

THE SCHOOL OF MANAGEMENT

THE UNIVERSITY OF TEXAS AT DALLAS



FUNDAMENTAL ASSETS:



10
YEARS OF MANAGEMENT FOCUS





Hasan Pirkul, Ph.D.
Dean, School of Management

MESSAGE FROM THE DEAN

This 10th anniversary issue of *MANAGEMENT* not only celebrates a decade of telling our story through this publication but also introduces a new feature highlighting research conducted at The University of Texas at Dallas School of Management (SOM).

We are launching this new feature to share SOM research that has significant and practical applications to current business problems. Our goal is to give our readers — many of whom are business people, CEOs and community leaders — something in each issue that has significant implications for the practice of business. Highlighting SOM's faculty research initiatives serves to demonstrate that research is a fundamental building block of higher education, one that complements the other basic element, classroom teaching. Recognizing the two are integral to each other is important to a business school's success. That is, the more we research various aspects of management, the better our understanding and practice of management will be, and the better education we will be able to provide our students.

The lead story in this issue highlights SOM's Professional MBA Program. It is one of the most successful MBA programs in Texas. Not only is it the largest graduate program on the UT Dallas campus, but it is also one of the largest MBA programs, in terms of enrollment, in the state. As the story's profiles of students and alumni show, the popularity of the program is due in part to its flexible

scheduling, with all core courses offered both on campus and online every semester and 100 electives available every academic year. A reflection of the Professional MBA Program's success is in the graduation rate of its students; 80 percent who begin the program successfully complete it.

Another article that features several outstanding undergraduates speaks to the quality of SOM's undergraduate program. Many of these students participate in our Management Honors Program, which offers the types of curriculum enrichment such top young scholars welcome. Their impressive achievements vary from serving as the editor of the UT Dallas student newspaper and winning an internship with the *Wall Street Journal* to contributing to campus life through UT Dallas' world-class chess team and such student organizations as Students in Free Enterprise to performing community service by tutoring at area elementary schools.

SOM's emphasis on faculty research is not only enhancing the classroom education we provide but also bringing our school national and international recognition. The UTD Top 100 Business Schools Research Rankings, released in March, show us in 32nd place over the last five years. What is more impressive is that, when we consider a shorter time period since 2004, our faculty's research productivity is ranked 20th overall, indicating very significant progress in recent years. Furthermore, since 2004, we are tied for second place in information systems research, fourth place in operations management research, and seventh place in management science and operations research.

Likewise, our academic degree programs are beginning to be recognized for their high quality. *Financial Times* lists the UT Dallas Executive MBA (EMBA) Program 22nd in the nation. *U.S. News & World Report* ranks our full-time Cohort MBA Program as the top fulltime MBA program in North Texas and 26th in the nation among public colleges and universities. It is among the top programs in the nation with regard to the grade-point averages of its incoming students. In addition, our school is recognized by *Financial Times* as among the top online MBA providers in the world through our online programs — Global MBA Online, Global Leadership Executive MBA and Project Management.

As we continue to develop our school, achievements such as those outlined above show we are fast becoming one of the best public business schools in the nation. We welcome your input, and we thank you for your continuing support.

Best wishes,

A handwritten signature in black ink that reads "Hasan Pirkul." The signature is written in a cursive, flowing style.

Visit our site on the World Wide Web

<http://som.utdallas.edu>

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THE UNIVERSITY OF TEXAS AT DALLAS

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Professional MBA Program

John H. Ostlick

The Professional MBA is a core element of the SOM. Many students work full time and attend classes part time. Their determination to succeed matches the school's effort to give them the best in essential management education.

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SOM attracts more undergraduates than any other school on campus, and those introduced here are outstanding examples of giving the best to and getting the best from UT Dallas.



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PROFESSIONAL
MBA PROGRAM

pillar of
the SOM
community

The allure of a Master of Business Administration degree is evident in the raw numbers it generates. A little more than 100,000 graduates earn an MBA each year in the United States.

When choosing to enroll in an MBA program, most students allow that advanced degrees have almost become a requirement for anyone wanting to progress to a high-level job in a corporation today.

“People generally pursue an MBA for two reasons,” explains Steve Perkins, Ph.D., associate dean for School of Management (SOM) masters programs at The University of Texas at Dallas (UT Dallas). “To enhance what they are already doing or to switch into another area within the corporation, which they’ll do by adding a graduate degree in business to their engineering degree, for example, and work experience. The flexibility of our MBA [programs] works for both those types of people.”

“The MBA is the largest graduate program at UT Dallas,” Dr. Perkins notes, and the Professional MBA Program is the linchpin of SOM’s high-quality, innovative management education.

The Professional program is designed for students attending school part time, with most classes meeting in the evening. Students cite program strengths: convenient location; high quality faculty, course design, and facilities; affordability; and flexibility. One of the most flexible aspects is provided by SOM’s Global MBA Online Program, which makes all of the course work of the Professional MBA Program available via distance learning classes. Students can take part or all of their course work via the online classes, which are taught by the same faculty and are mirror-image versions of the on-campus classes.





Students in the SOM Professional MBA Program have enrolled because this top-draw curriculum offers a top-drawer education.

By
John H.
Ostdick

A 2004 curriculum revision enhanced flexibility by broadening the program's scope and enriching its concentrations in entrepreneurship, leadership, and health-care management.

"We tend to graduate about 80 percent of the people who start," Dr. Perkins says, "which is pretty good for a part-time program."

The students who enroll in SOM's Professional MBA Program are as diverse as their ambitions. Their diversity, strength of purpose, and belief in education power the program. It is an SOM fundamental asset, as are the students themselves, a few of whom, past and present, are introduced here:

Allan Derum: back to school — big time!

Allan Derum regrets letting 20 years pass between earning his Bachelor of Business Administration degree in accounting and finance from SMU and beginning graduate work at The UT Dallas School of Management, but he is making up for lost time, pursuing both an MS in accounting and an MBA.

Mr. Derum, whose experience ranges from an auditor for the City of Dallas to a financial analyst with Electronic Data Systems, "wanted to go to graduate school for about 10 years but either worked too much or traveled too much to do it." In 2003, he found himself unemployed — "like about half of my neighborhood" — and decided the time was right.

"I spent eight weeks driving through Canada and the Northeast looking at graduate schools," he recalls. "But in the end, I decided that UT Dallas is a good school, close to home, and has the advantage of



(Left to right) MBA students Allan Derum, Raghu Mallepalli, Josh Langdon, and SOM Associate Dean for Master's Programs Steve Perkins, Ph.D.

Currently taking seven hours a semester in a finance concentration, he expects to graduate in the summer of 2009.

Mr. Langdon believes pursuing an MBA with a finance concentration should improve his marketability and earning power. Pursuing an MBA isn't merely a credentials thing, however. His wife has a master's degree, and he feels it is an important step in his career and will set an example for his eight-month-old child that education is important.

Throughout his career, Mr. Langdon has taken advantage of company training opportunities to improve his skills.

"I have a certain work ethic from being raised in the Midwest, so the way I do my work hasn't changed,"

he says. "I do look at my job in a different light because of some of the courses I've taken. I've used a significant number of examples from my organizational behavior [classes] in my job."

Bottom line, his mission is "realizing and maximizing my potential," and the UT Dallas Professional MBA Program is helping him do that.

Raghu Mallepalli: well-connected to different views

Hyderabad, India-born Raghu Mallepalli faced a stiff challenge when he entered the United States in 1991 — the brutal South Dakota weather was quite a new world for him.

"I was shocked," Mr. Mallepalli recalls.

The 37-year-old financial analyst for collaboration and business intelligence applications at Mary Kay can laugh about that first impression now, after earning an MS in Chemical Engineering from the South Dakota School of Mines and Technology and spending more than 10 years in software development across various industries from retail and telecommunications to direct selling.

A desire to broaden his knowledge base brought Mr. Mallepalli to the UT Dallas MBA program. "My engineering degrees give me a strong problem-solving and analytical background," he explains. "I was leading a lot of software development projects, primarily on the technology

state tuition rates. It was too good of a deal to pass up."

Mr. Derum anticipates graduating in 2008. "Normally, I take two classes a semester, so it has taken me years to finish," he says. "It is difficult to juggle work, travel, school, mortgage, family, etc. Often something has to give."

Career counseling services at UT Dallas have helped, making a connection with his present job at the City of Dallas. Currently, he is working a series of contract consulting positions while he finishes his degree.

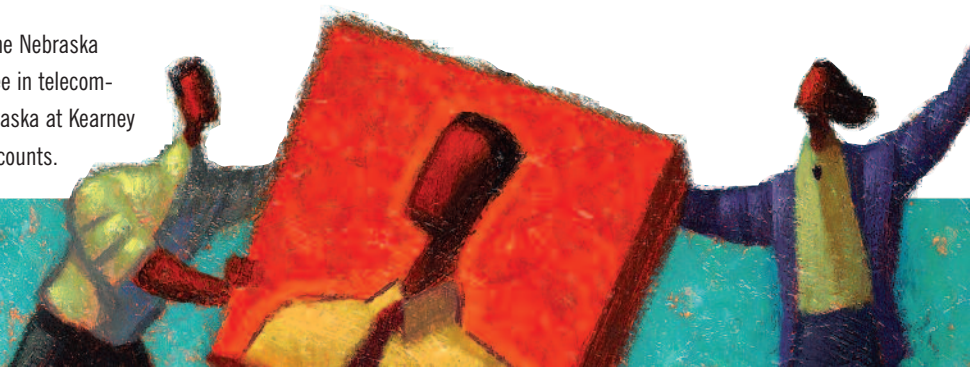
"I spent the last three years as an on-campus student, but because of job demands that has become very inconvenient," he says. "I almost have my master's in accounting finished, and I am more than halfway finished on my MBA. I've switched to being an online student. I don't have as much classmate interaction,... but it's working out."

Josh Langdon: not just a credentials thing

The company that recruited Greeley, Colorado-born Josh Langdon to Texas may have faded into merger mania history, but his determination to improve himself has not.

The 30-year-old circuit design professional watched his company, which is now Verizon Business in Richardson, go through numerous changes. "I felt that I needed to continue my education, and since my company pays for it, pursuing an MBA is the perfect way to improve myself."

Mr. Langdon, who honed his leadership skills in the Nebraska Army National Guard and earned his bachelor's degree in telecommunications management from the University of Nebraska at Kearney in 2001, manages more than 40 Verizon Business accounts.



side. I wanted to get a broader perspective on marketing and finance, and how they affect each other.”

The experience has lived up to his expectations.

“UT Dallas has strong industry connections,” he explains. “I go to school with regular full-time MBA students, CIOs [chief information officers], and VPs. That gives me an opportunity to learn from different views on how people look at the business.”

Mr. Mallepolli, who expects to graduate in fall 2007, is concentrating on international management. The financial analyst, who earned his Bachelor of Science degree in chemical engineering from Osmania University in his native country, plans to go back to India some day, and wants to be well-equipped to operate in the global economy.

Neil Farquharson: RAZOR SHARP ONCE MORE

A visit with friends in Allen, Texas, during the Thanksgiving holidays in 2002 opened up a new chapter in Neil Farquharson's life.

Born in Scotland, Mr. Farquharson graduated from the University of Glasgow in 1991 with an honors degree in electrical engineering. He spent the ensuing years working in manufacturing, managing the production of goods as disparate as shielded thermocouples and chocolate bars.

In 2002, “I was thinking of making a change, specifically [getting] an MBA in marketing or business development,” he recalls. “I was doing well as an operations manager, but it was very stressful and I was not really using my brain. I once had been smart, sharp as a

razor, but I was so busy dealing with pressure that cobwebs had formed.”

During his visit, his best friend's wife asked him why he didn't get an MBA in Texas.

“During the 10 days I was here, I met a couple of people who had attended The School of Management; I visited the campus, and came away with a good feeling,” he says. “The multiculturalism of UT Dallas really attracted me.”

He graduated in August 2005, with a concentration in marketing. “I was slow for the first three or four weeks, but then the memory muscles started to work again,” he recalls, chuckling. “I wasn't so stupid anymore.”

Alcatel-Lucent's Optics Division agreed, hiring him four months before he graduated. He finds his job as marketing manager — promoting the company's state-of-the-art optical transport and enterprise access solutions — rewarding.

“I'm very much enjoying all the productive time I have and what I'm achieving.”



Career Aids

SOM students have access to two career offices, the SOM Career Management Center (CMC), on the second floor of the SOM Building, and the UT Dallas Career Center, on the lower level of the McDermott Library. The two offices work in tandem to serve the SOM population; all current SOM students may access the services of both centers at no charge. The SOM Career Management Center focuses on options and resources to meet the specific needs of MBA and other graduate business students. However, all School of Management students can benefit from the SOM CMC services. More information on the SOM Career Management Center is available at <http://som.utdallas.edu/career/>. For more information on the UT Dallas Career Center, visit www.utdallas.edu/career/.



Kevin Rockecharlie: MAKING THE MOST OF HIS MBA EXPERIENCE

Kevin Rockecharlie watched the world change while he was earning his MBA at UT Dallas. And he changed with it.

Raised in Houston, Mr. Rockecharlie graduated from Texas Tech University with a Bachelor of Business Administration degree in management information systems and worked for five years before deciding to pursue an MBA in 2001. Today, the IT [information technology] audit manager at TravisWolff and Company, a Dallas-based accounting firm, shares his more than 10 years of experience, providing IT services in a wide range of industries. He also shares his experience and broadened perspective with incoming MBA students during UT Dallas orientation sessions.

He recalls that while he was at SOM “the syllabus evolved from a handout to an online tool. And the construction of the business building created a lot of excitement.”

His work experience resonated with classroom lessons. “I was taking an organizational behavior class at a time when the organization I



Kevin Rochecharlie

was with was undergoing drastic change,” he says. “The behavior and strategies I was watching playing out at work tied in dramatically to what I was learning in school.”

As the Telecom Corridor experienced a gut-wrenching thinning, Mr. Rochecharlie reached out to the career center and faculty, and along with three other students founded the MBA

Society in 2003. The society, which hosted its first Graduate Business and MBA Career Fair in 2004, has grown to more than 50 members and contributes significantly to the quality of the MBA experience.

“We’re all busy, we have jobs and family, but we had a theme that ‘you get out what you put in,’” he says. “I’m a big believer in that. I put in a lot at UT Dallas and got a lot out of it—strong connections and what will be lifelong friends.”

Dabney Sellars: Young, Different and Done with Her MBA

Garland-born Dabney Sellars figures that she is one of the most atypical MBA graduates you will find at UT Dallas, and that is just fine with her.

Since she pursued an MBA immediately after completing her undergraduate degree at UT Dallas, the 24-year-old Rockwall-Heath High School business teacher had few work experiences in common with her mostly older classmates. Before starting her teaching job in the fall, she had handled staffing for a local cheerleading supply company, which had virtually no global business.

“I was younger than most of my classmates, and my career was quite different,” Ms. Sellars explains. “Occasionally, those differences were a bit of a problem, as a lot of my classes would be talking about international issues and how your company related globally. I had little point of reference for most of that, and sometimes that was a hindrance.”

Ms. Sellars decided to plunge right into the MBA program, finishing in two years. She graduated in December 2006.

“I started off in the classroom and switched to online classes two or three semesters into it,” she says. “It was important to me to complete my MBA before getting married and having kids.”

While the students in her Rockwall-Heath computer-related courses reap the benefits of the MBA concepts she sprinkles into class, Ms. Sellars



Dabney Sellars

Just the Facts: Professional MBA Program Details

The University of Texas at Dallas Professional MBA Program, one of the largest in Texas, appeals to a diverse group of graduate students and practicing executives.

Part of the appeal is no doubt attributable to the fact that the program is designed for part-time students who also hold down jobs. Most on-campus classes meet at night, and online courses offer another learning alternative.

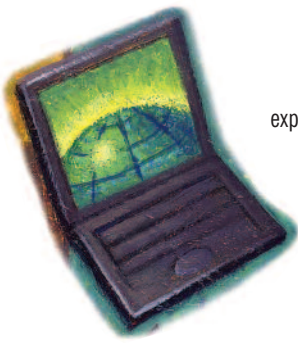
But Steve Perkins, Ph.D., associate dean for School of Management (SOM) masters programs, notes that the program’s appeal also stems from the fact that “we build connections with the students and the Dallas-area companies they work for.”

One way this happens, Dr. Perkins says, is by offering the MBA in flexible, convenient formats. All core courses are offered every semester, and about 100 electives are available per academic year.

More than 4,000 UT Dallas students have earned an MBA since the program’s inception in 1983.

The current MBA degree, which consists of 29 hours of required core courses and 24 hours of elective course work, may include an optional concentration in a selected area of business study.

A distance learning program, the Global MBA Online (GMBA), offers all core and elective courses online. Both on-campus and online programs use the same curriculum and have the same admission and



expects to take on new challenges in the future.

“I really enjoy teaching, but I think I may spend some time in the business world for a while, and then come back to teaching,” she says.

Her youth and the MBA in her pocket offer significant advantages to that plan.

Debra Hartman and the global MBA online

Distance learning is growing because of both need and convenience.

In Debra Hartman’s case, SOM’s Global MBA Online Program made pursuing an MBA possible — and practical.

After graduating from high school in Jamestown, North Dakota, Ms. Hartman married, started a family and moved to Wyoming. After several years of real-world work experience, the family moved to College Station, Texas, so that she could pursue a Bachelor of Science degree in chemical engineering from Texas A&M University. Upon graduating, she joined a multinational chemical company and worked there for the next 12 years, in process engineering, production engineering, energy management and operations management.

“When I finally decided to pursue my MBA, I was living in a rural area and the nearest university was more than an hour away,” the 43-year-old mother of two grown children explains. She currently lives in McLean, Texas, in the Texas Panhandle, 75 miles east of Amarillo.

Rather than spending time traveling to classes, she started asking about online MBA programs. Several people at the chemical company she worked for were familiar with the UT Dallas Global MBA Online Program, which offers SOM’s Professional MBA totally online.

In January 2005, Ms. Hartman enrolled. In August of that year, she joined DuPont as a Six Sigma black belt. By February of this year, she was promoted to operations area manager while continuing her MBA with a concentration in international business.

“If this program did not exist, I would not be pursuing my MBA at this time,” she says. “I am able to travel with work, participate in the class asynchronously with my classmates and fit it into real life. And I still learn as much as I would in a classroom environment.”

Ms. Hartman notes that she finds a similar camaraderie to that found in the classroom.

“I’ve corresponded quite frequently with various classmates even though I’ve never met them,” she says. Several students in her international marketing and cross-cultural management course, for example, are living or have lived outside the United States, and their personal perspectives on the topics bring a lot to the courses.

“I work in global corporations, and I need to understand and recognize the value of diversity,” she explains, adding that she is gaining the broad knowledge base in business practices across the globe she needs for her career through her MBA studies. ⚙️



Debra Hartman

graduation requirements as the school’s full-time, daytime MBA program.

For the Fall 2006 term, Professional MBA and GMBA students comprised 992 of the university’s 14,523 students. Sixty-four percent of those almost 1,000 students are male, and slightly more than one-third are single. On average, these students are 31 years old and carry seven hours of classes per semester. Slightly less than 25 percent are on the GMBA track; the average age there is also 31. Typically, these students complete their MBA within three years.

The Professional MBA Program is comprised of 25 percent international students. Ten percent list Taiwan as their native country, followed by 10 percent India, and 2 percent China. Eighteen percent of the stu-

dents are Asian-American, 6 percent are Hispanic, and 4 percent are African-American.

The average Graduate Management Admissions Test (GMAT) score was 549 for the 155 part-time MBA students newly enrolled last fall. (The GMAT is a standardized examination for determining aptitude to succeed academically in graduate business studies.) In comparison in 2004-2005, the median score at 221 U.S. accredited institutions that responded to an Association to Advance Collegiate Schools of Business — AACSB International survey was 540.

About 80 percent of all students who start the Professional MBA Program graduate from it, Dr. Perkins says. ⚙️



Management Research

FRONTIERS



FOUR FACULTY MEMBERS DISCUSS, IN THEIR OWN WORDS, THEIR CURRENT RESEARCH AND HOW IT MAY AFFECT BUSINESS.

The University of Texas at Dallas School of Management has been recognized as one of the nation's best schools for academic research. With the introduction of "Management Research Frontiers," readers can get a closer look at some of that research.

"Research is an important part of a business school," SOM Dean Hasan Pirkul, Ph.D. says. "A critical part of our mission is to conduct research that will improve and forward the state of the art in management."

With abstracts written by faculty members themselves, this new feature will not only focus on the research but on its significance and practical applications as well.

"Our readers are business people, CEOs and community leaders who enjoy learning about the kind of research being done here," Dean Pirkul says. "This feature is designed to give them something they can use in their day-to-day business."

"We've been very good at telling people what is going on at The School of Management," the dean says. "Now we are giving them that one more piece — something they can take with them and apply in business. We want to make sure that every issue gives them at least one thing that they can take with them and use immediately."

— Paula Felps

With an Eye to Capital Markets

TRADING STRATEGIES AND THE NET OF ACTUAL COSTS

By Ashiq Ali, Ph.D.

Academic literature has identified various trading strategies to take advantage of systematic mispricing in the stock market. An interesting question that follows is whether sophisticated investors can profitably implement such trading strategies. Several recent studies attempt to address this issue by comparing hypothetical returns from the trading strategies with estimates of trading costs that may be incurred when implementing the strategies. However, these studies provide mixed evidence primarily because they consider either different sets of trading costs or estimate the magnitude of the costs using different approaches. My research addresses the above concern by considering returns to these trading strategies net of *actual* rather than estimated transaction costs.

I show that actively managed equity mutual funds in the United States are able to make significant excess returns net of actual transaction costs by following two well-known trading strategies, the accruals anomaly and the post-earnings announcement drift. I find that the top 10 percent of mutual funds that most actively follow these strategies exhibit excess returns of 3 percent to 4 percent per year. I also find that mutual funds more active in using these strategies exhibit higher return volatility and higher fund flow volatility. These factors

represent the adverse consequences of arbitrage risk that funds face when they follow these strategies. Overall, my research findings provide portfolio managers considering such strategies a better idea of the related costs and benefits.

Related research that I am pursuing examines a new method to identify mutual funds that are likely to produce persistent superior performance in the future. This method considers mutual funds that have in the past actively and persistently followed trading strategies that have been shown in the literature to generate predictable returns. A potential practical value of this study is to offer investors a new tool to assist their fund selection decisions. This research is supported by The Institute for Quantitative Research (Inquire UK).



Ashiq Ali is Charles and Nancy Davidson Distinguished Professor of Accounting and Information Management. He researches the role of financial accounting information within the capital markets. He earned the Executive MBA Distinguished Faculty Award in 2002 at the University of Arizona. He received his Ph.D. in 1987 from Columbia University.



Valuable, Rare Resources, or Really Big Vanity Plates?

MARKET REACTIONS TO ANNOUNCEMENTS OF STADIUM NAMING RIGHTS

By Gregory G. Dess, Ph.D.

For decades, major-league venues featured either the stadium owner's name or a locality-based identifying moniker (for example, Wrigley Field in Chicago and Texas Stadium near Dallas).

This changed in 1973 when Rich Foods agreed to a 25-year naming agreement for the football stadium used by the Buffalo Bills. And, in 1987, Great Western Financial agreed to pay \$15 million for 15 years to put its name on the Forum, the home of the Los Angeles Lakers. Clearly, the pace has picked up, and today approximately 62 major-league stadiums feature corporate names.

Recently, the media has challenged the economic merits of the enhanced reputation and visibility associated with these agreements. After all, 70 percent of these agreements also provide corporate executives with the use of a luxury suite for entertainment purposes. Critics suggest that such issues were driven largely by a desire for perquisite consumption, as opposed to the acquisition of a valuable and scarce resource. Thus, the central research question becomes: Was the decision to purchase a given naming right an appropriate acquisition decision,

or was the decision simply a case of executive trophy hunting in an attempt to enhance the executives' own stature and perquisites?

Employing a method termed "standard event method," my colleagues, Matt Gilley, Ph.D. (St. Mary's University) and Jay Janney, Ph.D. (University of Dayton), and I found a significant positive market reaction (stock price increase) to the announcements. Further, we found that whether or not the naming rights agreement included luxury suites had no significant difference on the market reaction to the announcements. Thus, we found that naming rights result less from agency problems (that is, a conflict between management and owners — stockholders) and more from the management team's desire to acquire a valuable and rare resource.

Gregory Dess holds the Andrew Cecil Endowed Chair and is an internationally recognized expert in business strategy. In addition to strategic management, his primary research interests center on entrepreneurship and knowledge management. He presently serves on the editorial board of *Strategic Management Journal* and *Journal of Business*

Venturing. He also is international strategic management editor for the *Journal of World Business*. In 2000, he was inducted as one of 33 charter members of the *Academy of Management Journal's* Hall of Fame. He received his Ph.D. in 1980 from the University of Washington.



"Today approximately 62 major-league stadiums feature corporate names."

— Gregory G. Dess, Ph.D.

Maximizing the Benefits of Shared Data

SHARING TRANSACTIONAL DATABASES ACROSS ORGANIZATIONS WHILE PRESERVING PRIVACY

By Sumit Sarkar, Ph.D.

Firms often share point-of-sale data with their business partners so they can identify and exploit underlying patterns of purchasing behavior for mutual benefit. However, sharing data can result in the unintended disclosure of confidential information (in the form of patterns — or relationships — in the data) of strategic relevance to the owner of the data. It is therefore necessary to hide sensitive relationships prior to sharing.

In the context of transactional data, these sensitive relationships often exist in the form of frequently occurring itemsets (subsets of items in the database). My research partner, Syam Menon, Ph.D., a School of Management assistant professor, and I present an effective approach for retaining as many nonsensitive itemsets as possible, while hiding the sensitive ones, so that the data being shared remains as rich in information content as possible. This ensures that the firms sharing the data can extract the maximum benefit from them without the risk of revealing confidential information.

Our work (“Minimizing Information Loss and Preserving Privacy,” *Management Science*, pp. 102-116, Vol. 53, No. 1, January 2007) focuses on the hiding of sensitive itemsets, which is usually achieved by altering appropriate transactions (called sanitization) so that they no longer support the sensitive itemsets.

To maximize the utility of the shared data, disclosure risk should be controlled (by hiding sensitive itemsets) with minimal loss of useful information.

The most commonly used measure of information loss is the number of nonsensitive itemsets that are concealed in the process of hiding the sensitive ones (Verykios et al. 2004, Oliveira and Zaiane 2002). Menon et al. (2005) propose the accuracy of the sanitized database as an alternative measure of quality to effect the hiding of sensitive itemsets. In our work, we focus on situations where the parties involved share data for mutual benefit, and where the receiver of the data shares their mining threshold with the owner. In general, the receiver of the data has no incentive to misrepresent its mining threshold. It is, however, important to note that the data owner has to solve this problem irrespective of whether the receiver provides the true value of its mining threshold.

Sumit Sarkar is Ashbel Smith Professor of Information Systems. He conducts research on personalization and recommendation technologies, data privacy and confidentiality, the reconciliation of data from multiple sources, software release, and data quality. He received his Ph.D. from the University of Rochester in 1991. He currently serves as a senior editor for *Information Systems Research* and is on the editorial boards of *Management Science* and *Information Technology and Management*.

“Firms sharing the data can extract the maximum benefit from them without the risk of revealing confidential information.”

— Sumit Sarkar, Ph.D.



INCOMPLETE INVENTORY INFORMATION: THE NEXT CHALLENGE IN INVENTORY CONTROL

By Suresh P. Sethi, Ph.D.

Inventory control is one of the most important topics in management science. A systematic analysis of inventory problems began with the development of the classical Economic Order Quantity formula in 1913. Since then, an enormous amount of literature has accumulated on inventory control problems. One of the critical assumptions in this vast literature has been that the current level of inventory is fully observed. Some of the most celebrated results such as optimality of base-stock or (s, S) policies have been obtained under the assumption of full observation. Yet it is often the case in practice that the inventory level is only partially observed. Most of the well-known inventory policies are not only non-optimal, but also not usable in practice in partial observation environments.

The reasons for partial observation of the current inventory level are many. Inventory records or cash-register information differ from actual inventory because of a variety of factors including transaction errors, theft, spoilage, misplacement, unobserved lost demands and information delays. As a result, what are usually observed are surrogate measures such as cash-register records and rain checks, also called signals related to the inventory level. At best, these relations may provide only the probability distribution of current inventory level. Therefore, the relevant state in the inventory control problems is not the current inventory level but rather its

distribution given the observed signals. Thus, the analysis for finding optimal production or ordering policies takes place generally in the space of distributions.

With support from National Science Foundation and Texas Advanced Research Program, [SOM Professors] Alain Bensoussan, Ph.D., Metin Çakanyildirim, Ph.D., and I are developing methods for analysis of inventory

control problems with incomplete information. This research can be used to lower inventory management cost and increase revenue for manufacturers and retailers where prevailing circumstances lead to inaccurate inventory records. Also, the research can be used to justify investments into technologies such as radio frequency identification (RFID) that can help provide better inventory records.



Suresh P. Sethi is Charles and Nancy Davidson Distinguished Professor of Operations Management and director of the Center for Intelligent Supply Networks at The University of Texas at Dallas. He has written five books and published more than 300 research papers in the fields of manufacturing and operations management, finance and economics, marketing, and optimization theory. Recent honors include: POMS Fellow (2005), INFORMS Fellow (2003), AAAS Fellow (2003), IEEE Fellow (2001). Two conferences were organized and two books edited in his honor in 2005-2006.



PAYING TRIBUTE TO PROFESSOR BASS

FAMILY, FRIENDS, COLLEAGUES AND FORMER STUDENTS GATHERED AT A UT DALLAS MEMORIAL SERVICE TO REMEMBER THE SCHOLAR HAILED AS ‘THE FATHER OF MARKETING SCIENCE.’

by JEANNE SPREIER

The slide show preceding the memorial service The University of Texas at Dallas held for Frank M. Bass, Ph.D., included images of the eminent professor as a toddler in a cowboy hat, as a high school football star, Navy recruit, brand-new college graduate, dapper young professor in a bow tie and glasses. They certainly didn't hint at his future as a world-renowned scholar.

The January 18 service, held in The School of Management's (SOM) Davidson Auditorium, gathered former and current students from across the nation to remember the man largely credited with turning the study of marketing into a science.

“Frank has had a profound effect on many of us individually and on our school as well,” said Hasan Pirkul, Ph.D., SOM's dean, in his opening remarks. “He was instrumental in bringing me to the school ... His belief in



UT Dallas President David E. Daniel, Ph. D., said the university was privileged to have had a scholar such as Frank Bass on the faculty.



Dr. Bass' success in leading others into his profession was highlighted at the memorial service. In all, 57 Ph.D. students came under his tutelage.

Former and current students gathered from across the nation to remember the man largely credited with turning the study of marketing into a science.

this school made a great difference over the years.”

David E. Daniel, Ph.D., president of UT Dallas, echoed Dean Pirkul's praise, noting Dr. Bass was “a warm and gentle man...one of the most impressive faculty members I've ever met....We feel enormously privileged to have had Frank Bass here on the faculty,” President Daniel said.

Dr. Bass, 79, died on December 1 of last year after a long battle with cancer. His SOM career, where he was the Eugene McDermott University of Texas System Professor of Management, spanned a quarter century. He arrived at UT Dallas in 1982, returning to his native Texas from Purdue University. He had taught for the previous 22 years at Purdue, where he developed the Bass Model. The model is a mathematical method used to predict sales and life cycles of various consumer products, including color television sets in the 1960s, wire-

less telephones and disposable diapers in the 1980s and, more recently, digital satellite radio. The model led to his nomination for a Nobel Prize and earned him international recognition.

In the Netherlands, the University of Groningen created the Frank M. Bass Chair in 2005. The same year, the University of South Australia in Adelaide changed the name of its Marketing Science Centre to the Ehrenberg-Bass Institute for Marketing Science to honor Dr. Bass and Professor Andrew Ehrenberg, a London-based specialist in buyer behavior. The institute established a curriculum built around some of Dr. Bass' research.

Dr. Bass was “a warm and gentle man...one of the most impressive faculty members I've ever met.”

— UT Dallas President David E. Daniel, Ph. D.

A UT Dallas acoustical guitar ensemble provided soothing counterpoint to the words of fond memories at the January memorial service, where the spotlight was on Dr. Bass' many former students—now on the faculties at some of the nation's most prestigious business

schools. Donald R. Lehmann, Ph.D., the George E. Warren Professor of Business at Columbia Business School, was Dr. Bass' student "from the old Purdue days" and recalled with great warmth the "Bass Basement" discussion groups that met until the wee hours of the morning. Dr. Bass had hauled a chalkboard into his home's basement in West Lafayette, Indiana, and his students met there to discuss the emerging science of marketing. "Who else could make a basement an exciting place to go?" Dr. Lehmann noted.

And Dr. Lehmann spoke of "the multiplier effect" — something Dr. Bass was quite proud of — that he had helped usher into the teaching profession 57 Ph.D. students. "Look at the names of the students and of the students' students," Dr. Lehmann said. "He built programs at two universities; he built two centers of excellence."

SOM alum Dipak C. Jain, Ph.D. 1987, now dean of Northwestern University's Kellogg School of Management, is another of Dr. Bass' former students. "He treated me like a son," Dr. Jain said, recalling his own homesickness and personal lack of confidence as a young student. He said Dr. Bass was a mentor and guide, showing him "a Ph.D. is doable; it's something within your reach." He said he learned confidence — and garnered comfort — from Dr. Bass. "I always felt I was part of an extended family...When I reflect back and see where I am today, it's really due to his influence," Dr. Jain said.



Portia Isaacson Bass, Ph.D., spoke of the research initiatives she and her husband pursued together.

Portia Isaacson Bass, Ph.D., spoke of her husband's relentless pursuit of expanding the study of marketing. "Frank and I met through our research," she recalled at



Donald R. Lehmann, Ph.D., George E. Warren Professor of Business at Columbia Business School, recalled his doctoral student days when Dr. Bass was his professor.

the memorial service. "Our house became a research center." When he was diagnosed with cancer two years ago, she said he had eight papers in various stages of completion. "Nearly all are ready to go," she said. "Frank left me a lot of homework. For years to come, I know what I will be doing."

"I always felt I was part of an extended family. . . When I reflect back and see where I am today, it's really due to his influence."

— SOM alum and Northwestern University Kellogg School of Management Dean Dipak C. Jain, Ph.D.

Dr. Bass was born and grew up in Cuero, Texas, and was buried there last year. He earned his undergraduate degree at Southwestern University (1949), his MBA from The University of Texas (1950) and his doctorate from the University of Illinois (1954). In addition to his wife, he is survived by a son, Douglas Bass of Minnesota; two stepsons, Allen Isaacson and John Isaacson, both of Texas; and seven grandchildren. ⚙️

Hasan Pirkul, Ph.D., SOM Dean and Caruth Professor of Management Information Systems, welcomed guests to the conference opening session.



MARKETING SCIENCE CONFERENCE FORTIFIES THE BASS LEGACY

by PATRICIA SCHOCH

SCHOLARS WHO CONVENED AT UT DALLAS FULFILLED FRANK BASS' DREAM OF BRINGING STUDENTS AND EXPERTS TOGETHER TO TRADE IDEAS ABOUT THE RESEARCH FIELD HE HELPED CREATE.



With a portrait of Professor Bass in the background, conference participant Niladri Syam (left), Ph.D., assistant professor of marketing at the University of Houston, becomes acquainted with Vignesh Chockalingam, a UT Dallas School of Management doctoral student who studied with Dr. Bass.

During the last year of his life, senior School of Management faculty member Frank M. Bass, Ph.D., took an active role in planning a conference on the topic that was his enduring passion—marketing science. He hoped to create a venue where scholars in his field could share and exchange ideas. And, he wanted it to be a place where the doctoral students he loved to teach could rub shoulders with leading scholars as they began to plumb the depths of the principles of empirical generalization and apply them to such ideas as diffusion theory and buyer-choice modeling.



Raj Sethuraman, Ph.D., associate professor of marketing at Southern Methodist University, presented “TIE’ing Up Empirical Generalizations in Price Promotion Decisions,” a paper he co-authored with B.P.S. Murthi, Ph.D., associate professor of marketing at UT Dallas.

In March, just three months after his death, Dr. Bass’ hopes became reality when 75 prominent marketing science scholars from around the globe gathered at the UT Dallas

School of Management (SOM) for the Frank M. Bass Conference in Marketing Science.

The conference, held March 1 to 3, was sponsored by the INFORMS Society for Marketing Science, the Marketing Science Institute and SOM.

In remarks at the opening session, conference chairman Brian T. Ratchford, Ph.D., SOM’s Charles and Nancy Davidson Distinguished Professor of Marketing, noted that Dr. Bass would have been pleased to know that the 20 papers to be presented at the event dealt with his main research interests. “The topics of these papers also represent the areas of main interest in the field,” Dr. Ratchford told the audience. “That Frank’s research interests are the same as the main topics of interest in marketing science right now reflects the impact he had on the field and what the field owes to Frank Bass.”

The field of marketing science was not the only place where Dr. Bass, who was Eugene McDermott University of Texas System Professor of Management, made a lasting contribution, as SOM Dean Hasan Pirkul, Ph.D., pointed out in his welcome to conference attendees.

“Frank Bass came back to Texas to help build this school,” Dean Pirkul said, referring to Dr. Bass’ return to his

native Texas in 1982 after brilliant careers at Purdue and Ohio State universities. “His efforts made a great difference to those of us who came after him. We latecomers have been able to build upon the foundation he put down. We could always count on his support,” Dean Pirkul said.

“We are now enjoying the successes he helped bring about. I only wish he was here today to enjoy these successes with us. But, then again, maybe he is.”

Brian T. Ratchford, Ph.D., SOM’s Charles and Nancy Davidson Distinguished Professor of Marketing, chaired the Frank M. Bass Conference, which was held at The School of Management.



Steven M. Shugan, Ph.D., Russ Berrie Foundation Eminent Scholar in Marketing at the University of Florida and editor-in-chief of the journal *Marketing Science*, presented “People-Metrics for Pre-Concept Forecasting.” Professor Shugan’s co-authors on the paper are Deb Mitra, Ph.D., assistant professor of marketing at the University of Florida, and Yubo Chen, Ph.D., assistant professor of marketing at the University of Arizona.

PAPERS PRESENTED AT THE BASS MARKETING SCIENCE CONFERENCE

*Here is a list—in the order of delivery—of the
authors and the research they presented at the gathering.*

Steven M. Shugan and **Deb Mitra**, University of Florida; **Yubo Chen**, University of Arizona
“People-Metrics for Pre-Concept Forecasting”

Raj Sethuraman, Southern Methodist University, and **B.P.S. Murthi**, The University of Texas at Dallas
“TIE’ing up Empirical Generalizations in Price Promotion Decisions”

Sriram Venkataraman, Emory University; **Young-Hoon Park**, Cornell University; **Eric T. Bradlow**, University of Pennsylvania
“Spatio-Temporal Analysis of the Diffusion of Movies: An Exhibitor Level Analysis”

Xing Pan, Indiana University, and **Venkatesh Shankar**, Texas A&M University
“A Meta Analysis of Regular Price, Deal and Promotional Price Elasticities: Theoretical and Empirical Analyses”

Harikesh Nair, Stanford University; **Puneet Manchanda**, University of Chicago; **Tulika Bhatia**, Rutgers University
“Asymmetric Peer Effects in Physician Prescription Behavior: The Role of Opinion Leaders”

Lopo L. Rego, University of Iowa; **Claes G. Fornell**, University of Michigan, and **Neil A. Morgan**, Indiana University
“The Customer Satisfaction-Market Share Relationship: Empirical Generalizations and Marketing Implications”

Demetrios Vakratsas and **Ceren Kolsarici**, McGill University
“The Effects of Generic and Branded Advertising Messages for a New Prescription Pharmaceutical: Assessment of a ‘Regulation Experiment’”

Deepa Chandrasekaran and **Gerard J. Tellis**, University of Southern California
“Catch-up and Slowdown: Generalizations about the Global Adoption of New Products”

Andrew Ching and **Masakazu Ishihara**, University of Toronto
“The Effects of Detailing on Prescribing Decisions Under Quality Uncertainty”

Nobuhiko Terui and **Masataka Ban**, Tohoku University, Japan
“Modeling Heterogeneous Effective Advertising Stock Using Single Source Data”

Marc Fischer and **Sönke Albers**, Christian-Albrechts University, Kiel, Germany
“Patient- or Physician-Oriented Marketing: What Drives Primary Demand for Prescription Drugs?”

Peter T.L. Popkowske Leszczye and **Dawit Zerom**, University of Alberta
“A Semi-Parametric Investigation of the Effect of Reserve Prices on Selling Prices: Empirical Evidence from Identical Items on eBay”

Manoj Agarwal, Binghamton University; **Pradeep Chintagunta**, University of Chicago; **S. Sriram**, University of Connecticut
“Investigating the Adoption of Technology Products Across Two Related Categories”

Hirokazu Takada, Baruch College, and **Kaichi Saito**, Nihon University
“Toward an Empirical Generalization: Modeling Dynamic Co-diffusion Processes of Seemingly Unrelated Innovations: Capturing the Complex Adoption Behavior of Innovations”

Byron Sharp, **Malcolm Wright**, **Erica Riebe** and **Jenni Romaniuk**, University of South Australia
“Bass Downunder”

Hai Che, University of California, Berkeley, and **P. B. Seetharaman**, Rice University
“Speed of Replacement: Modeling Brand Loyalty Using Last-Move Data”

Antonio Ladron de Guevara, Universitat Pompeu Fabra, Spain; **Anita Elberse**, Harvard University; **William P. Putsis**, University of North Carolina
“Diffusion of Complementary Products with Network Effects: A Model and Application”

Zhiqiang Zheng, University of Texas at Dallas, and **Peter Fader**, University of Pennsylvania
“Inferring Competitive Measures from Aggregate Data: Information Sharing Using Stochastic Models”

Renana Peres, Hebrew University of Jerusalem; **Eitan Muller**, New York and Tel Aviv universities; **Barak Libai**, Tel Aviv University
“The Diffusion of Services”

Sanjog Misra, **Dan Horsky** and **Sangwoo Shin**, University of Rochester
“Disentangling Preferences, Inertia and Learning in Branch Choice Models”



Terry Conner, partner, Haynes and Boone, LLP

A Decade of Positive Outcomes

Haynes and Boone's 10-year partnership with The School of Management has led to innovation, a joint commitment to research excellence and lasting friendship.

By Paula Felps

W

ith expertise in business law, the Dallas-based law firm Haynes and Boone, LLP, has good reason to show interest in The University of Texas at Dallas School of Management (SOM).

"Throughout our law firm, supporting education in Texas is a principal theme," explains Terry Conner, a partner in the firm who specializes in finance, outsourcing and technology contracts. "We support education in

The School of Management

general but have been particularly supportive of UTD.”

Haynes and Boone, which began with a handful of lawyers in 1970, has expanded into one of the country’s largest and fastest-growing law firms and is the fourth-largest law firm in Texas. Today, with more than 450 lawyers in 10 offices that include locations in Moscow and Mexico City, the Dallas-based company now includes 35 major practice areas. Dallas is home to more than 200 associates and partners.

For the past decade, members of the firm have been active with UT Dallas, a tradition that Mr. Conner is proud to continue. He says connections the school and the law firm have established lead to positive outcomes for both.

Mr. Conner serves on the SOM Advisory Council and has worked closely with faculty member Constantine Konstans, Ph.D., in developing SOM’s Institute for Excellence in Corporate Governance. Mr. Conner also has taught a business law class as part of the Executive MBA Program and served on committees for distance learning and executive education.

Advisory council members “serve as ambassadors for UT Dallas in the community,” Mr. Conner says. “We are informed about what’s happening at The School of Management, and we are able to take that out into the community and let people know what the school does and what it offers.

“At the same time, we’re able to bring information from the business world back to the school. For example, we can talk to employers about what they are looking for in a business-school graduate, and the school, in turn, can reflect that in [its] curriculum.”

Haynes and Boone has shown its support by helping lobby state leaders to increase funding to UT Dallas as it strives to achieve Tier One status. Mike Boone and George Bramblett, both prominent partners of the law firm, were part of a group who appeared before state leaders in 2004 and successfully urged an increase in financial support for the university.

Presently, the goal is to raise \$100 million for UT Dallas annually — the minimum amount a 2004 report for the University of Texas System says Tier One schools spend each year on research — in about 10 years. For 2005-2006, UT Dallas garnered \$43 million for research funding. When UT Dallas reaches its goal, it will join two other schools in the state — The University of Texas at Austin and Texas A&M University — as Tier One institutions. More significantly, it will be the only school in North Texas with such status.

“UT Dallas was not the only school to receive funding as part of that effort, but we really did push for them to receive more support,”

Mr. Conner says. “UT Dallas has achieved great things, but now it needs money to attract the professors, conduct research and develop programs. It’s important, from a business standpoint, to support their efforts to do that.”

As a result, he said, the business community will reap rewards from UT Dallas. “The funding helps support the research that is important in various disciplines,” he continues. “Then, commercially, entrepreneurs or established companies can utilize that research and use it to build and create jobs. It’s something that will benefit the overall economic status of the community.”

What makes the partnership between Haynes and Boone and the school run so smoothly, Mr. Conner says, is that The School of Management is innovative and willing to listen. Mr. Conner serves on the Advisory Council Curriculum Committee, which recently provided updated recommendations.

“We had a good and active committee, which I had the honor to chair,” Mr. Conner says. The committee was asked to analyze how SOM’s “curriculum and educational strengths could be valuable in increasing internship and permanent placement of our students,” Mr. Conner says.


To do that, the committee focused on identifying key curriculum and program differentiators relevant to prospective employers making hiring decisions; validating the relevance of those differentiators; and confirming that the SOM offerings, in comparison with other schools’, truly are different.

“Though we started with a focus on curriculum strengths, we learned that overall program strengths, student characteristics and educational emphases were all important,” he says.

“We interviewed approximately 10 employers — including Ericsson, Intervoice, Deloitte and Exxon — in this process, so we had the opportunity to reiterate The School of Management’s strengths to those employers.”

The committee ultimately recommended that the school focus on marketing real strengths, informing faculty and students of companies’ hiring criteria, and emphasizing communication and interviewing skills. The group also suggested furthering relationships with area employers through additional interviews.

“The school knows education, and we and other council members know business,” Mr. Conner says. “Between the two of us, we strike a balance. They are very open to input, and we recognize the importance of what they’re teaching. There’s a strong mutual respect.

“We look forward to seeing where it goes from here.” 

LEADING THE WAY: Undergraduate All-Stars

SOM leads the campus in enrolling undergraduates, many of whom, in turn, are campus leaders.

BY JEANNE SPREIER

The School of Management's undergraduates present a force to contend with at The University of Texas at Dallas, not only because of their numbers but also because of their wide-ranging involvement in and contributions to all aspects of life on campus.

Enrollment data from the Spring 2007 semester show that slightly more than 25 percent of all UT Dallas undergrads—2,176—are enrolled in The School of Management (SOM). The next closest in size is the Erik Jonsson School of Engineering and Computer Science, which accounts for 17 percent of the nearly 8,600 undergraduates on campus.

Mary Chaffin, Ph.D., associate dean and college master for undergraduates at SOM, says that while growth in undergraduate population has been across the board in all UT Dallas schools, it has accelerated at SOM for several reasons. "We pick up students from both natural sciences and engineering," she says, pointing out that once undergraduates get to campus, they decide their initial plans for medicine or technical careers don't really dovetail with their interests and talents. "We've expanded our offerings," she notes, highlighting the finance degree and the three concentrations in business management—marketing, entrepreneurship and international business. These three concentrations address growing interests in the business world.

And, Dr. Chaffin says although there is no hard data to confirm this, she suspects that more students are selecting UT Dallas and its School of Management because the size of the campus allows them to pursue personal interests to an extent that might not be possible at larger state or private schools—whether those interests lie in athletics, chess or other extracurricular activities. Students have opportunities at UT Dallas to participate all four of their undergraduate years, she says.

Their participation pays off for the university. The scholarly achievements of undergraduates, their campus involvement, creative contributions, community service and more—both at SOM and elsewhere at UT Dallas—help shape the character of the institution. They are defining UT Dallas as a vibrant educational mainstay for North Texas.

Introductions to some of The School of Management's most noteworthy undergrads follow. Their stories reflect the possibilities, the accomplishments, the best spirit of UT Dallas.

Jeffrey Cornell

He liked this area and needed to save money. And for those reasons Jeffrey Cornell chose to attend UT Dallas.

Between scholarships and living at home in Plano, he could save a bundle. But what he found at UT Dallas was an environment that allowed him not



only to get the education he wanted — he received his finance degree this spring — but also to develop leadership skills that have benefited him as well as the university.

For several years, Mr. Cornell was active with the campus group Road Warriors, which brings together 40 to 60 students — campus residents and commuters — to take part in Dallas-area activities ranging from dinner at Medieval-Times to playing broomball. He was an Orientation Team Mentor one summer, helping new UT Dallas students and their parents get acclimated to the campus and the area. He was vice-president of both the Pre-Law Society and Students in Free Enterprise (SIFE), two campus-based professional groups. He landed an internship with the Center for American and International Law in Plano, an organization that provides continuing education for lawyers

students about car payments and disposable income. “If you skip one DVD and one Starbucks a week...you can buy a new laptop every year,” Mr. Cornell says. He tutors at his old elementary school and is applying to law school. He suspects he will leave Dallas to get his law degree but will not stay away forever. “I really, really, really like this area,” he says. “There’s a lot to do here. Anything I can do to promote it, I will.”

Olivia Nicole Huff

Although this San Antonio native, who expects to graduate in December with a degree in accounting and information management, could be perceived as a short-timer on campus, she still strives to improve the lives of University of Texas at Dallas students. Ms. Huff



SOM undergraduate standouts are (left to right) Olivia Nicole Huff, Dmitri Shneider, Iris Kuo, Lucas Shelton, and Jeffrey Cornell with Associate Dean for Undergraduate Programs and College Master Mary Chaffin, Ph.D.

and law enforcement officers. During his stint there, he helped the 70 international lawyers learn about the United States and Dallas. His assistance included introducing one young lawyer from Vietnam to roller coasters via a visit to Six Flags Over Texas.

With SIFE, which competes against other chapters nationally, Mr. Cornell worked on presentations to explain complex financial concepts to various audiences, including one presentation for university

is busy recruiting new members to The School of Management’s chapter of the National Association of Black Accountants (NABA) and working with UT Dallas administrators to start a track team. She also recently attended a conference to hone her leadership, fund-raising and conflict-resolution skills.

Ms. Huff arrived at UT Dallas as a freshman, planning to major in software engineering and dance. After learning dance wasn’t a degree

option and talking to a professor about her summer internship spent troubleshooting computer systems, it became clear she should switch to accounting. "It was a good decision for me," Ms. Huff says.

So was her choice of UT Dallas. "We had a very active freshman class," she recalls. And the size of the school was really good for her, with her largest class topping out at 100 students. Her friends attending larger state schools tell her of classes with upward of 500 students. At UT Dallas, "I can have that [one-to-one] relationship with the professor," she says.

Ms. Huff reactivated the campus chapter of NABA and through contacts made in that organization landed her postgraduate internship with KPMG, one of the nation's large accounting firms. After that, she plans to attend graduate school for a master's degree in accounting.

A member of UT Dallas' official dance team, the Power Dancers, for several years, Ms. Huff also has long-term plans to help teenage girls develop a successful vision of themselves by teaching them dance and life skills. "I want to be a role model for them," she says.



be at UT Austin, but it didn't work out that way. "UT Dallas offered me a good deal," she says, and her parents' power of persuasion helped her make the choice. "At the time, I wasn't excited. I really thought I was an Austin kind of person."

Now, seven semesters later, she knows she made the right choice. "I've gotten so many opportunities both in business and journalism," says Ms. Kuo, who was an Archer Fellow; editor of the campus newspaper, *The UTD Mercury*; had internships with several newspapers; and mentored students at two local public schools. She will be going to Hong Kong after graduation for an internship with the *Wall Street Journal*. This even though UT Dallas does not offer a degree in journalism. "I don't think I could have gotten [those opportunities] without all the resources here at UT Dallas," she says.

Ms. Kuo acknowledges that UT Dallas is primarily a commuter school but notes that beautification projects and building on campus is slowly transforming its image. She lived on campus most of her time at UT Dallas and through her various activities got to know many other students. "It's really nice to have that community of people you know and appreciate," she says.

This spring, Ms. Kuo graduated with two bachelor's degrees, one in business administration and one in art and performance. "This school is good for people willing to carve their own path," she says.

Iris Kuo

Ms. Kuo arrived at UT Dallas from another college campus. She graduated from the Texas Academy of Mathematics and Science, at the University of North Texas, a program open to high-school juniors and seniors. As an on-campus student there, she honed her math and science skills while earning dual credit that applied to high school and college graduation.

She applied to many universities and expected to



Lucas Shelton

To say Lucas Shelton ended up at UT Dallas because of an oversight is accurate. To say he has made the most of the experience to the benefit of himself and the university is an understatement. Mr. Shelton, who was ranked No. 4 in his graduating class at Lakeview Centennial High School in Garland, Texas, is only the second person from his extended family to graduate from college. So when he got an unsolicited scholarship offer from UT Dallas, he didn't know he needed to apply to

Other Outstanding School of

Giulia Ippolito: Graduates May 2009, BS in both business administration and biology. Organized the Rotaract Club, a branch of the Rotary International for young adults, on UT Dallas campus, and is chairman of the Management Honors Program (MHP).

Kim Allen: Graduates December 2007, BS in business administration. Member of MHP and editor of *A Modest Proposal*, an alternative student

publication; student ambassador (ambassadors are a select group that serve as liaisons between UT Dallas and the community); member of Campus Housing Advisory Committee.

Kelly Miaw: Graduated May 2007, BS in business administration; member of Collegium V, the campuswide honors program; Phi Alpha Delta, the pre-law fraternity, and has interned with the Collin County district attorney's office. Also a participant

in the Richardson Chamber of Commerce Women in Leadership Mentor Program.

Laura Hirshy: Graduated May 2007, BS in business administration and Bachelor of Arts in history. Member of MHP and Collegium V. Active in other campus groups including Habitat for Humanity; IDEA Club, a forum for discussing biological origins; and UT Dallas Destination Imagination Team.

the school — and be accepted — or that he could even apply to more than one college and get accepted to several before making a decision on where to attend. By the time he figured it all out — in June after his May graduation — scholarship money was gone and opportunities at other colleges had expired.

“I think this was a sort of experience where I’m not going to let it happen again,” says Mr. Shelton, who was president of Alpha Phi Omega, a service fraternity; services coordinator for the Management Honors Program; founder and president of the UT Dallas SIFE chapter; academic affairs chair of UT Dallas Student Government; and more.

At a bigger school he might have been a mere number, but “at UT Dallas, I’ve met with Dr. [David] Daniel. I’ve gotten to know Dr. [Mary] Chaffin pretty well,” says Mr. Shelton, referring to the UT Dallas president and the SOM associate dean and college master.

He also has furthered his education abroad. Mr. Shelton received a \$3,000 scholarship to study in China, a hotbed of international business innovation, and this semester he went to Poland and Estonia, promising markets on the international stage.

His work locally is having a national impact. He started the campus chapter of Up ‘til Dawn, a fund-raising drive for research at St. Jude Children’s Research Hospital.

Last year, through Alpha Phi Omega, he ran a science camp for 200 local public school students.

After earning his business administration degree this spring, Mr. Shelton will attend graduate school, for both an MBA and a law degree. Eventually he plans to get a doctorate in international policy. Not bad for someone who didn’t even know how to apply to college four years ago.



Dmitri Shneider

This New York resident was recruited to UT Dallas for one reason — to help maintain and bolster the national ranking of the university’s chess team. “They made me an offer I couldn’t refuse,” Mr. Shneider says, listing scholarships, an environment replete with other nationally ranked chess players, a university that puts money into its chess team and a faculty that understands he would miss classes to attend national and international tournaments.



He also earned the Samford Chess Fellowship of \$32,000, which allowed him to play chess at the highest levels on an international stage (he spent several months in Europe, for instance) and was one of 22 Archer Fellows selected from across Texas to spend a semester in Washington, D.C.

Mr. Shneider also has parlayed his chess skills into a local business he started with two other students a few years ago. BGS Chess originally taught chess in five local elementary schools and now has expanded its client list to 10. In addition, BGS Chess organizes tournaments and other events.

Being at UT Dallas has “definitely been interesting,” he says. “It’s totally different from New York, which is what I’m used to.” He likes the diversity of people on campus and in the organizations to which he belongs. The chess team either has or has had members from Serbia, Croatia, Poland, India and Costa Rica. “If you’re on campus, then you pretty much know everyone else who is active on campus,” says Mr. Shneider, who recently moved out of the university dorms. But he misses “the whole hustle and bustle of the big city,” and suspects after graduating this spring, with a degree in finance and a minor in economics, he will be back on the East Coast in law school. ⚙️



Management Undergraduates

Issac Hernandez: Working toward BS in both business administration and biology. Active in MHP; Chemistry Student Association; Alpha Epsilon Delta, a health pre-professional honor society; and is a peer advisor. Completed the non-credit Emerging Leaders Program for first-year students and has studied abroad.

Raffi Kilejan: Graduated May 2007, BS in both business administration and biology. Member of

MHP and Collegium V. Active in Alpha Phi Omega, a service fraternity; Alpha Epsilon Delta; and service learning programs. Fluent in English, Armenian and French.

Abi Mylvaganam: Graduated May 2007 summa cum laude with BS in both finance and business administration. Member of MHP, Golden Key International Honor Society, Beta Gamma Sigma Honor Society; Ericsson intern.

Aiday Ashirbaeva: Working toward BS in finance. Social committee chairman of MHP, volunteers with Habitat for Humanity and is a conversation partner for international students. Fluent in English, Russian and Kyrgyz (a Turkish language). Participates in marathons.

— Compiled by Jeanne Spreier



"Volunteerism is what makes this country unique and strong. Volunteerism is what makes you fulfilled. But do it for the right reason! You have to believe and be compassionate about what you do. You have to believe ... what you do matters. At the end of the day, you have to be able to say to yourself, not to the whole world, that what you did made a difference, no matter how big or how small it was."

— Anchi H. Ku

GIVING BACK GARNERS ALUM UT DALLAS' FIRST GREEN AND ORANGE AWARD

By Paula Felps



The University of Texas at Dallas recently gave School of Management alum Anchi H. Ku its first Green and Orange Award, and she was completely surprised. But nobody else was.

The award, named for the university's colors, was created to honor an individual who has provided exceptional volunteer service to UT Dallas or its alumni association. Ms. Ku, who earned a Bachelor of Science degree in business and public administration from UT Dallas in 1981, fit that description perfectly. Since 2000, she has volunteered countless hours to the alumni association — and has found it to be one of the most rewarding experiences of her life.

"When I went to UT Dallas, it was mostly an evening school... But that has changed so much," she says. "I represent that generation of people who can look back, 20 some years later, and appreciate what the school gave you in shaping your character, values, sense of self and what you've been able to accomplish." That appreciation, Ms. Ku adds, makes alumni want to give back to ensure the next generation of students will enjoy "the same profound benefits."

Ms. Ku's way of giving back has included serving on the Presidential Search Advisory Committee, an 18-member body convened in late 2003 to recommend candidates to The University of Texas System Board of Regents after former UT Dallas President Franklyn G. Jenifer announced his then-forthcoming retirement.

She also served on the committee that, in 2001, unveiled the university's official ring and created the UT Dallas Ring Award Program to recognize three students each year. Recipients are academic stand-outs who also have made significant contributions to the university community and the community at large. "It's important to keep students involved after they graduate, and the ring is given to the individuals that we believe will best represent the university alumni when they graduate," Ms. Ku explains.

She served on the Alumni Association Executive Committee from

2001 until 2005, and left only because of term limits. In 2003, she led the way in creating the now-annual alumni weekend whose highlight is a dinner at which Outstanding Alumni Awards are bestowed.

"I am really proud to have been a part of the group that set the award criteria and started that tradition," she says. "We started out as a breakfast [event], and now, in just three years, we've moved into a formal black-tie [dinner]. I take a great deal of pride and comfort in knowing that's another school tradition that's now in place. I feel so indebted to all the other board members who worked together to make this happen."

Although Ms. Ku's involvement with UT Dallas is fairly recent, her volunteerism is a lifelong endeavor. Her father, an army colonel who subsequently served in Taiwanese diplomatic roles, instilled a sense of duty and service in all four of his children.

In the late 1980s when she was a stay-at-home mom, her involvement began with the Asian Charity Ball, an annual event promoting Asian culture, the Asian Festival, and cordial relations among Asian and other communities. After that, she began working with the Greater Dallas Asian American Chamber of Commerce. In 1995, she became the first Asian-American woman appointed to serve as a board member of the Texas Department of Human Services during then-Governor George W. Bush's first term. A senior paralegal in the Labor and Employment Group at Hunton and Williams LLP in Dallas, she is a member of Who's Who of Executives and Professionals, a member of the Leadership America Class of 2005, and was one of nine recipients of the 2005 Women of Excellence honor from *Women's Enterprise* magazine and the YWCA of Metropolitan Dallas.

"I have received many awards, but the one from UT Dallas means the most. It was voted by my peers, and that means a tremendous amount to me," she says. "You do these things because you're passionate about them, not for recognition. But to have others recognize you — it's a very humbling experience."

Even as she accepts the gratitude and admiration of her peers, Ms. Ku continues downplaying the importance of her role. "We are all working together to build a foundation for the future," she says. "There's nothing magical about what I did. It's all teamwork. I am just one brick." 🌀

"To sum it up, I leave you with this observation: to shepherd a university is a show of humanity; to build a university is a show of wisdom! Dear alum, you can leave your legacy here at UTD."

ADDING TO THE KNOWLEDGE BASE

Dean and Faculty Member Contribute Book Chapters

School of Management (SOM) Dean Hasan Pirkul, Ph.D., and a visiting faculty member have contributed chapters to recently published books, one on the management of business schools and the other on leadership.


“Building A Business School: Some Lessons Learned,” by Dean Pirkul, appears as the fifth of 11 chapters in *Business School Management: Top Educational Leaders on Creating a Strong School Reputation, Offering Competitive Programs, and Thriving in the Educational Marketplace*. The book, published in 2006, is part of publisher Aspatore Books’ *Inside the Minds* series, which are designed to provide introspective views of leaders of the business and legal worlds.

In the chapter, Dean Pirkul outlines the changing role of the business-school dean and writes about important trends in what he calls the “business-school market,” including the globalization of business and the demands for online and non-degree programs. He also stresses the connection in successful business schools between teaching and research. These “two fundamental building blocks of higher education... should not be seen as separate and mutually exclusive activities but as highly complementary and equally important parts of the whole,” he writes. “The more we research various aspects of management, the better our understanding and practice of management will be. Therefore, the education we provide to our students should depend heavily on the research of our own faculty and of others in the field.”

SOM Visiting Professor Usman A. Ghani’s chapter, “The Leader Integrator: An Emerging Role,” is included in the Leader to Leader Institute’s *The Leader of the Future 2: Visions, Strategies and Practices for the New Era*.

Published last September by Jossey-Bass, the collection of 27 essays is the post-9/11 sequel to *The Leader of the Future*. The Leader to Leader Institute’s predecessor, the Peter F. Drucker Foundation for Nonprofit Management, published the first book in 1996. Mr. Ghani’s essay deals with the concept of a leader who can adapt to multiple roles while looking to identify new talents and new teams that will help the organization grow. Mr. Ghani says these leaders will “actually seek out diversity to enrich every process.”

Dean Pirkul has been dean of The University of Texas at Dallas School of Management since 1996 and holds the Caruth Chair of Management Information Systems. Before joining UT Dallas, he was professor of accounting information systems, director of information systems programs and founding director of the Center for Information Technologies in Management at the Max M. Fisher College of Business at Ohio State University. Topics of his research include design of telecommunications networks, distributed computer-system design and knowledge-based systems. He is a graduate of the Simon School at the University of Rochester, where he completed his Master of Science in Management degree in 1980 and a Ph.D. in computer information systems in 1983. Under his leadership, enrollments in The School of Management have more than doubled in the last 10 years.

Mr. Ghani holds three master’s degrees from the Massachusetts Institute of Technology (MIT), one in business administration, one in management of technology and one in policy planning through a joint MIT-Harvard program. At SOM, he teaches graduate business classes and in the Executive Education area. In industry, he has worked with McKinsey and Company, ExxonMobil and EDS. 

DRAIN OR GAIN?

Award-Winning Study Assesses Corporate Giving

When a corporation contributes to charity — such as donating money for medical research, education, housing the needy, feeding the poor — does it help the company's financial picture? New research conducted by professors at The University of Texas at Dallas School of Management (SOM) and New York University says it does.

A joint study conducted by NYU and UT Dallas scholars suggests that the \$14 billion donated in cash and products by U.S. corporations in 2005 is resulting in significant income for those businesses. In fact, the study has found that for every one dollar a company allocates to its charitable giving budget, future sales grow on average by six dollars. The findings make a definitive business case for formal giving programs, particularly in public-service industries like retail, banking and consumer goods, says Suresh Radhakrishnan, Ph.D., professor of accounting and information management at UT Dallas.

Dr. Radhakrishnan joined in the research with two associates at NYU's Stern School of Business: Baruch Lev, Ph.D., a professor of accounting and finance, and Christine Petrovits, Ph.D., an assistant professor of accounting. The study — "Is Doing Good Good for You? Yes, Charitable Contributions Enhance Revenue Growth" — was one of two that earned honorable mentions behind the award winner of the prestigious Moskowitz Prize in October 2006. Awarded annually, the prize recognizes outstanding quantitative research about socially responsible investing. Sponsored by the Center for Responsible Business at the

Haas School of Business at the University of California at Berkeley, the competition last year drew entries from some 60 international university scholars.

The charitable-giving study, which examined 251 corporate donors and their contributions from 1989 to 2000, accounts for several mitigating factors, such as the state of the economy and the effectiveness of managers within each corporation.

"This is one of the first studies that has shown charitable giving leads to improved sales, especially for companies that are in the business of dealing with consumers," Dr. Radhakrishnan says.

"Researchers in the field of corporate social responsibility have tried to correlate charitable giving with stock values and profits, and the results have been mixed. The major concern has been that investors give money to companies and the companies turn around and basically give it away to their preferred charities. The question has been: Is this a wasteful expenditure? Our analysis shows that it is not."

How a company turns its philanthropy into financial gain is not directly ad-

dressed; however, one can reason that companies that publicize their good deeds enhance brand awareness and improve the corporation's reputation, Dr. Radhakrishnan says.

"Corporate giving can enhance a company's long-term reputation, which increases customer retention and reduces the price elasticity of demand," he adds. "Philanthropy programs can also be established to increase demand in the short run — such as Avon's pink-ribbon products, where a portion of each sale goes to [the Avon Foundation] Breast Cancer Crusade — and in the long run, such as McGraw Hill's literacy program that ultimately increased its consumer base."

The paper cites a 2000 survey conducted by Walker Information and the Council on Foundations that demonstrates the impact of consumer perception on sales. According to the survey, among customers who rate a firm's philanthropy as high, nearly 95 percent say they will continue doing business with the company. Among customers who rate a firm's philanthropy as low, only 67 percent say they will continue doing business with the company.

"We started work on this study about a year ago, and this is the first layer that we have peeled back," Dr. Radhakrishnan says. "Is it the foundation giving or the companies' direct giving that has more impact? Is giving in other countries as useful as giving locally? There are lots of interesting questions and lots of further aspects that we could look at. But this is a start." ⚙️



Suresh Radhakrishnan, Ph.D.

J. Richard Harrison's Book Is Gaining International Attention

A book by School of Management (SOM) faculty member J. Richard Harrison, Ph.D., and Glenn R. Carroll, Ph.D. of Stanford University, *Culture and Demography in Organizations*, has been garnering attention on the world stage for its look at how an organization's culture changes — or doesn't change — even as its players and environment undergo rapid evolution.

Published in 2006 by Princeton University Press, *Culture and Demography in Organizations* was referred to in Joann S. Lublin's "Managing Your Career" column in the March 7 issue of the *Wall Street Journal*. It was also the subject of "The Perils of M&A. From the Briefcase: Research Produced by America's Best Business Schools" in the November 16, 2006, Money & Business section of *U.S. News & World Report*, and it received an extended review in the French publication *Business Digest* in October 2006, and the *Stanford Business Magazine*. Additionally, in March Dr. Harrison had a query about the book by a writer for the London, England, *Globe and Mail*.

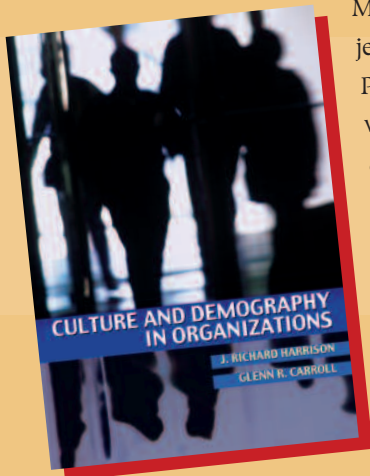
Dr. Harrison, an associate professor of organizations, strategy and international management, joined The University of Texas at Dallas in 1985. He and Dr. Carroll, a professor of organizations in the Stanford Graduate School of

Business, have in the past collaborated on several articles and book chapters dealing with this topic. The two started researching corporate culture in the 1980s.

"This book is the culmination of a research effort that began nearly 20 years ago," Dr. Harrison says. What developed was the discovery that serves as the foundation for this book — something they call demographic flow, the employee movement into and out of a corporation. The two created a mathematical model for this process and applied it to measure how corporate culture is retained. The factors they researched include growth rates of firms, the selectivity of the hiring processes, the type and extent of socialization that occurs once employees are members of the organization, rate of employee turnover and degree of alienation felt by employees.

While the book targets an academic audience — primarily professors and graduate students in the fields of organizational theory and behavior, strategic management and complex systems, as well as sociology, anthropology, psychology and economics — Dr. Harrison says corporate managers also might benefit from reading the book, especially those who are "interested in influencing organizational culture." He says that for companies involved in mergers and acquisitions, typically transitions are rough, especially for those with the acquired company trying to assimilate into the new culture.

Dr. Harrison received his Ph.D. in business from Stanford University. His research centers on organizational culture, corporate governance and control and top management behavior. At UT Dallas, he teaches classes on organization theory and strategy.



Adjunct Appointed to New Posts

Formerly a School of Management (SOM) adjunct faculty member, Charles F. Hazzard has assumed more student-mentoring and curriculum-creation duties with his appointment as a clinical professor and advisor to SOM Dean Hasan Pirkul. Professor Hazzard joined the faculty last fall and has taught several classes, including Contemporary Business Issues and Strategy, a Cohort MBA Program class he helped create.

In his new full-time role, he will create versions of that class for the undergraduate Management Honors Program and continue as an executive-in-residence for the Cohort MBA Program. He also will spend more time on student mentoring and advise the dean in such areas as student expectations versus the realities of the job market.

"When my students realize what it takes for continued market success by a company and continued career success for an individual, my enthusiasm for what we are doing is enhanced," he says.

Professor Hazzard earned an MBA from the Wharton School at the University of Pennsylvania and gained 33 years of executive experience before coming to SOM. He worked at Ford, Citigroup, Olin and Occidental Petroleum in a career highlighted by his efforts to give outstanding people a chance to grow.



Charles F. Hazzard

Professor Takes Center Stage in Upcoming Conferences

Kathryn E. Stecke, Ph.D., Ashbel Smith Professor of Operations Management, will be representing The University of Texas at Dallas School of Management well for the rest of the year as she serves in various capacities at professional meetings. Dr. Stecke is the program chair for the Institute for Operations Research and the Management Sciences (INFORMS) national meeting scheduled for November in Seattle. She assists the general chair as they organize the four-day conference, which will be at the Washington State Trade and Convention Center. About 2,000 people were expected to attend the conference.



In May, Dr. Stecke served as the general chair of the 18th annual Production and Operations Management Society (POMS) meeting at the Fairmont Hotel in Dallas. More than 700 people attended that 3 1/2-day conference. Program chairs and general chairs work together, she says, at these conferences. "We run the whole show," attending to details great and small — everything from scheduling events to making sure letters of greeting from local mayors and other officials are in participants' packets.

Earlier this spring, Dr. Stecke spent several weeks in the British Isles, where she gave talks at five universities in England, Scotland and Ireland. She says it is at conferences that professors form collaborations on research projects, doctoral students get a chance to meet professors from other universities and new frontiers in research are explored.

Professor Enthoven Weighs in at World Congresses

Accounting and Information Management Professor Adolf J.H. Enthoven, Ph.D., played active roles in meetings of both the World Congress of Accounting Educators (WCAE) and the World Congress of Accountants (WCOA). Both organizations met last November in Istanbul, Turkey.

At the WCAE meeting, Dr. Enthoven moderated a panel discussion, "The Impact of International Accounting Standards on Accounting Education in Various Economic Regions." The topic of address at the WCOA was "The Emergence of the Accounting Profession in the CIS Countries." The CIS —

Commonwealth of Independent States — consists of 12 of the former republics of the Soviet Union.

More than 500 accounting educators from around the world participated in the WCAE conference, while more than 5,000 accounting practitioners attended the WCOA meeting.

Both organizations will meet next in 2010 in Kuala Lumpur, Malaysia.

Dr. Enthoven is director of The School of Management's Center for International Accounting Development. He has worked with the World Bank, the Ford Foundation, and the U.S. Agency for International Development in a variety of international accounting educational and practice developments.

TEACHING AND STAFF AWARD RECIPIENTS CHOSEN

Recipients of The School of Management's 2006 Teaching and Staff Awards are (from left) David Ritchey, Ed.D., outstanding adjunct teacher; Qin Fang, instructional development specialist in the Global MBA Online program, outstanding staff member; Amy Troutman, outstanding online teacher; Holly Lutze, Ph.D., outstanding graduate teacher; and Ted Khoury, outstanding teaching assistant. Not pictured is Mark J. Laplante, Ph.D., who received the outstanding undergraduate teacher award. The SOM Teaching Committee reviews nominations from students and selects award recipients based on outstanding teaching abilities. A separate committee made up of SOM staff members chose the recipient of the Outstanding Staff Award. Award winners received a plaque recognizing their achievement and a grant of one thousand dollars.



CITM Differentiates Client Service

The individualized attention three client companies tapping into the expertise of the Center for Information Technology and Management (CITM) have gotten involves student interns at one company, consulting services at an-

other and a one-of-a-kind lecture series at the third.

At ERP Solutions, a Dallas-based information systems company, The School of Management's CITM has placed two student interns who are doing development work on SAP software development capabilities and the management,

conversion, architecture and integrity of data, says Michael Savoie, Ph.D., CITM's director. "They were selected through an interview process based on matching student skills with ERP Solutions' needs [in these areas]," Dr. Savoie says. "ERP Solutions had UT Dallas alumni who recommended CITM to the company executives."

Also, electronics company Tektronix, an international electronics company with offices in Richardson, Texas, has contracted with CITM for consulting services.

Last fall, CITM was asked by McAfee, the computer anti-virus company, to develop a lecture series for its information technology (IT) employees. The monthly lectures, held in McAfee's Dallas-area offices and teleconferenced to its offices worldwide, began in February and will continue at least until September.

"Our faculty [was given] the opportunity to present their research to McAfee IT employees," Dr. Savoie says. "We contacted the SOM faculty to solicit interest. A number of faculty [members] were selected, and the lecture series was created." Dr. Savoie presented the first lecture, "E-Commerce, Current Trends and Directions," while Sumit Sarkar, Ph.D., SOM's Ashbel Smith Professor of Information Systems, presented the second, "Assessing Data Quality for Information Products." Seven more professors are slated to present their research.

For more information on CITM, visit <http://citm@utdallas.edu>.

Center for Global Business Launches

Operating under the auspices of The School of Management's Executive Education area, the new Center for Global Business begins its endeavors with online classes for students in Kenya as well



IECG Conferences Dig Into Many Aspects of Corporate Governance

"Factors Driving Shareholder Value" was the topic of keynote speakers Melendy E. Lovett (left), and Ron Slaymaker (center) at "Compliance and Beyond: Creating Shareholder Value," the fall 2006 event of the Institute for Excellence in Corporate Governance (IECG). Ms. Lovett is a senior vice president of Texas Instruments (TI) Incorporated and president of TI's Education and Productivity Solutions business, and Mr. Slaymaker is vice president of investor relations at TI. Their session, along with much of the one-day event's program, was moderated by Dennis McCuiston (right), host and executive producer of the award winning *McCuiston Program* on PBS television.

This spring, IECG co-sponsored a conference, "21st Century Governance for Early Stage Companies," with The University of Texas at Austin School of Law; the UT Austin McCombs School of Business IC2 Institute, a research unit; and its Herb Kelleher Center for Entrepreneurship. The conference took place May 17 at the Four Seasons Hotel in Irving, Texas.

In addition, IECG is completing arrangements with Hong Kong Polytechnic University to establish a series of corporate governance programs in Hong Kong and will be presenting a half-day conference to members of the North Texas Chapter of the National Association of Corporate Directors in September on The University of Texas at Dallas campus.

For more information about IECG, contact Executive Director Constantine Konstans, Ph.D., at 972-883-6345 or konstans@utdallas.edu.

Leadership Center Programs Engender Management Growth at Area Companies

New and ongoing projects are helping The Leadership Center at UT Dallas mature into an ever more valuable resource for area corporations looking to develop more effective leader-managers.

“Ninety percent of what the center does is for outside clients,” says Jerry Hoag, the director of the center, which is based at The School of Management (SOM). “The programs are customized and vary depending upon specific needs of client companies.”

In almost four years of existence, the center has helped several local corporations with leadership-development programs that often include team-building, conflict-resolution and management skills. Mr. Hoag says that over the next several months, The Leadership Center is undertaking or continuing several noteworthy projects, which draw faculty from SOM and the School of Economic, Political and Policy Sciences.

In addition, the center offers its Excellence in Leadership Speakers Series, providing an open-to-the public forum where nationally recognized scholars and business leaders share their expertise.

For more information on The Leadership Center at UTD, visit <http://som.utdallas.edu/leadership>.



The Leadership Center at UT Dallas recently presented a “Leadership Challenge” seminar for high-potential employees of Ericsson Inc.’s North American headquarters in Plano, Texas. Jim Newstead (at podium) was among Leadership Center faculty who conducted the seminar.

as a Web site repository of research on international business.

Center Director John Fowler says he and the center’s executive director, Mike W. Peng, Ph.D., and others, such as David Springate, Ph.D., associate dean for executive education, wanted a way to make this research readily available to business leaders.

Ten papers by School of Management (SOM) researchers are posted on the site, <http://som.utdallas.edu/fti/articles.htm>. Mr. Fowler says Dr. Peng, with input from other faculty members, determines which articles to make available online. “The research is heavy in developing a global business strategy, working in cross-cultural environments and developing successful business practices,” Mr. Fowler says.

The center, in development since last fall, tries to enhance those cross-cultural environments by providing a variety

of venues for international business professionals to meet and network with each other.

Beyond that, the center — as of May — is taking its first teaching steps by partnering with a program based in Nairobi, Kenya, to give business leaders there additional training to navigate the global marketplace.

Mr. Fowler is working with Lucy Njuguna and her husband, Michael, to deliver executive education classes online at a learning center with computers she runs in Nairobi.

Mrs. Njuguna, a native of Kenya, has worked with United Nations agencies and U.S. companies there. She knew her country lacked the executive education opportunities that would help business leaders build the nation’s nascent economy. Mr. Fowler, for his part, was looking to build partnerships between the Center for Global

Business and others around the world.

The certificate program in Kenya will rely on materials already used for SOM online classes. Those taking the online courses must be college graduates and have a good understanding of English, although they will not be required to take the TOEFL (Test of English as a Foreign Language) exam, typically administered to foreign students attending U.S. colleges and universities.

Kenya represents an ideal country for testing this joint learning program, Mr. Fowler says, noting it is a stable nation with a growing economy and maintains good diplomatic relations with the United States. “This is a test,” he says. “If this model works then we can replicate it in other parts of the world.”

For more information on the Center for Global Business, visit <http://som.utdallas.edu/fti>.

MANAGEMENT Turns 10

Success of SOM's Publication Prompts Internet Offspring

By Diane Seay McNulty, Ph.D., Executive Editor



A decade has passed since *MANAGEMENT* first appeared in the autumn of 1997.

When the 2006-2007 academic year began last fall, those of us who work on the magazine noted the 10-year anniversary would soon be upon us. But we then forgot about it until after work on this issue had begun and we had settled on the theme "Fundamental Assets."

Perhaps the 10-year observance was at the back of our minds all along as we decided to highlight such School of Management (SOM) core elements as the faculty's research efforts, the Professional MBA Program and the school's outstanding undergraduates. Perhaps. I don't know, but I am now struck by how well our publication milestone also fits this issue's theme.

For, in constancy and content, *MANAGEMENT* also is an SOM essential. Each issue reports about and to students, faculty, alumni and corporate stakeholders. Each issue tries to contribute to the backbone of the school's evolution and character by presenting substantive news of SOM developments.

In 10 years, the magazine's charge has not changed: The publication is here to promote the school, faculty and students, and to expand awareness of SOM successes among alumni and the greater community.

I am gratified to note that *MANAGEMENT* has, in fulfilling that mission, garnered recognition from media peers for both content and design. In 2003 and 2004, *MANAGEMENT* won Katie Awards from the Press Club of Dallas for best magazine in the public relations and corporate communications category. Three other Katies have also come our way for best design of a corporate or nonprofit



magazine, best cover and best portrait photography. The publication also has earned illustration and design awards from the Council for Advancement and Support of Education as well as other organizations.

We are grateful for every accolade, because, every issue, we strive for excellence. That has not changed in our decade of existence. However, one thing that has changed is the size of SOM's community. And our efforts to reach it — and beyond — are changing too.

Dramatic growth has been a constant at the school. In autumn 1997, slightly more than 2,000 students were enrolled. Our enrollments now stand at almost 4,500.



To reach and report on that growing universe, we are not only redoubling our efforts to make *MANAGEMENT* a useful repository of SOM news and information, we also are this summer launching an online newsletter to enhance our



Taking Inventory of Accomplishments

Taking inventory of accomplishments is a critical step in the process of continuous improvement. It allows you to identify what you have done well and what you need to do better. This is a key component of the strategic planning process.

intelligence disseminating capabilities. We are dubbing that electronic offspring *eMANAGEMENT*. It is a worthy name, and announcing the forthcoming debut is a happy way to celebrate 10 years of *MANAGEMENT*. Look for *eMANAGEMENT* at the school's Web site, <http://som.utdallas.edu>, soon. ⚙️

Rankings Show SOM Staying on Track to Top

One yardstick of development — rankings — shows The University of Texas at Dallas School of Management (SOM) making progress in its efforts to earn a place among the best business schools in the nation and the world.

Two recently released sets of standings show improvement in the school's Cohort MBA Program ratings and in the faculty's research output.

Published in April, *U.S. News & World Report's* 2007 graduate-business-school program rankings show SOM's full-time Cohort program in 53rd place overall among similar programs nationwide.

Released in March, an annual study that SOM conducts to rank the top 100 business schools on the basis of research productivity shows the school in 32nd place in North America and 35th worldwide. (See *Research Rankings Put Wharton at Top* at right.)

Ranked 26th in *U.S. News & World Report's* 2007 listing of all such programs in public U.S. colleges and universities, the Cohort MBA Program is the top-ranked full-time MBA program in the North Texas region. In the state, Cohort holds the No. 4 spot, behind — in this order — The University of Texas at Austin, Texas A&M University and Rice University.

UT Dallas School of Management Dean Hasan Pirkul, Ph.D., says such standings are useful in that they provide objective validation that SOM is "making progress toward our goal of delivering the highest quality education to our students."

Only the 406 master's degree programs at business schools accredited by the Association

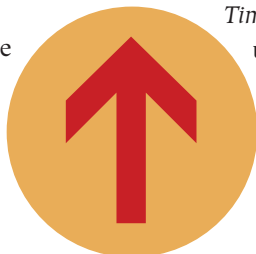
to Advance Collegiate Schools of Business — AACSB International are eligible to be considered for the *U.S. News & World Report* rankings. The publication bases those rankings on both a survey of business-school deans and recruiters and several statistical measures of quality, including acceptance rates, students' grade-point averages and GMAT scores. Also considered is the percentage of students employed at graduation, along with their average starting salary.

In the 2007 overall rankings, the UT Dallas fulltime Cohort MBA Program is among the top 25 percent of programs in the nation in students placed in jobs within three months after graduation and among the top programs in the nation in grade-point averages of incoming students.

The UT Dallas Top 100 Business School Research Rankings track the publications of business-school faculty worldwide in 24 leading academic journals, all of which are peer-reviewed. The database traces publications back to 1990 and ranks the business schools based on the number of articles published in those journals over the last five years. The rankings are weighted by the number of co-authors for each article. For a complete listing, see <http://citm.utdallas.edu/utdrankings>.

In October of last year, the London-based global business news company, *Financial Times*, using a broader set of 40 journals, ranked SOM's faculty 30th worldwide in research output. *Financial*

Times also ranked SOM's Executive MBA Program 48th in the world and 22nd in the United States.



Research Rankings Put Wharton at Top

An annual study that The University of Texas at Dallas School of Management (SOM) conducts ranking the top 100 business schools on the basis of research productivity places the Wharton School at the University of Pennsylvania atop the list for the third straight year.

The study, released March 27, ranks the Leonard N. Stern School of Business at New York University second, ahead of the Harvard Business School, which occupied that position last year. Harvard is third, and the Graduate School of Business at the University of Chicago, fourth. The Fuqua School of Business at Duke University rounds out the top five. This is the first year both the University of Chicago and Duke are ranked among the top schools.

In the overall rankings, which look at all fields of business, UT Dallas SOM ranks 32nd in North America and 35th worldwide. In the fields of information systems and operations management, the UT Dallas School of Management ranks in the top 10, coming in fifth in information systems and seventh in operations management.

The UT Dallas Top 100 Business School Research Rankings track the publications of business-school faculty worldwide in 24 leading academic journals, all of which are peer-reviewed. The study, which traces the publications back to 1990, ranks business schools based on the number of articles published in those journals by their faculty members over the last five years. The rankings are weighted by the number of co-authors for each article.

For a complete listing of the most recent research productivity rankings of both the top 100 North American business schools and the top 100 business schools worldwide, visit <http://citm.utdallas.edu/utdrankings>.

Project Management Program Wins Panama Canal Contract

The University of Texas at Dallas School of Management has won a contract to provide project-management training for executives, project managers and support personnel working on a \$5.3 billion construction project to expand the Panama Canal. The Panama Canal Authority (ACP) is planning a major expansion to modernize the 92-year-old waterway by adding another lane of traffic through construction of a new set of locks, and widening and deepening the canal, doubling its capacity. When completed, the canal is expected to improve world trade and spur economic growth in Panama.

Faculty from The School of Management (SOM) Project Management Program started training ACP employees in Panama in mid-March and will continue through July 20. SOM is partnering with CH2M Hill, a worldwide construction

company based in suburban Denver, Colorado, that will provide construction-project training to approximately 145 employees. The training includes a two-day session for 15 executives; two, two-week sessions for 30 project managers; and three two-week sessions for engineers, project leaders and other staff. The training will educate executives and project managers about the importance of a standardized project-management system, how to apply it to the canal project and how to educate their teams.

“This will be a great opportunity for us to gain more exposure in the international arena for project-management training and education,” says Jim Joiner, project manager for the contract and director of SOM’s Project Management Program. Mr. Joiner is conducting the training along with Tom Sheives, Ph.D., a faculty member in the program, and executive project managers from CH2M Hill.

David Springgate, Ph.D., SOM’s associate dean for executive education, says

winning the ACP contract demonstrates the quality of the school’s Project Management Program, its leaders and their ability to develop and disseminate knowledge geared toward helping shape management practices in a global economy.

“We are honored and excited about the opportunity, [which] brings more international recognition to the excellence our Project Management Program offers,” Dr. Springgate says. “We are committed to helping develop leaders and establish business practices that strengthen not only local economies but ultimately help impact the future of global business.”

SOM’s Project Management Program is a leader in providing application-oriented education for professionals with significant project-, program- or general-management responsibilities. A world-class faculty with a blend of industrial project management, consulting and teaching experience delivers the 10-year-old program. More information about the Project Management Program is available at <http://som.utdallas.edu/project/>.



Honors Program Cookout

School of Management (SOM) college master and associate dean for undergraduate programs Mary Chaffin (lower left), Ph.D., and Management Honors Program director Tracey Rockett, Ph.D., were on hand last fall for an honors program hamburger cookout that took place in the SOM courtyard. Most of the program’s 100 members attended. To be admitted to the UT Dallas Management Honors Program, students must be juniors or seniors with a 3.5 or higher overall grade-point average. In addition to academic achievement, membership is based on extracurricular activities, demonstrated leadership, work experience, references and an essay.

COHORT MBA TEAM TAKES FOURTH IN INITIAL FORAY INTO BUSINESS-CASE COMPETITION

Four students in the Cohort MBA Program at The University of Texas at Dallas School of Management (SOM) demonstrated their business acumen with a strong performance in one of the nation's most prestigious case competitions for minority students. In an impressive display of innovative thinking and competitive spirit, the team won fourth place in the Key Bank/Ohio State University Minority MBA Case Competition held in February in Cleveland.

Participating teams had less than a month to develop a strategic plan to change the administrative structure of a fictitious bank in order to boost its performance. The SOM team's solution earned a prize of one thousand dollars, as well as a trophy and a plaque. Team members were Garima Jain of Jhansi, India; Judith Muigai of Nairobi, Kenya; David Thomas of Dallas; and Harish Toppae of Mumbai, India. Ms. Jain also captured first place in the "Best Q&A" category.

This year's Key Bank competition, the first in which SOM competed, featured 16 teams representing business schools from top universities around the nation. Teams from Purdue University, Cleveland State University and Vanderbilt University finished first through third, respectively, in the competition.

"Placing highly in the Key Bank Case Competition is a tribute to our students and faculty and the rigor of our Cohort MBA Program, which focuses on cutting-edge thinking and real-world knowledge," said SOM Dean Hasan Pirkul, Ph.D.

In recent years, case competitions have become a useful tool for Cohort MBA students to put their newly

acquired strategic-thinking and problem-solving skills to the test in a variety of areas. Last fall, Cohort MBA students were named as finalists in two national case competitions, a marketing competition sponsored by Dell/Microsoft and a finance competition sponsored by Citigroup Finance.

Winning such competitions not only raises the visi-

bility of the university but also helps Cohort MBA students hone their analytical, team-building and presentation skills, Cohort MBA Program director Jyoti Mallick says.

"The students worked very hard, and as a team, they were really able to take their performance to an amazing level," Ms. Mallick says.

Judges gave teams their cases on January 5. Team member Judith Muigai says that two weeks prior to the event,

students were working on the project a minimum of six hours a day.

"A lot of the schools had been there before and had an idea of what the competition was like," Ms. Muigai says, "but this was our first time to compete, so making it to the finals was very exciting for us."

One of the biggest challenges, Ms. Muigai says, was learning the minutiae of the banking industry, a field she may pursue after she graduates in December. "A part of me now wants to get into banking," she says. "The knowledge I gained from this case was tremendous. We were able to practice our interviewing skills and presentation skills and focus on a practical problem that you might face in life." ⚙️



Cohort Minority MBA Case Competition team members (left to right) David Thomas, Judith Muigai, Garima Jain and Harish Toppae



Tektronix Contributes to SOM

Rich McBee (left), senior vice president and general manager, Communications Business Unit of Tektronix, presented School of Management Dean Hasan Pirkul, Ph.D., with a donation to the school during a campus tour last fall. Tektronix, an international electronics company with offices in Richardson, Texas, has selected The University of Texas at Dallas to be its academic partner for the Dallas-Fort Worth region. The company has employees enrolled in SOM's Executive MBA Program and has contracted separately for consulting services with SOM's Center for Information Technology and Management.

Linnet F. Deily Speaks to Women Training to Become Corporate Leaders

Keynote speaker at the Positioning Women for Corporate Boards seminar held last November was Linnet F. Deily, a UT Dallas School of Management (SOM) alum, MA 1976, who is a member of several boards of directors including those of Chevron Corporation, Alcatel-Lucent and Honeywell International Inc. Ms. Deily served as deputy U.S. trade representative and U.S. ambassador to the World Trade Organization from 2001 to 2005. Other former positions include vice chairman of Schwab Corporation and chairman, president and chief executive officer of First Interstate Bank of Texas.

Addressing the risks involved in corporate board membership in the post-Enron era, Ms. Deily advised attendees to take several cautionary steps before agreeing to serve on a company's board of directors. "First, consider the reputation of the company with which you're being asked to associate" as a board member, she said. Also, "you should read published information from and about the company, especially its most recent proxy statements." She also advised board candidates to research the track record of the company's chief executive and chief financial officers, "and look at who else is on the board."

Positioning Women for Corporate Boards is a three-day residential seminar designed to prepare female business leaders for membership on corporate boards of directors. Organizers are School of Management faculty members Constantine Konstans, Ph.D., executive director of the Institute for Excellence in Corporate Governance (IECG); Jerry Hoag, director of The Leadership Center at UT Dallas; Diane Seay McNulty, Ph.D., associate dean for external affairs and corporate development; and David Springate, associate dean for executive education. IECG and The Leadership Center

co-sponsor the seminar with Leadership America, Inc. and the Leadership Texas Alumnae Association. The program combines firsthand experiences of current corporate board members and selection committee chairmen as well as case studies presented by SOM faculty. For more information visit <http://som.utdallas.edu/pwcb/>.



Linnet F. Deily

INTERNAL AUDIT PROGRAM NAMED ONE OF THE BEST IN THE WORLD

It is an honor that serves more of a purpose than just looking good in an awards case. The Endorsed Internal Audit Program (EIAP) at The School of Management (SOM) has been recognized by the Institute of Internal Auditors (IIA) as one of the four best worldwide.

Last year, IIA created its Internal Auditing Education Partnership, which established standards that had to be met for IIA recognition. While in the past, 43 internal auditing programs at universities met the less stringent standards, under the new guidelines only 30 programs do. Of those 30, only four attained the rank of Center for Internal Auditing Excellence.


Mark Salamasick, director of SOM's EIAP, says this distinction has an immediate impact for prospective and graduating students. "Employers who consider hiring entry-level auditors first look to this list," he says. The first questions they ask are: Who has programs in internal audit, and who are the best?

"On the student side, I get contacted constantly by students around the world asking about the program," Mr. Salamasick says. A very high percentage of students attend, he says, "just due to the internal audit program, since we are one of the top programs nationally, which helps them get great jobs afterwards."

The IIA looks at several qualities when considering programs for its top honor. Professors must all be Certified Internal Auditors, and all students must take the

CIA exam. The IIA also looks at the quality of the curriculum and the number of program graduates. Qualities that helped the SOM program, Mr. Salamasick says, were the active IIA student chapter on campus, the strong support provided to the program by the local auditing community and the quality of its advisory board members.

The other three schools to receive the distinction are Louisiana State University in Baton Rouge, Erasmus University in The Netherlands and University of Pretoria in South Africa.

"For students, [this] can help open doors to companies they would never have a chance to work at," Mr. Salamasick says. SOM graduates are working at such companies in the Dallas-Fort Worth area, he says, as Southwest Airlines, JC Penney, EDS and Centex. 



Well-Attended 'Fraud Summit' Draws Top Speakers

"What Really Happened at WorldCom? – Lessons Learned" was the title of a keynote address delivered by Glyn Smith (right), former WorldCom audit director, at the 2007 "Fraud Summit" held in March at The School of Management. The one-day event, which drew nearly 300 attendees, was sponsored jointly by the UT Dallas School of Management's Internal Auditing Education Partnership and corporate sponsors Weaver and Tidwell, L.L.P.; Auditmaton Services; Grant Thornton LLP; Deloitte; Resources Global Professionals; and Tatum, LLC. Other co-sponsors were the Dallas Chapter of the Association of Certified Fraud Examiners, the North Texas Chapter of Information Systems Audit and Control Association, and the Dallas Chapter of the Institute of Internal Auditors.

NEW DIRECTOR TO LINK EXEC ED AND CENTER EFFORTS

Development and delivery of the expertise organizations need to survive in the global marketplace keep evolving. In his new role as director of Leadership and Organizational Development Programs, it will be James R. Newstead's job to keep The School of Management's Executive Education area ahead of that evolution.

Mr. Newstead for the past 10 years has been a School of Management (SOM) adjunct faculty member active in Exec Ed leadership programs. He continues in those capacities as well as coordinates programs presented jointly by the Executive Education area and The Leadership Center at UT Dallas, which is based at SOM.

He says his own leadership consulting company, based in Dallas, has allowed him to help senior executives at international companies such as Raytheon, Compaq and GE. And the aim of the Leadership and Organizational Development Programs, he adds, is to allow SOM to deliver more high-quality and customized assistance.

"The corporate world is moving to universities for these services," Mr. Newstead says, noting The Wharton School at the University of Pennsylvania and the University of Michigan, for instance, both have very active external client rosters and use professors and adjunct staff to deliver their programs. He says UT Dallas is positioned to do the same.

David Springate, Ph.D., associate dean for executive education, says the goal in getting Mr. Newstead to coordinate cooperative efforts between the Executive Education area and The Leadership Center at UTD is "to better service organizational development and leadership needs of corporations in North America


and overseas." Dr. Springate says Mr. Newstead's "extensive background in corporate education in technology-based companies" makes him the right person for the coordinator's position.

For his part, Mr. Newstead says his goal is to "promote a virtual and seamless network" of various programs and centers that will craft leadership-management, organizational-development and professional-development programs and deliver them to clients across the globe. His vision is to work in collaboration with SOM area and center directors to achieve a high level of corporate satisfaction with the school.

Even before officially assuming his duties in January, Mr. Newstead directed an onsite program about managing projects in "technical-centric" organizations on behalf of SOM for Texas Instruments (TI) Incorporated.

TI engineers from across China, Korea, Singapore, Taiwan and Hong Kong gathered in Hong Kong last November. "We rarely have delivered programs in China," Mr. Newstead says. He is particularly pleased that Gerald Kuo, TI's managing director in China, called it one of the best professional-development programs he has ever attended. "We designed a program that fit their needs...

and generally added a significant amount of both knowledge and tools for their Chinese employees," Mr. Newstead says.

Texas Instruments executives were so pleased with the Hong Kong program that TI and School of Management officials met in February in Dean Hasan Pirkul's office for a small appreciation get-together. TI showed its appreciation by presenting the school a plaque, which can be viewed in the SOM display case. 



Gerald Kuo (left), managing director of Texas Instruments Incorporated in China, and James R. Newstead, SOM's new director of Leadership and Organizational Development Programs

CONSUL GENERAL OF TURKEY HONORED AT DALLAS LUNCHEON

Turkey's Baku-Tbilisi-Ceyhan pipeline was a major topic in remarks made by Ambassador Atila Uzer (right), Houston-based consul general of Turkey, to Dallas business leaders at a luncheon hosted in the ambassador's honor by UT Dallas School of Management (SOM) Dean Hasan Pirkul (left), Ph.D., last fall at the City Club in Dallas. Ambassador Uzer was in Dallas for the celebration by the Turkish American Association of Northern Texas of Turkish Republic Day. SOM strategic partner Haynes and Boone, LLP, co-hosted the luncheon. Now a U.S. citizen, Dean Pirkul was born and raised in Turkey and earned his undergraduate degree in industrial engineering from Bogacizi University in Istanbul.



Barbara Blecher Joins SOM as Dean's Assistant

Barbara Blecher's international acumen serves her well in her new role as administrative associate to Hasan Pirkul, Ph.D., dean of the School of Management (SOM). Ms. Blecher emigrated to the United States in 1994 from her native South Africa. Now, at The University of Texas at Dallas, she serves in a college known for its international students and faculty.

SOM is the largest of the colleges on the UT Dallas campus, and Ms. Blecher's work in handling Dean Pirkul's schedule, correspondence and general operations is essential in maintaining a smoothly functioning office. Ms. Blecher also serves as liaison with SOM faculty and staff and the university's administration for Dean Pirkul. Her work extends to helping SOM faculty, dealing with everything



Barbara Blecher

from ensuring they are scheduled for their annual reviews, that syllabi are submitted and even noting who will be attending commencement ceremonies.

Before moving to the United States, Ms. Blecher taught English and Zulu, an African language, in South Africa. She earned her master's degree in education from the University of the Witwatersrand.



KODAK VP DISCUSSES DIGITAL TRANSFORMATION

Jeff Hayzlett, chief marketing officer and vice president, Graphics Communications Group, for Eastman Kodak Company, Rochester, New York, was the featured speaker last fall when The School of Management (SOM) played host to the Metroplex Technology Business Council First Friday Management in High-Tech Luncheon Series. Mr. Hayzlett's remarks, "Kodak's Digital Transformation," described the impact within the company of the transition from analog to digital photography. SOM is a co-sponsor of the luncheon series.

Exec Ed Plays a Role in New *CEO* Show



(Left to right) Mary Anne Alhadeff, KERA's chief executive officer; Lee Cullum, host of *CEO*; and David Springate, Ph.D., SOM's associate dean for Executive Education

CEO aims to fill a lot of needs. First broadcast in February, the 30-minute monthly KERA-TV program gives the Dallas public station more locally produced content, offers another show of interest to those in business or aspiring to be in business, and highlights the diversity of the area's economic scene.

For The School of Management's Executive Education area, which provides a portion of the program underwriting, *CEO* represents an opportunity to present itself to another group of students—or prospective students. And it gives the school an opportunity to gain exposure with decision makers in the Metroplex, according to David Springate, Ph.D., SOM's associate dean for executive education.

Rick Thompson, the show's executive producer, says *CEO* is somewhat modeled after *CEO Exchange*, a program produced by Chicago's public television station, WTTW. While it is too early to track interest in any meaningful way, he says

that with a Friday evening broadcast and a Sunday morning repeat, station executives hope to attract viewers interested in public affairs, local events and, of course, business.

But equally as exciting, Mr. Thompson says, are the other methods of delivering *CEO*. From the www.kera.org Web site, those with an interest can access podcasts, vodcasts (for video handheld devices) and unedited audio of the show's taping, which can run as long as an hour. All are offered to broaden access and increase transparency in KERA programming, Mr. Thompson says.

Also on the *CEO* Web page are links that lead to the SOM Web site home page and the Executive Education area Web site home page.

"We suggested linking once we knew KERA wanted to be able to identify and publicize sources of information and intellect about some of the issues the station wanted to address," Dr. Springate says. "It could be a valuable link. Our situation is that we always want to make others more aware of how UT Dallas might help them."

Dr. Springate says he sees long-term benefits to SOM students. "My own plan is to keep these [programs] as a library of interviews so that I can use them in class later to explore topics they address."

Neiman Marcus CEO Karen Katz is slated to appear in the program's broadcast on May 25. Sabre Holdings Corp.'s chief, Sam Gilliland, an SOM 1994 EMBA alum and recipient of the school's 2003 Distinguished Alumni Award, is scheduled to be interviewed in the June 29 broadcast. ⚙️

CEO 

KERA
UNLIMITED

Charles and Nancy Davidson Honored at Luncheon

School of Management (SOM) Dean Hasan Pirkul, Ph.D., hosted a luncheon last fall honoring SOM alumni Charles and Nancy Davidson and the four faculty members who are recipients of professorships endowed by the couple in 2006, Ashiq Ali, Ph.D.; Vijay Mookerjee, Ph.D.; Brian T. Ratchford, Ph.D.; and Suresh Sethi, Ph.D. Pictured, clockwise from bottom center to top right, are Andrea Sethi, Ph.D., Professor Sethi's wife; UT Dallas Executive Vice President and Provost Hobson Wildenthal, Ph.D.; Nancy Davidson; UT Dallas President David E. Daniel, Ph.D.; Charles Davidson; and Dean Pirkul. Mr. and Mrs. Davidson both graduated from The UT Dallas School of Management in 1980, he with a Master of Science degree in management and administrative sciences, and she with a Bachelor of Science degree in business and public administration. They reside in Houston.



SOM Holds Information Expo



Sharon Foster (left), administrative assistant at the Institute for Excellence in Corporate Governance, and Gene Deluke (second from left), associate director of the Center for Intelligent Supply Networks, were among some 40 School of Management representatives who manned information tables in March at The School of Management's Information Expo. More than 80 people attended the outreach event, which was aimed at increasing the number of area companies with which the school has established relationships.



DEAN MCNULTY ADDRESSES PROFESSIONAL WOMEN'S ALLIANCE

School of Management (SOM) Associate Dean for External Affairs and Corporate Development Diane McNulty, Ph.D., addressed a luncheon meeting of the Greater Dallas Chamber's Professional Women's Alliance in March on the topic of women ascending to membership on corporate boards of directors. Dr. McNulty is one of the organizers of SOM's program, Positioning Women for Corporate Boards. SOM hosted the luncheon.

SOM Goes Virtual on Second Life Site

The School of Management (SOM) is testing the waters of the Second Life virtual world with its own newly launched "island." Second Life, a computer-based simulated world, attracts millions of users across the globe. One can simply be a visitor to the various pieces of real estate, which are represented by islands, or one can own, construct, detail and maintain these islands for others to visit.

George Barnes, director of SOM's Global MBA Online, was working with the school's instructional designers in putting lesson content on the Web. One of the designers showed him the Second Life web site, and an idea percolated to create an SOM presence. That site now contains virtual representations of the school's atrium, a conference room, classrooms and other venues — as well as regional geographic features of Texas — the Trinity River, a beach, the Piney Woods of East Texas and mesquite trees that break up the West Texas horizon.

In the short term, Mr. Barnes says, the goal of the site is informational — to give the school a presence on Second Life, which already has islands operated by Harvard Law School, Toyota and Dell, among others. In the long term, he sees many instructional benefits that might include a central site (the atrium or conference room, for instance) for holding group discussions, alumni lectures or alumni networking events.

The University of Texas at Dallas does not have its own schoolwide "island," although Mr. Barnes says that is possible. Other UT Dallas organizations do have a Second Life presence.

"It's not a substitute for other web sites," he says. But it does offer some intriguing possibilities. For example, on its Second Life site SOM gives away "free T-shirts" and "backpacks" to visiting avatars (as the computerized representations of people are called). The T-shirts and backpacks, which both bear the UT Dallas logo, can be worn to other islands, thereby increasing the school's visibility — a simple marketing and recruiting technique known to every college recruiter and corporation in America, only this time used in the virtual world.

To get started on Second Life, go to www.secondlife.com. 

The avatars of SOM instructional designer Katrina Adams (left) and assistant instructional designer Erin Jennings stand in the virtual atrium of the SOM Building on the school's Second Life island. The two are the site's virtual architects.



A L U M N I N O T E S

1980s

Craig S. Faubel, MA 1981 and currently attending The School of Management's Executive and Professional Coaching Program, has written a book, *Wisdom from Fred, the Lawn Mower Salesman* (Brown Books Publishing Group, 2007), subtitled



Ageless Words to Inspire Success. A collection of quotations that are the foundation of many successful people

and enterprises, the book is meant to be read one page per day and inspire reflection on how the reader can put the quotation to use in his or her own life.

Craig is a business coach specializing in coaching middle- to upper-management and sales professionals in small- to medium-size companies.

He previously was a sales-team leader in the print and supply chain management industry, finishing in the top 10 percent the last 20 years and earning the Salesman of the Year award three times. He has developed the "company within the company" concept and has written sales-training columns for inner corporate leadership. He earned a BS in business administration from the University of Arkansas and is a master graduate from Rapport Leadership International.

He resides with his wife, Maryanne, and two sons in Carrollton, Texas.

1990s

Thomas N. Tunstall, MBA 1992 and a Ph.D. 2000 graduate of the UT Dallas School of Social Sciences (now the School of Economic, Political and Policy Sciences) has followed up his doctoral dissertation on outsourcing and governance issues with a book on the same topic, *Outsourcing and Management: Why the Market Benchmark Will Topple Old School Management Styles* (Palgrave

Macmillan, March 2007). The book, Thomas says, "explains why outsourcing will become ever more tightly woven into management practice and what managers and executives need to do to prepare for the changes ahead."

Thomas is co-chair of the Dallas Chapter of the International Association of Outsourcing Professionals.

The association is a global membership-based organization shaping the future of outsourcing as a management practice, as a profession and as an industry.

Formerly a senior manager at the Irving, Texas, office of BearingPoint (formerly KPMG), a worldwide consulting firm, Thomas has a background in economic and strategy development, accounting controls and procedures, budgeting, revenue management, process re-engineering, statistical analysis, forecasting and operational implementation. He has extensive international experience, including stints in Afghanistan, Zambia, Kenya, Brazil, Argentina, Mexico, and El Salvador; and he is well-versed in issues involving public policy and economic development.



He earned a bachelor's degree in business administration from The University of Texas at Austin and now lives in Plano, Texas, with his family.

Clifford V. Adams, MBA 1993, is chief executive officer and president of Exxel Energy Corporation, where he also sits on the board of directors. A Canadian-listed firm based in Houston, Texas, and Vancouver, British Columbia, Exxel undertakes oil and gas exploration in North America. It focuses primarily on developing unconventional resources.

Cliff, who has more than 20 years of experience in the upstream oil and natural gas industry and 14 years of experience in investment banking in the energy sector, joined Exxel in July of last year.

Prior to that, he served as the head of the Global

Oil and Gas Group for Macquarie Securities, Inc. Previously, he held various senior investment banking positions with Banc of America Securities, Petrie Parkman and Co., and Energy Capital Solutions. He worked for eight years as a reservoir engineering consultant and before that as a petroleum engineer.



He earned a Bachelor of Science degree in petroleum engineering from The University of Texas at Austin.

Ellen Magnis, MBA 1998, became vice president of education at the Dallas Children's Advocacy Center in March. She is responsible for community and professional education at the non-profit, a public and private collaboration that provides a coordinated, multi-agency approach to the investigation, intervention, and treatment of child sexual and physical abuse. Ellen's new boss is fellow SOM alum **Lynn M. Davis**, EMBA 1999, who is the center's chief executive. Ellen previously worked six-and-a-half years at the Dallas-based American Heart Association (AHA). She most recently served as vice president of Healthcare Quality for the AHA. Excited about her new opportunity, Ellen reports she looks forward to "building a brand new program from the ground up, [which] very much appeals to my entrepreneurial side."

Anna McColl, MA 1998, teaches accounting and is the coordinator for the online master's degree in taxation program at the University of Tulsa. She has worked there since 2000 and is an applied assistant professor in the College of Business Administration.

Anna started her teaching career at Tulsa Community College soon after the family moved to Oklahoma in 1999 because of her husband, Jim's, job in the oil and gas industry.

Before the move and prior to earning her SOM degree, Anna, a certified public accountant, worked for many years at a local public accounting firm. She earned her Bachelor of Accountancy degree from the University of Oklahoma in Norman.

2000s

Rong Zhao, MS 2001, a doctoral student in accounting at Tippie College of Business at the University of Iowa, has received a \$25,000 Deloitte & Touche Dissertation Fellowship. The fellowship provides financial support to outstanding students in accounting as they complete their course work and dissertations.

Rong was one of 10 students given the award by the Deloitte Foundation, a not-for-profit arm of Deloitte & Touche USA LLP. The fellowship program, which was founded more than 50 years ago, invites the accounting faculty at almost 100 universities throughout the country to nominate an outstanding student pursuing a doctorate in accounting. A



selection committee of accounting educators chose the 10 recipients.

Researching empirical capital markets, Rong is investigating such topics as the role of ac-

counting information in asset pricing and corporate financing decisions.

Prior to enrolling in the doctoral program, she was a tax accountant in Dallas for RIA, a tax research and software firm and business unit of the Thomson Corp. She also has worked as a tax accountant for Rubin, Brown, Gomstein and Co. in St. Louis. Rong earned a bachelor's degree in accounting at Peking University in Beijing, China.



John Gaetz, MBA 2003, joined the Dallas office of Watson Wyatt Worldwide, a global consulting firm, in January. He is a communication consultant responsible for developing and implementing communication strategies around corporate human capital issues, such as group benefits and health care, change management, retirement, and compensation. John is also a 2006 graduate of The School of Management's Executive and Professional Coaching Program, which he is using in his interactions with clients and senior professionals.

John earned his bachelor's degree in journalism from Texas Christian University in 1993.

Cynthia Gartman, EMBA 2005, is president and chief operating officer of Country Place Senior Living, LLC, a Dallas-based company that aims to provide senior citizens rurally based and personalized assisted living in a warm and friendly environment.

Cynthia is also CEO of Go Play Sports

Centers, an indoor sporting company aimed at encouraging kids and adults to have fun and be healthy, while creating a healthy sports environment and simplifying family life. Go Play Sports is based in Irving, Texas.

A certified franchise executive (CFE) and 20-year veteran in franchising, Cynthia has extensive experience in many aspects of the business, from franchisee relations, marketing and sales to diversity management and regulatory compliance.

Her last post was as senior consultant with the iFranchise Group, a coalition of franchising professionals.

In addition, Cynthia is a member of the International Franchise Association's (IFA) Board of Governors for its Institute of CFEs, past chairman of the



IFA's Minorities in Franchising Committee and past vice chairman of the IFA's Diversity Institute Board.

Before starting her own business, Cynthia served as senior director of franchise support services at Carrollton, Texas-based Accor North America, which owns, operates, and franchises 4,000 hotels, including Motel 6, Studio 6 and Red Roof Inns.

A University of Texas at Austin undergraduate, she earned a bachelor's degree in English and a post-graduate certificate in paralegal studies from Southwest Texas State University.

Project Management Alums Gather

An on-campus event for alumni of The School of Management's Project Management Program last fall drew about 75 alums and their guests, including four members of the Class of 2006, pictured here with program director Jim Joiner (third from left). The four are (left to right) Donny Ballard, MBA, who works at Alcatel-Lucent in Plano, Texas; James Smith, MBA, an employee of Rapp Collins Worldwide in Irving, Texas; Dan Kays, MBA, who works at Raytheon's offices in McKinney, Texas; and Ricardo Mont, MS, an employee of Verizon in Irving, Texas.



2007 CONTRIBUTOR REPORT

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Alliance Data Systems
Deloitte & Touche USA LLP
Ericsson Inc.
Haynes and Boone, LLP
Intervoice, Inc.
Jones Day
JPMorgan Chase
L-3 Communications Corporation
Marsh & McLennan Companies
(Marsh and Mercer)
Nortel Networks
SAP America, Inc.
Tektronix
Texas Instruments Incorporated
United Supermarkets, Ltd.
Wachovia Bank, N.A.

**SCHOOL OF MANAGEMENT:
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