

THE SCHOOL OF
MANAGEMENT
THE UNIVERSITY OF TEXAS AT DALLAS

VOLUME 14 No. 1 AUTUMN 2010



AUTUMN IS...
NEW



Hasan Pirkul
Dean and Caruth Chair
of Management

MESSAGE FROM THE DEAN

I write to you as we complete the first month of the academic year. We have had a great start to the new year. Our enrollments are at record levels for both the undergraduate and graduate programs. We have experienced more than 10 percent growth in our credit hours over last year. Our incoming Full-Time MBA class also grew significantly, bringing with it the highest Graduate Management Admission Test score average — 668 — ever.

The new academic year also brings new additions to strengthen our faculty, new courses and programs meant to give our students competitive advantage in the job market, and an important commendation that puts one of our master of science programs in elite company. The MS in Supply Chain Management Program recently gained the school's latest accolade from the Institute for Supply Chain Management. The institute, a worldwide, standards-setting professional organization with more than 40,000 members, officially recognized the program. ISM has conferred this designation on only one other university.

Among a dozen categories considered in new *Bloomberg BusinessWeek* specialty undergraduate rankings, The School of Management ranked in the top 10 among public universities in eight categories, and in the top 20 for the remaining four. We earned the No. 10 ranking in accounting and in business law. In strategy course work, our ranking was No. 9. In business ethics integrated concepts, we placed at No. 7. In finance, we earned the No. 6 spot. Our teaching of sustainability concepts ranked No. 3, as did business calculus. We particularly excelled at quantitative methods, earning No. 1. This No. 1 standing is especially gratifying, given that the school has always distinguished itself by its scientific and analytical approach to business.

One of our three new undergraduate degree programs, the BS in Marketing, sets itself apart by its emphasis on quantitative data analysis. Another, the BS in Management Information Systems, takes an innovative, holistic approach to the systems side of running a company; students learn how to help businesses use information systems to increase effectiveness and productivity. The third new degree program, the BS in Global Business, fills a critical need to train businesspeople adept in working expertly in international environments.

Our 14 new faculty members bring a wealth of academic and workplace experience to the Accounting, Finance, Information Systems and Marketing areas, all of which are undergoing significant expansion. Our newcomers are in excellent company. Orlando C. Richard, an associate professor of organizations, strategy and international management, recently earned a best paper award from the Academy of Management for a study showing that racial diversity in the top echelon of management may help companies' performance. Rajiv Shah, clinical professor of organizations, strategy and international management, earned an award in June from the Society for Design and Process Science for his efforts in organizing the society's 2010 conference, which The School of Management and the UT Dallas Erik Jonsson School of Engineering and Computer Science co-hosted. Mark Salamasick, director of the Center for Internal Auditing Excellence, has done important work leading a professional task force that has streamlined procedures for internal auditing research.

Once again, the school and our centers of excellence are hosting many important conferences this fall. The Center for Finance Strategy Innovation (CFSI) will soon hold a half-day forum that will focus on small-business investing. The Institute for Excellence in Corporate Governance recently brought well-known corporate-board researchers, a senior *Wall Street Journal* economics writer and the chief restructuring officer of the U.S. Treasury Department to speak at its eighth annual national conference, which examined ways to increase the effectiveness of boards and improve company performance. Led by SOM Distinguished Research Professor Alain Bensoussan, the school and Hong Kong Polytechnic University are co-sponsoring an international conference in Hong Kong in December that will address how the current global economic crisis will impact education programs and the orientation of research in the future.

In September, SOM held the first seminar in series planned to study the new healthcare reform legislation. Experts explored the business impact of the act in a forum that was open to the public and welcomed their input. To help professionals and graduate students chart their way through the changing world of finance, CFSI has started a "Transformation and Turnaround" series of courses. In November, the Morris Hite Marketing Center hosts a daylong conference on data, social media and analysis, the first event the center has held specifically for marketing practitioners.

Fine work is coming, too, from our students. Congratulations to second-year Full-Time MBA student MeLinda McCall, who has earned a \$10,000 scholarship from the Texas Business Hall of Fame Foundation. Former student Michael Morelli deserves recognition for working several years to book local entrepreneur Mark Cuban for an SOM visit that many enjoyed.

Special School of Management thanks go out to Ericsson and its North America president, Angel Ruiz, and to alumnus Ron Nash and his wife, Susan, for generously endowing two new distinguished professorships. These professorships enhance our standing in the academic community and show our commitment to top research efforts.

As ever, we welcome your input as we move forward, and we thank you for your ongoing support.

Best wishes,

A handwritten signature in dark ink that reads "Hasan Pirkul." The signature is written in a cursive, slightly slanted style.

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<http://som.utdallas.edu>

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A U T U M N I S . . . N E W

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On the cover: New students Pankhuri Mittal (seated), Elijah Metcalf (left) and Holly Williams on the southern edge of the new campus mall outside the main entrance to The School of Management building.

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New Degrees Give Graduates the Advantage for In-Demand Jobs

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New Degrees Give Graduates the Advantage for In-Demand Jobs



Undergraduate programs in global business, management information systems and marketing respond to business needs.

The employment picture for college graduates looks brighter for 2010 and beyond, according to recent reports, but competition remains fierce. Anticipating the need to set its grads apart from other job hunters, The School of Management recently doubled its roster of undergraduate Bachelor of Science degree programs by adding three highly sought-after specialties: global business, management information systems (MIS) and marketing.

New this fall, these programs were developed by observing industry trends and listening to advisory board members from a variety of world-class firms. The SOM already offered highly ranked undergraduate programs in accounting, business administration and finance. Global business, MIS and marketing were available as concentrations in the past, but students were ready to delve deeper.

As is true of their older counterparts, the new programs “capitalize on the latest innovations in technology, and they have been developed to prepare graduates to not only meet but to exceed job-market expectations,” SOM Dean Hasan Pirkul says.

Poised for Growth

What are those expectations? Of more than 80 organizations polled for the 2010 Sales Compensation Survey of College Graduates and Interns, 70 percent

reported they will hire the same number of or more employees than last year. Among new prospective hires, those with bachelor’s degrees in business, finance and math will earn average starting salaries of about \$45,000, with bonus packages worth about \$7,000 — second in the survey only to engineering/science/architecture grads, who will average \$53,000.

According to the National Association of Colleges and Employers (NACE), new graduates with degrees in business- or technology-related fields are most likely to have a job following graduation. The association’s 2010 Student Survey shows that accounting, business administration, computer science, engineering and mathematics majors were more likely to get — and accept — job offers than other types of grads.

An additional NACE finding: Salaries for business school graduates remained stable, and employers ranked grads with accounting and finance degrees as the most in-demand overall.

Starting salaries are important, but so, too, is job security, and the U.S. Bureau of Labor Statistics identifies each of SOM’s new degree fields as growth occupations through 2018.



Marketing fair in the atrium, August 25

In marketing, the bureau expects jobs for market and survey researchers who can use analytical tools and methods to grow faster than average — 28 percent through 2018.

Bureau data also highlights a growing need for employees with a “comprehensive knowledge of international business and foreign cultures and languages.” The SOM global business degree fits that requirement by teaching crucial international skill sets graduates can use abroad or use domestically in multinational corporations, Global Business Program Director Habte G. Woldu says.

The bureau also confirms that five of the 12 fastest-growing job fields relate to information systems, MIS Program Director Mark Thouin says. “Employment of computer and information systems managers is expected to grow 17 percent over the 2008 to 2018 decade, which is faster than the average for all occupations.”

MIS No Longer ‘Minor’
The demand for prepared MIS professionals — now “among the top three careers in the nation,” Dr. Thouin says — quickly turned the discipline from a minor concentration into a degree program.

While a traditional computer science or information systems (IS) degree program emphasizes software creation, MIS focuses on the big picture of an entire business. Core classes include systems analysis and design, database manage-

ment systems and applications development. Students learn about software development, but that will not necessarily be their career.



Mark Thouin

ment systems and applications development. Students learn about software development, but that will not necessarily be their career.

“We emphasize the relationship between IS and business processes....The bottom line is that our students learn how to help businesses use IS technology to be more efficient and productive,” Dr. Thouin says.

Input from MIS advisory board members gave the school real-world applications to address in the curriculum.

“The ability to effectively straddle the IT/business divide by applying both MIS and business concepts is a critical skill that only an MIS major can provide,” Jeff Word, vice president of product strategy at SAP, says. “Deep understanding of the fundamental concepts of MIS, along with a generalist understanding of business fundamentals, is a winning combination for at least the next decade, based on real demand.”

“There’s a tremendous demand for people who know the technology and know the business,” Dr. Thouin says. “Businesses are so dependent on technology; virtually everything they do is touched on by an information system at some point. It’s very important to understand how they work.”

Worldly Grads

Executives increasingly deal with issues that extend beyond borders and across oceans. Success in global business requires managerial and technical skills adaptable to both international companies abroad and to domestic organizations involved in globalization.

The SOM program in global business helps students understand the cultural, political and regulatory environments that shape international business and trade. Graduates will be well-equipped to pursue jobs in the private or public sectors, as well as graduate degrees in areas such as international law, accounting, advertising, management, marketing or strategy.

Global business core courses give students in-depth knowledge of managing business activities in an international context.

Courses include Export Market Development, Global Strategy, International Finance Management and International Organizational Behavior and Human Resource Management.



Habte G. Woldu

Foreign language and cross-cultural management skills are vital parts of this program, because “in the past, failure of American expatriates in [international business] post-

Grad Programs Grow By Three, Too

By Lola Howle

The School of Management has added three additional graduate-level programs.

The **Master of Science in Innovation and Entrepreneurship (MSIE)** program appeals to entrepreneurs in startups, as well as those developing products and technologies within existing companies. The program’s focus on technology-based innovation is consistent with the traditional emphasis at UT Dallas on science, engineering and technology.

The SOM and the UT Dallas Erik Jonsson School of Engineering and Computer Science jointly offer **Systems Engineering and Management (SEM)**, which formalizes education involving the design, engineering and management of increasingly complex systems.

SEM appeals to those with at least five years’ industry experience and a bachelor’s degree in engineering, math, physics, chemistry, economics or finance. Students can opt to earn certificates, one in systems engineering, one in management, before earning a master’s degree by taking a few more courses.

SOM’s Executive Education area has introduced an **Executive MBA with an emphasis in supply chain management**. The 28-month program trains graduates to help businesses reduce costs, enhance efficiency and improve customer service. The SOM also offers a graduate certificate and an MS degree in supply chain management.





SOM students (left foreground) mingle with their counterparts in Ahmedabad, India.

ings has been mainly attributed to lack of language skills and cultural sensitivities,” Dr. Woldu says.

Students eagerly await foreign study opportunities. In August, Dr. Woldu took students on a 10-day study tour to India. Last spring, seven SOM undergrads spent a semester at Dongguk University in Seoul, South Korea.

Translate Numbers Into Knowledge

The undergraduate SOM marketing degree program’s emphasis on quantitative data analysis responds to a real need in the marketplace.

Thanks to technology, statistics on customer behavior, sales and marketing are more accessible than ever. But just because the information is there does not mean businesses understand how to interpret the deluge of facts and figures, Undergraduate Marketing Program Director Julie Haworth says. “It is crucial to analyze data for marketing. Without analysis, resources can easily be wasted,” she says.

The best marketing pros, she adds, know how to reason and solve problems by using mathematical processes, spreadsheets and database technology. She says that developing data analysis skills will set SOM students apart from their job-market competition.

Marketing practitioners on the SOM Marketing Advisory Board confirm that the new program is analytical, practical and thorough. “When there is a degree program involved, we know the candidate has taken all the courses necessary to be a marketing professional, including quantitative methods and market research,” board member Jeff Savitz of Savitz Research says.



Julie Haworth

SOM tapped practitioners from 24 companies to learn which subject areas employers valued highly. Advisers included representatives

from Alcatel-Lucent, Cisco Systems, the Dallas Cowboys, Frito-Lay, PepsiCo, Texas Instruments, Travelocity and more.

The curriculum teaches skills such as planning, evaluation, team presentation, case study, brand and channel auditing, selling, pricing, strategy and management.

Marketing — like other undergraduate — students also meet corporate leaders who speak at university events and guest-lecture in classes. Recent speakers include Craig Zurek, director of media development and sales for the Dallas Cowboys, and Bill Miller, owner of VeraBridge LLC, which produces software for the banking industry.

Networking with such executives helps students hone communication skills, which are highly prized by prospective employers. Employers in NACE’s Job Outlook 2010 survey ranked communication skills at the top of the list of what they look for in potential hires. Rounding out the top five on their list: analytical skills, the ability to work in a team, technical skills and a strong work ethic.

Employers consider many skills, qualities and attributes when hiring, Marilyn Mackes, NACE executive director, said when the survey was released in January. But evidence that the candidate can perform the job is key. “Our research shows that employers are looking for well-rounded candidates. In a tight job market, the candidate who can offer just a little bit more has the advantage.”



Marketing fair, August 25

For more information on the new degree programs, visit:
<http://som.utdallas.edu/bsglobalbusiness> | <http://som.utdallas.edu/bsmarketing> |
<http://som.utdallas.edu/bsmis>





Opening Doors

The Opportunities Four New Students See At The School of Management

~ By Paula Felps ~

Each new School of Management student has dreams and expectations — as well as very individual reasons for choosing The University of Texas at Dallas. The four students featured here talked about their decision making as they looked forward and as their new adventure in education began.

Pankhuri Mittal, Undergraduate

A graduate of nearby Plano (Texas) High School, Pankhuri Mittal was familiar with UT Dallas, and she liked the fact that it was close to home.

But her reasons for choosing The School of Management go far beyond geographical advantage.

“I realized that I had a lot of opportunities as a student here,” she says. “I feel that I have come to



Pankhuri Mittal

a university that can open many doors for me in the future.” She says the top-notch faculty and the student-to-professor ratio offered in the Management Honors Program for undergrads have reassured her that she made the right choice. She is looking forward to receiving the “best education possible” while growing both socially and scholastically.

“My ultimate goal is to attend law school after

“I want to refine and focus my interests into a career path.”

— Elijah Metcalf

completing four years at UTD,” she says. “I feel that with the many opportunities I will receive from SOM and UTD, I can be accepted to an exceptional law school with the highest regards from my professors.”

But the thing she says she is most looking forward to is taking her first business class, Business Law, and making new friends among her fellow students.

Elijah Metcalf, Full-Time MBA Student

After earning a degree in theater and communications from Temple University in Philadelphia, Elijah Metcalf found himself working in business-to-business contract sales for Office Depot.

“I knew I wanted to continue with a career in business but felt I would be less desirable for promotions without an MBA,” he says. “I knew I wanted to attend a full-time MBA program so that I could completely focus on learning business in an academic setting without the added stress and time commitment of a job.”

The School of Management offered exactly the program he was looking for, and he was pleased with both the accelerated time frame and the reasonable price.

Although he knows the next 16 months will be “intense and challenging,” he also knows they will be rewarding. He is looking forward to courses that provide insight into the many different aspects of business, as well as receiving guidance as he explores his career path.

“More than anything, I am looking to define and outline my career goals,” says Mr. Metcalf, who already has been elected by his classmates to serve as their community service representative. “At this point, I have many more questions than answers. I want to refine and focus my interests into a career path.”



Elijah Metcalf



Holly Williams, Part-Time Master's Student

Returning to the classroom after 25 years in the business world, Holly Williams is studying management and administrative sciences while working as regional manager of customer operations for MetroPCS. She chose UT Dallas because she wanted an in-class experience (although the MS in MAS program offers online as well as on-campus classes), and The School of Management offered the

opportunity to study all facets of business.

"I'm particularly interested in organizational behavior and developing my management skills so I can do a better job of managing and developing my employees," she says.

"The School of Management seems like the perfect place to do that."

Ms. Williams admits to being nervous after more than two decades away from school, but she also is ready to take on whatever challenges lie ahead.

"My career goal is very specific: Employees will be better off because I was their supervisor. I want to be a good leader."

While a master's degree is her ultimate end goal, she is more excited about learning the material. "I want to immerse myself in learning about the world I work in and get better at what I do," she says. "The master's will signal that I've completed my studies, but the study itself is what excites me."

Evelyn (Evie) McGerr, Executive MBA Student

Evelyn (Evie) McGerr had many reasons for wanting to attend The School of Management, but the biggest draw was the school's diversity.

"I work for AT&T, which is a global company, and I feel strongly that all the different faces and perspectives are so important today. It's what is needed to survive in business; you have to think global," says Ms. McGerr, the regional director of marketing for AT&T. Additionally, she says the focus on decision making fit well with her own personal goals.

"I expect to be expected to perform at my highest level," she says, "and I expect to be pushed beyond my limits and achieve my highest possible potential. I am so excited about the potential that lies ahead.

I'm in a classroom surrounded by truly brilliant people, and I want to bring value to that group. I have to plug in and dig deep to do that."

And, at the end of the journey, she expects to see amazing results from herself and her fellow classmates. "We have the potential to grow and become a force to be reckoned with," she says. "It's a powerful group, and I believe we can drive change." 🙌



Evelyn (Evie) McGerr



Holly Williams



COUNCIL ADDS MEMBERS TO MATCH GROWTH

Expansion means more advisory members than ever are working on behalf of the school.

— BY PAULA FELPS —

As The School of Management grows, so does its advisory council, a group of corporate executives, experts and leaders who counsel and serve the school as it expands, improves and excels. SOM enrollment, having increased 10 percent this fall, stands at about 5,500 students. To keep pace, the advisory council invited five new members, introduced here, to its ranks. The council roster now numbers 40 members.

A graduate of the University of Washington in Seattle, **Cathy Fraser** has a special place in her heart for public schools. So when the senior vice president of Tenet Healthcare Corporation was invited to join The School of Management Advisory Council, she gladly accepted.

“Public education played such a big role in my life, and I truly recognize the value of it,” she says. “It’s critical for today’s students to have economic access to quality education.”

She sees that kind of quality at UT Dallas, and she believes the students it is attracting are vital to the future of the entire region. “Dallas is a significant draw for Fortune 500 companies, and the city has weathered the recession better than most,” she notes. Therefore, having access to quality employees in its own backyard is imperative.

“The more we bring to the area in higher education, the better it is for the economy and the better students we attract.”

Ms. Fraser also is a board member of Workforce Solutions of Greater Dallas and the family nonprofit JKU Foundation.



Cathy Fraser

“When we started using [SOM] interns, we were very impressed. And then I became aware of how rapidly The School of Management was advancing.”

— L. Dean McGowan



L. Dean McGowan

L. Dean McGowan says he was always interested in The University of Texas at Dallas because of its association with Texas Instruments. But it wasn't until his company began hiring School of Management students as interns that he really took note of what was happening on campus.

“So many business schools are not turning out good students,” says the senior vice president of investments for UBS. “When we started using [SOM] interns, we were very impressed. And then I became aware of how rapidly The School of Management was advancing.”

Mr. McGowan explored the school further and found himself deeply impressed. Although he has always been active in volunteer work through his church, and has been offered other board positions, “this was the first one that sparked my interest.” Now, he is excited to lend his expertise to help broaden the school's track record for success.

“If you're interested in your community, you want to be able to give something back,” he says. “The quality of students here is really good, and UTD's ability to turn them out ready to enter the business scene is truly remarkable.”

Cheri Phyfer has enjoyed being both a role model to female students and a contributor to the direction of her alma mater, Clemson University, as a member of its advisory board. Now, she looks forward to bringing that same insight to The School of Management Advisory Council.

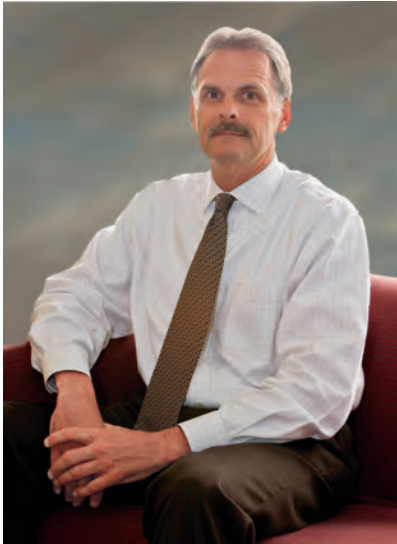
“The national attention that The School of Management is receiving is truly surprising, given how young it is,” says Ms. Phyfer, who is president and general manager of the Southwest Division Paint Stores Group of the Sherwin-Williams Paint Company.

“I had heard a lot of great things about UTD, but when I met the dean, I enjoyed learning his vision for this school. I like where he's taking The School of Management, and I feel like they're on a great track. I'd like to help them continue to build awareness in the business community.”

Ms. Phyfer, who made the Texas Diversity Council's list of “The Most Powerful and Influential Women in Texas” in 2008, also serves on the Women in Leadership Steering Committee for the Richardson Chamber of Commerce.



Cheri Phyfer



Steve Stine



Sherry Vidal-Brown

Not long after relocating from San Antonio to Dallas in 2008, **Steve Stine** took advantage of his company's involvement in the community — and that led him to UT Dallas.

"At that time, AT&T was looking for different opportunities for their executive leaders to play liaison roles," says Mr. Stine, who today is senior vice president - core installation and maintenance for AT&T Network Operations. "I examined the range of possibilities, and UTD seemed like a good fit."

Almost immediately, he became one of the university's biggest fans. Now, as a member of The School of Management Advisory Council, he is eager to do whatever he can to support the school's growth strategies.

"I believe completely in what UT Dallas is doing," he says. "They have good ambitions and a logical plan. When I look at their five- and 10-year plans, they are very solid. There's a great energy and passion for what they want to accomplish. I just want to see how I can help."

Having seen firsthand the importance of education, **Sherry Vidal-Brown** is particularly excited to be able to serve on The School of Management Advisory Council.

"My grandmother and grandfather came to this country not knowing any English and hoping for the American dream," Ms. Vidal-Brown recalls. Having earned four degrees, including a PhD, she is particularly aware of the opportunities and rewards of a quality education.

Executive vice president, human resources, for Accor North America, she was named one of the "Top 25 Women to Watch" in Dallas by the *Dallas Business Journal* as part of its annual Women in Business Awards in 2009.

"I am eager to be a part of the council so we can continue to reach out to students and business communities to help our country grow and individuals thrive," Ms. Vidal-Brown says. "I want to always continue to learn from others and hopefully partner with other advisory members on issues that are important to us and our community." 🙌

"I believe completely in what UT Dallas is doing. They have good ambitions and a logical plan. When I look at their five- and 10-year plans, they are very solid."

— Steve Stine

Investing in Great Potential



Ericsson North America President Angel Ruiz

Supporters back their belief in the SOM with two new distinguished professorships.

Corporate and private philanthropists are increasingly seeing the economic promise of North Texas as inextricably tied to strength and growth at The University of Texas at Dallas.

That is a key reason that longtime supporters Ericsson North America and Ron and Susan Nash have invested in the region's economic future by providing two new distinguished professorships in the UT Dallas School of Management.

They see their gifts as enduring support promising steady yields, with top management scholars producing a stream of students outfitted to contend with whatever regional business challenges lie ahead.

"The professorships these gifts endow are very telling to prospective faculty and students, and they are very reassuring to the community," SOM Dean Hasan Pirkul says. "They tell educators and students that we pursue academic excellence. They reassure the community that we are a quality institution with great potential."

DRIVING ECONOMIC DEVELOPMENT

Providing a permanent endowment to support the research and scholarship of a UT Dallas faculty member is important to Ericsson. That is why the telecom company's North America President Angel Ruiz recently made an investment in The School of



SOM alumnus Ron Nash and his wife, Susan

Management in the name of Ericsson's founder, the Lars Magnus Ericsson Distinguished Professorship.

"When we give endowments, we're making a long-term investment in the school," Mr. Ruiz says. "We do a number of things with UT Dallas already. We've provided scholarships, and we've sponsored the Lars Magnus Ericsson Chair in Electrical Engineering for some time now. For me, management is just as important as engineering to Ericsson's well-being, perhaps even more important."

UT Dallas is working toward realizing its vision of becoming a leading research university, in part so that it can drive economic development regionally. Headquartered in Plano, Texas, and one of the area's major employers, Ericsson North America is already invested in this vision. To Mr. Ruiz, an endowment exemplifies both his company's intent to maintain a long-term relationship with the SOM and what that relationship represents to his company's long-term interests.

Mr. Ruiz recognizes that Ericsson is in a transitional period. Knowing that UT Dallas can help his company as it continues to evolve, he invests heavily in the university.

The strong commitment to collaborative efforts that Mr. Ruiz has maintained over many years resulted last spring in him being named one of the first two recipients of the university's Gifford K. Johnson Community Leadership Award.

He reaffirmed the collaboration early this academic year by hosting Ericsson Day, a September 1 technology and career opportunities showcase. Students could drop off their résumés at the end of a tour of the Mobile Ericsson Experience trailer. It parked on campus and offered presentations of the company's 3G and 4G wireless broadband technology, whose applications include Wireless Newscast, Connected Home, IP TV and IMS Gaming.

"Telecommunications is changing at a rapid pace," Mr. Ruiz says. "Ericsson is an entrepreneurial, high-tech, innovative and progressive company that focuses on new technology. To be seen

as that kind of company, we must attract the talent that will allow us to transition the competencies that we have in-house. To do that, we have to recruit excellent young talent coming out of universities like UT Dallas. That's how we can ensure our future in a very competitive environment."

From the UT Dallas perspective, attracting and retaining top faculty talent increases the university's prestige, making it a destination of choice for top students from around the world who could eventually fill those management roles at Ericsson and other local companies. Michael DeFrank, UT Dallas assistant vice president for corporate and foundation relations, sees it as a critical need.

"Named endowed professorships help the university convey recognition and appreciation for the accomplishments of the faculty," he says. "They also distinguish the holders of the named professorships among their peers. They are a highly recognized symbol of academic achievement and standing in the wider academic community. Perhaps most telling, however, is the fact that they are characteristic of top research universities."

GIVING BACK AND LOOKING AHEAD

Two philanthropists with a long track record of supporting UT Dallas have similar visions for both UT Dallas and the city for which it is named. When SOM alumnus Ron Nash and his wife, Susan, made their gift last summer to establish the Susan C. and H. Ronald Nash Distinguished Professorship, they both saw it as a worthy investment: He wanted to give back to his alma mater, while she envisioned the university as a potential national destination.

“ WE HAVE TO RECRUIT EXCELLENT YOUNG TALENT COMING OUT OF UNIVERSITIES LIKE UT DALLAS. THAT’S HOW WE CAN ENSURE OUR FUTURE IN A VERY COMPETITIVE ENVIRONMENT. ”
— ANGEL RUIZ



// BECAUSE IT'S LOCATED IN A LARGE METROPOLITAN AREA, IT CAN BE A MAJOR DRIVER FOR FUTURE EMPLOYMENT IN THE REGION. IT'S EASY TO GIVE MONEY TO AN INSTITUTION THAT YOU KNOW IS GOING TO HAVE SUCH A LARGE IMPACT ON THE COMMUNITY. //

— RON NASH



“When I was a graduate student at UT Dallas, I was only interested in the education that I was getting,” Mr. Nash, who earned an MS in management and administrative sciences in 1979, says. “After I graduated, I stepped back and gained some perspective. As I became a business executive in Dallas and got more involved in the community, I began to see the bigger picture.”

He realized that Dallas needed a big research university — one that concentrated on engineering, sciences and business. For him, the logical candidate was UT Dallas.

“That’s one of the things that drove my relationship with the university — first as a student, then as a volunteer and now as a philanthropist,” Mr. Nash, a partner at InterWest Partners, says. “I give to UT Dallas because it has made an impact on my life.”

Named a School of Management Distinguished Alum in 2000, his volunteerism includes helping to found the university’s alumni association in 1983 and serving four years as its chairman. He still sits on the UT Dallas Development Board and on The School of Management’s Advisory Council. A former council chairman, he spearheaded the group’s fundraising efforts for a new SOM building early this decade. Last year, he took a leadership role in seeking cash gifts to help UT Dallas qualify for state matching funds in the Texas Research Incentive Program.

Kyle Edgington, SOM’s director of development and alumni relations, has known Ron Nash for more than two years. The Nashes have “invested early to encourage others to give,” Mr. Edgington says.

Susan Nash compares the need for continued investment in UT Dallas to the recent development of the Dallas Arts District.

“Some people thought that building a fine arts district wasn’t necessary,” she says. “They thought that having just the Meyerson Symphony Center was good enough. Now, with the Winspear Opera House and everything else, the Dallas Arts District has become a national destination. With UT Dallas, it’s the same thing.”

As a business leader, Mrs. Nash, vice president of field operations at VMware, gravitates to The School of Management, which draws her support because of the graduates it produces.

“When I’m able to hire a student from UT Dallas who benefited from my giving, I can see the immediate impact of my gift,” she says. “And it’s not just the students but faculty, staff and administration. I like what I see in people at UT Dallas. Rather than being too bureaucratic, they’re free and entrepreneurial in their thinking about the ways they would build and grow UT Dallas. With that kind of attitude, UT Dallas is certain to become a national destination, just like the Dallas Arts District.”

Her husband concurs with her assessment.

“UT Dallas is positioned so that resources and funding can help it make huge breakthroughs, what with the quality of the research it does and the recognition it receives,” he says. “It’s an up-and-comer. Because it’s located in a large metropolitan area, it can be a major driver for future employment in the region. It’s easy to give money to an institution that you know is going to have such a large impact on the community.” 🍷

Credit Card Intrigue?



Marketing professor uncovers contrary-to-popular-wisdom surprises in study of loyalty, profit and risk.

BY DONNA STEPH RIAN

Open a credit account, and often you will receive “rewards” for purchases, typically in the form of points for dollars spent and redeemable for specific perks or gifts, once a certain level of purchases has been achieved.

Or, as a member of a favorite club, sports team, university or other specialty group, you may sign up for a credit card — known as an “affinity” card — which allows you to “give back” a percentage of purchases to the organization to which you are loyal.

The credit-card industry has grown during the past 50 years from a million-dollar business to one representing \$2.46 trillion in consumer debt, according to the Federal Reserve. The industry continually is searching for ways to attract and retain customers, and generate new revenue streams.

SURPRISING RESULTS

For credit-card issuers, do these affinity and reward cards accomplish this objective?

B.P.S. Murthi, professor of marketing, coordinator of

The School of Management's Marketing area and director of the SOM-based Morris Hite Center for Marketing, says that "surprisingly" this is not the case.

In an article soon to be published in the *Journal of Financial Services Marketing*, Dr. Murthi provides new data and research that show that these types of "loyalty programs do not have a positive effect on firms' profits." Instead, the only significant value they provide to the issuer relates to reduction in risk.

"The conclusions we reached were somewhat contrary to conventional wisdom and hold many lessons for managers," says Dr. Murthi in his paper, "What Price Loyalty? A Fresh Look at Loyalty Programs in the Credit Card Industry."

"Surprisingly, we found that both of these cards don't generate higher profits for banks, as compared to people who don't have such cards," he says. "So, if it doesn't buy them profits, does it buy them loyalty? Our research showed that it did neither."

Dr. Murthi and his colleagues analyzed more than 9,000 new reward and affinity credit-card accounts issued in a single month by a major financial institution and cardholders' transaction histories during the following three years. The researchers' focus was on customer-retention strategies, based on three criteria: customer profitability, customer lifetime and customer risk.

"In our study, we find strong evidence that affinity and reward programs generate less profit on average, relative to customers who do not have these programs, either by attracting less-profitable customers or by rewarding customers for their less-profitable behavior, such as increasing transaction amounts. These findings are contrary to current research and popular beliefs regarding the effectiveness of such programs," the paper states. "Much of the theory supporting affinity programs posits an enhanced loyalty effect, which in turn is expected to lead to higher profits. In the credit card industry, our results indicate otherwise.

"Bottom line: Affinity and reward cards are of value to credit-card issuers not because they are more profitable than non-affinity or non-reward customers, or because these customers have longer lifetimes, but because they help to lower the overall risk of their portfolio.... The value of these programs lies in

the fact that they attract customers with a lower risk profile, thus lowering the overall risk faced by the firm."

TAKING AN EARLY LEAD IN RESEARCHING CUSTOMER BEHAVIOR

Dr. Murthi, a master's and PhD graduate of Carnegie Mellon University, hopes his paper will spark interest in SOM's marketing program and research capabilities.

"I believe UT Dallas is an early leader in this kind of research," he says. "I want to spread the word regarding our capabilities in exploring customer behavior, based on scientific data and these types of methodologies. My goal is to expand my research further and find new ways that would be advantageous to banks in gauging risk and profitability, and predicting what types of cards are best to offer. There also could be future implications regarding policies that could significantly affect both consumers and the credit-card industry as a whole."

"The comparison of the impact that the leading credit-card enhancement programs have on profitability, lifetime, risk and risk-adjusted lifetime value provides a starting point for new streams of research in the credit-card industry," the paper concludes. "An excellent extension of the current work would be to expand the observation period beyond three years to gain a greater understanding of the dynamics of the customer relationship.

"As the global financial crisis drags on, financial institutions are looking more carefully at their credit-card portfolios as they actively manage their customer base, as well as their risk."

Dr. Murthi's research interests include customer relationship management, risk-adjusted lifetime value,

and personalization and targeting of customers via the Internet.

A 17-year School of Management veteran, he has published almost 20 papers in numerous industry journals and has almost another dozen in progress.

Co-authors of his soon-to-be published article are SOM MBA and PhD alumna Erin M. Steffes, assistant professor of marketing at Towson University in Maryland, and Abdul A. Rasheed, professor of marketing at The University of Texas at Arlington. 🐦



B.P.S. Murthi

NEW HIRES MEET NEW NEEDS

THESE FACULTY MEMBERS MEET THE NEEDS OF NEW COURSES, NEW PROGRAMS AND EXPANDING ENROLLMENT.

by Jo Johnston

HERN #GSLIR

Few topics of economic research could be timelier than studying the effects of regulation on capital markets. That is just the research that Daniel Cohen brings to The School of Management, as he joins the faculty this fall as an associate professor in accounting.

In researching the economic consequences of recent regulation of financial markets, Dr. Cohen focuses on "whether recent corporate governance regulation such as Sarbanes-Oxley is effective in curbing behavior."



COHEN

Dr. Cohen previously served at the Stern School of Business at New York University and the Wharton School of Business at the University of Pennsylvania. He received his PhD in accounting from the Kellogg School of Management at Northwestern University and his MBA and BA from the Hebrew University of Jerusalem.

E v~y# \$ ~sKY~

While she researches empirical asset pricing, capital markets and international finance, it is her interaction with her students that instills the most pride in Arzu Ozoguz, who is joining the SOM faculty this fall as an associ-

ate professor. She is teaching core finance courses to students in the Professional MBA program.



OZOGUZ

Dr. Ozoguz has taught in Turkey, Canada and the United States, most recently as assistant professor of finance at the Kenan-Flagler Business School at the University of North Carolina at Chapel Hill. She earned her PhD and MS in finance from INSEAD, her MBA from Koç University in Istanbul, and her BA in economics from Oberlin College.

L EVTVI I x#W KL

Harpreet Singh intends to combine theories from economics and sociology in researching social networks, electronic word-of-mouth information systems and peer-to-peer lending in online financial markets. He joins The School of Management as assistant professor of management information systems.

Dr. Singh comes to Dallas from the University of Connecticut, where he was a graduate assistant and earned his doctorate degree in business administration-information systems. He was an inductee into the School of Business Hall of Fame at the University of Connecticut. Dr. Singh also received a bachelor's

SINGH



degree in chemical engineering from Panjab University Chandigarh in India.

FI VRLEVH#KERKQ EW

Bernhard Ganglmair comes to The School of Management from the Institute for Empirical Research in Economics at the University of Zurich, Switzerland, where he received his doctorate degree in economics.



GANGLMAIR

The assistant professor in managerial economics will continue his research into law and economics and how rules of law facilitate or distort market transactions.

After receiving his Master of Arts degree in economics at the University of Linz in Austria, Dr. Ganglmair studied as a visiting research fellow at Columbia Law School. He teaches business economics.

L #N I # I PW

As the new director of the Master of Science in Finance program, H. Joe Wells draws upon his experience as a partner at Deloitte Financial Advisory Services for more than 20 years. Recently he was the partner-in-charge of valuation practice for the mid-America region for Deloitte's Financial Advisory Services. The clinical professor

received his doctorate in finance from Cornell University, his MBA from The University of Texas at Austin and his bachelor's degree in mechanical engineering

WELLS



from the University of Oklahoma. He is licensed as a certified public accountant and chartered financial analyst. Before Deloitte, Dr. Wells spent six years in the oil and gas industry and was a management consultant at Stanford Research Institute.

HIRRNVQGGYMWKSR

Well known as a speaker, Dennis McCuistion also crusades for better listening, a cause he takes to audiences from the graduate school classroom to the corporate boardroom. A former bank CEO and host for 20 years of an ongoing public affairs TV program on PBS, he is a clinical professor and director of special projects and development at the Institute for Excellence

MCCUISTION



in Corporate Governance, one of the centers of excellence at The School of Management.

Mr. McCuistion holds a Master of Liberal Arts degree from Southern Methodist University. He brings 40 years of experience in corporate governance, including a position on a Fortune 500 company board.

Since 1990 he has been host and executive producer of the nationally syndicated, award-winning *McCuistion Program* on PBS.

Mr. McCuistion says he was attracted to the IECG because his passion matches the institute's goals — to enhance the abilities of corporate directors, senior management and institutional investors to effectively and ethically protect and promote the interests of stakeholders.

NRN#FNKLEQ#LE{SVXL

As the director of the new undergraduate marketing program, Julie Bingham Haworth looks forward to helping students obtain internships, prepare for marketing competitions and get involved in the campus chapter of the American Marketing Association,

HAWORTH



which is based in The School Management. Also an SOM senior lecturer, she is teaching Principles of Marketing, Product and Brand Management and the Sales and Distribution Management courses.

Ms. Haworth previously was global product manager of color cosmetics for Mary Kay Inc. She received her master's degree in business administration from The University of Texas at Austin with a marketing concentration and her Bachelor of Fine Arts degree from Southern Methodist University. Ms. Haworth previously was on the adjunct faculty, where she assisted in developing the new degree program. She says she takes pride in having assembled "an advisory board of world-class marketers that has been extremely interested and helpful in assisting with the development of our Bachelor of Science in Marketing curriculum."

ER | ERHI V# HW P

After leading successful product introductions at Bayer as well as holding positions at Wellpoint, Compaq and Uniroyal Chemical, Alexander Edsel is at The School of Management, researching marketing and

EDSEL



product failures. A senior lecturer and director of graduate marketing programs, he is coordinating a marketing practitioners conference to be held November 12 (see *Morris Hite Center to Host Marketing Conference* on page 28).

Mr. Edsel also is responsible for readying a new 36-hour Master of Science in Marketing degree program, slated to launch in the fall of 2011. An SOM alum, he earned an MBA from UT Dallas in 1996 and a law degree from the University of Buenos Aires.

KI s VKI #HI Gs YVG}

George DeCourcy says that real estate is a fascinating industry involving investment capital and human entrepreneurship, with a dose of sophisticated financial tools thrown in. A senior lecturer in the Finance area, he brings the experience of a career in the industry to The School of Management's new course in that discipline, Fundamentals of Real Estate

DECOURCY



(BA 4363), which he is teaching this fall (see *New Finance Courses Study Personal Finance, Real Estate and Corporate Restructuring* on page 26). He also is teaching Restructuring and Turnarounds

(Finance 6357), another new course.

A certified public accountant, Mr. DeCourcy earned an Executive MBA from The School of Management last year. He also received two degrees from Carleton University in Ottawa, Ontario, Canada: a Bachelor of Arts in economics and a Bachelor of Commerce in accounting and finance. A onetime chief financial officer at a public company, he serves as membership chairman of the Dallas chapter of Financial Executives International.

E Q E # P I E W Q E { M

A combination of years of teaching and corporate experience allows Amal El-Ashmawi to have a personal and professional impact on her students. Now a



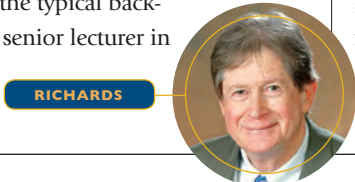
EL-ASHMAWI

senior lecturer in the Finance area, she previously served as an adjunct lecturer at UT Dallas and other local universities for three decades. For the majority of that time, she also worked in the corporate arena; her last position was the chief financial officer of a mid-size company.

After obtaining her bachelor's degree in business administration from Kuwait University and her MBA from the University of Cairo, Ms. El-Ashmawi received an MS from UT. She is teaching and coordinating undergraduate core finance classes and implementing an online assignment and assessment system for students.

Nq #V N G L E V H W

Two terms on the Dallas City Council may not be the typical background of a senior lecturer in



RICHARDS

finance, but Jim Richards' experience in city government gives him a unique view of business. He also is a partner in two financial firms and on the board of directors of an investment company.

He is teaching Business Finance and Managerial Economics this fall.

A chartered financial analyst, Mr. Richards received an MA from UT Dallas and a bachelor's degree in business administration from Stephen F. Austin State University.

V N G L E V H # F S { I R

Richard Bowen brings 35 years' experience in banking, including executive positions in finance, credit and information technology, to his new role as senior lecturer in the Accounting area. He left Citigroup in 2009 after serving as business chief underwriter for CitiMortgage, then provided contract services for the FDIC, working with failed banks.

An adjunct in accounting the past three years, he has



BOWEN

taught both undergraduate and MBA courses. This fall, he is teaching Financial Statement Analysis, Business Finance and Managerial Accounting.

A certified public accountant, Mr. Bowen received his MBA from The University of Texas at Austin and a Bachelor of Science in Mechanical Engineering degree from Texas Tech University.

W i Z I R # W P G L I V

Steven Solcher joins the faculty as a senior lecturer in accounting, the same area in which his father and fellow SOM faculty member, Charles Solcher, works.

The younger Mr. Solcher is teaching

Intermediate Accounting II and Corporate Taxation this semester. He joins the school after previously serving as a senior associate for American Infrastructure, LLC, a private equity firm in Northern California.



SOLCHER

Before that, he served as controller for McCown, DeLeeuw and Co., another private equity firm.

A graduate of St. Mary's University, where he was awarded a Bachelor of Business Administration degree, Mr. Solcher also earned an MBA from the University of Central Oklahoma and an MS in accounting from Oklahoma State University.

N H H # F V E H F Y V }

Judd Bradbury brings a keen interest in studying business intelligence and enterprise systems to his new position as senior lecturer in management information systems. He is president of Maverick Consulting and received his Master of Science in Management and Technology degree from Purdue University and his Bachelor of Science in Industrial Distribution degree from Texas A&M University.

Mr. Bradbury will teach a number of enterprise-system related courses, including



BRADBURY

an introductory course and one in customer relationship management. He continues to serve the City of Dallas as a board member for the Commission on Productivity and Innovation.



Experts Explore Business Impact of Healthcare Reform

Public seminar is first in a series to fathom depths of new act

BY DONNA STEPH RIAN

The new national healthcare reform act will dramatically affect individuals, physicians, hospitals, insurance providers and how healthcare is delivered and paid for, according to a panel of local healthcare experts gathered at a School of Management seminar.

The experts addressed about 125 healthcare and business leaders, faculty members and students at Healthcare Reform: A Dialogue on How It Will Impact You and Your Business, a September 2 gathering designed to be the first in a series analyzing the Patient Protection and Affordable Care Act of 2010.

Panel member U.S. Representative Michael C. Burgess, MD, said he believes the act needs to be “modified significantly” or repealed. Congressman Burgess, a Republican who represents the 26th District of Texas, opposed the 2,400-plus page piece of legislation and said it will create “an unknown number of agencies” and does not help keep healthcare costs down.

“If you read through this bill, there is nothing in it that will help you as a physician take care of your patient, faster, better and smarter,” said Congressman Burgess, who practiced medicine more than two decades and earned an MS from The School of Management before being elected to Congress. “There is only complexity in it.”

Moderated by Forney Fleming, MD, director of SOM’s MS in Healthcare Management program, the panel also included J. Darren Rodgers, president of BlueCross and BlueShield of Texas; Britt R. Berrett, president of Texas Health Presbyterian Hospital Dallas; and John F. McCracken, director of SOM’s Alliance for Medical Management program.

“This is not really healthcare reform, but healthcare financing reform,” said Dr. Berrett, who earned a PhD in public affairs from UT Dallas. “As hospitals and healthcare providers, we are extremely concerned. Where will the money come from? Where will it go? And what are the implications?”

Medicare spending continues to grow, Dr. McCracken said. While several Medicare payment reduction programs are mandated by law between now and 2019, these are not very realistic, he said.

Dr. McCracken listed several alternatives, including fundamentally changing how healthcare is paid for, such as “bundled” payment programs. “In bundled payments, one payment is made, and doctors, hospitals and everyone else involved will have to divide it up between them,” he said.

Congressman Burgess opposed this idea. “Whom do you want your doctor to be accountable to, if you’re sick?” he said. “To the government or to you, the patient?”

From an insurer’s point of view, the new act provides numerous components to be implemented over several years, said Mr. Rodgers, an SOM Advisory Council member. He provided a timeline of major provisions, such as the Employer Responsibility Act taking effect in 2014, which penalizes certain employers who do not offer insurance.

“If you’re an employer who has a low-paid workforce, it will probably be less expensive to drop your health insurance than to keep it — although I know that sounds surprising to hear from someone in the insurance business,” Mr. Rodgers said.

View the healthcare discussion video, plus panelists’ bios and PowerPoint presentations at <http://som.utdallas.edu/HealthcareDialogue2010>.



Congressman Michael C. Burgess (second from right) fields an audience question as (left to right) J. Darren Rodgers, Britt Berrett, Forney Fleming and John F. McCracken listen.



Orlando Richard

RACIAL DIVERSITY RESEARCH EARNS A BEST PAPER AWARD

Racial diversity in the top ranks of a corporation may be good for business, according to new research conducted by a School of Management organizations, strategy and international management professor.

Results from Associate Professor Orlando C. Richard's study suggest that racial diversity at the top may enhance company performance because it prompts more aggressive sales and marketing strategies.

Dr. Richard and co-authors Goce Andrevski of Queens University, Walter Ferrier of the University of Kentucky and Jason Shaw of the University of Minnesota surveyed the competitive actions of 115 Fortune 1000 companies during a three-year period. Their study, "Managerial Racial Diversity, Competitive Aggressiveness and Firm Performance: A Moderated Mediation Model," won a Best Paper Award in July from the Academy of Management, which has published it online in 2010 annual meeting proceedings.

The survey found that firms with more racially diverse leadership tend to launch more competitive actions — such as new product introductions, creative advertising and promotions and sales incentives — than firms with homogeneous management. In fact, firms with a highly diverse management mix launched 71 competitive actions per year while companies with low diversity leadership introduced only nine, research showed.

Dr. Richard, who teaches MBA and PhD courses in organizational behavior and human-resource management, is a leading

scholar in the area of racial diversity's bottom-line effects. He says previous research has not successfully explained why diversity impacts company performance. He and his colleagues believe that racial diversity fosters greater creativity and innovation because it combines an assortment of knowledge bases and experiences.

Unlike previous research that lumps all racial minorities into one category to compare against caucasians, this study defines diversity as management group

representation across five racial categories: whites, blacks, Asians, American Indians and Hispanics.

"We argue that greater distribution across these categories provides more creativity and problem-solving capabilities," Dr. Richard says.

The study also found that diversity training may be a useful human-resource management tool for companies concerned with managing a racially diverse organizational setting.

A HEAD OF THE GAMES

Focus groups at various University of Texas and other college campuses are now testing *Campus Life*, an interactive online game created by School of Management faculty member Michael J. Savoie and a design team he assembled.

Dr. Savoie, director of the Center for Information Technology and Management, last year received a \$250,000 grant from a University of Texas System program initiative, Transforming Undergraduate Education, to create the game. Intended to help acquaint new students — and their parents — with the culture and realities of college living, it guides them through budgeting, class scheduling, commuting, housing and other choices.

Interested? The test version of the game is accessible at <http://citm.utdallas.edu/tue/campuslife.html>. Play all the way through, and you will have a chance at the end to take a survey about your game-play experience.

Dr. Savoie and his team have begun work on the second-semester level of the game. He envisions eight semester-levels in the final game when it is complete.

Another game Dr. Savoie and the center's social outreach program have worked on is *SafariVille*, a 3-D Facebook interactive. Developed in conjunction with My House Ministries, a McKinney, Texas-based nonprofit devoted to helping impoverished widows and orphans in developing countries, the game allows players to develop an African safari lodge. It also offers chances to help a local village and orphans. Play is tied to numerous assistance opportunities with real-world charities. Find it at <http://www.facebook.com/safariville>.



Michael J. Savoie

Internal Auditing Director Helps Revamp Profession's Research Practices

Mark Salamasick, director of The School of Management's Center for Internal Auditing Excellence, recently served as chairman of a professional task force that established new processes and priorities for internal auditing research.

Since 1990, Mr. Salamasick has been active in the Institute for Internal Auditors, a leading professional group serving members in 165 countries. He currently serves on the Board of Trustees of the Institute of Internal Auditors Research Foundation, an institute offshoot that sets professional standards and produces research reports and educational materials.

Mr. Salamasick chaired a foundation board task force charged with examining ways to expedite research assessment and approval processes in order to make results available to professionals in a timelier manner.

This task force streamlined the process for getting internal audit research approved through the foundation more quickly. The nine-member international group also streamlined processes for requesting research data from the foundation.

The group defined that internal audit's new professional priorities lie in the following six areas:

- Risk Management
- Auditing Corporate Governance
- Internal Audit Technology Strategy
- Fraud
- Adapting Audit Through the Various Business Cycles
- Internal Audit Knowledge, Skills and Abilities.

Due to task force efforts, project teams are working on the last two priority areas to advance the internal audit profession.



Mark Salamasick

New School Year Brings New Assignments

New programs, growth in existing programs, faculty retirements and realignments have brought about much organizational restructuring within The School of Management since the last academic year ended and the 2010-2011 year began.

Summary of the Changes:

Monica Powell and **Doug Eckel**, who had been serving as assistant deans of graduate programs, have been promoted to associate deans.

Mary Chaffin, associate dean for undergraduate programs since 1997, retired last spring after having given more than 20 years of service to UT Dallas.

"Mary has done a great job for us, and we will miss her," SOM Dean Hasan Pirkul said in announcing her departure.

Marilyn Kaplan, previously assistant dean for undergraduate programs under Dr. Chaffin, succeeded her as associate dean.

Moving into Dr. Kaplan's old job, **Matt Polze** is now the assistant dean for undergraduate programs and co-directs the Professional Program in Accounting. He also is serving as the interim director of the Management Honors Program, replacing **Tracey Rockett**, who returns to teaching and research after four years as the inaugural director of MHP.



Monica Powell



Doug Eckel



Mary Chaffin



Marilyn Kaplan



Matt Polze

Additional New Assignments:

Frank Anderson, director of the BS in Finance program

John Barden, director of the BS in Accounting program

Abhijit Biswas, associate coordinator of the Marketing area

Alexander Edsel, director of planned graduate marketing programs

Julie Haworth, director of the BS in Marketing program

Charles Solcher, director of the MS in Accounting program

Amy Troutman, associate coordinator of the Accounting area

Habte Woldu, director of International Management programs and director of the BS in Global Business program



Shawn Alborz

SUPPLY CHAIN PROGRAM EARNS ENDORSEMENT

The Institute for Supply Chain Management has granted official recognition to The School of Management's Master of Science in Supply Chain Management degree program. A 40,000-member nonprofit education

and standards organization serving professionals in 75 countries, the institute granted its approval in August after the SOM submitted program and curriculum materials for evaluation.

A panel of experts concluded that the information provided "compares favorably to the body of knowledge of supply chain management, as defined by ISM."

In summary findings, evaluators for the Tempe, Arizona-based

institute noted particular strong areas of content and curriculum, including specific courses on software in supply management, and a focus on risk and decision making. The panel review also confirmed that outlined curriculum was relevant to the study and preparation for ISM's Certified Professional in Supply Management® (CPSM®) designation.

In addition to the debut this fall semester of an Executive MBA program with an emphasis in supply chain management (see *Grad Programs Grow By Three, Too* on page 4), Shawn Alborz, director of SOM's operations management programs, says, "ISM approval of our MS in Supply Chain Management degree program gives us even more confidence that we are providing relevant and meaningful education for those who are entering the profession or continuing to lead the profession."

For more information, visit <http://som.utdallas.edu/mssupplychain>.

SOM A PARTNER IN \$8.48 MILLION MEDICAL-RECORDS GRANT PROGRAM

Last year's historic stimulus package paved the way for establishing an electronic medical records (EMR) database. Now The School of Management is going to play a significant role in helping doctors capture and store patient information.

Recently, the federal government awarded an \$8.48 million grant for creation of a Regional Extension Center (REC) by a partnership formed between UT Dallas and The University of Texas Southwestern Medical School and the Dallas-Fort Worth Hospital Council and Research Foundation. The U.S. has 60 regional extension centers, with four in Texas. The North Texas REC, which includes 43 counties in and around Dallas-Fort Worth, will offer technical assistance and guidance to healthcare providers and accelerate their efforts to implement EMRs.

"EMRs involve the electronic storage of all medical records at a particular site," John F. McCracken, SOM's clinical professor of healthcare management and founding director of its Alliance for Medical Man-

agement, says. A record "includes all the notes, everything a doctor creates for a patient."

For that information to be shared, health information exchange sites must be created. EMR advocates say sites save time and money by preventing duplication of tests, enhance safety by preventing prescription of medicines that might interact with current medications, and provide instant access to a patient's important information.

"Hopefully, within five or 10 years, all Texas doctors will be on a health information exchange," Dr. McCracken says.

The initial step is to reach out to doctors. "We want to become a trusted adviser to physicians," Dr. McCracken says. "Secondly, we're going to find and develop the technological talent to pull this off."

Finally, he says, the North Texas REC will help doctors learn to reinvent work flow as they migrate from a paper-based system to an electronic one.

For more information, contact Dr. McCracken at jfm@utdallas.edu, 972-883-6252.



John F. McCracken

Full-Time MBAs See Growth, Take Pledge

The School of Management's Full-Time MBA program "keeps getting bigger and better," Program Director Lisa Shatz reports.

Fall semester brought 65 incoming students, a class almost half again as large as the 2009 incoming class of 44.

Although Ms. Shatz says the program intent is to "stay small enough that we know each and every student — who they are, what they have done and what their goals are," growth is not inherently off-limits.

"Our goal is to grow the program while keeping the intellectual quality high, the overall business experience of new students the same and the international diversity intact," Ms. Shatz says.

This year, the average Graduate Management Admission Test (GMAT) score of the incoming class is 668, the highest average ever. The class also reports an average of 4½ years per student of work experience. In all, class members hail from seven countries but have resided in a total of 18.

The incoming class also steps into the record book for being the first to sign an MBA Oath, which was created by fellow Full-Time MBA students, the upperclassmen scheduled to graduate in December.

When the soon-to-be-grads arrived in the fall of 2009, Associate Dean of Graduate Programs Monica Powell challenged them to create a legacy for the program. She suggested that because corporate ethics and executive conduct are hot business-school topics, an oath "truly reflective of our culture, our academics, our faculty, our diverse student programs" might be considered an appropriate lasting contribution.

At orientation in August, the upperclassmen read a statement of their beliefs and then asked each member of the new class

to sign a copy of the oath they developed. The statement, "What We Believe," and the oath follow here:



MBA OATH

As a UT Dallas MBA
I am a member of a global community,
and I will embrace diversity as
an essential component to success.

I am a well-rounded individual,
and I will continue to improve myself
academically, professionally and
personally.

I recognize that success is a product
of teamwork, and I will continuously
build and nurture my network.

I am a business leader whose decisions
impact the lives of those around me,
and I will act with sincerity, honesty
and integrity.

I make this commitment freely, and
upon my honor.

WHAT WE BELIEVE

If you're looking for a shortcut, look elsewhere.

Here, the path to success is intense.

And, in these halls, responsibility, innovation and leadership call the shots.

Here, the future of business is charted not alone, but around conference tables and classrooms. Together.

We'll grant you that it's a unique vision. Perhaps not one readily adopted by most in this field.

But we are not business as usual.

We are the pioneers of the new commerce.

We come from around the globe to learn how to make the world exchange ideas, goods and services for the benefit of all.

This is not a product of idealism; this is down-and-dirty pragmatism.

You've seen it before: Every time someone gets caught doing something they know isn't right, people cease to trust us.

Here, that will not stand.

Because every time that happens, someone somewhere loses their livelihood, their freedom, their means of putting food on the table.

We expect integrity, leadership, excellence and hard work from every single student, graduate and professor.

It's not all work and no play. We look after our families, our friends, ourselves.

We are at the forefront of our fields because we nourish our bodies, our minds and our hearts.

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For more information on the Full-Time MBA program, visit <http://som.utdallas.edu/ftmba>.

New Finance Courses Study Personal Finance, Real Estate and Corporate Restructuring

Behaving better financially has been an oft-visited idea during the economic downturn, and advocacy goes all the way to the top. But even before President Barack Obama last April called on Americans to “recommit to teaching ourselves and our children about the basics of financial education,” The School of Management had acted, having last fall started an online class in personal finance.

This fall, the three-credit hour course, Personal Finance (FIN 5300), moved into the classroom to cover the same subject, money matters viewed from an individual perspective and on a first-person level.

The course is one of several at both undergraduate and graduate levels that the school’s Finance area has recently introduced.

Also new, Fundamentals of Real Estate (BA 4363), a three credit-hour introduction to the industry and survey of the business, is available at the undergraduate level to any student who has taken the prerequisite, Business Finance (BA 3341).

At the graduate level, Corporate Restructuring and Turnarounds (FIN 6357), also three credit hours, is the newest in a series of courses offered through SOM’s Center for Finance Strategy Innovation (see *CFSI Series Concentrates on Corporate Change* on page 30) to address corporate change.

George DeCourcy, a new member of the Finance faculty (see *New Hires Meet New Needs on page 18*), is teaching both the restructuring and the real estate courses. Corporate Restructuring and Turnarounds, Mr. DeCourcy says, “is a case-based look into the world of bankruptcies, restructurings, debt-equity exchanges and turnaround techniques for companies in various stages of distress.”

Surveying various aspects of the real estate business, including appraisal and development, finance, law and marketing, Real Estate Funda-



George DeCourcy



David Cordell

mentals “touches value and financing issues for both home ownership and commercial property investments,” Mr. DeCourcy says. “Topics covered include property rights, contracts, valuation, investment and risk.”

Students contemplating a career in real estate or those simply wanting a general background in real estate investment should enroll, he says.

“All aspects of any financially related issues that would affect [students]’ lives on a daily basis,” are fair game for study in Personal Finance, David M. Cordell, director of SOM’s Master of Science in Finance program, says.

Budgeting, car buying, home buying, credit cards, employee benefits, health expenses, education planning, estate planning, income taxes, insurance, investments, IRAs vs. 401Ks, lease vs. purchase options, loans — all that and more are covered in the class, which Dr. Cordell helped create and now teaches.

The course, an elective with no prerequisites, is open to nearly all UT Dallas graduate students and many undergraduate who are close to graduation, Dr. Cordell says; only finance majors are ineligible.

For more information on SOM’s Finance and Managerial Economics area, visit: <http://som.utdallas.edu/finance>.

AFRICAN AMERICAN MUSEUM BENEFITS FROM MARKETING

Assignments that produce results in the real world

are not always part of the college experience, but some School of Management marketing students who worked on a project for the African American Museum in Dallas have come away with a résumé-building achievement that also showcases their community spirit.

Dr. Calvin Jamison, senior vice president for business affairs at UT Dallas, says that over the years, UT Dallas has been very supportive of the African American Museum, which he describes as “one of the jewels of Fair Park and the Dallas community.”

That is why, when Harry Robinson Jr., president and CEO of

the museum, approached the Office of Business Affairs with a request for ideas about revamping the museum’s marketing efforts, Dr. Jamison turned to The School of Management.

Abhijit Biswas, associate coordinator of SOM’s Marketing area, took the initiative from there. “We needed,” Mr. Biswas says, “to come up with a viable business plan for the museum’s gift shop, which was their main source of revenue.”

He recruited five students who, strictly on a volunteer basis through fall semester of last year, developed a no-cost marketing plan to help increase the number of visitors, improve the gift

Annual IECG Conference Considers Effectiveness of Corporate Boards



John Gillespie



Steve Moore

A thought-provoking critic of corporate boards and the senior economics writer of the *Wall Street Journal* headlined The School of Management's recent annual corporate governance conference, one that contemplated how to best increase board effectiveness and organizational performance.

Former investment banker John Gillespie opened the daylong October 7 event, "Money Well Spent: How Effective Boards Create Value," the eighth national gathering sponsored by the SOM-based Institute for Excellence in Corporate Governance.

IECG Executive Director Constantine Konstans introduced Mr. Gillespie, co-author with Salon.com founder David Zweig of *Money for Nothing: How the Failure of Corporate Boards Is Ruining American Business and Costing Us Trillions* (Free Press, 2010). Mr. Gillespie reviewed a variety of cases they researched for the book and the related lessons learned in addressing the question: "What corporate governance changes are raising board effectiveness in the 21st century?"

Luncheon speaker Steve Moore, *Wall Street Journal* editorial board member and senior economics writer, discussed "Washington, D.C., Politics and Economics in the Aftermath of Dodd-Frank," the recently enacted Wall Street Reform and Consumer Protection Act.

"MONEY WELL SPENT: HOW EFFECTIVE BOARDS CREATE VALUE"

Panel discussions interspersed throughout the conference covered such topics as compensation for top executives, the rising shareholder rights movement, the practices of institutional investors and the impact of recent congressional legislation on the nation's economy.

The first afternoon keynote speaker was Charles D. Niemeier, a founding member of the Public Company Accounting Oversight Board, the private-sector, nonprofit corporation created by the Sarbanes-Oxley Act of 2002 to oversee the auditors of companies in order to protect investors and the public interest. He discussed changes in the U.S. regulatory system meant to avoid or significantly mitigate future economic crises.

Second afternoon keynoter was James Millstein, a former investment banker who left Lazard Freres and Co. last year to become the chief restructuring officer of the U.S. Treasury Department. He addressed the feasibility or fantasy of turning the role of corporate director into a distinct profession.

View more information at <http://som.utdallas.edu/centers/iecg/>.



Abhijit Biswas

STUDENTS' HELP

shop, create higher patron involvement and generate significantly higher revenue.

"I jumped on the opportunity," says Divya Vasu, a recent MBA graduate.

"The experience we gained was awesome." Other participating students included recent MBA grads Sarah Voges, Jing Yang, Keyur Rao and undergrad Arezou Ghaemmaghani.

The students worked on the project between classes and exams. With data gathered and analyzed, the team came up with specific recommendations, making a formal presentation in March. The recommendations included pricing, merchandising, showcasing

local artists and following a chronological revenue model that they developed.

In fact "the marketing plan developed by the UTD students was used by the African American Museum as part of a grant application package to secure \$25,000 for their retail operations," Dr. Robinson says.

The effort, Mr. Biswas says, was a great way to help a good cause while contributing to community development. He plans to use the experience as a template for classroom projects in forthcoming marketing courses.

CFSI to Host Small-Business Investing Forum

The Center for Finance Strategy Innovation, one of The School of Management's centers of excellence, will host a half-day forum January 11, 2011, focused on small-business investing and presented by the Private Equity Symposium.

The CFSI is a founding partner of the symposium along with the Dallas office of the legal firm Patton Boggs LLP.

The event, "Small Business Capital Access Forum: Create Jobs and Returns Using SBA Leverage," is intended for bankers, private-equity sponsors, institutional investors, foundations, small-business investment companies (SBICs) and public officials.

Because of options made possible through guarantees of the Small Business Administration, an agency of the federal government, SBICs are a growth area of private-equity investing.

The forum will include national speakers and 12 panel sessions of highly qualified experts. Session topics will include investment opportunities, licensing process, legislative and regulatory changes, compliance and fund administration, socially responsible investing, accounting and reporting issues, tax issues, fund valuation, and community development.

For information, contact CFSI Director David Springate at spring8@utdallas.edu.

Morris Hite Center to Host Marketing Conference

In line with the emphasis both industry and the newly launched School of Management BS in Marketing degree program (see *New Degrees Give Graduates the Advantage for In-Demand Jobs* on page 2) place on data and analysis, a forthcoming conference for marketing professionals will be data-driven, too.

"Don't Blink...Use Facts-Based Marketing" is the title of the day-long seminar the Morris Hite Center for Marketing is hosting November 12. Top-selling authors in the field will be the keynote speakers at the event, the first the center has hosted specifically for practitioners.

Kevin J. Clancy, PhD, Market Research Hall of Fame member and co-author of seven books — most recently *Your Gut Is Still Not Smarter Than Your Head* (John Wiley & Sons, 2007) — will discuss "How to Improve Your Marketing Return on Investment Using Facts." Dr. Clancy will use case studies to explain how a profit-based approach to targeting, positioning and product and service development can yield better programs.

Paul Gillin, veteran technology journalist and new media specialist, will give a "Crash Course on Leveraging Social Media in a B-to-B and B-to-C Environment." Author of *Secrets of Social Media Marketing: How to Use Online Conversations and Customer Communities to Turbo-Charge Your Business!* (Quill Driver Books, 2009) and *The New Influencers: A Marketer's Guide to the New Social Media* (Quill Driver Books, 2007), Mr. Gill was the founding editor of online publisher TechTarget and editor-in-chief of the technology weekly *ComputerWorld*.

Related case-study presentations will come from Pepsi-Cola on how a UT Dallas PhD student assisted Frito-Lay in creating a new forecasting model, Cisco on how it leverages social media in the business-to-business world, Sabre on a Travelocity profit-optimization model and SOM's marketing faculty members.

Cost is \$149 and includes networking opportunities with other marketing practitioners, a signed copy of Dr. Clancy's new book, breakfast and lunch. Preregistration is required at <http://som.utdallas.edu/dontblink>.



Kevin J. Clancy



Paul Gillin



Walter B. Jones Jr.



David A. Neumann

ANNUAL PROJECT MANAGEMENT MEETING

A Dallas City Councilman and an executive with Parkland Health and Hospital System were among decision makers discussing new designs at the fourth annual Project Management Symposium at The School of Management in August.

The largest of its kind in North Texas, the PM Symposium conferred up to 16 professional development units (PDUs) for practitioners. Headlining speakers included Walter B. Jones Jr., the senior vice president for facilities at Parkland Health and Hospital System, and David A. Neumann, chairman of the Dallas City Council's Trinity River Corridor Project Committee.

Mr. Jones' responsibilities run from the nuts and bolts of construction and renovation to the

IECG Research Symposium Studies Principle-Based Standards

Principle-based standards — to propel financial reform, assess corporate incentives and underpin professional rules — frequently came to the fore of the recent research symposium The School of Management’s Institute for Excellence in Corporate Governance (IECG) held on “Incentives, Risk and Regulation.”

The August 27 and 28 event, IECG’s fourth annual symposium, brought together educators and business leaders to share research and experience on incentives — such as executive-compensation models; risks — such as professional judgments made in auditing and risk management; and regulation — such as financial reform.

Opening speaker Donald P. Delves, founder and president of Chicago-based consulting firm The Delves Group, offered a prime example of principles emerging from corporate and collegiate partnership. As a member of the Independent Directors’ Executive Compensation Project, he suggested ways for corporate boards to improve executive-compensation oversight — even before the recent backlash about C-level pay at publicly traded U.S. companies began. The project, whose goal is to create a set of principles that independent directors and boards will voluntarily adopt, began last year to gather executive-compensation data.

“Four principles that emerged ...included fairness, accountability, alignment and transparency,” Mr. Delves said. These provide much-needed clarity, he said.

Speaking on “Reforming the U.S. Financial System,” Dr. Karim Jamal, Chartered Accountants’ Distinguished Chair in Accounting at the University of Alberta, favored improvements that reward self-discipline, open exchange, fair-value accounting and principle-based standards. In his view, entrepreneurs make the best regulators, and no organization should be exempt from regulations.

Dr. Mark Peecher, Deloitte and Touche Professor of Accountancy at the University of Illinois, reviewed financial-statement auditing best practices. Professional judgment plays a critical role in auditing, said Dr. Peecher, who advocated extending statement auditors a “business-judgment rule” similar to that used by directors or psychotherapists.

Auditing standards sparked considerable debate during one panel discussion. Craig Woodfield, assurance partner in the Dallas office of the audit, tax and advisory firm Grant Thornton LLP, recommended further study of the International Financial Reporting Standards due to replace U.S. generally accepted accounting rules by 2016.

The principle-based standards promise to be more consistent and easier to understand, Mr. Woodfield said. The previous trend toward increasingly cumbersome rules might cause capital investments to go elsewhere. Speakers acknowledged that the switch seems daunting, but it is vital to match international standards.

For more information, visit <http://som.utdallas.edu/centers/iecg/>.



Constantine Konstans (left), executive director of IECG and a School of Management professor, confers at the symposium with Dennis McCuisition (center), IECG director of special projects and development; and Carl Mudd, an IECG director in residence.

strategic vision of the healthcare system. Parkland is in the midst of raising funds to replace the current hospital, built in 1954, with a new state-of-the-art facility. The \$150 million capital campaign will contribute to the \$1.27 billion project in an unprecedented public-private partnership.

Mr. Neumann, Dallas District 3 councilman, talked about his role in keeping tabs on the decades-long Trinity River public works project. The multi-agency, multidisciplinary development (www.trinityrivercorridor.com and www.trinityrivercorridor.org/html/planning_development.html) encompasses flood protection, recreation, environmental restoration, economic development and transportation projects. Mr.

Neumann serves as the City Council’s point man overseeing the projects, progress and public funding.

Miles Shepherd, chairman of the International Project Management Association’s executive board, spoke about the effort to develop global project management standards, and Francisco Székely, director of SOM’s Center for Responsible Business and Sustainability (<http://som.utdallas.edu/crbs>), talked about the need to embrace sustainability in order to maximize an organization’s competitiveness while diminishing risks and costs.

For more information on Project Management, visit <http://som.utdallas.edu/graduate/execed/projectMgmtProg/>.

CFSI Series Concentrates on Corporate Change

Individual and institutional investors, managed-fund executives and the portfolio of companies making up those funds

— all are feeling the pressure to achieve better financial returns despite business downturns, uncertain economic conditions or excessive financial leveraging.

That pressure, says David Springate, School of Management finance professor and director of the school's Center for Finance Strategy Innovation, has prompted the center to offer a series of courses covering corporate change ranging from new-company formation to major restructuring.

Center leaders believe the Transformation and Turnaround Series is providing graduate-level students and professionals useful frameworks to navigate the changing landscape of finance. "The series addresses one of today's most pressing issues in the finance and investment field," Dr. Springate says, "the need for improved economic returns from society's assets — and necessary management responses."

Offered with input from the Dallas Chapter of the Turnaround Management Association, the newest course, Corporate Restructuring and Turnarounds (FIN 6357), began this fall. It teaches how best to pursue the interests of different stakeholders in a corporate enterprise as well as stakeholders' relative rights and incentives.

Course instructor George DeCourcy, a CFSI resident fellow and a new member of SOM's finance faculty, says that through case-based study and analysis, students also learn to enumerate various strategies managers or investors can employ when faced with a need for a turnaround or a restructuring.

Students also gain an understanding of Chapter 11 of the U.S. Bankruptcy Code, Mr. DeCourcy says, "highlighting how bankruptcy law impacts managers, lenders, vendors, employees and others who do business with a financially distressed firm."

Also case study-based, a second series course, Private Equity Finance (FIN 6315), focuses on the identification, valuation



David Springate

and turnaround of portfolio companies by private-equity firms on behalf of institutional investors. Innovative capital structuring and debt management are included, and many financial professionals are featured speakers.

Extensive fieldwork is integral to Enterprise Transformation (BPS 6351), which deals with corporate resource re-allocation and the relationships of corporate strategy, structure and performance systems.

Featuring many outside professionals, Entrepreneurial Finance (FIN 6315/ENTP 6315) covers new-company formation and financing, valuation, use and provision of growth capital, venture capital and exits. With emphasis on identification of long-run competitive advantages, the course appeals both to entrepreneurs and to future managers of startups and growing companies.

For more information, contact David Springate: spring8@utdallas.edu, 972-883-2647.



IIE 'Grad' Wins Tech Titan Award

UT Dallas President David E. Daniel (far left) and Institute of Innovation and Entrepreneurship (IIE) at UT Dallas Executive Director Joseph C. Picken (second from left) celebrate with Frank McEachern (holding award), CFO of MicroTransponder, Inc., and Will Rosellini (far right), SOM alum, current UT Dallas PhD candidate in neuroscience and CEO of MicroTransponder, at the Metroplex Technology Business Council 2010 Tech Titans Award Gala August 27. The annual gala recognizes highly innovative individuals, companies and education programs. MicroTransponder, a local medical-device development company, recently received a \$1.7 million grant from the National Institutes of Health to share with a UT Dallas researcher in studying whether nerve stimulation offers a long-term cure for tinnitus — ringing in the ears. IIE played a key role in MicroTransponder's startup. Dr. Picken helped Mr. Rosellini, MBA 2003 and MS 2003, refine his business plan and find seed money. For more information, visit <http://som.utdallas.edu/centers/innovation/>.

Student's Doggedness Delivers Dallas Mavs Owner Mark Cuban for E Club Event

By Jimmie Markham

Early in 2008, when School of Management student Michael Morelli wrote names of celebrities he would invite to speak at Entrepreneurship Club (E Club) events, he had little clue his daydreaming would result in a visit by media and sports mogul Mark Cuban.

When the now former SOM student and immediate-past president of the E Club set his sights on the Dallas Mavericks owner, he set off a chain of events that culminated in Mr. Cuban's September 14 visit, during which he delivered a wide-ranging speech in SOM's packed Davidson Auditorium.

The energized guest spoke about what it takes to be an entrepreneur, answered questions, accepted a UT Dallas basketball jersey and mingled with an appreciative crowd.

The event was the first of many in the E Club's Entrepreneurship Exchange Series.

"Mark is one of the highest profile speakers The School of Management and E Club have hosted," Madison Pedigo, E Club adviser and faculty member in the SOM-based Institute of Innovation and Entrepreneurship, said.

Thank Mr. Morelli's doggedness for that. He corresponded for more than two years with Mr. Cuban's executive assistant. They scheduled a September 2008 appearance that fell through. Mr. Morelli kept calling. They scheduled a September 2009 visit, but Mr. Cuban canceled.

By then, Mr. Morelli had developed rapport with the assistant. When it came time to schedule the fall 2010 visit, she mentioned that Mr. Cuban was totally committed to it.

Mr. Morelli's determination exemplifies the spirit of the E Club, which strives to promote entrepreneurial activity among UT Dallas students.

Alumnus George Mavromaras, BA 2009, Biology, took advantage of the opportunity to introduce Mr. Cuban to the audience by asking him for Dallas Mavericks season tickets. The ploy didn't work, but the past winner of the annual UT Dallas Business Idea Competition got noticed by his hero. "Mr. Cuban and I talked before my speech....He is truly an inspiration to me, and I really hope to walk in his footsteps," Mr. Mavromaras said.

When the audience heard Mr. Cuban speak about launching a successful business, they could tell he was impressed by Mavro Inc., the medical device company Mr. Mavromaras co-founded in 2007 with his brother Marco. While explaining that sales are the lifeblood of any company, Mr. Cuban turned to Mr. Mavromaras and said, "George, did you have to sell your product? A hundred thousand units, baby."

"I hope," E Club President Siddarth



Former SOM student Michael Morelli (left) chatted with SOM graduate student Yen Y. Yoon as he awaited Mr. Cuban's arrival.



After speaking to an overflow audience, Mr. Cuban pleased the crowd by staying to meet students and pose for photos.



When he arrived, Mr. Cuban delighted the audience by taking a front row seat as the event got under way.

Prabhu, a Full-Time MBA student, said, "this event brings recognition to the efforts of the E-Club and IIE in providing our members with exciting activities."

For more information, visit <http://innovation.utdallas.edu/jie-IEClub.php> .

These SOM Student Organizations are **New or Improved**

By Shannon Denniston

The School of Management regularly expands on its commitment to provide top-notch opportunities for students to use in their careers. This year, several student organizations, newly introduced or gaining momentum, share an emphasis on teaching their members effective networking skills.

Four organizations debuting or invigorating their efforts are: International Management Society/Global Business Student Club (IMS), American Marketing Association (AMA@UTD), Healthcare Management Club (HMC) and Alpha Kappa Psi (AKPsi).

IMS is launching in tandem with SOM's new Bachelor of Science in Global Business degree program (see *New Degrees Give Graduates the Advantage for In-Demand Jobs* on page 2). As Program Coordinator Angela Vehige

speakers, international film festivals and community service with an international vision.

The UT Dallas chapter of AMA fosters professional development of students headed for a career in marketing and serves as a networking vehicle for them to interact with industry leaders and establish professional relationships. AMA hosts such guest speakers as Dallas Cowboys Sales and Media Development Director Craig Zurek to impart the importance of networking and brand management.

"As a student-run organization," Chapter President Ahu Bigbee says, "we...plan to push support for marketing competitions and mentorship opportunities that help students of UTD grow in their career."

"Dallas is one of the largest healthcare markets in the country," Healthcare Management Club President Maria Islam-Meredith says, "and

A professional business fraternity, Alpha Kappa Psi is part of an international organization with more than 200 chapters.

Founded on the principles of appreciating and demanding higher ideals in business, the fraternity also furthers the individual welfare of its members during college and beyond.

The organization helps the university create what Chapter President Bahadir Koseli calls "successful members of society....It provides a haven for students interested in business to flourish and build on each other's ideas." The club is planning a mini job fair and to become more involved in the community.

For more information on these organizations, contact: IMS, avehige@utdallas.edu; AMA@UTD, amautd@gmail.com; HMC, utdhmc@gmail.edu; AKPsi, utd.akpsi.president@gmail.edu.



explains, "The club is designed to expose students to various business cultures while they learn to incorporate a much-needed networking ability into domestic and internationally based companies."

The organization is open to all UT Dallas students. Members can look forward to enhancing their cultural awareness through academic and corporate events with international

as it expands, UT Dallas is increasing academic programs to stay in step with industry growth."

HMC is directly linked to this development. It teaches students the basics of networking and how to apply them. The club also engages outside recruiters and American College of Healthcare Executives to share top-level employment opportunities. The club is now open to undergraduate students.

Left to right: ISM adviser Angela Vehige (left) making a new friend on the August SOM trip to India; some of the AMA@UTD officers, including President Ahu Bigbee (center); HMC President Maria Islam-Meredith; Alpha Kappa Psi President Bahadir Koselli

Scholarship Recipient Moves in High Gear

BY PAULA FELPS

IN MeLinda McCall's world, sleep is overrated and planning is key: "If it's important, then you make time for it," she says. "Planning is critical to fit it all in!"

That attitude explains how Ms. McCall, recent recipient of a \$10,000 Texas Business Hall of Fame Scholarship, is able to juggle so many tasks with seeming ease. The married mother of a 2-year-old girl, Ms. McCall graduates from The School of Management's Full-Time MBA program in December. While attending school, she has continued running Human Capital Consultant, a boutique consulting practice she launched in January 2009, and has remained active in extracurricular activities.

"I absolutely thrive on advancing things forward," she says. "If I see an opportunity, I'll jump in and see what I can do."

As a student, that has meant serving as a class representative, a peer-selected position to which she was elected. She is an officer in the Entrepreneurship Club, and her team took fourth place in the 2009 Business Idea Competition presented by the Institute for Innovation and En-



trepreneurship at UT Dallas.

"I try to take advantage of everything that UTD has to offer," she says.

RIISING ABOVE THE CROWD

The Texas Business Hall of Fame Scholarships are awarded annually to students attending universities that participate in the Houston-based nonprofit's program. Scholarship applicants must show a propensity for entrepreneurial achievement, exhibit leadership in both academic and campus activities, and maintain a 3.5 or higher GPA. Outstanding moral character and U.S. citizenship also are requirements.

"I come from a long line of entrepreneurs: My mom was an entrepreneur who started and ran three different businesses, and my grandparents ran a retail store. So I think a lot of it comes to me naturally," Ms. McCall says.

Still, she looks forward to living up to the expectations that accompany the scholarship.

A Dallas native, Ms. McCall would not dream of doing business anywhere but Texas. She

chose The School of Management based on its close association with the local business community, as well as its high rankings.

MORE THAN ACADEMICS

Through the Full-Time MBA Program's association with the Knowledge is Power Program (KIPP), Ms. McCall became a big sister in the Big Brothers Big Sisters program.

As a member of the Sports Car Club of America, she also races once or twice a month, driving an E30 BMW — although she had to decline the opportunity to compete at the national level later this year because of school conflicts. She also serves as SCCA's Chief Novice Officer, connecting new members with expert drivers in a mentorship role.

"My husband says I can't say 'no,' but I just love changes, and I love challenges," she says.



MeLinda McCall, above and below left in her SCCA competition car.

SEIZING THE 'MILLER MOMENT'

Kevin Lawson had heard about it in class, but it wasn't until he saw it in action that he learned how powerful a "Miller Moment" could be.

In Richard Miller's Leadership and the Design of Effective Organizations class, "he taught that you'll have several opportunities throughout your career to reach the C suite," Mr. Lawson says. "But it's usually through a casual moment, a question someone asks you when you aren't even interviewing."

Mr. Lawson, a member of the Executive MBA Class of 2011, saw that opportunity firsthand a few months ago while attending his son's tae kwon do tournament. Sitting near him was another

parent, a casual acquaintance who was a top exec in a high-technology manufacturing firm.

"He mentioned several things that weren't working very well with his current [chief financial officer]," Mr. Lawson recalls. "One of the things I learned in Dr. Miller's class was to pay attention to what people are saying. Because of his class, and the way he taught us, I recognized that this was an opportunity — what we call a 'Miller Moment.'"

Mr. Lawson mentioned that there are two kinds of chief financial officers, the CPA number-crunchers and those more strategically focused on budgeting, forecasting, cash flow and savings.

"It was only a 30-second conversation," Mr. Lawson says. "He agreed,

and then the very next thing he said was, 'Did you see that kick?'"

Mr. Lawson forgot about the conversation until a few weeks later, when he received a call from the executive, who asked if he was interested in the CFO position. After going through a series of rigorous interviews with the company's president and CEO, Mr. Lawson landed the job of CFO and vice president of finance.

"Dr. Miller taught us not to just blow off a conversation," he says. "Because of that, I recognized an opportunity and took it. None of this would have happened if it weren't for Dr. Miller."



Kevin Lawson

Dr. Miller, who was the first recipient of the UT Dallas Executive MBA Teaching Excellence Award in 2004, says that he has heard similar stories many times during his more than 35 years of teaching.

He chuckles at the notion of a "Miller Moment" but is flattered that students have connected his name to their personal revelations.

"It's really about them learning to think and reason in a new way," he says. "It's about developing the ability to take control of the situation and move in the direction that they want to move."

— Paula Felps

A recent "Day of Patriotism" that welcomed Army Captain Jonathan Silk back to The School of Management's Executive MBA Class of 2011 celebrated his safe return from duty in Afghanistan and hailed his success in keeping up with class work while on the six-month deployment.

Fellow students put on the August 7 festivities for Captain Silk, a career soldier for more than 20 years and recent recipient of an Army leadership award.

Captain Silk thanked the university and Executive MBA Program Director Phil Sanchez III "for allowing me to stay" enrolled even after his unit from Fort Polk, Louisiana, shipped out to help NATO forces train Afghan police.

Captain Silk also expressed gratitude to his wife, Staci, and a team of six fellow students

with whom he worked on group projects.

Captain Silk had firm resolve, e-mail access and a global cell phone the Army provided. Nonetheless, technical difficulties developed across the nearly 7,700 miles between Kabul and Richardson, Texas.

Because of limited Internet bandwidth and after various experiments, "it came down to snail-mail and DVDs," Pamela Foster Brady, event organizer and fellow student, said. After each class, his team would send him a DVD of the lecture, scanned copies of each others' notes, handouts, professors'

PowerPoint presentations and more.

Captain Silk stayed in touch via e-mail — and a few international phone calls.

In April, Staci Silk went to Washington, D.C., to accept a General Douglas MacArthur Leadership Award on her husband's behalf. He earned the recognition for raising about \$4,500 in one month for the Wounded Warrior Project, a nonprofit dedicated to helping severely injured service members.

A combat veteran, Captain Silk was injured in Iraq in 2003 when a grenade bounced off his chest armor. The grenade failed to

explode, but the force of impact caused a tear in his heart's mitral valve. He later had surgery to replace the valve with a mechanical one.

Captain Silk told classmates that his latest tour of duty had been a worthwhile endeavor. Even though much work remains to be done, he said, "we made a lot of progress."

Exec Ed Teamwork Helps Deployed Officer Triumph



At left: A warm welcome for Army Captain Jonathan Silk and his wife, Staci. At right: The Silks with his Exec Ed team members and Executive MBA Director Phil Sanchez III (far right)

POWER GRID POWERS INTO ITS SECOND YEAR

Power Grid, the recurring School of Management get-together for alumni, celebrated its first anniversary in June with an on-campus meeting that featured UT Dallas President David E. Daniel and included students and corporate mentors as well as graduates.

The June 2 event attracted about 75 people — the most to date for Power Grid — who came to hear Dr. Daniel's university update and socialize in the McDermott Suite of the McDermott Library. Dr. Daniel reviewed everything from the thinking behind UT Dallas logo designs and the projection to cap university enrollment at "25,000 students to 30,000, tops," to new campus buildings now on the drawing board and reasons why business leaders — and alumni — ought to care about the university.

He explained efforts to make UT Dallas a "major, nationally competitive research university" — the term he prefers to "Tier One" — and tied the 30,000-student enrollment target to that goal. "When we get that large," Dr. Daniel said, "we will have the critical mass to compete with the best research universities in America."

"Great universities," he said, "enrich cities and lives through the arts, through community engagement, through mentoring such as you see here, and in all sorts of ways."

Before Dr. Daniel spoke, SOM Associate Dean Monica Powell recognized the Full-Time MBA program Power of Two mentors in attendance and thanked them, saying each executive's pairing makes "a huge difference in the life of your student and adds so much to our program."

Open to all School of Management alumni, Power Grid events are scheduled the first Wednesday of every month at changing venues across the DFW Metroplex. On November 3, organizers plan to tour the Bishop Arts District in the Oak Cliff section of Dallas. A holiday mixer is planned for December 1 at the Green Room in Deep Ellum. Visit <http://som.utdallas.edu/alumni> for more alumni news and opportunities.



Clockwise from top left: UT Dallas President Daniel and SOM Associate Dean Powell; alumna Jyoti Kuba (foreground), BS 2001; alumna Paula Lipnick (left), BS 2010, and senior lecturer Maria Hasenhutti; some of the Power of Two mentors with the students they assist.

GLEMBA Makes GAIN

The Global Leadership MBA (GLEMBA) program established its own alumni group recently with a launch event that featured graduates Gigi Edwards Bryant, 2002, and Steven M. Lee, 2005, as guest speakers. An Austin business consultant who chairs the advisory council of the Texas Department of Family and Protective Services, Ms. Edwards Bryant delivered the keynote address at the inaugural program August 20. Mr. Lee addressed the group remotely, speaking from Taiwan, where he is CEO and managing director of McDonald's.

The purpose of the new organization, the GLEMBA Alumni International Network — GAIN, for short — is to provide a platform for relationships, collaboration, visibility and networking opportunities among GLEMBA grads. A management committee that includes current students as well as alums is spearheading the GAIN effort. For more information, contact co-chairman Raj Daniels, raj_daniels@yahoo.com, 972-768-4862.



Steven M. Lee in Taiwan

A L U M N I N O T E S

1990s

Alyssa Griggs Martin, BS 1991, MBA 1996, was named a Top 25 “Woman to Watch” in the



Dallas Business Journal’s Women in Business Awards. Her career began while she was in college, as she worked full time in public accounting. Upon graduation, she worked as a CPA for five years, took

an industry controller position, then returned to college to earn her MBA. She serves as the Dallas executive partner and service-line leader of advisory services for Weaver. A member of SOM’s Accounting Advisory Council, she also serves on many boards, including the Texas Society of CPAs.

Scot C. Farber, MBA 1992, is a senior vice president at Grubb and Ellis Company. The native



Texan recently was recognized as a “Heavy Hitter” by the *Dallas Business Journal*. This marks the seventh year in a row that he has earned this designation. Scot has been active in the commercial real estate industry for more than 20 years.

He is responsible for directing investment sales in the Southwest Region, where he has completed nearly \$3 billion in real estate transactions. He previously held senior positions at Credit Suisse First Boston, Jones Lang LaSalle and Cushman Realty Corp. Scot earned a BBA in finance and real estate from The University of Texas at Austin.

Masayoshi Shimizu, EMBA 1996, played host last spring to the Executive MBA Class of 2010 during its study trip to Hong Kong and Japan. A member of The School of Management Advisory Council, Masa is CEO of Seavac USA and chairman of Shimizu Corporation. Seavac is an offshoot of the corporation, his family’s Japan-based heat-treatment equipment and hard-coatings manufacturing business.

In Tokyo in April, Masa arranged for the class to dine at Happeon, a meal that included classical

music performed by friends of his in a garden setting. During the evening, he recounted for students his own journey through the EMBA program.

The next day, Masa met the group at the National Diet Building, home of Japan’s House of Representatives and a House of Councilors, where he had arranged for House of Councilors’ member Senator Yoshimasa Hayashi to speak to the students about Japan’s financial situation. Afterward, Masa led the group on a tour of the legislative chambers and museum.

Several students had arrived in Japan prior to the official start of the trip for a few days of vacation. At their hotel, they struck up a breakfast conversation with a stranger, another hotel guest, a conversation that had left them excited to begin their tour. The stranger who befriended them, they discovered, was Masa.

Mike Redeker, MBA 1997, MS 2001, serves as executive director for ServingHIM Healthcare International Ministries. He works with doctors, dentists, medical and dental students as well as their friends and families, taking them to places like Moldova, Romania and Guatemala for



10-day mission trips to serve those in need. Mike worked to help open the new five-story medical center in Braila, Romania, on the Danube River. Mike credits a trip to Asia with fellow MBA students

with opening his eyes to how he could serve others. Mike is the son of 2010 UT Dallas Distinguished Alumna **Elizabeth Ann Graves**, BA 1983, who has worked in communications, public relations and fund development, and is a civic leader in Tulsa, Oklahoma.

Heather Chastain, BS 1998, joined Celebrating Home (formerly Home and Garden Party) as president in June 2008. She led the company’s purchase of the assets of Home Interiors and Gifts, a Dallas-based direct sales company, in December 2008. Two months later, she directed the launch of Celebrating Home, combining the two home décor and entertaining companies. Heather has

14 years of broad-based experience in direct sales.



Previously, Heather held leadership roles at Beauty-Control Cosmetics and Paul Mueller Co., a stainless-steel manufacturing company. She serves on the board of the Direct Selling Education

Foundation. Heather and her husband live in Marshall, Texas, with their two young daughters.

Fez Meghani, BS 1999, pursued a passion for social entrepreneurship and started PlaneTunity Records and released his album *From One*



Soul last year. His dream is to write, compose and produce music that promotes positive messages, which his Muslim faith taught him. Fez’s music focuses on conveying a message of

peace, hope, generosity, kindness and love. Born in Pakistan and raised in Dubai, United Arab Emirates, Fez has lived in the United States since age 17. He and his wife, Khairunissa, have a baby girl, Shifa Inaaya. Fez has performed across North America and recently organized the Rebuild Haiti 2010 concert.

2000s

Al Bhakta, BS 2000, was recently honored for his business success in the *Dallas Business Journal’s* “40 Under 40” publication. Bhakta is



CEO of Genghis Grill Franchise Concepts L.P. and The Chalak Group of Companies. The former Cingular Wireless business analyst became a regular customer of Genghis Grill,

joined the company as a franchisee in 2001 and led the group that purchased the Dallas-based restaurant company in 2004. The company’s 2009 revenue topped \$48 million. He also serves on the boards of OrangeCup, a frozen-yogurt operation, and Hampshire Hotels, a South African hospitality company.

Dr. Christopher Crow, EMBA 2003, a founding doctor and president of Plano-based Village Health Partners, was honored for his career success by the *Dallas Business Journal's* "40 Under



40." Christopher was instrumental in starting six health and wellness businesses within one year (2007). His largest healthcare facility, Legacy Medical Village in Plano, receives about 150,000

patient visits each year. He credits the Executive MBA program at The School of Management with helping him see the inefficiencies in his family medicine practice and find ways to use technology to improve the model, which was honored as "Practice of the Year" by *Physician's Practice* magazine. In addition, he has the distinction of being among only a few doctors to be recognized seven consecutive years as one of Dallas' best doctors in the specialty of family medicine by *D Magazine*.

Chad M. Rosen, MBA 2007, MS 2008, founded CMRosen, LLC in early 2010. As CMRosen, LLC's



managing CPA, he offers tax, audit, bookkeeping and payroll services to a growing client base. He specializes in small and mid-size businesses, nonprofits and individuals. Chad previously provided various accounting services for clients in the manufacturing, retail, financial, nonprofit, and oil

and gas industries while working at local accounting firms. Chad received his undergraduate degree from UCLA (magna cum laude) and was named "Cohort Scholar" at UT Dallas as a result of his academic achievements in 2006-2007. He enjoys spending time with his wife and daughter.



Mukul Kanabar, MBA 2008, and **Kelly McDermott Kanabar**, MBA 2008, are partners in life and business. The couple splits their time between



Houston, where they met, and Ambergis Caye, Belize, where Kelly grew up and where her parents owned a hotel and helped develop the island's tourism industry.

In November 2001, Kelly opened the Blue Water Grill, which has become one of the most popular and successful restaurants on the island. The couple, married in 2006, together own and manage several businesses on Ambergis Caye, including The Phoenix Resort, Red Ginger, Blue Water Grill, Caliente and Wine de Vine. They are proud parents of baby daughter Mia.

Marcelo Somers, BS 2009, is a media product manager at Sabre Holdings in Southlake. He was hired by UT Dallas alumna



Sarah Kennedy Ellis, MBA 2007. Marcelo develops new media products for the Sabre Travel Network and Sabre Hospitality Solutions groups. He is also a co-chair

of Sabre's Young Professionals Council's innovation task force. That allowed him to step outside his "job title" to be involved in the company's 2010 submission to the Great Places to Work Institute. For that project, he filmed and edited a profile on the company from the eyes of other employees.

Although film was not a part of his education, it is a hobby of Marcelo's. He previously interned at Sabre and placed second in Sabre's Intern Business Case Competition. Marcelo received a Sabre scholarship while attending The School of Management and credits Sabre's Chairman and CEO

Sam Gilliland, EMBA 1994, for his interest in giving back to the school.

Lauren Jobe, BA 2009, MS 2010, passed all four parts of the CPA exam on the first try and



started work at Ernst and Young in October, following a summer of travel. She moved from Plano to downtown Dallas, where she can see her new employer's building from her balcony.

Lauren also interned at Ernst and Young. She was a member of the first Professional Program in Accounting (PPA) class, which not only prepared her to become a CPA but also introduced her to many new friends, including current roommate and fellow SOM grad **Miriam McKenzie**, BS 2009, MS 2010, who is working at Deloitte. While at UT Dallas, Lauren worked as a teaching assistant and also served as president of accounting honors fraternity Beta Alpha Psi.

OBITUARY



Susan Diane Barron, BS 1980, died April 3, 2010, after a long battle with cancer. She was 63. Susan was born in Denver and graduated from L.D. Bell High School in Hurst. She earned an MBA from Amber University. Susan

worked as an investment analyst for Hunt Oil Company and CB Richard Ellis commercial real estate company.

Susan was a member of Tall Texans of Dallas and was named Miss Tall Dallas in 1982. She was an active member of the Unity Church of Dallas, where she sang in the church choir. She was also a member of the Greater Dallas Bicyclists Club and American Research Center in Egypt. She is survived by her mother, Jean Barron; sister, JoAnn Brooks; brother, Ted F. Barron; sisters and brothers-in-law, Jeanne and Jim Rankin and Mary and Walt Rozanski; nephew, Jameson Hurst; niece, Emily Hurst; and many close friends. The family suggests memorials to the American Cancer Society.

Priscilla Wan, BS 2010, is a medical student at The University of Texas Health Science Center in San Antonio. Priscilla earned a Bachelor of Science degree in business administration and Bachelor of Arts degree in biology. She was an active student



leader, coordinating homecoming events and serving as a peer leader, tutoring students in chemistry. She calls her decision to attend UT Dallas one of the best decisions she ever made, one

that allowed her to pursue her dream of a career in medicine. Priscilla volunteered in the Emergency Department at Parkland Hospital in Dallas. She is a longtime student of taekwon do and enjoys performing spoken poetry.

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