

THE NAVEEN JINDAL SCHOOL OF  
**MANAGEMENT**  
THE UNIVERSITY OF TEXAS AT DALLAS

VOLUME 16 No. 2 SPRING 2013



RESPONDING  
TO STUDENT  
NEEDS



## MESSAGE FROM THE DEAN

As I write, groundbreaking for the new 110,000 square-foot addition to our school is days away, and I look forward to it as an occasion to celebrate our progress on many fronts.

One of these areas is research, where the efforts of our faculty have led to the Jindal School reaching the ranks of the top 15 business schools both in North America and in the world. Released in March, The UTD Top 100 Business School Research Rankings™ for this year show our contributions appearing in top peer-reviewed academic publications have moved us upward again, to 14th place in North America and 15th place worldwide.

We continue to make significant progress in our quest to provide the highest-quality education. This issue outlines four new academic program initiatives related to real estate, sales, finance and entrepreneurship. In our newest effort, we are revising our Master of Science in Innovation and Entrepreneurship program to build in experiential learning as an integral part of this program. Entrepreneurs with viable business ideas or potential technologies will be admitted into the program to build their business while earning a degree. In addition to academic knowledge, we will support these students with one-on-one mentoring by our faculty as well as by practicing entrepreneurs. We will even offer scholarships to defray some of their startup costs so that they can launch their businesses as they graduate.

The recognition of our efforts on the program front is reflected in our continued rankings among the very best in the nation. I am pleased to report that in its most recent rankings, *U.S. News & World Report* shows our Full-Time MBA program tied for No. 37. Our Professional MBA program is ranked No. 38, and our Professional Online MBA and other graduate online programs are ranked No. 9.

**Hasan Pirkul**  
Dean and Caruth Chair  
of Management

As ever, our focus is on providing our students with an exceptional education and positioning them for rewarding careers. Part of this process is encouraging them to compete against their peers across the nation, and we have continued our long tradition of competing well. We have had many winners this academic year, and on several occasions, competitors repeated top performances of years past. For instance, four undergraduates won first place and \$10,000 in the American Institute of CPAs' annual national accounting competition, and this victory made UT Dallas the champion for the second time in three years of that event. We also did well again in the CME Group Commodity Trading Challenge, a two-part competition for finance students. One of our students won the Open Outcry part of the challenge, where nine of our 10 team members qualified for the semifinals.

New among the victors were several sales-course students. Although JSOM entered collegiate sales competitions for the first time only last fall, our contestants fared quite well. Two of them finished fifth and ninth at the prestigious World Collegiate Sales Open. A team of graduate marketing students won a competition that evolved from an internal to a national competition. The UTD-Coca-Cola-NetBase competition showcased students' skills in social media and marketing analytics. The JSOM team was the first-place winner by unanimous decision in a field that included teams from Northwestern and Loyola universities and the University of Rochester.

Among JSOM-based student organizations, Enactus — formerly Students in Free Enterprise — last fall tied for first place in the Walgreen's Wrangle, an annual case study competition challenging entrants to solve issues that real companies face. This spring, as a winner of a regional competition showcasing the impact of community outreach efforts, our Enactus team earned the right to compete again at the organization's National Expo, which will be held in late May. Most recently, Phi Beta Lambda, the Jindal School-based campus chapter of the collegiate division of Future Business Leaders of America, earned 19 first-place awards, seven second-place awards and three third-place awards — 29 awards in all — in events testing entrants' subject knowledge at a state conference. Ascend, a JSOM-based student organization that leverages the finance, accounting and business leadership potential of Pan-Asians, was chosen from more than 220 student organizations on campus as UTD Outstanding Student Organization of the Year.

It is with sadness I announce the recent passing of one of our founding professors, Adolf J.H. Enthoven. Outstanding as a professor and scholar, beloved as a friend and colleague, he is much missed. Prior to his passing, Adolf had funded a professorship in his name in accounting and information management. His commitment to excellence in education will live on through this distinguished professorship.

As always, I extend our deepest thanks and grateful appreciation for your support as we go forward.

Best wishes,

Visit our site on the worldwide Web

<http://jindal.utdallas.edu>

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**On the cover:** A rendering of the courtyard in the new addition to the Jindal School of Management building from the architectural firm SHW Group

VOLUME 16, No. 2 SPRING 2013

# THE NAVEEN JINDAL SCHOOL OF MANAGEMENT

THE UNIVERSITY OF TEXAS AT DALLAS

## RESPONDING TO STUDENT NEEDS

2

### And Four to Go

*Donna Steph Rian*

Answering marketplace demand and providing students with a valuable edge in job skills to propel their careers, the Naveen Jindal School of Management recently launched four new course and curriculum specializations.

10

### Why Give?

*Erica Yaeger*

JSOM's new assistant dean of development and alumni relations has a fresh perspective on how fundraising gifts help the Jindal School have big goals and bigger dreams.

12

### Experience Counts — And Contributes to the School

*Mia Squilla Pavelle*

Four new highly qualified professionals have volunteered their expertise by joining the Jindal School's Advisory Council.

14

### Side by Side

Construction about to begin on a new Jindal School addition has prompted comparisons between the existing building and its about-to-be built offspring. This is a glance forward and back at the facilities.

16

### JSOM Mourns Accounting Expert and Longtime Professor

A farewell to Dr. Adolf J.H. Enthoven (1928-2013), JSOM's accounting pioneer

28

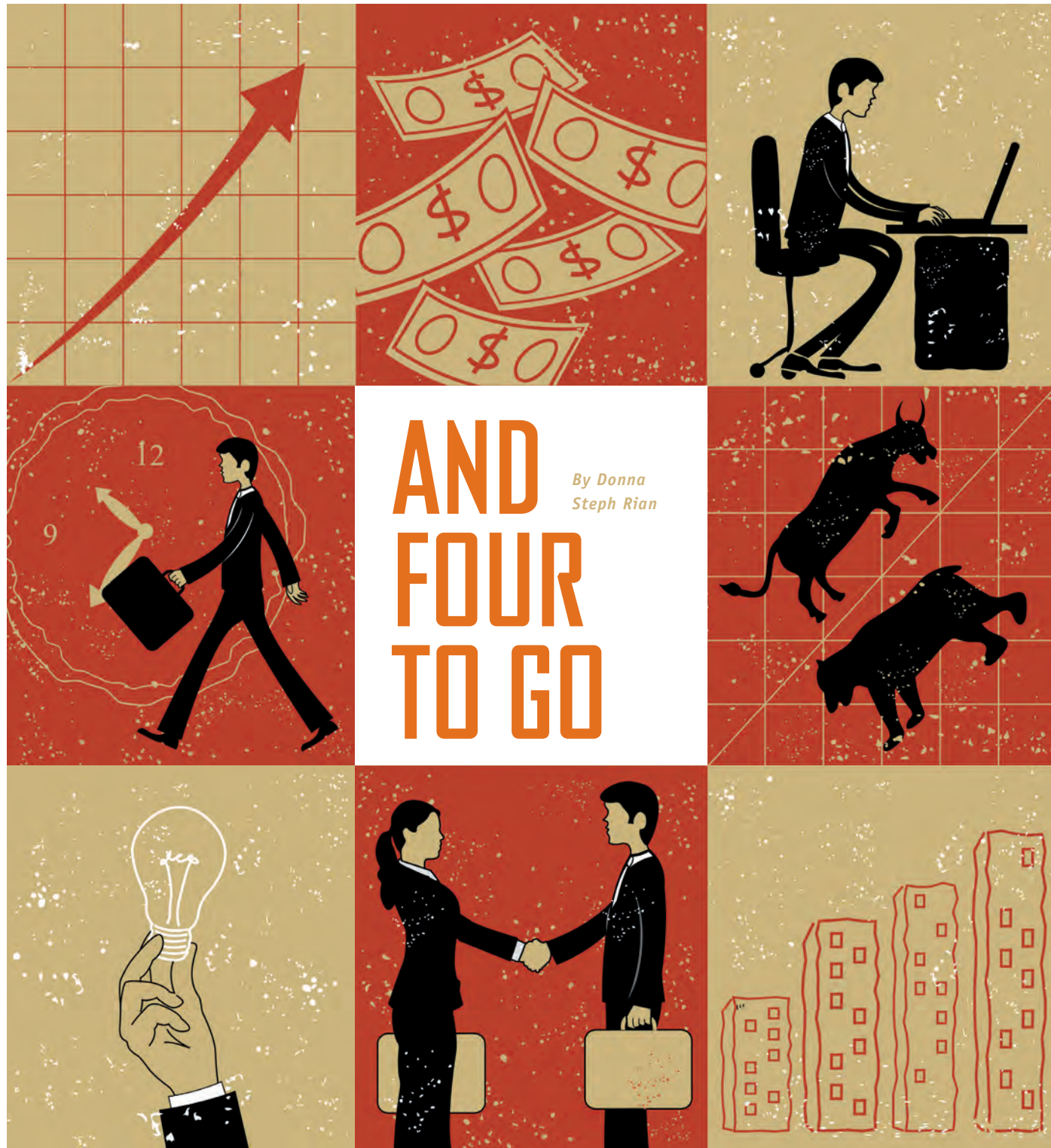
### The President's Gathering

A photo retrospective of the public debut of JSOM's real estate offerings



## DEPARTMENTS

- 15 JSOM Research Ventures
- 17 Faculty News
- 20 Program Updates
- 22 Center and Conference News
- 25 Student News
- 30 Alumni Notes
- 31 Alumni Profile
- 32 Contributors



A quartet of new specialty programs answers both student and industry needs.

Four new courses and curriculum specializations recently launched at the Naveen Jindal School of Management were created to answer marketplace demands, as well as provide both undergraduate and graduate students opportunities to gain a valuable edge in job skills and the job market.

**THE NEW OFFERINGS INCLUDE:**

1. The UT Dallas Student Investment Corporation, student-managed investment funds that allow students to put real money into and shepherd it through the stock market.
2. A concentration of classes focusing on commercial real estate, providing students educational tools and knowledge needed to gain industry licensing and certification.
3. A core group of sales classes, based in the Marketing area, that teach professional business-to-business sales techniques and open doors to national sales competitions and recruiting by Fortune 500 sponsors.
4. A new curriculum track in the Master of Science in Innovation and Entrepreneurship Program (MSIE) that provides budding entrepreneurs startup capital, one-on-one mentoring, hands-on courses and the opportunity to launch their own new ventures.

*"We wanted to give students the opportunity to practice investment management with real funds under faculty supervision...Earnings generated by investment funds will go toward student scholarships."*

— Robert Kieschnick

**WALL STREET COMES TO THE JSOM**

The UT Dallas Student Investment Corporation, established last fall, gives students hands-on experience in analyzing, investing in and trading stocks, and building financial portfolios. Based in JSOM's Finance and Managerial Economics area, the corporation consists of two components: An undergraduate fund focuses on domestic securities, and a graduate fund concentrates on emerging market securities.

The funds are the brainchild of Dr. Robert Kieschnick, associate professor and Finance and Managerial Economics area coordinator. He and his family donated \$60,000 to create the funds. The school hopes to solicit additional donations to perpetuate and grow them.



"We wanted to give students the



The lab will model the best trading facilities in financial capitals worldwide, equipped with an electronic ticker, video screens, Bloomberg terminals, advanced trading software, multiple work stations and more.



Jared Pickens, senior lecturer and director of the undergraduate program in finance, says, "When we have students doing mock trading without real money, the question is: Are they really

opportunity to practice investment management with real funds under faculty supervision," Kieschnick says. "The funds were donated by my family in honor of my father and mother's belief in the value of practice when learning any new skill." Earnings generated by investment funds will go toward student scholarships, Kieschnick says.



A gathering presided over by UT Dallas President David E. Daniel served as the public debut of JSOM's real estate offerings. Members of the committee hosting the February 21 event were (left to right) Rebecca Tudor, BS 1994, Twinrose Investments; Plano City Councilman Jim Duggan, Duggan Realty Advisors LLC; Charles Kramer, Hunter and Kramer PC; Shula Netzer, BGS 1980, Shula Netzer Real Estate Company; John Weber, John Weber and

Company; Steve Zimmerman, BS 1989, The Retail Connection; Mike Stern, BA 1997, Edge Realty Partners; Ka Cotter, former JSOM Advisory Council member; Marilyn Kasko, Abbott Laboratories; Jefflyn Williamson, BS 1983, Jefflyn and Company; and Ted Fredericks, MS 1977 and JSOM Advisory Council member, Mohr Partners.



considering true risk? By using real money, students get a true idea of how it feels to lose money or gain money — whether it be the euphoria of making money or the sickening feeling of losing it. A virtual simulation cannot give you the same results as real money."

Students will feel the Wall Street effect when a new stock market

trading lab opens in the Jindal School's new addition, scheduled for completion in 2014. (See *Side by Side* on page 14.) The lab will model the best trading facilities in financial capitals worldwide, equipped with an electronic ticker, video screens, Bloomberg terminals, advanced trading software, multiple work stations and more.

Managing each fund is a group project. Each student researches possible investment scenarios, specific industries and companies, different sectors and views, and eventually makes a presentation to fellow "student investors" regarding the pros and cons of specific stocks. Members of the class vote to select stocks and participate together in ongoing stock analysis to determine what tactical and strategic changes may be needed, moving forward.

Instructors guide students and review decisions, but final investment determinations are left to students. An advisory board will review the funds' performance semi-annually.

"It's not designed as a typical class," Dr. Mark McNabb, clinical professor of finance and managerial economics, and director of the Emerging Markets Research Center, says. "It's more of solving a real-world problem. Here is a portfolio with limited resources, and there's a rather chaotic world out there that students have to make some sense out of. Their goal is to find good stocks and manage their portfolios well."

As instructor of the graduate fund course, McNabb says, "I am more of a cheerleader or coach, as opposed to a gatekeeper.



Dallas Mayor Mike Rawlings (center) told the real estate debut audience that "great cities across the world ... are young and innovative. UT Dallas helps enable that." Next up, UT Dallas President Daniel (right) said, "We are well on our way."

I try to guide, teach, encourage and advise. But it's not a class where I'm a lecturer."

Prerequisite courses must be completed before students can enroll for the fund management course. Classes have a low student-to-teacher ratio, to keep investment groups from becoming cumbersome.

"We want a good core of interested students who are willing and eager to roll their sleeves up — a highly motivated group of people working on a problem," McNabb says.

"If they make money, fantastic," Pickens says. "More important is that they understand how it feels to lose someone else's money. Our idea is to take emotions out of researching and choosing investments. And to teach students what it's like, before they actually become investment managers themselves."

## LOCAL INDUSTRY PROFESSIONALS BACK COMMERCIAL REAL ESTATE CURRICULUM

The commercial real estate industry in Dallas-Fort Worth wants highly educated, ready-to-hit-the-ground-running graduates.

Thanks in part to numerous UT Dallas alumni who recently have been singing that tune, the JSOM has established real estate concentrations within the Finance and Managerial Economics area.

"This program is critical for us," JSOM Dean Hasan Pirkul said at a recent real estate industry gathering at the Park City Club (see *The President's Gathering* on page 28) to introduce the real

estate curriculum to the community. "It wasn't time for it earlier, but now it is. The economy is picking up, and real estate is picking up."

While JSOM initiated its first basic principles of real estate course in fall 2010, the school recently expanded that effort into a much more concentrated program, at both graduate and undergraduate levels. It now offers six courses, with six more soon to be added.

"Numerous alumni have sought out Dean Pirkul over the years,



George DeCourcy



Randall S. Guttery

saying the school needs a real estate curriculum," George DeCourcy, senior finance and managerial economics lecturer and associate director of real estate, says. "Once it was decided we should pursue this concentration, we actively sought out the real estate community for input, regarding what the marketplace needs in skill sets of prospective employees, what kinds

of classes and curriculum would be most helpful, what the most cutting-edge technological tools are and more.

"A very dedicated group of alumni has worked with us to commit resources and generate ideas for curriculum, helping us bring the practical world into the classroom."

Director of Real Estate Programs Dr. Randall S. Guttery was hired last fall to oversee the new specialization. Guttery initially undertook a broad search of real estate programs at 19 other major universities. He culled what each did best in order to create a cross-disciplined program that is based in the JSOM but offers electives and courses across the university — including in the School of Economic, Political and Policy Sciences.

The result: The new JSOM specialization offers courses that prepare students for gaining state real estate licenses and certifications. Sophisticated software technologies have been licensed, allowing students to gain hands-on experience with industry tools. A real estate advisory board is being formed, to help mentor and advise students, as well as garner internships and job placements. A real estate scholarship fund and an "unrestricted fund" for helping with other financial needs have been established.

Having nearly doubled to 300 students from 2011 to 2012, enrollment already has exceeded expectations, Guttery says, and the program is "very closely tied into the real estate community, professional industry organizations, UTD alumni and area businesses."

"Real estate is one of the largest employers in the DFW area," Guttery, a clinical professor of finance and managerial economics, says. "We want to help fulfill the needs of industry participants, to send them very well-trained work-ready graduates. We also want our alums to have ownership in our real estate program, and let us know what they need from our students and how we can work together to achieve those goals."

Having nearly doubled to 300 students from 2011 to 2012, enrollment already has exceeded expectations, and the program is "very closely tied into the real estate community, professional industry organizations, UTD alumni and area businesses."

— Randall S. Guttery



## NATIONAL COMPETITIONS A COMPONENT OF NEW SALES SPECIALIZATION

For senior marketing students Sarah Kienle and Monica Raofpur, the Jindal School's new sales curriculum is translating into one-on-one contact with recruiters from Fortune 500 firms around the country.

The two undergraduates recently placed in the top 10 — Kienle placed fifth overall and Raofpur placed ninth — in the 2012-2013 World Collegiate Sales Open finals at Northern Illinois University. The annual open is one of numerous national and international sales competitions that simulate real-world sales processes through interaction between students and executives from sponsoring firms. The competition included two full days of role-playing, including setting up appointments, making sales pitches, conducting follow-up calls, closing the sale and participating in a "reverse job fair," where contestants pitched themselves — their skills and accomplishments — to those who attended.

"Monica and I...were able to get some amazing feedback from high-level corporate sponsors and judges from companies such as [Eli] Lilly, McKesson, Adobe, Experian, Bosch, and White Lodging, who were very impressed with our confidence and style," Kienle says. "Competitions like this open a lot of doors to potential job opportunities."

"Students who participate in these competitions get extreme high exposure to companies there to recruit the best and brightest," Dr. Howard Dover, director of the sales efforts and a clinical professor of marketing, says. "Sponsors come expecting to recruit every student there."

Competitions are just one component of the sales courses introduced last fall. Classes, at both graduate and undergraduate levels, teach students the art of building long-term client relationships, the science of using leading sales software to manage workloads, and analytical and negotiating skills. Numerous industry leaders are partnering with the JSOM to offer students real-world training, mentorship and hands-on experience.

JSOM is "looking to become one of the premier sales centers in the nation," Dover says. "We've had discussions with IBM, Blue Cross Blue Shield, Johnson and Johnson, Samsung, Wyndham Resorts, Northwestern Mutual, Bloomberg



Howard Dover



"Students who participate in these competitions get extreme high exposure to companies there to recruit the best and brightest. Sponsors come expecting to recruit every student there."

— Howard Dover

and others. They've heard what we're doing, even before we've advertised the program, and they are calling, wanting to be involved.

"That's how much they need great people," he says.

Dover says the school is preparing for membership in the University Sales Center Alliance, a consortium of university centers around the country dedicated to advancing the sales profession through teaching, research and outreach. Students at consortium-member universities can earn a Certified Student Sales designation, which recognizes recipients have gone beyond minimal course requirements in preparing for sales jobs and careers.

With the JSOM's new building addition next year, sales also will benefit from a new lab set to include a "series of interview and conference rooms that will allow us to videotape and capture our students in role-playing capabilities," Dover says. The new facility will offer space where executives from area companies can assist

Sales students of Dr. Howard Dover (rear), such as Monica Raofpur (center) and Sarah Kienle, fared well in JSOM's inaugural year of participating in collegiate sales competitions.



students in building sales skills, he adds, and where sales competitions can be hosted on campus.

Raofpur is excited about the program and the possibilities ahead. "I was not interested in sales at all until I met Dr. Dover," she says. "I thought salespeople were slick, slimy people who could not be trusted. Little did I know, salespeople help people and businesses find solutions to problems, which is what attracted me to sales."

competitive analysis of their business concept proposals, faculty interviews and the expression of a strong commitment to launching a new venture prior to, or within six months after, completing the program. Picken expects more than a dozen students initially to apply, and hopes that the number accepted can grow to 10 in the program's second year.

"Students will have to submit a formal business proposal that outlines specific objectives and tangible things they will need to get their business launched," Picken, a clinical professor, says.

"Viable businesses must show a clearly identifiable customer need, a way to provide a competitive advantage in the marketplace and a reasonable launch date within 18 to 20 months, with potential for rapid scaling. We will look at the same criteria a potential investor would."

UT Dallas will not take an equity position in any of the new companies, but simply wants to help emerging entrepreneurs be successful, Picken says.

"We want to find people who have good ideas and give them the tools and methodology to enhance their chances of success," he says. "A lot of people try to launch companies but don't know the fundamentals of business and make mistakes that kill their chances for success."

"Our idea is to help provide a framework within which our students can be successful."

Startup Launch degree candidates will be provided incubator space in the UT Dallas Venture Development Center, hands-on faculty support, outside mentors in their specific area of business, and educational courses and curriculum.

"Part of the genesis of this is based on a quote from Peter Drucker's 1985 book, *Innovation and Entrepreneurship*, 'Entrepreneurship is risky mainly because so few of the so-called entrepreneurs know what they are doing,'" Picken says.

Jindal School's faculty typically bring between 25 to 30 years of outside real-world experience to their



Joseph C. Picken

teaching positions, Picken says. Most were entrepreneurs, product-development specialists or other crucial business leaders before going into academia, he says.

JSOM Dean Hasan Pirkul was instrumental in starting the new program, Picken says, which is fashioned after a similar methodology developed at Stanford University. The degree option is designed for both full- and part-time MSIE students, with completion in either four or six semesters.

Most universities that launch companies out of academic programs "usually have a 10- to 15-percent success rate, after several years out," Picken says. "We hope to have much higher success rate. When we define 'launch,' we mean bringing in customers and revenues, and growing the venture into a significant business." ❖

"We want to find people who have good ideas and give them the tools and methodology to enhance their chances of success."

— Joseph C. Picken



## GIVING BUDDING ENTREPRENEURS TOOLS FOR SUCCESS

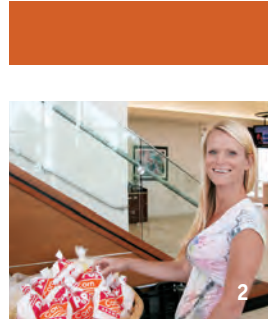
A new twist is being added to the Master of Science in Innovation and Entrepreneurship program (MSIE). Starting this fall, the Jindal School will offer a new version of the program designed to provide startup funds, one-on-one mentoring and practical, hands-on courses for enterprising entrepreneurs who have developed plans to launch their own businesses.

The new MSIE Startup Launch program was created by Dr. Joseph C. Picken, program director, and founder and academic director of the Institute for Innovation and Entrepreneurship (IIE).

The idea is to provide seed capital, \$25,000 apiece to five graduate students who will apply and be selected based on a



Dr. Joseph C. Picken, shown with high school students attending one of IIE's summer Innovation Opportunity Camps, developed the curriculum and is spearheading the new MSIE Startup Launch program.



## Why Give?

By Erica Yaeger

### “Realize the Vision.”

It’s on postcards. It’s online. It’s promoted at UT Dallas events. What does it really mean?

At its heart, the *Realize the Vision* fundraising campaign is about big goals and bigger dreams. It’s a \$200 million campaign to help the university achieve Tier One status and become one of the world’s greatest research institutions.

As the assistant dean of development and alumni relations, it’s my goal to cast a vision for you of how \$50 million could transform the future of the Jindal School.

Selfishly, you can choose to give because it can improve your company’s bottom line. By funding faculty professorships and research, you open the door to innovation. Are you curious



Your support has more impact than you may know. Needy students, new buildings, rankings, research, the local economy — even you — stand to benefit from your generosity.

1. Project management students touring automotive supplier Dräxlmaier Group in Germany
2. Grabbing some “Fuel for Finals”
3. Mingling at the MBA Fall Mixer
4. Displaying Comet pride
5. Celebrating at the 2012 Undergraduate Accounting Honors Luncheon

about effective marketing and pricing strategies? Give to support a professor like Dr. Ram Rao, Founders Professor. His research could be the difference-maker in your business plan.

Your gift could also provide funding for enhanced facilities like sales labs and a Wall Street-like trading room. Imagine what students could accomplish with resources that mirror what they will work with after graduation. Jindal School graduates will be easier to train and quicker to make a positive financial impact for your company.

Giving to the Jindal School also increases the value of your degree. *U.S. News & World Report* uses alumni giving rates when ranking the best schools in the country. Currently, the Jindal School has a 2.8 percent giving rate (up from 1.9 percent in 2011), in comparison to a 13 percent average nationwide.

Sympathetically, you can write a check to alleviate our students’ tuition burden. Prior to 1990, the State of Texas paid \$4.20 for every \$1.00 a student paid. Today, the state pays only 37 cents for every tuition dollar paid by students.

More than 75 percent of JSOM students received financial assistance last year. These are students like senior Sarah Kienle who recently won top honors at a global sales competition (see *And Four to Go* on page 2). If you knew you could support your top salesperson of tomorrow through a scholarship today, would you?

For commuting students, your gift may mean having a comfortable place to study on campus and interact with peers and professors. The Jindal School can become a place of innovation and solace, intellect and conversation, rather than simply a building that students run in and out of on their way to tackle other priorities.

From Texas to Taiwan, there are thousands of alumni who came to UT Dallas reliant on scholarship support, and who went on to become leaders in industry. Your gift can help fund the education for the next Jindal School success story.

Strategically, you can choose to invest in JSOM students, faculty and infrastructure, knowing that your gift will transform the future of the Dallas business community, and the global economy at large. Consider how your business will benefit from an influx of research, innovation and talent that will arise if UT Dallas achieves Tier One status.

To fully grasp the economic impact of a Tier One institution, you need look no further than the Massachusetts Institute of Technology. MIT alumni have created companies across the globe worth a total of \$2 trillion. An estimated 6,900 MIT alumni companies with worldwide sales of approximately \$164 billion are located in Massachusetts alone and represent 26 percent of the sales of all Massachusetts companies. These companies have created more than one million jobs. Imagine what the alumni of the Jindal School could accomplish with your support.

I invite you to share this vision and to take an active role in achieving it. Know that every gift counts, whether you give \$50 or \$50,000. Gifts to the Jindal School are easy to make online at [jindal.utdallas.edu/makeagift](http://jindal.utdallas.edu/makeagift), or by mailing a check, payable to UT Dallas and marked to my attention, to: The Office of Development and Alumni Relations, 800 West Campbell Road. AD 13, Richardson, TX 75080.

It is only with your generosity that we can have the tools, talents and resources needed to move the Jindal School — and this great university — forward.

Together, we can *Realize the Vision*. ❖

*realize the*  
**VISION**  
The Campaign for Tier One & Beyond

## Alumna Returns to Champion Campaign

By Ashley Johnson

The Naveen Jindal School of Management has hired an alumna, marketing and development veteran Erica Yaeger, MBA 2002, as its assistant dean of development and alumni relations.



Erica Yaeger

Yaeger is tasked with leading the school’s ambitious fundraising activities, which include raising \$50 million toward the university’s \$200 million comprehensive Realize the Vision campaign goal. The school already is on the fast track to becoming one of the top 10 business schools in the country with top-ranked undergraduate, graduate and executive education programs.

“I am thrilled and honored to return to UT Dallas and the Jindal School,” Yaeger says. “I look forward to working with our wonderful alumni, faculty and staff to reach, and, I hope, exceed, the school’s \$50 million goal by 2014.”

Yaeger joins the school after four years at the Sci-Tech Discovery Center in Frisco, Texas, where she served as executive director from 2008 to 2012. Prior to that, she spent eight years at Nortel in various marketing roles, and was responsible for establishing Richardson Living, the community’s first lifestyles publication, which has a circulation of 25,000 bimonthly.

## Experience Counts—And Contributes to the School

**F**OUR NEW MEMBERS recently joined the Naveen Jindal School of Management Advisory Council. Highly qualified professionally and highly committed personally, they join 40 other council executives who volunteer their time and expertise on behalf of the school.

— By Mia Squilla Pavelle —



Glen T. Dodson

**Glen T. (Tommy) Dodson** has spent his 35-year business career with Rockwell Collins, the electronic communications giant.

Much of his Rockwell Collins experience was gained in California, where he spent three years as a member of the dean’s advisory board in the Paul Mirage School of Business at the University of California, Irvine. “I’d like to use that background, along with my 35 years of industry experience, to provide input

and insight that might help move the Jindal School and its programs forward,” Dodson says.

Since 2011, he has served as vice president and general manager of Rockwell Collins’ surface solutions division, overseeing its Richardson facility in the delivery of products and systems that enable the U.S. military, the U.S. aerospace industry and their counterparts worldwide to communicate efficiently and effectively on land, in the air and at sea.

He has been associated with the company’s in-flight entertainment business and served as vice president and general manager of its cabin systems division, through which the company provides innovative means of managing information within the cabins of commercial aircraft, as well as business jets.

Dodson received a BS in marketing from the University of North Texas and an MBA from Abilene Christian University.

During her 12 years with Texas Instruments Incorporated, **Samantha Dwinell** has channeled the bulk of her energies into developing a high-performing, effective workforce that can meet the business demands of one of the world’s largest semiconductor companies. Now director of human resources at TI’s Dallas headquarters, Dwinell manages recruitment and development efforts in North America, emphasizing the corporation’s commitment to investing in its people, whether through leadership development, employee engagement or training programs.



Samantha Dwinell

Her never-ending pursuit of talent often leads her to U.S. colleges to help fill the TI employment pool, and she sees her role on the JSOM Advisory Council as a natural extension of that human resources mission.

“UT Dallas has an excellent reputation for partnering with the industry to prepare students for life after graduation,” Dwinell says. “I’m personally excited for the opportunity to help build a pipeline of talent for TI and our community.”

Dwinell received a bachelor’s degree in economics and sociology from Miami University in Oxford, Ohio, a master’s degree in human resources and industrial relations from the University of Illinois at Urbana-Champaign, and a master’s degree in organization development from Benedictine University in Illinois.

With more than 20 years of experience in venture capital and corporate finance, **David Orlandella** has been active in building some of the top companies in technology, healthcare, energy and communications.

He says he is interested in doing what he can to encourage JSOM students to start businesses of their own.



David Orlandella

“I look forward to helping UTD continue developing business and entrepreneurial programs that guide students to develop new and emerging high-growth companies.”

Orlandella manages investment activity within the Central, Southwest and Rocky Mountain regions of the U.S. for ORIX Ventures, a leading provider of growth capital for emerging businesses. Prior to joining ORIX, he was managing director and president of Enhanced Capital Partners, Inc. in Austin, where he was responsible for direct investments in high-growth enterprises.

He also served as managing director at Redwood Ventures, a \$300 million fund focused on venture-capital investments in the telecom and technology sectors.

Orlandella previously worked at US West Communications, where, as executive director, he managed investments for the company’s \$100 million venture fund.

“UT DALLAS HAS AN EXCELLENT REPUTATION FOR PARTNERING WITH THE INDUSTRY TO PREPARE STUDENTS FOR LIFE AFTER GRADUATION.”

— Samantha Dwinell

He received a BA in economics from Bates College in Lewiston, Maine, and later studied telecommunications at the University of Denver.

**Jim Strand**, who attended his first JSOM Advisory Council meeting February 12 as a guest, was so impressed by what he saw and heard that when subsequently invited to join, he says he jumped at the chance.

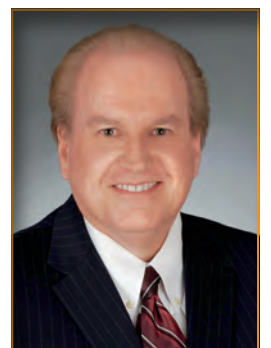
“This council seems to really be looking for engagement, not just people sitting in a meeting listening to presentations given by the school,” Strand says.

“Whether it’s program development or new degree programs, they’re looking for feedback from the business folks on this council,” he says. “So, the word ‘advise’ tells me my role is to help advise, but more importantly, they’re looking for engagement in the school and connection to the school.”

Vice president of financial operations for Avnet, Inc., Strand is based in the company’s regional corporate finance office in Richardson, Texas. Avnet is a \$25 billion distributor of semiconductors and other electronic components. The company is headquartered in Phoenix.

Strand’s personal connection to UT Dallas goes back to 1995 when he received an Executive MBA from the School of Management during the degree program’s early years. He has since served on the JSOM Executive Education Advisory Council.

Strand earned a BBA from Stephen F. Austin State University and spent 17 years at JCPenney before joining Avnet 13 years ago. ♦



Jim Strand



## THE FUNDS

### The "OLD" School

The UT System Board of Regents allocated \$30 million of the projected \$38 million cost of the building in the fall of 2000, stipulating that the school and its supporters fund the rest. By spring 2002, ground had been broken and \$4.3 million raised. The building was formally dedicated on December 3, 2003.

### The NEW Addition

The UT System Board of Regents announced approval of a \$25 million addition to the building in October 2011 as part of the celebration in conjunction with naming the school in honor of Naveen Jindal, Indian industrialist and statesman and 1992 School of Management MBA alumnus. Construction is slated for completion in fall 2014.



## WHO DESIGNED IT?

The Dallas-based architectural firm of Omniplan designed the "OLD" School.

The Boston-based firm of Good Clancy, affiliated with the SHW Group in Plano, Texas, designed the NEW Addition.

## THE SIZE

The "OLD" School contains 204,000 square feet in four stories.

The NEW Addition will contain 110,000 square feet in four stories.



THE JINDAL SCHOOL  
AND ITS NEW ADDITION

# SIDE BY SIDE

Slated for May 1, groundbreaking on the new addition to the Naveen Jindal School of Management building has started many conversations and invited many comparisons. How big is the new addition? How big is the existing building? When was it completed? When will the new addition be done?

Here, accompanied by some renderings of the new addition, are some points of interest about both facilities.

## WHAT'S IN THERE?

The "OLD" School includes 29 classrooms with a total of 1,165 seats, faculty and administrative offices, three computer labs, breakout spaces for students, the Executive Education wing, the Davidson Auditorium, and the atrium, the school's signature first-floor reception area.



Much of the space in the NEW Addition will answer student needs. The JSOM Career Management Center will have multiple interview rooms.

A high-tech trading lab will feature a Wall Street ticker. The newest audio, video and computer equipment will go into a sales lab, where students can practice their presentations and get immediate feedback. Three new Executive MBA classrooms, more offices and a meeting area for student organizations also are planned. A courtyard with patio seating

and a new onsite café are other amenities in the works.

View more at [jindal.utdallas.edu/newaddition](http://jindal.utdallas.edu/newaddition).



## Contrary to Conventional Wisdom: Prof's Corporate Governance Research Says, 'LEAVE THE CEO ALONE'

by Mia Squilla Pavelle



As CEOs and their boards of directors continue to dig out from under the financial crisis of 2008, those interested in preventing a repeat of past mistakes might take a lesson from the recent research findings of Dr. Michael Rebello, Ashbel Smith Professor of Finance and Managerial Economics in the Naveen Jindal School of Management and author of numerous academic papers on a wide range of subjects, including corporate governance.

In "Optimal Corporate Governance and Compensation Policy in a Dynamic World," a study he co-authored with Thomas H. Noe of Saïd Business School and Balliol College, Oxford University, Rebello dissects the sometimes prickly relationship between chief executives and their boards, and argues in favor of curtailing the often meddling ways of the latter.

"There's a debate raging about how CEOs should be compensated and whether boards should be monitoring them closely all the time," Rebello says. In the research, published last year in *The Review of Financial Studies* (Vol. 25, Issue 2, pages 480-521), "we're trying to make a very simple point," Rebello says, "which is, if you want the manager to do a good job, one way to do that is to pay him in a manner that will give him the incentive to help the firm prosper. If you set up an expensive board to second-guess the manager, you're wasting money, because they're both trying to achieve the same goal. In fact, when the firm's prospects are sufficiently bright, it is optimal for the board to leave the CEO alone.

"A lot of people who test governance theories still

think a company's not governed well if the board isn't very active, and the point we're making is that a lot of CEOs — like Jack Welch [formerly] of General Electric — who don't have active boards, do a great job, which proves that if CEOs have the right incentives, the board may be best served by giving the CEO a free hand."

Rebello received a bachelor's degree in economics from St. Stephen's College at Delhi University in India and a PhD in finance from The University of Texas at Austin. His research interests range from corporate governance and corporate reputations, to corporate finance. And while many of his theories can shed light on current management practices, such is not the case with his more abstract research, which he says may take years to test because of the need for more data.

"The gap between what we do, in terms of research and practice, is wide," he says. "In corporate finance research, for example, the best we can hope for right now is to understand what people are doing, why corporations are doing what they're doing, and hopefully influence, in some general sense, what people should be thinking about when they make decisions.

"Corporate finance research has not developed formulae that identify the *correct* decisions, therefore, our goal is to prompt decision-makers to take account of what *should be* important considerations and important trade-offs. We're trying to move the debates forward by getting people to think about things a little differently. But, the point is, these debates will last longer than my career." ♦



Michael Rebello

JSOM MOURNS  
Accounting  
Expert and Longtime  
Professor



**Adolf Jan Henri Enthoven**  
1928-2013  
International Accountant, Founding Professor,  
Influential Academician

*A celebration of Dr. Enthoven's life was scheduled for April 24 at 2 p.m. in the Jindal School.*

*Enthoven said he would welcome memorial donations in support of the professorship that bears his name. Donations can be made to The University of Texas at Dallas online at [jindal.utdallas.edu/makeagift](http://jindal.utdallas.edu/makeagift) or by mail at The Naveen Jindal School of Management, The University of Texas at Dallas, SM 42; 800 West Campbell Road, Richardson, Texas 75080-3021. Please designate Adolf Enthoven Distinguished Professorship fund on the payment.*

**D**r. Adolf J.H. Enthoven, the most senior accounting professor in the Naveen Jindal School of Management and director of its Center for International Accounting Development, died March 15 of complications from a fall late last year. He was 84.

Dr. Enthoven, who joined the faculty in 1976, was an expert on international accounting and wrote or contributed to almost 20 books on accounting education and the profession as practiced in Africa, Asia, China, Russia and many other locales around the globe.

"I've always recognized the influence that accounting has in a nation's development," Enthoven said in a 2010 profile that celebrated his reputation and legacy.

That legacy includes hosting a vast array of foreign participants at his center's annual oil and gas financial management program for developing countries. The program, which has its own alumni association, boasts almost 1,700 graduates from more than 80 countries.

"The school has lost a great accounting professor and a great man," Dr. Hasan Pirkul, dean of the Jindal School, said. "Dr. Enthoven was beloved by all who knew him — his friends, his colleagues

and his many students both here and spread throughout the world. He and his center made a huge impact in the oil and gas industry and the international accounting world."

But Dr. Enthoven will live on, the dean added, through an endowed professorship that bears his name.

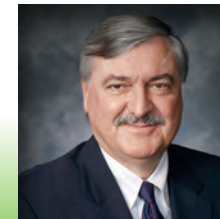
A native of the Netherlands and a naturalized U.S. citizen, Enthoven arrived in this country as a post-World War II university student. He later earned a PhD in business and economics at what is now Erasmus University in Rotterdam.

After a stint in the private investment business in Europe, he worked in international accounting. He later moved to the World Bank in Washington, D.C. He then taught at the University of Illinois and at Harvard, did a world survey of accounting systems and subsequently taught at the University of North Carolina at Chapel Hill.

He became one of the Jindal School's first professors and was responsible for launching its accounting program.

Enthoven is survived by a sister, Suzanna (Suus) Lundberg-Enthoven; a brother, Rudolf (Rudi) Enthoven; six nephews, four nieces and several great-nephews and great-nieces. ♦

THOUGHT **YOU** SHOULD KNOW



Hasan Pirkul

Navan Jindal School of Management Dean **Hasan Pirkul** was named a Distinguished Fellow of the Information Systems Society. Given at a meeting of the Institute for Operations Research and the Management Sciences, the honor recognizes those who have made contributions to the information systems discipline.



Mike Peng

The *Asia Pacific Journal of Management* named its Best Paper Award after **Mike Peng**, the O.P. Jindal Chair of Global Strategy. When Peng was editor-in-chief of the publication, it enjoyed a doubling of submissions annually. He continues involvement with the journal as a consulting editor and special issue editor. Peng was also inducted as a Fellow of the Academy of International Business.



Alain Bensoussan

**Alain Bensoussan**, Ashbel Smith Professor of Information Systems and Operations Management and director of the International Center for Decision and Risk Analysis, was named to the inaugural class of the Fellows of the American Mathematical Society early this year. Among the stated goals of the Fellows Program is to help more mathematicians get to leadership positions.



Stan Liebowitz

**Stan Liebowitz**, Ashbel Smith Professor of Finance and Managerial Economics, was interviewed for Microsoft's *Technology|Academics|Policy* — TAP website blog and focused on his work with piracy. Liebowitz said in the Q&A: "The sound-recording industry has been decimated by online piracy. Since Napster's birth, sales have fallen about

70 percent in the U.S. and between 50 percent and 75 percent in most major international markets after adjusting for inflation. My studies on this issue have found that the entire decline is due to piracy." He also gave a speech last summer at the Technology Policy Institute titled "The Effect of File Sharing on Music and Movie Sales."



David L. Ford Jr.

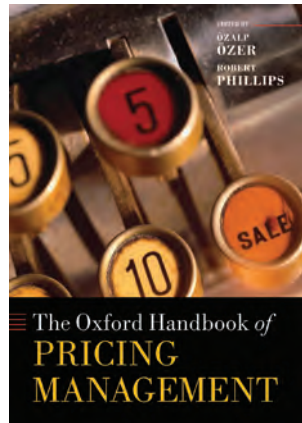
**David L. Ford Jr.**, professor of organizations, strategy and international management, received an award from the PhD Project Management Doctoral Students Association (MDSA) for service and mentorship. He was a senior faculty advisor for the MDSA from 2007 to 2012. At the 2012 MDSA conference he, along with former UT Dallas doctoral student Dr. **Kiran Ismail** and Jindal Global Strategy Chair **Mike Peng**, presented the paper, "Managerial Ties, Strategic Initiatives, and Firm Performance in Central Asia and the Caucasus." Ford, Ismail and Peng co-authored the paper with Qingsheng Wu of Shanghai

Jiao Tong University. It was published online last September in the *Asia Pacific Journal of Management*.



Constantine Konstans

**Constantine Konstans**, accounting professor and founder of the JSOM-based Institute for Ethics in Corporate Governance at The University of Texas at Dallas, was named one of three 2013 Fellows of the Open Compliance and Ethics Group, a nonprofit to help organizations achieve principled performance in areas such as governance and assurance. Each of the new OCEG Fellows "has offered insight and support that has enabled OCEG to serve our global membership community by developing standards, educational materials and other content that organizations of all types and sizes may use to improve [governance, risk and compliance] capabilities," OCEG President Carole Switzer said in announcing Konstans' appointment.



Ozalp Ozer

**Ozalp Ozer**, professor of information systems and operations management, co-edited a new book, *The Oxford Handbook of Pricing Management* (Oxford University Press, 2012), with Robert Phillips. After starting with a chapter titled, "Why Are Prices Set the Way They Are?" the handbook delves into the pricing structure of many products and services, including airlines, electric power, healthcare in the U.S., restaurants, online display advertising, television advertising and more. Ozer is an associate editor for *Operations Research* and for *Management Science*.

Last summer, he served as chairman of an invitation-only roundtable in Istanbul for C-level executives. "These roundtables help us identify, discuss, understand and eventually solve eminent issues and emerging topics that today's global economies and supply chains face," he said in

opening remarks. He also gave a keynote address about frontiers in pricing management.

In February, he spoke in MIT's Operations Research Center spring seminar series on how to optimize strategic capacity investment decisions in a global supply chain and how to effectively design contracts to ensure supply.



Metin Çakanyildirim

**Metin Çakanyildirim**

co-authored a booklet for the Council of Supply Chain Management Professionals on Turkey as part of the *CSCMP Global Perspectives* series. The series focuses on the supply chain management and logistics environments in various countries and includes socioeconomic and demographic information, too. His booklet hits on areas such as international trade, infrastructure and energy. The council counts more than 8,500 members in more than 65 countries around the world. An associate professor of operations management, Çakanyildirim

created the graduate-level course MERIT, which stands for Managing Energy: Risk, Investment, Technology.



Jun Li

**Jun Li**, assistant professor of finance and managerial economics, has had recent research, "Government Spending, Political Cycles, and the Cross Section of Stock Returns," covered multiple times by the *Financial Times*.

Targeting the gap in equity performance between Democratic and Republican administrations, *FT* quoted the paper as assessing that "high-exposure stocks outperformed low-exposure by 6.1 percent under Democratic White House rule while [they] underperformed by 4.8 percent under Republicans." Li co-authored the paper, published in the February issue of the *Journal of Financial Economics* with Federico Belo of the University of Minnesota and Vito D. Gala of the London Business School.



Bobby Chang



Habte Woldu

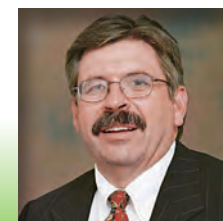
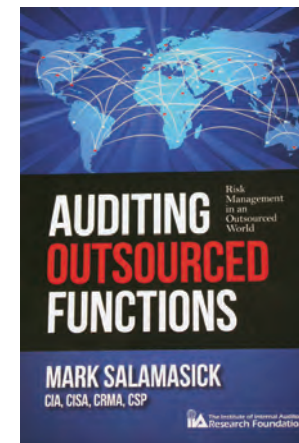
**Bobby Chang**, senior lecturer and director of the Global Leadership EMBA program, and **Habte Woldu**, a clinical professor of organizations, strategy and international management and director of JSOM's international management programs, were featured, in "Business Schools Think Global," a story about preparing students to work internationally, that appeared in the September 2012 issue of *D CEO*. Students' "career paths will increasingly involve the rest of the world," Woldu told the magazine.



Jennifer Johnson

**Jennifer Johnson**, senior lecturer and director of the Graduate Accounting program, spoke at the CFO.com Corporate Finance Excellence Conference in Dallas last June. The take she shared on the possibility of Excel going away: "It's too ingrained, it's too

easy, it's almost the foundation of what a lot of people know..." she said. "I think you're still going to see people exporting to Excel and manipulating the spreadsheets in their own comfort level." She spoke as a participant on a panel that discussed "How to Reduce the Time, Risk, and Cost of Financial Reporting."



Mark Salamasick

Internal Audit Program Director **Mark Salamasick** has written a new book, *Auditing Outsourced Functions*, which has been published by the Institute of Internal Auditors Research Foundation. Long active in the foundation, Salamasick chaired the First Annual Dallas IIA Super Conference last October. The daylong education event focused on such areas as corporate governance, emerging risks, leading practices in information technology auditing, and regulatory issues.



Arthur M. Agulnek

**Arthur M. Agulnek**, senior lecturer in accounting, has received an award from the Texas Society of CPAs for his service with *Today's CPA*. Recognized for transitioning the magazine to a new production company that is more cost effective, he has been the chairman of *Today's CPA's* editorial board since 2010.



Abhi Biswas

The media again sought out **Abhi Biswas**, a senior lecturer and assistant coordinator of the Marketing area, in early February for comment on Super Bowl ads. On KLIF Radio 570, he mentioned the extreme changes in the cost of Super Bowl commercials (a 30-second commercial in 1967 at \$37,500, today about \$3.8 million.) "It's either a big hit or a big swing and a miss," he said. "It can be huge for some companies such as GoDaddy.com. Seven years ago they came from nowhere to go to 98 percent brand awareness almost overnight thanks to...Super Bowl advertising." He also spoke about the trend of companies giving sneak previews on their websites, roughly half

of all spots out before the Super Bowl. A subsequent interview found him talking to WFAA Channel 8 in Dallas about people who cling to old technology.



Richard Bowen

**Richard Bowen**, recognized for blowing the whistle on impropriety in the mortgage industry while an executive at Citigroup, was featured January 22 in "The Untouchables" ([www.pbs.org/frontline/untouchables](http://www.pbs.org/frontline/untouchables)) on the PBS series *Frontline*. Explaining his responsibilities at the time and how 60 percent of loans were defective, he helps paint a clearer picture of how the crisis took shape.

Bowen, a senior lecturer in accounting, spoke at a fraud conference at the University of Calgary and at the Professional Meeting Planners meeting in February. In March, he spoke at training session for bank directors held in the Jindal School-based Institute for Excellence in Corporate Governance.

He also earned a standing ovation as the keynote speaker in April at the Financial Executives International Dallas Chapter's dinner meeting. His topic: "The Next Financial Crisis – Do You Need to Be Concerned?"



John Fowler

**John Fowler**, a senior lecturer and director of Corporate Education programs, has placed first in two local photography contests, his more than 30 images showing at The Artists' Showplace Gallery. A highlight of his work is a photo of a water taxi taken in the Chinese water town of Zhujiajiao; the photo placed first in both shows. "Creative people are used to working with a blank sheet of paper and creating value," Fowler has said. "This translates well to business because you have the same ability to create value and be innovative." His works also feature images from



France, such as a Paris café and a child covered in birds near Notre Dame Cathedral.

"These roundtables help us identify, discuss, understand and eventually solve eminent issues and emerging topics that today's global economies and supply chains face!"

— Ozalp Ozer

**FOUR ON FOUR.** As far as they could discover, these four JSOM stalwarts, all with offices on the fourth floor of the building, were the only Jindal School faculty and staff participants in the 2012 MetroPCS Dallas Half Marathon last December 9.

Mark Salamasick has run in 32 marathons and two 50-milers. His last race before Dallas was the Chicago marathon in October. He has signed up to run there again this October 13.

Amanda Ryder reports that the Dallas race “was my first half marathon, and my finishing time was 03:17:50. I actually trained with two other UTD employees in Enrollment Services.”

Larry Chasteen, who turned in a 2-hour, 30-minute run, said, “I had run several marathons and half marathons when I was living in Germany — to counterbalance the German food and drink, but this was my first in about 10 years.” Although he did not finish at the top in December, Chasteen reported, “I did place first in my category in the UTD Homecoming 5K night run last November, but I was the only male faculty runner.”

Habte Woldu, who turned in a 1-hour, 52-minute run, was a top 10 percent finisher. His son, Dr. Solomon Woldu, ran with him, Woldu says, and finished at the same time. While it was exciting to run with his son, Woldu says, “it appears that he came here to monitor my heartbeat, as he would ask me almost every mile, ‘Dad, are you OK?’ ”



LEFT TO RIGHT: INTERNAL AUDIT PROGRAM DIRECTOR MARK SALAMASICK, RECRUITER AMANDA RYDER, ASSISTANT DEAN AND DIRECTOR OF THE PROFESSIONAL MBA ONLINE PROGRAM LARRY CHASTEEN AND DIRECTOR OF INTERNATIONAL MANAGEMENT PROGRAMS HABTE WOLDU

PROGRAM UPDATES

# Research Productivity Puts JSOM in TOP 15

**K**udos for Naveen Jindal School of Management researchers’ productivity include new rankings that give JSOM a place in the **top 15** universities in both North America and worldwide.

Determined in March, The UTD Top 100 Business School Research Rankings™ for 2013 show JSOM scholars’ output of works published in top peer-reviewed journals put the school in 14th place among U.S. and Canadian business schools and in 15th place worldwide. The school moved up one place in both categories from last year.

JSOM has followed productivity since 1990 and began reporting the rankings in 2005. That year, the school placed 36th

in North America and 40th worldwide.

The rankings once again “demonstrate our serious commitment to research at UT Dallas,” Jindal School Dean and Caruth Chair of Management Hasan Pirkul says. “Our faculty continues to build a reputation as a leader in making significant research contributions.”

The standings this year are based on articles published from 2008 to 2012. The UTD Top 100 database tracks 24 leading journals that follow a range of disciplines, including accounting, finance, information systems, international business, marketing, opera-

tions management and organizational behavior.

In North America and worldwide, the Wharton School at the University of Pennsylvania held its firm grip on the No. 1 spot. Harvard (University) Business School, No. 2, and the Ross School of Business at the University of Michigan, No. 3, also maintained their places. The Leonard N. Stern School of Business at New York University climbed to fourth place, up from No. 6 last year. Duke University’s Fuqua School of Business moved from No. 4 to No. 5.

For a complete listing, visit [www.jindal.utdallas.edu/top100](http://www.jindal.utdallas.edu/top100).

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# U.S. News & World Report Ranks Online Programs in



BY KRIS IMHERR

**N**aveen Jindal School of Management online programs have established themselves as among the best in the nation, according to rankings from *U.S. News & World Report* that put them in the **top 10**.

Released in January, the 2013 Best Online Education Program Rankings show the Jindal School in ninth place overall in the country, based on JSOM responses to a statistical questionnaire as well as peer assessments turned in by other schools.

“It is gratifying that deans and faculty members at other universities have noticed how much work we have put into making our online programs top-notch,” JSOM Dean Hasan Pirkul said.

Dr. Larry Chasteen (at left), director of JSOM’s Professional Online MBA program, said the rankings are valuable in large part because data collection focused on information about online programs only, rather than about a business school as a whole. “This is a measure of how well those of us who work in the electronic classroom have gotten at delivering a quality education,” he said.

Besides MBA programs, the Jindal School offers master’s degrees



online in accounting, information technology and management, and management and administrative sciences.

*U.S. News* collected data between the summer and fall of 2012. Statistical input on students and faculty covered July 1, 2011, to June 30, 2012, classes. In all, 959 regionally accredited institutions that offered a master’s degree in business were sent surveys. Replies came from 628 schools — a response rate of 65 percent.

Factors measured in the rankings survey included student engagement — a gauge not only of class participation but also of instructor responsiveness — admissions selectivity, peer reputation, faculty credentials and training, students services and technology.

*U.S. News’* graduate-school standings for 2014 show the Full-Time MBA program tied for No. 16 among public university programs and tied for No. 37 overall. The Professional MBA programs tied for No. 23 among public universities and placed at No. 38 overall.



## New Degree Seeks to Fill Demand for Supply Chain Experts BY JILL GLASS



Shawn Alborz

The Jindal School of Management has launched a new Bachelor of Science degree in a hot new field, supply chain management (SCM), which *U.S. News & World Report's* University Directory has described as the business world's "next great frontier."

Supply chain management professionals oversee the acquisition of parts and raw materials, from purchasing to delivery, managing complex networks of supply and demand.

New openings, growing salaries and advancement opportunities have spurred a wave of interest in supply chain management as a career choice. Jobs in SCM are expected to grow 26 percent between 2010 and 2020, faster than the average for

all occupations, according to the U.S. Bureau of Labor Statistics. The Institute for Supply Management reports that the average annual salary for SCM professionals is slightly more than \$102,000. Entry-level salaries averaged around \$61,000, according to the institute's 2012 survey.

Approved in December, the new JSOM degree differs from those that other North Texas schools offer, according to Dr. Marilyn Kaplan, JSOM associate dean of undergraduate education, in that the others are heavily concentrated in traditional supply chain field applications — the logistics and transportation industries.

"New SCM graduates must be capable of analyzing the broad range of SCM business functions across multiple industries to optimize efficiency and the 'bottom line' of the shrinking U.S. economy," Kaplan says. "The BS SCM curriculum at the Jindal School targets this identified void in undergraduate supply chain management." The Jindal SCM program prepares students to be management analysts in operations, logistics, distribution, manufacturing, purchasing, sourcing, warehousing and more. Students learn to:

- » Analyze markets and financial performance for improving supply chains.
- » Design, manage and optimize critical components of supply chain systems, organization and operations, and
- » Integrate engineering and manufacturing practices to improve financial and operational performance of organization.

"Industry leaders tell us that our students are in high demand because our program enables them to gain the required skill sets...to be successful in the workplace," says Dr. Shawn Alborz, assistant dean and director of the SCM program.

For more program information, contact Alborz at [salborz@utdallas.edu](mailto:salborz@utdallas.edu), 972-883-6455.



Marilyn Kaplan

all occupations, according to the U.S. Bureau of Labor Statistics. The Institute for Supply Management reports that the average annual salary for SCM professionals is slightly more than \$102,000. Entry-level salaries averaged around \$61,000, according to the institute's 2012 survey.

Approved in December, the new JSOM degree differs from those that other North Texas schools offer, according to Dr. Marilyn Kaplan, JSOM

## CENTER AND CONFERENCE NEWS

## Industry Pro Tapped for Institute's Executive Director Role BY KARAH HOSEK

Jackie Kimzey, an industry veteran with more than 30 years' experience in the technology sector, is the new executive director for the Institute for Innovation and Entrepreneurship at UT Dallas (IIE).



Jackie Kimzey

Kimzey succeeds Dr. Joseph C. Picken, the institute's founder. "I know that he'll do an outstanding job," Dr. Picken said. "I'll continue to be involved as the institute's academic director

and as an active member of Jackie's team."

Now in his fourth year at the Jindal School, Kimzey has held management positions at the semiconductor manufacturer Mostek. He was also co-founder and CEO of wireless provider ProNet. Kimzey remains a general partner at Sevin Rosen Funds, where he applies his experience and entrepreneurial perspective to companies in the wireless and software arena, including Invodo, Verified Person and others.

"I'm an industry guy," Kimzey said. "I plan to use my background to serve as a bridge between our students and industry."

Kimzey with competitors at the sixth Annual UT Dallas Business Idea Competition last November



The Naveen Jindal School of Management

## LET THE GAMES BEGIN

By Eric Buttermann

The new Center and Laboratory for Behavioral Operations and Economics recently opened in the Naveen Jindal School of Management with one main purpose: to play games.

Both the center and its co-directors have roots in the Laboratory for Economic Management and Auctions at Pennsylvania State University. "This lab," Co-Director Elena Katok says, "is a great opportunity to test analytical models for applications. There is so much that can be learned by how human beings interact in business."

The games factor in as part of research in which student volunteers participate in simulated business situations in a JSOM first-floor computer lab. Working on 34 computers calibrated for business-related quantification, students deal in everything from bargaining to auctions, and their success in the games leads to cash in their wallets.

"It's very important that the incentives are highly controlled," Katok, Ashbel Smith Professor of Operations Management, says. "We're paying them based on how well they succeed...We hope they'll have fun, but we want the prime motivation to be money.... It's best for the research."

Results from participation already have

yielded the unexpected. "In bargaining, we've been surprised by how much fairness comes into play," Katok says. "In some of the procurement settings, we've found people are more honest than maybe you would think."

Katok and her co-director — and spouse — Dr. Gary Bolton prefer not to say how much one student can earn from being successful at any single game, but they report their funding sources as the National Science Foundation and the JSOM.

### BEYOND THE COMPETITION

Bolton, O.P. Jindal Chair of Management and a professor of managerial economics, says the ultimate goal beyond the research is to marry published results with real-world application. "In the future, we want to be working with top companies in the area. We want them to see us as a resource."

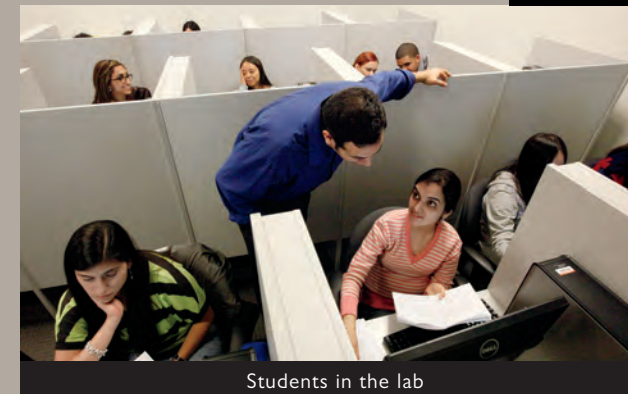
Katok and Bolton are pleased with participants to date. "Many students here also work as managers," Katok says, "so you're getting research from people who can really understand business at a high level."

For more CLBOE information, contact Katok at [ekatok@utdallas.edu](mailto:ekatok@utdallas.edu), 972-883-4047; or Bolton at [gbolton@utdallas.edu](mailto:gbolton@utdallas.edu), 972-883-5844.

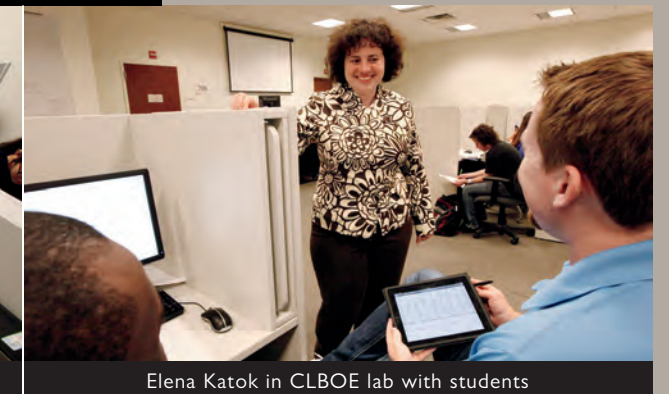
NEW LAB APPLIES SCIENCE TO — AND PAYS CASH FOR — HUMAN BUSINESS INTERACTIONS



Gary Bolton



Students in the lab



Elena Katok in CLBOE lab with students

# Internal Audit Endowment Aims for \$1M

The endowment committee for the Center for Internal Auditing Excellence at UT Dallas has exceeded expectations since its inception in September 2011. With an initial goal of raising a half million dollars, the committee crossed that threshold after a little more than a year, Mark Salamasick, director of the center, says.

Naveen Jindal School of Management Dean Hasan Pirkul was so impressed with the push that he set a new goal of \$1 million. Dean Pirkul has been a key player in the endowment's success, Salamasick says, and has pledged to keep matching donations.

The endowment supports scholarships, teaching assistants, seminars, conferences, research and educational programs.

Memorable moments in fundraising have included a recent donor reception and the annual internal audit Fraud Summit, which last year raised \$32,000 for scholarships alone.

"When we ask people to get together on behalf of the students this way," Salamasick says, "there always seems to be a great response."

The Dallas Chapter of the Institute of Internal Auditors and JCPenney, major internal audit program supporters, helped seed the endowment. Other key supporters include the IIA Academic Advancement Fund, Southwest Airlines, A.H. Belo and KBR.

IIA has recognized the JSOM internal audit program for the past nine years as one of the top five programs globally. The largest graduate program focused on internal audit in the nation, the program prepares students to sit for the Certified Internal Auditor exam with a multidisciplinary curriculum built on a core of internal audit courses.

With internal auditing positions expected to increase in coming years, support of this program will lend itself directly to high placement of students, Salamasick says.

Make a donation online at [www.jindal.utdallas.edu/iaepgift](http://www.jindal.utdallas.edu/iaepgift).



Dr. Aaron Conley (left), UT Dallas vice president for development, and Mark Salamasick at the endowment kickoff

# Fraud Summit Surveys China

EIGHTH ANNUAL LOOK AT INTERNAL AUDITING ALSO HIGHLIGHTS CYBERSECURITY

By Eric Butterman

The Jindal School of Management's annual Fraud Summit continues to push itself to cover new ground — this year ground half-way around the world. Keynote speaker Steven Skalak, a partner in the Forensic Services practice at PricewaterhouseCoopers, spent three years in China, learning everything from compliance programs to control of intellectual property there.



Steven Skalak

Now he spreads a warning. "The manner in which the virtue of loyalty operates in China is effectively an erosion of the internal control concepts expected to be effective in Western businesses," he says.

Another leading problem to Skalak, co-author of *A Guide to Forensic Accounting Investigation* (2nd edition, Wiley, 2011), is record keeping. He found widespread use of fraud in reporting expenses, poor account structures and inconsistent summarizing practices. All these can raise issues with the Securities and Exchange Commission.

Other top keynoter Kyle Maxwell provided a strategic view on constantly evolving aspects of cybersecurity and the responsibilities auditors have in securing information and communications technologies. A senior network security analyst for Verizon Business on the RISK Intel team, Maxwell, a 2004 UT Dallas alumnus, produces unclassified threat intelligence for private- and public-sector clients and supports field investigators.

Mark Salamasick, head of JSOM's internal auditing program, head of its Center for Internal Auditing Excellence and summit host, says this expansion of offerings will keep the two-day workshop and conference a sellout event. "We give them refreshing ideas that they've never heard before," he says.

The 2014 Fraud Summit is scheduled for March 27 and 28.

## NEW CITM DIRECTOR HOSTS INNOVATION EVENT

About 70 executives interested in learning how to cultivate an innovative culture within a corporate environment attended the first program Dr. Kelly T. Slaughter delivered as the new director of the JSOM-based Center for Information Technology and Management.



Kelly Slaughter

Slaughter knows innovation is increasingly becoming the top strategic initiative for many leading organizations, which is why he invited technology leaders from Concentra, Kalypso Consulting, PepsiCo and Sony to the Jindal School to speak in a March 22 panel discussion. Co-sponsored by CITM and Kalypso, "Delivering Value Through Managed Innovation" reviewed the "innovation architecture" of people, processes and technology that organizations use to generate their next great idea.

Technological advances are key to staying ahead of the competition and helping drive innovation — the lifeblood of growth, the panelists said. They were Trey Bradley, executive vice president at Sony's Video

Supply Chain; Ron Brown, PepsiCo's CIO of Global Research and Development; Daryl Risinger, senior VP of product development at Concentra; and George Young, founding partner of Kalypso Consulting.

The panel was put together by Slaughter, who joined the JSOM faculty with more than 15 years of industry experience. He previously served in the Dallas office of PricewaterhouseCoopers' management consulting practice (now with IBM), in a small Dallas-based entrepreneurial consulting company, and at Concentra. His work experience includes projects in the consumer packaged-goods, entertainment, retail and healthcare industries.

Slaughter earned a BBA from The University of Texas at Austin, an MBA from the University of Chicago and a PhD in information and decision sciences from the University of Minnesota. His research interests include information technology-business alignment and knowledge-worker productivity.

He succeeds CITM founding director Dr. Michael Savoie, who is now CEO of HyperGrowth Solutions, Inc.



George Young

## STUDENT NEWS

# Ideas to Improve Student Life Win Annual Business Competition

BY KARAH HOSEK

Winning ideas were all about making life easier for students at the sixth Annual UT Dallas Business Idea Competition last November. Top proposals included simplifying on-campus parking and facilitating "crowd scholarships."

Team You-Park, winner of the Dallas Mavericks Entrepreneurship Award and first place in the undergraduate division, won with a model that helps students find the most convenient on-campus parking using a mobile app.

Winners of the graduate division, Team BrainFund, run a patent-pending company that facilitates small donations from groups of

people who give to students. Team members credited the Institute for Innovation and Entrepreneurship's (IIE) academic director Dr. Joseph C. Picken with helping them prepare for the competition.

"He taught us what to learn before speaking to investors," Matthew Hinson, a student in the Professional MBA program, said.

The competition, hosted by the IIE, offered \$20,000 in cash prizes. Sponsors Amy Cockerham, Mark Cuban, Hie Electronics, Mr. and Mrs. Dan Owen, SPlus Technologies, Trailblazer Capital, Trans Global Technologies, Inc. and supporters of the institute's Innovation Alliance contributed the prize money. The

first-place teams also received incubator space in the UT Dallas Venture Development Center and office space from the Common Desk in Deep Ellum.

"I saw so many great projects this year," Jackie Kimzey, IIE executive director, said. "Many of them have the potential to go further."

Open to all UT Dallas students, the competition attracted 121 entrants organized into 48 teams. Twenty-four teams advanced to the final day of competition, where industry professionals evaluated teams' business ideas as well as their presentation quality.



Team You-Park (top, left to right): Janus (Petrus) Venter, Megan Tan, Mindy Tiu

Team Brainfund (above): Matthew Hinson (left) and Alejandro Jacobo

# AND THE WINNER IS

Naveen Jindal School of Management students are routinely encouraged to enter accounting, business-plan, information systems, marketing, research, sales, trading and other competitions to put classroom learning to practical use, to polish presentation and other job skills and to shine in ways not measured by metrics. | The recent batch of competitors who fared well included:



**Working Capitol**, a team of four undergraduate accounting majors, who won a nationwide collegiate competition. Their victory made UT Dallas the champion for the second time in three years of an annual accounting contest sponsored by the American Institute of Certified Public Accountants. A plan for simplifying the U.S. tax code put the team over the top in the 2012 AICPA Accounting Competition, which was held in Washington, D.C., last December. The team earned first place and \$10,000.

(Left to right) Richard J. Caturano, chairman of the American Institute of CPAs, presented the UT Dallas team Working Capitol — Samuel Teichelman, Shahrzad Azimi, team captain April Crawford, Trey Sweeney and adviser John Barden — with a \$10,000 presentation check for winning the 2012 AICPA Accounting Competition.

Senior marketing majors **Sarah Kienle** and **Monica Raofpur**, who sold the judges on their salesmanship skills when they competed at the 2012-2013 World Collegiate Sales Open (WCSO) finals in February at Northern Illinois University. Kienle placed fifth overall in the contest, and Raofpur placed ninth.

The 20 finalists, who earned an expense-paid trip to the championships, were required to leave a voicemail, deliver two “elevator pitches” while riding in a working elevator, sell themselves at a “reverse job fair” and do at least two role-plays in an effort to close a business-to-business sale.

Kienle placed second in the elevator pitch, third in the appointment-call challenge and third in the telephone-sales call. Raofpur tied for third place at the reverse job fair, where, instead of selling goods or services, contestants pitched their own skills and polish.



Led by Dr. Howard Dover (left), head of JSOM’s new sales courses, student competitors Sarah Kienle (center) and Monica Raofpur advanced through three elimination rounds in a field that had started with more than 120 entrants to make it to the WCSO finals.



PhD candidate and graduate teaching assistant **Sandun Perera**, who earned second place from the Financial Services Section of the Institute for Operations Research and the Management Sciences (INFORMS) for his research with potential to help countries fine-tune their foreign exchange-rate policies. In “Market-reaction-adjusted Optimal Central Bank Intervention Policy in a Foreign Exchange Market,” he offered a new model nations can use to determine the optimal time to enter the foreign-exchange market, the best approach to take in trading and the optimal change to seek in their currencies’ exchange rates.

Bottom line, “the model can save money for a nation’s central bank if implemented properly,” Perera said.

Having earned a doctorate in mathematics before coming to UT Dallas, Sandun Perera has used both math and finance skills in studying the foreign-exchange market.

## A ROUNDUP OF RECENT JSOM Student Victories



**Jess Shan**, a graduate finance student, who shouted herself to the top at a mock trading competition in which hypothetical crude oil futures contracts were exchanged.

Shan and nine other students in the Jindal School-based Financial Leadership Association (FLA) competed in the second phase of the CME Group Commodity Trading Challenge, an Open Outcry, at the University of Houston in March. The competition involved an age-old trading language that uses fast-paced shouting and elaborate hand signals as students try to cut shrewd deals.

UT Dallas delegates proved they could think quickly on their feet, with nine of 10 moving into the semifinal round. Shan finished first and won \$1,000, while Jacob Craft, an undergraduate finance student, placed sixth.

Graduate finance student Jess Shan (left) prevailed over 45 students from seven other universities worldwide to win the Open Outcry in Houston. Undergraduate finance student Jacob Craft (right) placed sixth.

**Jacob Craft** and **Michael Sullivan**, FLA president, who teamed up and finished in the top 5 percent of more than 300 universities that competed in the first phase of the CME Group Commodity Trading Challenge, a four-week desktop electronic competition. Calling themselves “Money Never Sleeps,” Craft and Sullivan placed No. 17 after turning a beginning balance of \$100,000 in virtual money to \$224,000.



Jess Shan (center), flanked by Jacob Craft (left) and Michael Sullivan (right) with the JSOM Open Outcry Team



Full-time MBA students **Isaac Hernandez** and **Madison Vinklerek** teamed with **Veeraj Thakkar**, an MS in Healthcare Management major, to win the third annual North Texas Case Competition held by the American College of Healthcare Executives last November. By finding a cure for the ailing operations of a mobile clinic offering free asthma treatments to low-income children in medically underserved communities, the trio earned first place and \$3,000.

Besides sharing a cash prize, Madison Vinklerek (left), Isaac Hernandez (center) and Veeraj Thakkar earned reimbursement of their ACHE student membership fees.

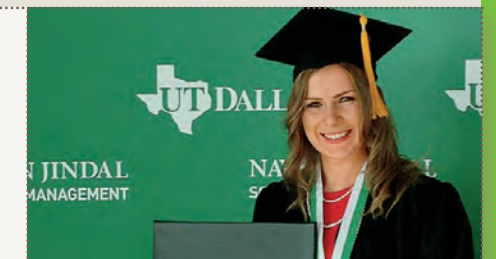
**Olia Bosovik**, a determined native Russian student, who refused to allow setbacks crush her dream of obtaining a business degree in America.

After a car accident years ago left Bosovik’s body badly bruised and her college savings account completely drained, she braved college with little guidance or financial support from family.

While pursuing her dual bachelor’s degrees in finance and accounting at the Jindal School, she worked full time for five years.

After transferring to UT Dallas from Richland Community College, Bosovik quickly shined academically. She received the Dean’s Excellence Scholarship twice, was well-known by peers and professors and graduated in December 2012 with a 3.8 GPA.

After the fall 2012 semester, graduating seniors were asked to nominate students who they believed represent “the best of the undergraduate finance program,” which is how Bosovik came to win the Finance area’s first ever Outstanding Undergraduate Finance Student award.



Olia Bosovik, JSOM’s first Outstanding Undergraduate Finance Student

# THE PRESIDENT'S GATHERING



Dallas Mayor Mike Rawlings made introductory remarks before UT Dallas President David E. Daniel took the podium at a February 21 event at the Park City Club in Dallas to introduce the public to all the resources the Naveen Jindal School of Management has committed to its real-estate expanded degree options. Many UT Dallas alumni and friends with real estate ties hosted the evening, which drew about 75 guests.



## TO INTRODUCE THE PUBLIC TO JINDAL SCHOOL'S REAL ESTATE CONCENTRATIONS



Above: "Dean, I applaud your efforts," Dallas Mayor Mike Rawlings said.  
 Left: Scott Lynn, John Weber and Jefflyn Williamson  
 Right: JSOM Dean Hasan Pirkul (left), Mayor Rawlings and JSOM Advisory Council member Ray Hemmig  
 Below: Mahesh Shetty (left), EMBA 1999, and Randall S. Guttery



What today are drivers of prosperity? Good leadership, sound financial practices and also innovation, creativity and human brainpower.

— David E. Daniel  
 UT Dallas President



This is the day we've been waiting for, for a long time. We thank our alums who are here, many of whom helped make this possible.

— Randall S. Guttery  
 Director of Real Estate Programs



This program is critical for us. It wasn't time for it earlier, but now it is.

— Hasan Pirkul  
 Dean of the Jindal School



UT Dallas | Spring 2013

Top: JSOM Advisory Council member and alumnus Ted Fredericks (right)  
 Above: UT Dallas Vice President for Development Aaron Conley (left) and Executive MBA Academic Director David Springate  
 Below (left to right): Dean Pirkul with host committee members and UT Dallas alumnae Rebecca Tudor, Shula Netzer and Jefflyn Williamson, and President Daniel  
 Left (left to right): Dean Pirkul with L.L. Cotter, host committee member Ka Cotter and UT Dallas Development Board member Lance Charriere



## ALUMNI NOTES

## 1980s

**James D. Ratley**, BS 1985, is president and CEO of the Association of Certified Fraud Examiners. He co-founded the association in the late 1980s, and as of early this year, it had more than 65,000 members.

Raised in Marshall, Texas, Jim came to Dallas at the age of 18. He attended UT Dallas at night and earned his accounting degree. During the day, he worked as an investigator for the Dallas Police Department.



Jim says he appreciated all the UT Dallas professors who were not only teachers but also worked full time. Today, Jim has followed in the footsteps of his mentors, teaching around the world, including

at UT Dallas. He often comes to the Jindal School at the invitation of Internal Audit Program Director Mark Salamasik and donates his speaking services.

Jim works and resides in Austin. His office is a three-story former house that also houses a small fraud museum. He says his primary hobby is general aviation. "I own a Piper Cherokee airplane, and my wife and I enjoy taking weekend trips in the plane. We have flown to Memphis, Tennessee; Branson, Missouri; Fayetteville, Arkansas; and a number of other places."

## 1990s

**Eric X. Schoch**, MBA 1997, is vice president and general manager of Cisco's Hosted Collaboration Business Unit (HCS), also known as Cisco's cloud strategy. Eric oversees the operation that includes Cisco's WebEx brand of cloud services as well as partners with service providers and system integrators to create the best cloud service for the client.



Before working for Cisco, Eric was vice president of Americas Sales at Polycom. Prior to that he spent more than 10 years at Nortel Networks, where he worked in product marketing, business development, sales and marketing and general management.

He studied at the London Business School, where he focused on innovation and perspective, resources and processes as well as leadership skills and change in relation to high-tech companies.

Eric lives in the Dallas area with his family. He spends his free time playing golf, boating with the family and attending soccer games with his son and gymnastic events with his daughter.

## 2000s

**Marv D. Bramlett**, EMBA 2004, was recently elected chairman of the Institute for Policy Innovation's (IPI) Board of Directors. IPI is a 25-year-old nonprofit public policy organization based in Lewisville, Texas. Its focus, according to IPI President Tom Giovanetti, is looking at approaches to governing that harness the strengths of individual liberty, limited government and free markets.

Marv began his career at Electronic Data Systems (EDS, now Hewlett-Packard). After 10 years at EDS, he helped launch an Internet startup. Marv has been involved in sourcing privately held business opportuni-



ties for a Texas-based private equity firm. Currently, he is president and CEO of Elephant Talk, Inc., which works at assuring that conservative values reach and influence the Millennial Generation.

Marv also is on the advisory board of Brighter Dallas, a state political action committee focused on electing officials in the greater Dallas area. He and his wife, Sabina, are active volunteers in the Dallas area, including a mentoring program for at-risk students in their daughters' school.

Marv was an international resident at the Grenoble Graduate School of Business in Paris and earned an undergraduate degree in communication from Lee University.

**Tim Houlne**, EMBA 2004, along with fellow EMBA 2004 alumna **Terri Maxwell**, has written a book, *The New World of Work: From the Cube to the Cloud* (Inspire on Purpose Books, 2013). The book



describes the transformation of virtual work platforms and talent-sourcing that is revolutionizing not just how and where work is performed, but the way business is being done. In the book, JSOM Dean Hasan

Pirkul discusses how education must evolve to adapt to this new world of work. Tim and Terri are donating all proceeds of books purchased at the campus bookstore to the Jindal School of Management. *The New World of Work* is available now at the UT Dallas bookstore for a special rate of \$12, which is 50 percent off the cover price.

Tim is the chief executive officer of Working Solutions, a leader in home-agent call center and virtual-contact center technology. Working Solutions' services include Agents OnDemand®, experienced

at-home agents; WS iNet®, a call-center cloud technology platform; and PostQ, a comprehensive social media management and engagement tool.

Tim also is chairman of the board of The Movie Institute, a nonprofit organization committed to the positive character growth and successful career development of young people. He also serves on the board of directors of Vision Bank of Texas and is a member of the advisory board for TelCoa, a nonprofit telework education and advocacy organization.

He earned a bachelor's degree in business administration from Missouri Western State University.

**Terri Maxwell**, EMBA 2004, has written a book, along with fellow EMBA 2004 alumnus **Tim Houlne** titled *The New World of Work: From Cube to the Cloud* (Inspire on Purpose Books, 2013). The authors met in the Executive MBA program. Their book is about the virtual work movement and how it has generated a new way of working. Terri and Tim are



donating all proceeds from the first 2,000 printed copies to UT Dallas. The campus bookstore will carry and promote the book at a special rate of \$12, which is 50 percent off the cover price.

Terri has built numerous successful companies, recently co-founded a growth-strategy firm, GROrx, and is founder and CEO of Succeed on Purpose Inc. in Irving, Texas, which specializes in career transition, business startup, career coaching, business training and coaching. She is also the author of *Succeed on Purpose: Everything Happens for a Reason* (Inspire on Purpose Books, 2010).

Terri earned a Bachelor of Science in Education degree from Indiana University.

**Mindy Legler Jones**, EMBA 2005, is managing director of IKOR of DFW. On March 7, 2013, she was recognized by the *Fort Worth Business Press* as a 2013 Healthcare Hero, winning the Advocacy in Medicine Award. Her business provides advocacy and guardianship services for seniors and others with special needs due to catastrophic injuries and/or developmental



disabilities. Mindy has more than 15 years of management and corporate experience with a background in business analysis, sales and marketing — with an emphasis on strategic planning. She is a Texas Certified Guardian and a Certified Senior Advisor. Mindy is a member of the National Alliance on Mental Illness.

She is involved in her church and her community; and lives in Tarrant County with her husband, David, and two children.

She earned an MS in horticulture from Purdue University and a BS in biology from Indiana University.

**Janelle M. Moore**, EMBA 2007, is a sales manager and consultant at PSS World Medical, Inc., which recently was acquired by McKesson Corporation. Janelle says her goal is to strengthen the clinical success and financial health of caregivers by solving their biggest



problems in the ever-changing healthcare environment. In May 2012, she won a seat on the City Council for the Town of Addison, Texas. Janelle also serves on the board of directors of the North Dallas Chamber of Commerce, where she serves as chairman of the Zip Code Committee; a liaison for economic development; liaison to the World Affairs Council; and liaison for the Greater Dallas Regional Chamber.

Janelle earned a BA in communications from the University of North Texas.

## 2010s

**Amit Maheska**, MS 2012, is a senior data analyst for Capital One in Dallas, where he leads the mortgage and home-equity originations teams with business intelligence and operational reporting. Prior to this, he interned for two semesters at Ericsson Inc.

He considers his two years at the Naveen Jindal School of Management as some of the best times of his life. "Not only did I have the right environment to excel in my studies," he recently told the fellow management information systems alumni in the MIS newsletter, "I got the chance to enhance my other soft skills and network with the world outside the university."

He says he especially liked that UT Dallas offered the Business Intelligence and

Analytics Track — recommended for students interested in managing large-scale data and analyzing them to develop sound strategies — as well as a good mix of business courses. He notes that what distinguishes JSOM from other schools is the support of the faculty and administration.

He adds that because most of the classes were in the evening, it left him time to be active in the community on and off campus. While at UT Dallas, Amit was active in the Indian Students Association, serving as the president in 2011-2012. He also volunteered at the Bachman Lake neighborhood business assistance center in Dallas. He and other volunteers offered seminars for residents interested in starting their own business. Amit received the UT Dallas Student of the Year award and was inducted into the National Academic Honor Society of Phi Kappa Phi. He is the first student from his program to receive the honor. Amit earned an undergraduate degree in computer engineering from the University of Mumbai, India, in 2009. He plans to return to India one day and start his own business.

## EMBA Sees Giving Back As Good Way to Move Forward

BY ASHLEY JOHNSON

## DAVID L. HOLMBERG, EMBA 2000, IS A MAN OF VISION.

As CEO of HVHC Inc., his vision of what a company should be spurred him to keep more than 600 manufacturing jobs in Texas rather than outsource them abroad.

And his vision for what the Naveen Jindal School of Management could be led him to establish the *David Holmberg Scholarship/Fellowship*. When fully funded, this \$100,000 endowment will benefit both undergraduate and graduate students.

"Students need to be prepared to adapt to the changes in today's business climate," Holmberg, a 2009 recipient of the UT Dallas Distinguished Alumni Award and 2003 recipient of a JSOM Distinguished Alumni Award, says. "The Jindal School does remarkably well in that area, as evidenced by [its] prominent rise in national rankings. Giving back to the school is a significant way that I can continue that momentum and ensure students' future success."

According to Holmberg, the problem-solving skills and core disciplines he learned as a student come into play daily as he manages HVHC, a \$1.4 billion eye-care leader. The company



David Holmberg

includes nearly 600 Visionworks retail stores in 39 states, as well as Davis Vision, an insurance provider serving more than 50 million individual members and major clients like General Motors, NYPD and the City of Chicago.

HVHC's production facility in Schertz, Texas, outside San Antonio, produces about 8,000 pairs of custom-designed glasses daily and more than 2 million each year. Each pair is sent to

the customer within 72 hours. The planning required to orchestrate such an expansive operation is what makes Holmberg thankful for the education he received at JSOM.

"I know that my current success is a direct result of what I learned at UT Dallas," he says.

"It's a privilege to give in such a way that enables the school to recruit additional high-caliber faculty, support student achievement and pursue excellence in its academic programs."

Last November, Holmberg hosted an alumni reception for UT Dallas President David E. Daniel in San Antonio, which is home to nearly 500 UT Dallas alumni. Everyone in attendance received a pair of designer sunglasses, courtesy of Holmberg.

OBITUARY



**Geraldine (Deena) MacDonald Andrus**, MBA 1996, died November 22, 2011, in Cumru Township, Pennsylvania. She is survived by her husband, Edward (Ted) Andrus, and their son, Mark. Deena received her undergraduate degree in 1986 from Villanova University. While there, she was a member of the NCAA-level swim team.

Deena worked in sales prior to earning her MBA. Afterward, she worked as a product sales manager for a variety of medical hardware sales companies. She first worked for B. Braun Medical Inc. (infusion pumps) in Carrollton, Texas; then Ansell Perry (latex gloves); and later Sharpint (surgical instruments) in Pennsylvania. She subsequently stayed at home to raise her son but continued swimming and running. Her husband says she completed a 50-K ultra marathon one month before she died. Married for 25 years, Ted says what he will remember most about Deana is her smile, her sense of humor and the niceness she showed to others, especially new people.



**Michael Thomas Neubert**, BS 2008, died November 11, 2012. Michael was born January 27, 1987. He is survived by his parents, Thomas and Beverly Neubert; his brother Matt, sister Katy and his grandparents, Shirley Pierce and Marge Neubert. He worked as a software analyst at Accenture in San Antonio.

Thomas Neubert says his son was an avid ice hockey player. He played in high school and continued at the club level in college, first at Colorado State University, then at UT San Antonio and finally at UT Dallas, where he organized and started UTD's roller hockey and ice hockey clubs.

He was an outdoorsman and enjoyed rock climbing and mountain biking. He was also an animal lover. His father said Michael had recently adopted a shelter boxer puppy, which his parents are now raising.

Memorial contributions can be made in Michael's name to the Mobile Loaves and Fishes ministry at St. Francis of Assisi Catholic Church, 4201 De Zavala Road, San Antonio, TX 78249.

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\* Deceased  
**CAPRI** - Center for the Analysis of Property Rights and Innovation

**CFSI** - Center for Finance Strategy Innovation  
**C4iSN** - Center for Intelligent Supply Networks

**GLEMBA** - Global Leadership Executive MBA  
**ISOM** - Information Systems and Operations Management

**KEY**

**IAEP** - Internal Auditing Education Partnership  
**ICDRiA** - International Center for Decision and Risk Analysis

**IECG** - Institute for Excellence in Corporate Governance  
**IIE** - Institute for Innovation and Entrepreneurship