Relations and Corporate Development Diane McNulty, one of the evening’s chief organizers.

Below: The evening’s honorary co-chairmen, Jindal School Distinguished Alumnus H. Ronald (Ron) Nash (center), MS 1979 and his wife, Susan (right), chatted with artist Janet McGreal next to her Three Squirreles bronze. At right, top to bottom: A portion of West Texas Hardware Store, Rowena by Jon Flaming; a pop-up exhibit featuring works for sale local artists; Waseteche by Jon Flaming; watercolors at the Paint By Number exhibit; guitarist Daniel Hodan.
The efforts of many were required to plan, set up and run the event. More than three dozen students volunteered their time. They favorably impressed visitors, who complimented their professionalism and expressed appreciation for the opportunity to meet them.

UT Dallas President David E. Daniel and his wife, Susan, attended the Artistic Impressions of Management event. Daniel earlier told organizers that from now on, money will be budgeted to include art in each new UT Dallas facility.

Jindal School Dean Hasan Pirkul, who attended with his wife, Tulin, said that “the support of the April event shows that aesthetics have a broad appeal.”

Undoubtedly, art enhances education. But we hope that not only students but also faculty, staff and visitors will enjoy and benefit from the school’s art collection.

Jindal School Dean Hasan Pirkul and his wife, Tulin, paused for a photo at the exhibit of the winning photos submitted to the school’s business photo competition.
The new four-story addition to the Naveen Jindal School of Management is open. But what’s where? The maps here should help you get your bearings. And to navigate room numbers, think “Plus One.” It is a quick way to differentiate rooms in the new space from those in the existing building. Room numbers in the existing building start with their floor number, followed by a period/dot and then the room number. JSOM 1.118, on the first floor, is the official room number of the Davidson Auditorium. JSOM 4.418, on the fourth floor, is a frequently booked conference room. In the new addition, all rooms are numbered as 1+ — one plus the floor number followed by a period/dot and then the room number. So, if you are in the new addition and need to be on the first floor in room 105 — a meeting room — it is numbered 1.105. On the second floor, room 101, a computer lab, is 12.101. Rooms on the third floor begin with 13. And those on the fourth floor — 14. Got it? Happy navigating.
Steve Penson has watched the group grow in popularity, as experts and leaders who offer outside guidance to school administrators. Moore has watched the group grow in popularity as it has helped steer UT Dallas closer to Tier One status. He proudly passes the baton as it has helped steer UT Dallas closer to Tier One status. "I think Steve will step up right in and take it to a whole new level."

Still, Penson knows he has big shoes to fill. "I'm humbled by the list of people who have filled this position before me," he says. "Under Skip Moore, we've seen the council meetings have ideas flow more easily. It's become even more of an important body."

Penson is excited for the opportunity, ready to lend his own ideas to continue the council's growth. "The school gives the council a great deal of information in meetings, and I want to encourage members to give more feedback," he says. "I also want there to be even more of a connection between the students and the council--after all, that's who we're there for."

Penson expects businesses in the Metroplex to see it as more of a value to them in areas such as networking. "There is a great opportunity here for connections to be made," he says. "We've had a chance to be aligned with many companies bring their ideas to fruition. [The school] clearly broadened my perspective."

"I had become a huge believer in the quality of the school, the future of the school and the importance of the school to the community," Moore says. Donating "was an easy decision to make."

With a strong desire to make a significant impact, Moore chose to allocate a planned gift from his estate. Deloitte is contributing to the scholarship fund as well. Moore considers it just a little thank you for his experiences with the Jindal School. "It's hard to describe but when you're up on campus there's just a different feel...It feels like there's innovation going on and a lot of ideas. And that's what I do in business. I help companies bring their ideas to fruition. [The school] clearly broadened my perspective."

"The wonderful group at JSOM makes it so fun and easy to be a part of the team and to strive for great things," he says. "Receiving the recognition as the JSOM Distinguished Alumnus was just the icing on the cake. I look forward to my continued role in helping the JSOM and UT Dallas strive for Tier One status. We are on our way!"
Fundraiser Focus of Annual Meetings: To offer a forum for discussing innovative ideas and creative execution. He shows how companies can thrive, even in tough times, by embracing the power of innovative ideas and creative execution.

Prior to that, he was an executive editor at Time and headed Money as its managing editor for six years. Safian began his career with a seven-year tenure at The American Lawyer, where he rose from summer intern to executive editor. He joined SmartMoney in 1994 and moved to Fortune in 1997. Money was a National Magazine Finalist four times under Safian’s leadership. He also played key roles in securing National Magazine Awards for The American Lawyer, SmartMoney and Time.

Safian’s speech is backed by his own diverse accomplishments. At Fast Company, an award-winning monthly with a reputation for focusing on what is truly “new” in business, he oversees all editorial operations, in print and online, and plays a key role in guiding the magazine’s advertising, marketing and circulation efforts. Under his leadership, Fast Company has received numerous accolades, including Magazine of the Year honors from the Society of Business Editors and Writers and the Gerald R. Loeb Award for Distinguished Business Journalism.

Safian came to Fast Company in 2007 from Fortune, where he served as executive editor. Under his leadership, Fortune has received numerous National Magazine Awards for its coverage of business and economics. He also played key roles in securing National Magazine Finalist four times under Safian’s leadership.

The spotlight will shine on business innovation and ways to shape the corporate future creatively when top magazine editor Robert Safian takes the podium November 5 as keynote speaker at the Naveen Jindal School of Management’s annual Scholarship Breakfast.

Safian, editor and managing director of the business magazine Fast Company, will deliver “Lessons of the World’s Most Innovative Companies,” sharing his experiences with the likes of Apple, Facebook and Twitter and offering insights into the most innovative companies. He shows how companies can thrive, even in tough times, by embracing the power of innovative ideas and creative execution.

His appearance will be the highlight of the breakfast, the Jindal School’s major fundraiser, which will be held at the Westin Galleria. Begun in 2009, the event has generated more than $400,000 and funded almost 200 scholarships. With backing this year from platinum sponsors Ericsson and the Wingate by Wyndham ships. With backing this year from platinum sponsors Ericsson and the Wingate by Wyndham ships.

The breakfast was established with two objectives: to offer a forum for discussing relevant business issues and to support the education goals of UT Dallas students — the next generation of business leaders.

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Safian came to Fast Company in 2007 from Fortune, where he served as executive editor. Prior to that, he was an executive editor at Time and headed Money as its managing editor for six years. Safian began his career with a seven-year tenure at The American Lawyer, where he rose from summer intern to executive editor. He joined SmartMoney in 1994 and moved to Fortune in 1997. Money was a National Magazine Finalist four times under Safian’s leadership. He also played key roles in securing National Magazine Awards for The American Lawyer, SmartMoney and Time.

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The Naveen Jindal School of Management makes research a major component of its portfolio — not just a peripheral goal. So it is no surprise five leading researchers on the faculty have been recognized by being named to endowed posts, and a sixth has earned a faculty fellowship and been recognized by The University of Texas System Board of Regents.

Two of these professors have been named as Ashbel Smith Professors, and three others have previously served as Ashbel Smith Professors. And all six find it vitally important that their enthusiasm for their subject matter extends to the classroom.

**Michael Rebello**

From having his research cited in the Journal of Economic Literature’s 25-year retrospective to serving as partner and adviser on hedge fund strategy and investment at Eiken Capital in Singapore, Dr. Michael Rebello has had an impressive career. Now he adds being appointed to the Susan C. and H. Ronald Nash Distinguished Professorship to the mix.

The endowed professorship "gives me resources to pursue my research and to support doctoral students," he says.

"Running the PhD program [in finance], I hope to gain more prominence for it."

His main topics of research have been corporate governance and security design. Recently, he has studied corporate reputations and the role of financial analysts. "I’ve looked at analysts who worked for brokerages, and we showed the whole universe of sell-side analysts," he says. "It actually altered the correlation between stocks — between stock returns — important from many perspectives because correlation is the key to understanding risk. Another finding was [about] analysts hired by mutual fund companies and showing they are able to identify good investments for the companies and the managers of the companies actually pay attention to what analysts have to say."

Rebello’s highest aspiration is for his students to become independent, especially in research — not as simple as it might seem. "They should be able to do everything on their own without relying on faculty," he says. "We want them to be truly independent researchers. Ultimately what determines whether you’re considered a great PhD program is student achievement. What I’m trying to do is improve the culture of the program so students want to produce high-quality research — and a lot of it. They have to be self-motivated rather than pushed into it."

Jindal School Dean Hasan Pirkul (center) with Susan C. and H. Ronald (Ron) Nash, longtime JSOM supporters whose gift created the distinguished professorship that carries their names.
William Cready finds the Jindal School of Management “an overwhelmingly positive” for researchers. “Research is recognized as vital and a clear priority within the school,” he says. “You don’t have easy answers in the real world of the profession, and you need to come up with solutions.”

Cready continues to be inspired by Enthoven as his career takes on new challenges. “At my memorial service, I talked about speaking with him, and he was contemplating a talk about oil and gas that would be given in North Korea,” he says. “Not a common opportunity. He was that globally well-known, reputable and valued. He was quite a role model.”

Rebecca Files

For Dr. Rebecca Files, 2014 has turned into quite a year. It was enough to be named the first Sydney Smith Hicks Faculty Fellow, but then she learned this summer that she was a recipient of the Regents’ Outstanding Teaching Award. The fellowship was endowed by Dr. Sydney Smith Hicks, a past chairman and more than 20-year member of the Jindal School Advisory Council, who sat it up to help tenure-track assistant professors launch their careers more effectively.

The fellowship is more than an opportunity for her research, Files says. It is important encouragement. “It feels very honored and appreciate that [Dr. Hicks] is willing to acknowledge people at our school earlier in their career,” she says. “I see it as a signal that I’m heading in the right direction. It’s one more example of the tremendous support I’ve felt from the school.”

Files’ research into corporate fraud and finding a better way to analyze financial statements began with analyzing more than a thousand statements over a 10-year period. A highlight was presenting some of her work at the annual UT Dallas fraud conference.

Her teaching philosophy is that accounting can be fun and that the connection with students doesn’t have to end. “I have the thought that if I don’t seem excited about the material I’m teaching then how can my students?” she says. “I want to show them accounting goes far beyond aspects like general ledgers. I also like my students to feel I’m invested with them. My husband and I make a point of every few months coming up with a place where we can meet after they move on. It can be a baseball game, going for ice cream, just that they know they can bounce ideas off of me and I’m there to help their career.”

This kind of dedication last year led to her earning the UT Dallas President’s Outstanding Teaching Award, a recognition that in turn led a UT Dallas nominating committee to put her name forward for the UT System-wide award. For it, Files committed to a lengthy application process. Approximately 150 pages and more than a dozen recommendations later, she had earned one of the most important awards a
college educator could hope to attain. “The experience of applying was a good one, partly because it made me think about how I can still do things better,” she says. “I wrote about my teaching philosophy and mentoring—you can’t help but evaluate it again when you’re forced to think about it in such an in-depth way.”

In addition to the monetary award of $25,000, Files also joins a club she may be able to learn from for a lifetime. “I’ve already reached out to fellow winners at the school, and now I’ll get to meet winners from all over the state at Austin for the ceremony,” she says. “I’m grateful that the UT System dedicates so many resources to rewarding teachers.”

Who Was Ashbel Smith?

A physician and one-time surgeon general in the army of the Texas Republic, Ashbel Smith also served multiple terms in the Texas Legislature and helped foster better relations between the state and Europe. He was the first president of the Board of Regents and is remembered as the father of The University of Texas.

Daniel Cohen

Cohen, who joined the faculty in 2010, teaches courses in financial accounting and financial statement analysis. His research focuses on financial reporting and disclosure, discretionary accounting choices, corporate governance and analyst earnings forecasts. In some projects, he investigates the determinants and consequences of financial reporting as well as the effects of regulations on corporate governance. His scholarly works are frequently cited and often downloaded; he ranks No. 318 in the Social Science Research Network’s list of the Top 12,000 Business Authors. An associate editor for the Journal of Accounting and Economics, he also sits on the editorial board of The Accounting Review. Last academic year, he was invited to make presentations at Georgetown University, Hong Kong Polytechnic University, INSEAD, Maastricht University, Shanghai University of Finance and Economics and Tel Aviv University.

GIL SADKA

Gil Sadka joins the Naveen Jindal School of Management as an associate professor of accounting. He comes from Columbia University, where he also served as an associate professor of accounting. “UTD, in my opinion, is the fastest-growing business school,” Sadka says. “Moreover the accounting department is top-notch. In addition, both Texas and Dallas are growing rapidly. It is nice to join such a growing business environment, where I can be a part of helping capitalize on such growth and assist the business community by producing a well-educated workforce.”

Sadka’s research interests lie in equity valuation and examining the role of earnings and earnings predictability in generating stock-price volatility and the implications for asset prices. His studies also explore issues related to “aggregate earnings and aggregate stock-price movement, as well as the implications of accounting practice on contracting and other actions taken by firm managers and their competitors.”

Sadka earned an MBA and a PhD from the University of Chicago Booth School of Business, and a bachelor’s degree from Tel Aviv University. He served as assistant to the chairman of the Israel Accounting Standards Board from July 2000 to July 2001, and in the Israeli Defense Forces from 1994 to 1997. “Being a researcher means that you must constantly learn new theories and new methodologies,” Sadka says. “I hope to continue my research in capital markets and continue to broaden my academic interests. I also hope to learn from my colleagues and pass on this new knowledge to our students.”

NEW FACULTY ADDED IN ALL ACADEMIC AREAS

Twenty faculty members at the level of senior lecturer or above are joining the Naveen Jindal School of Management this academic year. Nineteen of the newcomers are profiled here. Find the profile of Dr. Britt Berrett on page 3. A total of 248 educators, including adjunct and visiting professors, now work in the school.

DEPARTMENTS NEW FACULTY
and undergraduate social entrepreneurship classes.

Her research focuses on four interrelated areas: innovation and change, international contexts of business, entrepreneurship, and corporate governance.

"Business and entrepreneurship are instrumental tools in making change in our society," she says, "and it can start with an opportunity identified by our students here at UTD."
Levine earned his PhD from the University of Pennsylvania and a master’s in management from the Wharton School. “I think UT Dallas is in a unique point in its evolution,” Levine says. “I saw an opportunity for me to help the innovation and entrepreneurship program, and develop and contribute to the creation of knowledge at UTD across disciplines and across departments.”

Gregory Durham

Gregory Durham, clinical associate professor of finance and director of the undergraduate finance program, comes to the Jindal School from Montana State University, where he taught since 2005. Texas holds a special place in his heart, as he received an MBA in finance from UT Austin. Durham is teaching introductory finance this fall.

“Due to various personal ties with the state of Texas, I have enthusiastically followed, from afar, the meteoric rise of the state of Texas, I have enthusiastically followed, from afar, the meteoric rise of the state of Texas,” says he. “I’m thrilled to be back and to have this wonderful opportunity.”

Gamino’s research interests include federal income taxation, estate and gift taxation, and state and local taxation. He will be teaching Intermediate Financial Accounting, Fundamentals of Taxation and Fundamentals of Taxation I. Gamino earned his Master of Laws degree in taxation from the University of Miami, his JD from the University of Oklahoma and his BA from Rutgers University.

Athena Alimirazai, clinical assistant professor and assistant area coordinator of operations management, enjoys working with young scholars, as well as her own research into optimization models and algorithms for solving sports scheduling problems.

“If since professional sports are such big business, the concept of desirable or fair schedules is of great interest. Amateur sports leagues, such as those found in college athletics, and recreational sports leagues also need schedules that are viewed as being fair,” she says. “Mathematical optimization can be very useful in the creation of fair schedules. The original motivation for this research comes from the scheduling problems that are being solved by proprietary heuristics developed by Dallas-based AllPlayers.com.”

Zhe (James) Zhang, visiting assistant professor of information systems, earned his PhD earlier this year from the University of California, Irvine and his BS from the National University of Singapore in 2007. He previously worked as a data modeler for the Oversea-Chinese Bank Corporation in Singapore. He will teach Introduction to Business Intelligence and Data Mining.

Arthur Selender brings more than 20 years of both academic and industry experience, primarily in derivative instruments and hedge-fund marketing. As clinical professor of finance, he will develop and serve as the director of the Finance Trading Lab, where students can learn practical skills. Selender is teaching Fixed Income Securities this fall and will teach Valuations next spring.

Selender’s background includes managing an analytical options fund for Cogent Partners for two years. He has served in management positions at several top institutions, including NatWest Markets, Goldman Sachs & Co. and McKinsey & Company. He is chief investment officer and one of the founders of Four Peaks Wealth Management and has two managed accounts based in Italy. He was a consultant to the Cambium Global Timming Hedge Fund and was founder and CEO of Derivative Technologies in Dallas.

Selender also has taught at South ern Methodist University, Maastricht University in the Netherlands and the Amsterdam Institute of Finance. He earned his PhD in finance and an MBA in finance and statistics from the University of Chicago.

He comes to the Jindal School from St. Edward’s University in Austin, where he served as an associate professor of marketing since 2010. Prior to that, Rajaratnam served in various teaching positions, including associate professor of marketing at Baylor University from 1987 to 2010 and as a lecturer at Texas A&M University from 1984 to 1987.

Rajaratnam is teaching Principles of Marketing and Capstone Marketing Decision Making this fall.

“I am excited to be on the team at JISOM,” he says. “The Jindal School’s reputation is well-known.”

Rajaratnam’s research interests include “issues such as nationalism and their impact on global marketing, as well as the contribution of mainstream marketing research to business disciplines.”

Rajaratnam earned a PhD from Texas A&M, an MBA from Illinois State University, a Postgraduate Diploma in Personnel Management from Xavier Labor Relations Institute, India, and a BS from Andhira University, India.

Two things are particularly gratifying for Clinical Assistant Professor John Gamino: having students come back and thank him for helping them pass the CPA exam, and students deciding to concentrate in tax as a profession after taking his tax course, he says.

Gamino comes to the Jindal School from Texas State University, where he served as assistant professor. He began his academic life at New York University, after working at the former TXU Corp. in various positions, including senior tax counsel, for more than 20 years.

“UTD’s Jindal School has a great reputation both in Texas and national- ly,” he says. “Dallas is my home, so I’m thrilled to be back and to have this wonderful opportunity.”

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Outstanding Faculty and Staff Honored

Seven Jindal School of Management Dean Hasan Pirkl [1, 4, 5, 6] introduced the school’s 2013-2014 academic year Outstanding Faculty and Staff Award winners at a reception September 5. A teaching committee made selections for outstanding teaching. A separate committee of school staff members chose the Outstanding Staff Award. All winners received a plaque and a grant of $1,000.

Honorees were:

- Kannan Ramanathan [1] – Outstanding Graduate Teaching
- Mark Thoun [2] – Outstanding Undergraduate Teaching
- Christina Benaras [3] – Outstanding Teaching by an Adjunct Faculty Member
- Bahnye Cesaret [5] – Outstanding Teaching by a Teaching Assistant
- Koren Jo [6] – Outstanding Teaching by a Teaching Assistant
- Amanda Bech [7] – Outstanding Staff

The dean also recognized [8] Malissa Cloer, JSOM recipient of a Spring 2014 CARE award, given to The University of Texas at Dallas staff deserving of special recognition by virtue of having “demonstrated superior performance, offered outstanding customer service or performed acts which have enhanced the image of the university.” And he honored [9] Dr. Rebecca Fiesi, who recently earned a Regents’ Outstanding Teaching Award (see ‘Sit Rewarded for Research’ on page 29).

New Assignments Throughout JSOM

Organizational changes that have taken place in Jindal School of Management since this spring include the following.

Lisa Shatz, formerly director of the Full-Time MBA Program, has been named assistant dean for all MBA programs. She now manages not only the full-time program but also the part-time Professional MBA (PMBA) programs and the online MBA program. She oversees all student and marketing-related aspects of the programs.

Assistant Dean Shawn Alborz has assumed, as of this fall, management of graduate programs assessments. He has stepped down from his roles as director of the Undergraduate Supply Chain Program and as director of the PMBA programs. He continues as director of the MS in Supply Chain and the MS in Management and Administrative Sciences programs.

Dr. Indrantti Bardhan is now coordinator of the Information Systems Area, taking over from Dr. Arvindan Raghunathan, who resumes teaching and research.

Engin Caliskan is assuming a new role as assistant dean. ISOM Technology and Facilities. Besides overseeing the school’s technology and infrastructure, he assume responsibilities for overall building infrastructure.

Formerly an assistant dean in the Executive Education Area, Tom Henderson is now an assistant dean of undergraduate programs. He also is the new director of the BS in Business Administration Program, a post being vacated by Dr. Vance Johnson Lewis, who returns to teaching.

Additional New Assignments:

- Dr. Ram Natarajan, academic director for MBA programs
- Dr. Larry Chasteen, director of the Online MBA Program, on reduced assignment this fall, handles staffing and class-related issues for the program.
- Dr. Sonia Leach, director of the Undergraduate Supply Chain Program
- Dr. Ravi Narayan, director of the MS in Business Analytics Program
- Madison Pedigo, director of the MS in Innovation and Entrepreneurship Program

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SCHOOL GAINS STEM DESIGNATION FOR THREE MORE DEGREES

Texas is big in all sorts of ways — including in energy production. Oil and natural gas production lead the way, but Texas potentially could be the most significant contributor to the wind energy market as well. Anastasia Shcherbakova, clinical assistant professor of finance and managerial economics, knows that. "With energy as important as it is for Texas, and for the nation, it is equally important that the Naveen Jindal School of Management fill the demand for professionals who understand the business of energy."

She coordinates the new concentration in Energy Risk Management for finance graduate students. The 18-hour curriculum, part of the 36-hour master’s degree in finance, prepares students to take the Global Association of Risk Professionals’ ERP certification exam (GARP). Beginning this fall 2014 semester, the undergraduate and graduate Supply Chain Management degree programs as well as the BS in Information Technology and Systems (renamed from Management Information Systems) Program hold a STEM designation. Jindal School’s other two STEM designations are for the MS in Systems Engineering and Management Program and the MS in Information Technology and Management Program.

Dr. Shawn Alborz, assistant dean and director of Supply Chain Management programs, said that in anticipation of the STEM designation, he ensured each SCM course included such skills as mathematical modeling or statistical analysis.

Companies seek graduates with STEM-designated business degrees, Alborz says, as that ensures quantitative rigor. Earning a STEM degree also is immediately important for international students who can, under visa rules, stay in the U.S. to work for a domestic company for up to 29 months.

Dr. Dawn Owens, director of the BS in Information Technology and Systems Program, says the designation will help create awareness for the degree. "We need talented and creative people in this field," she says. "There are so many opportunities." She is including STEM information in material she sends to high school students. "There is such a high demand for qualified STEM workers," she says, describing Information Technology and Systems as a bridge between computer science and business management degrees.

STEM education has been labeled an academic priority across all levels of government in the U.S. The rapid growth in STEM-related careers, higher wages for STEM graduates and need for technical expertise in industries old and new have all led to an emphasis on STEM competencies.

Significance and Intractability of Vigorous Project Management Highlighted at Annual Symposium

The value and complexity of robust project management was illustrated in a parade of presentations at the 8th Annual UT Dallas Project Management Symposium held at the Naveen Jindal School of Management.

The Jindal School’s graduate program in project management sponsored the August 14 and August 15 event in cooperation with the Dallas chapter of the Project Management Institute and PMI World Journal. Highlights for the more than 400 attendees included presentations on the City of Frisco’s public-private partnerships with numerous high-visibility sports teams, Southwest Airlines’ continued industry-leading growth and upcoming expansion, and the Texas Department of Public Safety’s creation of an enterprise project management office.

City of Frisco

The City of Frisco continues its successful track record in establishing public-private partnerships that offer both tax benefits and leasing and operating opportunities to businesses, particularly sports-related firms that complement the city’s young “sports-centric population,” said Frisco’s Assistant City Manager Ron Patterson, BS 1988, an alumnum of the School of Economic, Political and Policy Sciences.

The partnerships also meet the needs of Frisco’s residents, Patterson said, providing world-class facilities for schools, youth teams and more, as well as attracting nearby retail, office and mixed-use developments.

Frisco is partnering with the Dallas Cowboys to build a 91-acre mixed-use development scheduled to open in 2016 that will include a multi-use event center, high school sports facility and Cowboys practice and headquarters facility. The partnership gives the city ownership of the facility and allows its use for graduation and school sports events and concerts and community events, while the Cowboys lease and operate it, paying those costs. All parties contribute to the total construction price tag.

To date, Frisco has helped build a practice arena for the Dallas Stars hockey team, a baseball field for minor league baseball team the Frisco RoughRiders and a soccer stadium for FC Dallas — a facility that also serves as a football stadium for the NCAA Division I national championship. The community shares and uses all these facilities.

SOUTHWEST AIRLINES

Established in 1971, Southwest Airlines continues to take the industry by storm, according to David Harvey, the airline’s senior director of network planning and performance.

With the repeal of the Wright Amendment flight restrictions on October 13, Southwest is adding nonstop service from Dallas to 15 new destinations. Southwest Airlines also recently added service to Mexico and parts of the Caribbean from Houston’s William P. Hobby Airport.

Additional project-management goals include coordinating and completing a new highly sophisticated reservation system, integrating Southwest’s recent purchase of AirTran Airways into its system and modernizing its aircraft fleet.
IECG Conference:

Adopting Digital Age Business Models Will Improve Shareholder Value

BY JILL GLASS

Corporation board members should embrace digital technology, harness risks and diversify their boards if they want to seize new opportunities and help the companies they serve succeed in the digital world. Corporate executives and other experts delivered that message at the 12th annual Corporate Governance Conference at the Naveen Jindal School of Management.

Boards must become more diverse, said Monte Ford, former chief information officer of American Airlines and a director of Akamai Technologies, Inc. A keynote speaker at the September conference, which was hosted by the Institute for Excellence in Corporate Governance, Ford said this includes ethnic and gender diversity as well as finding members with a variety of backgrounds and experiences.

Boards must also ensure proper representation of “digital directors,” Ford said. While companies have been beefing up their management teams with digital experts for several years, many still lack digital know-how on their boards of directors, which can mean missed opportunities.

The conference also featured Barry Libert, chairman and CEO of OpenMatters, and Bill Ribaudo, managing partner and leader of Deloitte & Touche LLP’s Technology, Media and Telecommunications practice. The two presented recent research that indicates financial statements no longer capture much of the value organizations create. Conducted by OpenMatters with Deloitte & Touche analysts, the research examined 40 years of data from the Standard & Poor’s 500 index companies and revealed that digital technologies are disrupting existing business models and their underlying sources of value.

The research found that investors assign higher valuations to organizations that embrace emerging technologies, such as big data, social media, the Internet of Things and mobility.

Another speaker said that women and minorities remain underrepresented in U.S. corporate boardrooms, hampering companies’ potential to lead in the global economy.

Ilene Lang, former president and CEO of Catalyst, a research company that advocates for women and minority directors, told the audience that more diverse boards, on average, financially outperform boards with less diversity.

A decade after Catalyst released a study linking gender with board performance, Lang said. Additionally, in 2013, 70.5 percent of Fortune 500 companies had no women of color.

A decade after Catalyst released a study linking gender with board performance, Lang said. Additionally, in 2013, 70.5 percent of Fortune 500 companies had no women of color.

Alejandro Jacobo is used to competition. After all, you don’t become the fastest swimmer in Mexico — at least in the 50-, 100- and 200-meter breast stroke — without a consuming passion to win. He has applied that same attitude to entrepreneurship, and the result has been one more accolade for a promising career — landing a Texas Business Hall of Fame Foundation Scholarship. He credits the $10,000 award as the financial push that led him to decide to enroll in the Naveen Jindal School of Management’s MBA Program after earning a master’s degree from the Jindal School in innovation and entrepreneurship last year.

“I am humbled by the award,” he says. “And it’s allowing me to pursue a dream.”

But is the just the next in a long line of accomplishments? In 2013, he and his partner, Matthew Hinson, were the winning graduate team in the UT Dallas Business Idea Competition that Jindal-based Institute for Innovation and Entrepreneurship runs annually. They developed a full-fledged business, Rollout, which allows architecture, engineering and construction industries to share paper-free blueprints.

“It’s a major solution,” Jacobo says. “We talked to customers face-to-face and did surveys — and I really believe the extensive research is what made the difference... Preparation is so important.”

He credits the Startup Launch Track, a selective program within the Mav in Innovation and Entrepreneurship Program, for developing much of his abilities. It has many goals for students, including launching businesses and acquiring outside funding. “The classes really challenged you to think about your vision,” he says. “To understand customer discovery and customer validation.”

Dan Bochsler, a senior lecturer in the innovation and entrepreneurship program, has taught Jacobo in multiple classes and seems almost as excited as he is by his scholarship and new business. “Alejandro is a tireless worker who will do anything to succeed, but also has an incredible spirit,” he says. “I remember a judge at the California Dreamers’ [Entrepreneurship] Competition telling me how he and his partner were the most prepared out of more than 40. They seemed beyond impressed by how they had done their homework.”

How does Jacobo explain his early success? “What I try to remember is that you can’t just memorize your way into getting people to buy into your business,” he says. “You have to connect with them and really want to make them understand. It’s not who has the most beautiful business plan.”

The Startup Launch Track was recently selected by the Metroplex Technology Business Council (MTBC) as a finalist for the 2014 Tech Titans of the Future University Level. Jindal did not bring home the honor, but that does not dampen Jacobo’s enthusiasm.

“That this is one of the best places in the country to learn entrepreneurship,” he says, “a school that will help you see your vision to the end... There seem to be few obstacles Jacobo cannot overcome. Whether coming to this country at 15 without knowing the language to dealing with some of the toughest customers in existence as a former car dealer, he has learned not to take rejection personally and that the next door knocked on may lead to opportunity. In a way, it mirrors this thought on swimming his event. “It’s easy to get tired and lose your best form,” he says. “Only the focused have a chance.”
Online Portfolios Harness the Power of the Internet to Help Students Get Hired

By Jeanne Spreier

ost Naveen Jindal School of Management students don't realize, upon enrolling in Advanced Business Communication, RCOM 4350, that they will finish the semester with a game-changer of a résumé. The Professional Online Portfolio, completed in class, could be the most persuasive piece of their job-hunting arsenal.

Dr. McClain Watson knows the Web is the go-to place for information. Watson, director of JSOM’s business communications programs, says that is equally true for employers. The majority use the Internet to winnow stacks of résumés they receive to find a few candidates to interview. “How do they get from 60 résumés to six?” Watson asks. “According to more and more surveys, employers Google your name.”

The assignment requires students to create their own POP, hosted by free Web platforms, such as Wix, Weebly or Moonfruit. Each POP must have a PDF of the student’s résumé, a video introduction (to give an employer a sense of verbal skills and poise), links to at least three class or work projects, and a professional-type photo of the student along with contact information and links to Facebook and LinkedIn accounts.

Also required are links to at least two professional or personal platforms, such as Wix, Weebly or Moonfruit. Each POP must have a PDF of the student’s résumé, a video introduction (to give an employer a sense of verbal skills and poise), links to at least three class or work projects, and a professional-type photo of the student along with contact information and links to Facebook and LinkedIn accounts.

There is no requirement the site stay live after the class is over, but most students keep their sites up, Watson says. Students then list the sites on their LinkedIn and Facebook profiles, and with a link on their business cards, cover letters and résumés. And the link works exceedingly well for text messaging.

“Students, at the start of the assignment, think it’s just a website,” Watson says. “Then you get buy-in as they work on it and see the potential value. They say, ‘This matters because it’s my name and my future.’”

More than 400,000 business school students graduate each year. “If all you have is a GPA, résumé and cover letter, you might get lucky,” Watson says, about the value of a POP. “But you don’t want to have to rely on getting lucky.”

BY JEANNE SPREIER

Knowing employers look for candidates who can work in teams and have solid verbal skills, the Naveen Jindal School of Management Advisory Council two years ago recommended adding a second semester of business communications specifically to break this paradigm for JSOM students.”

The online portfolio helps to break this barrier. McCown, a partner at Grant Thornton LLP and JSOM Advisory Council member, who reviewed recently completed POPs, “The video introduction allows you to hear the individuals describe themselves and demonstrate their communication skills… Seeing the individual’s personal interest allows a more well-rounded view of their personality, and in total, this is much more holistic presentation model than the traditional résumé and cover letter.”

I found the JSOM portfolios to be impressive — very informative and simple to navigate,” says Daniel Sessa, advisory council member and executive vice president and chief human resources officer at Lennox International, who also reviewed several POPs. “College students at times are not as comfortable talking about their accomplishments and relating their skills and experiences to the job being sought. The online portfolio helps to break this paradigm for JSOM students.”

McCown, a 1991 JSOM undergraduate alumna, can envision taking a POP-type presentation into professional life. “I could see something like this being used by a firm like ours to credential ourselves in client proposal formats, where we traditionally provide a written proposal,” he says. “In an age where we’re all trying to differentiate ourselves, a novel approach to presenting one’s credentials, values and ideas could be a real game changer.”

In the ‘Real World,’ Employers Like POP

McClain Watson

Salik Shariff

Poonum Desai

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Cazares said, "gave us an opportunity to provide face time to the client as well as pay back to the country.

"Then you have a Central American country that wasn’t as sophisticated as Panama."

They were dealing with a Central American country and having to navigate those waters, he said, "And we had to do it in an educational setting. So I believe that was very, very much a strong part of our success."

"The joint venture also motivated him to enroll in the executive education program that allows students to earn an MBA with an emphasis in project management. And what he learned about organizational behavior there “allowed me to understand individuals across-culturally.”

"What the Organizational Behavior course helped him figure out, said, was how to deliver a response across multiple cultures and many personality types “in a more constructive manner, so that there was more acceptance, more cooperation and more productive efforts. And so, because of that, I think the barriers came down.”

"It was great having Joe in the program; his sharing of experience was as senior manager of complex projects was appreciated by all,” said James Staat, director of the Project Management Program. -

"In his cohort group, Joe’s original motivation was to earn an advanced degree to help him teach at the collegiate level in the future. However, it was very gratifying to see that the content and structure of the program also brought him some immediate benefits.”

An in-demand speaker with a dry, self-deprecating wit, Cazares is warmly welcomed whenever he returns to campus. View his 2011 Project Symposium keynote speech at vimeo.com/31491306.

Cazares is a certified public accountant. He previously served as dean of INSEAD from 1980 to 1983, where he is the INSEAD Chaired Professor of Marketing. He previously served as dean of INSEAD from 1980 to 1993. Dipak K. Jain, MS, 1986, PhD, 1987, was appointed director of the Sasin Graduate Institute of Business Administration at Chulalongkorn University in Bangkok, which he joined in July. A visiting professor of marketing at Sasin since 1989, he is the second director (dean) of the institute, succeeding Toomsakdip Jain, who founded Sasin and served as director for 25 years. Dipak continues to serve as an INSEAD, an international graduate business school based in France, where he is the INSEAD-Chaired Professor of Marketing. He previously served as dean of INSEAD from 2011 to 2013. He also served as dean of the Kellogg School of Management at Northwestern University from 2001 to 2009, where he had been a faculty member since 1986.

"I’m honored and privileged to follow in the footsteps of Professor Krishnamra, who has been a mentor to me for 25 years,” Dipak said about his appointment. He also said that, to plans to make Sasin one of the leading business schools in the Association of Southeast Asian Nations region.

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1980s

Gary Tillett, BS 1962, joined Tampa, Florida-based Walter Investment Management Corp in March as executive vice president and chief financial officer. Prior to that he had worked at PricewaterhouseCoopers for more than 31 years, most recently as partner in the U.S. Financial Services sector and as a New York Metro Desk Leader. He led the PwC advisory team in assisting Walter Investment with the acquisition of the 2011 of Green Tree, a Minnesota-based business services company. Gary earned an MBA from the University of Manchester and a certified public accountant.

1990s

Thomas Hunley, BS 1990, made a decision to transition from working in information technology to working in finance, which brought him to the Jindal School, where he...
received a master’s degree in management and admi-
istration sciences. Since then, he has established a suc-
cessful career with PNC Bank, where he is the chief operating officer of branch banking in the greater
Pittsburgh area.

“I have been fortunate to spend most of my 28-year-long career working for two excellent com-
panies, JC Penny and PNC Bank,” Thomas says. “Both organizations have allowed me to maintain a world-ly
balance, which I believe is very important. I have
maintained an active role in my children’s lives while
continuing to excel in my career.

In his free time he enjoys traveling, playing golf
and spending time with his wife and children.

Paul Nichols, BA 1995, MBA 1999, is now president
and CEO of Cirasys, a power-conversion
company. “Cirasys is developing advanced capa-
bility and high-performance power supplies and power
modules based on proprietary control technology developed
and spun-out from the Erik Jonsson School of Engineering and Computer Science.

One of the company founders and previously vice
president of marketing, Paul moved into the new role
as another co-founder, Paul Gregory, takes over as
president and CEO. “It’s going to be an exciting and interesting fall as we finish our product prototypes for customer evalu-
able applications,” he says. “Another co-founder, Paul Gregory, takes over as
president and CEO.

Rohmiberg, a 2000 recipient of the UT Dallas
Distinguished Alumnus Award and a 2003 recipient of a School of Management Distinguished Alumnus Award,
testifies to his name being established the David Holmberg Scholarship/Fellowship
at JSM in 2013. He is a graduate of the Harvard Business School Advanced Management Program.

Michael Grant, EMBA 2003, joined Roche Prop-
etics in New York in July as a chief accounting officer.
The company, a $2 billion publicly traded real
estate investment trust spun out of General Growth
Properties two and a half years ago, over 15 shop-
ing malls located throughout the United States. Because his new role includes overseeing Roche’s property accounting
office in Los Colins, Michael will be traveling back to CFW often for work.

He previously served as senior vice president/chief
accounting officer at Ambridge Hospitality. He started
his career as a KPMG in Boston and Dallas after earning an undergraduate degree in business administration/,
accounting from The University of Texas at Austin.

2010s

Ray Bowles, EMBA 2014, earned the Practice Head of
the Year award in Eversource’s 2013 Top Sales Com-
petition. The annual contest recognizes outstanding
sales performances throughout the world. Ray’s
award recognizes high-impact achievements — for
large key deals or major breakthroughs — as well
as achievements in strategic growth areas. Ray led a
team that exceeded its 2013 business goals and out-
performed other teams globally

Currently vice president and head of North
American Operations and Opera-
tions Solutions, he was also
promoted — while pursu-
ing his degree — to Global
Practice head for Ericsson’s
worldwide Operating Support
systems and Business Support
Systems. His fellow EMBA presented him with a
class leadership award.

Nicholas Lorenco, MS 2014, was appointed chief
medical officer of the online telehealth service-provider
Medimobile in March. “I am thrilled to be a part of
this remote treatment model known as telehealth/telemedicine,” he said. His responsibilities include
oversight of the Medimobile’s provider network and clinical team, evaluation of new treatments and pro-
cedures, development of guidelines for consistency of care, and developing ongoing strategic initiatives.
Headquartered in Scottsdale, Arizona, Medimobile offers access to online telehealth (audio/video) ser-
vices nationwide. A BS undergraduate of Creighton University, Nicholas earned his MD at the University of Nebraska and completed board-certification in clinical
psychology, residency and fellowship train-
ing at the Mayo Clinic. He joined subsequent clinical train-
ing at the University of Kansas Medical Center. He earned
Certified Physician Executive (CPE) designation from the American College of Physi-
cian Executives, and grading in Ericsson’s
Advanced Management Program.

Darren Crone, Wannie Wang, Mary Beth Whitman Goodrich and
28 others like this.

in the foster care system; so I am extremely passionate
about helping youth in the foster care system.”

Gigi says she spends
her free time with her son
and daughter, and she says,
“my husband, Sam, and I also love to take car trips.”

Gigi was featured in the August 2011 issue of
Austin Woman Magazine. (austinwomanmagazine.com/articles/2011/08)

The survey is an annual contest that recognizes outstanding
performances throughout the world. Ray’s
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