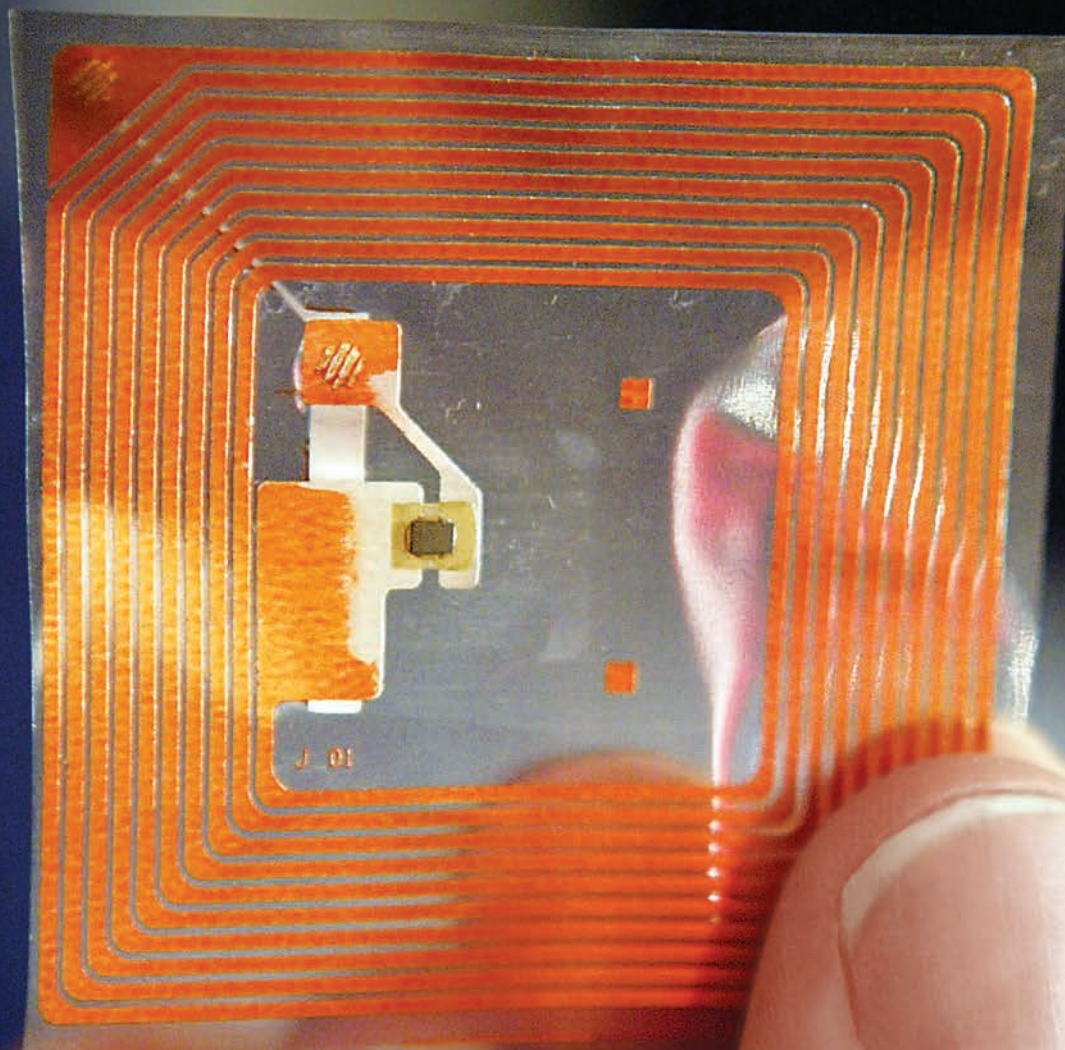


THE SCHOOL OF
MANAGEMENT

THE UNIVERSITY OF TEXAS AT DALLAS

VOLUME 11 No.1 AUTUMN 2007



Ahead of
the Edge



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

MESSAGE FROM THE DEAN

I am glad to report that we have started the new academic year with a number of successes. Our credit-hour enrollment is up more than 9 percent over last fall's, and we continue to drive the growth of the university. We now have 5,000 students, making our school by far the largest on campus. This fall, *Financial Times* has ranked our Executive MBA Program No. 1 in Texas and tied with Georgetown University among U.S.-based schools for No. 10 in the nation, and we have been named among the top 100 business schools in America by the Aspen Institute.

This issue of *MANAGEMENT* examines two far-reaching business topics addressed by recent conferences at The UT Dallas School of Management (SOM): the impact of radio frequency identification (RFID) technology and the emerging science of decision and risk analysis. The Center for Intelligent Supply Networks' RFID conference attracted experts from all over the nation to discuss that technology's widespread effects on a variety of sectors, from food to defense. The International Center for Decision and Risk Analysis' conference brought experts from around the world to share ideas on identifying, assessing and mitigating risks, both private-sector — such as in the financial and insurance industries — and public-sector — in such programs as defense, energy and space.

One of the main ways we interface with the business community is through Executive Education, which, as of this fall, has been part of our curriculum for 15 years. This issue's story on Exec Ed at UT Dallas reports on our four executive-level MBA programs tailored especially for working managers. The Exec Ed story also features alumni who tell of their career success after earning UT Dallas MBAs through our Executive MBA, Global Leadership Executive MBA, Project Management and Medical Management programs.

In addition to the contributions our faculty is making to the business world, they are among the most productive researchers in the nation. Based on the faculty's published works in 24 leading journals during the past four years, our school ranks among the top 20 in research productivity. Several SOM faculty members have won recent recognition for academic and professional achievement. Ashbel Smith Professor of Operations Management Kathryn E. Stecke, Ph.D., received the Distinguished Service Award for her contributions to the Manufacturing and Service Operations Management Society. Metin Akanyildirim, Ph.D., won the Harold H. Kuhn Award for the best paper published in the last three years by the operations management journal *Naval Research Logistics*. Also, David L. Ford Jr., Ph.D., won the John Yanouzas Outstanding Paper Award for a paper presented at the 12th Eastern Academy of Management International Conference last summer.

SOM's faculty is enhanced this fall with the addition of eight new members, including three tenured professors. Ashbel Smith Professor of Finance Michael Rebello, Ph.D., comes from Tulane University. Rachel T.A. Croson, Ph.D., who comes from the Wharton School at the University of Pennsylvania as a full professor, and Eric Tsang, a new associate professor from Wayne State University, are both members of our Organizations, Strategy and International Management faculty.

Along with recognition for our faculty, our programs continue to show well in the rankings. In addition to the *Financial Times* ranking of our EMBA Program, *U.S. News & World Reports'* latest rankings place our fulltime MBA Program first in North Texas, fourth statewide, and 26th among public business schools nationwide. Our online MBA programs are among *Financial Times'* top 25 distance learning providers worldwide, and both *Business Week* and *U.S. News & World Reports* rank our undergraduate programs in the top 100 nationwide.

Successes such as these show that we are achieving our goal of being one of the nation's leading public business schools. We thank our alumni and friends for helping us succeed and we welcome your continued support and input.

Best wishes,

Visit our site on the worldwide Web

<http://som.utdallas.edu>

THE SCHOOL OF MANAGEMENT

THE UNIVERSITY OF TEXAS AT DALLAS

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The Business View on RFID

Donna Steph Hansard

Dallas-Fort Worth is at the forefront in developing radio frequency identification—RFID. It's here, and it's happening. But what does that mean for business? Experts at a recent UT Dallas conference on this topic weigh in on RFID's value and impact.

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Corporate View: A Collaborative Journey

Paula Felps

SAP global program director Krish Mantripragada, head of the worldwide conglomerate's RFID and Supply Chain Solutions Management, talks about the advantages of partnering with UT Dallas as RFID revolutionizes business technology.

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Calculating Risk

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Confronting risk is routine for industries from banking to health-care. What is atypical is the effort of an SOM conference to bring together risk experts from many disciplines to develop generic approaches to decision and risk analysis.

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Two SOM faculty members report on potential practical applications of their latest academic research.

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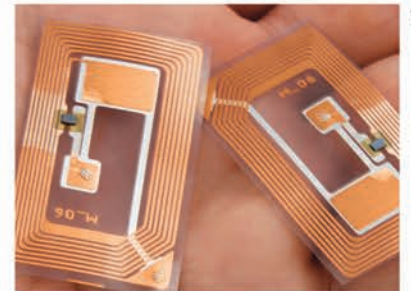
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Adding Emphasis: 15 Years of Exec Ed

Paula Felps

A decade and a half after its launch, The School of Management's Executive Education area specializes in helping the experienced managers it serves stay ahead of the times.



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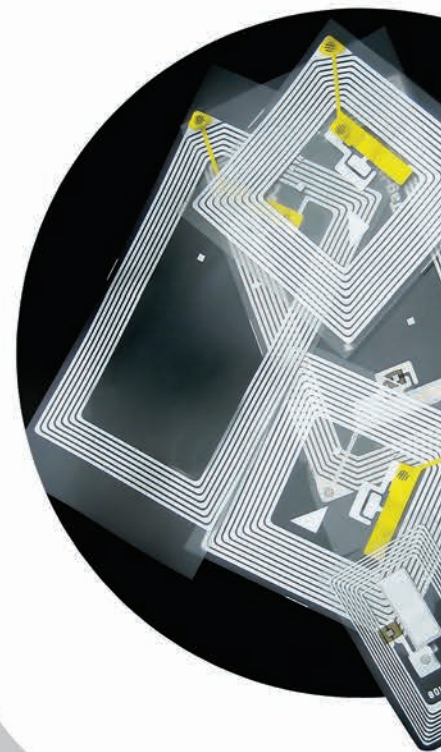
BY DONNA STEPH HANSARD

THE BUSINESS VIEW ON

RFID ● Clearing Barriers, ● Seizing Opportunities

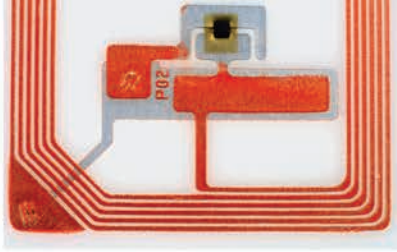
Business experts weigh in on the technology's future.

EDITOR'S NOTE: In June, 150 of the nation's thought leaders on radio frequency identification (RFID) convened at the UT Dallas School of Management (SOM) to share ideas on the state of the technology and its wide-ranging implications for all aspects of business. MANAGEMENT writer Donna Steph Hansard covered the conference and afterward asked several key speakers to expand on thoughts they had presented at the daylong session. What follows is Ms. Hansard's report on the current state of RFID.



Photographs of electronic equipment used throughout this story depict various elements of RFID technology.

Except as noted, © Photographer: Albert Lozano Agency: Dreamstime.com



It reads the plastic card in your windshield as you pass by a toll-booth so you don't have to stop.

It reads the customer loyalty card at the gas pump so you don't have to pay inside.

It locks and unlocks your car door with a click so you no longer have to fumble with the keys.

Indeed, an increasing number of products you buy are enhanced with radio frequency identification.

This increasingly popular and employable technology, commonly referred to as RFID, is surprisingly simple. An RFID tag — a small transponder attached to or incorporated into a product — emits radio waves picked up by a remote reader that automatically retrieves the stored ID number or information without any need to be in line of sight of the tag.

Invisible Convenience

"We use RFID in our everyday lives, maybe three to five times a day, without usually even recognizing it's RFID," said Julie England, a vice president at Texas Instruments Incorporated, one of the world's largest integrated manufacturers of RFID tags, smart labels and reader systems. "That's the beauty of it," Ms.

England said, echoing comments from her conference address at The University of Texas at Dallas. "It adds convenience to daily tasks."

An RFID tag's capacity is large enough to contain multiple bits of information unique to the product — unlike a bar code that is limited to carrying a single product identifier.

So for a consumer's convenience, an RFID tag passing by a toll-

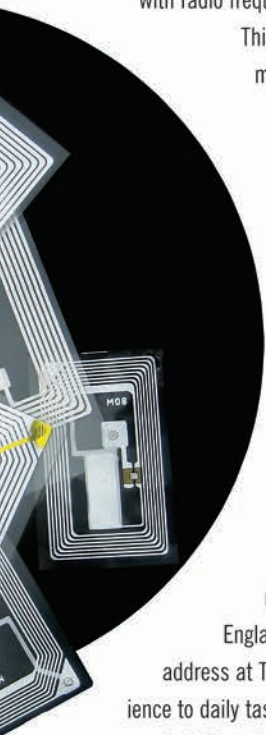
booth can provide specific information about a vehicle, its owner and his account, just as a tagged payment fob — or speed pass — can provide instant pay at the pump.

On the business end, each RFID tag means a product can be tracked — individually, not just as part of a shipment — as it moves from location to location. For organizations and companies that require complex inventory and product tracking, RFID can significantly improve supply chain management and business processes.

RFID Conference: Exploring Far-Reaching Implications

Underwritten and sponsored by such firms as SAP Research and Texas Instruments, the mid-June conference, "Unlocking RFID's Real Value," was organized by SOM's Center for Intelligent Supply Networks (C4iSN) and the UT Dallas Erik Jonsson School of Engineering and Computer Science.

Speaking at the event were top-level executives with practical experience in RFID, including leaders from Procter & Gamble Company, Southwest Airlines, Wal-Mart, the Massachusetts Institute of Technology, and the U.S. Department of Defense.



Julie England,
vice president for
RFID, Texas
Instruments
Incorporated



Don Whittington, vice president and chief information officer, Florida Crystals

"I'm proud that Texas is at the forefront of RFID technology," U.S. Senator John Cornyn (R-Texas) said in his welcome to conference attendees. "We have more than 120 companies in Dallas-Fort Worth alone working on RFID. Texas needs the services that RFID can provide—such as assisting with shipping and trade input for Texas' economy, and protecting our airports, ports, borders and highways. RFID will help ensure that America remains competitive and leads the world in research and development."

A Supply Chain Sensation

"When Procter & Gamble and Gillette started looking at RFID in 1999, the question was: How do we improve our supply chain performance?" Paul Fox, external relations leader for global operations at Procter & Gamble (P&G), said in a post-conference interview. "The pertinent issues to be addressed in the supply chain are reliability, speed, accuracy, vulnerability, visibility and transparency...."

"Both companies were looking for the technology that would allow us to know what products we have, where they were in the shipping process, if they arrived safely, and once on the retailing floor, when

they were sold and when they needed to be replenished through that supply chain," he said. "RFID has allowed us to do all that and more."

RFID History: Older Than You Think

While perceptions are that RFID is new, the technology traces back to World War II radar systems. U.S. and European researchers advanced the technology during the 1950s, '60s and '70s. The first U.S. patent for an active RFID tag was issued in 1973, followed, later that same year, by a patent for a passive transponder used to unlock a door without a key.

"RFID was invented 60 years ago, and we've been in the RFID business for 18 years," Ms. England said. "There are billions of RFID units in the marketplace today."

Tag: You're It

RFID received a big boost in 1999 when the Uniform Code Council (now GS1 US), the United States' member of a global standards organization; EAN International (now GS1); Procter & Gamble; and Gillette provided funding to establish a research center at the Massachusetts Institute of Technology. The Auto-ID Center developed innovations placing low-cost RFID tags on products to track them through the supply chain.

Eventually that research transformed the way American businesses used RFID, turning it into a networking technology linking objects to the Internet through the RFID tag. This was an important change because it allowed a manufacturer to automatically let its retailer or distributor know when a shipment was leaving the dock, and the retailer or distributor to automatically notify the manufacturer when the goods arrived.

Today, some of the world's largest retailers utilize RFID to track goods, including P&G, Wal-Mart, Albertsons, and Target. The U.S. Department of Defense (DOD) requires many vendors to use RFID when shipping certain commodities. And numerous other industries, such as pharmaceuticals and automotives, are beginning to jump on the bandwagon, realizing that RFID can improve supply chain management and offer a return on investment that translates into profit.

"The emergence of technology in 1999 focused on the retailing community," said Mr. Fox of P&G. "Over the years, that interest has expanded way beyond retailing, into segments like defense, aerospace, pharmaceuticals, media and entertainment...."

"The breadth of adoption now crosses every industry segment and will continue to accelerate with breakthroughs in technological advances in tags and readers, and as the cost of the technology continues to go down."



At Wal-Mart: A 30-Second Test

Wal-Mart began implementing RFID technology throughout its Wal-Mart and Sam's Club stores several years ago, requiring vendors to do the same. RFID allows the retailer to track shipments of pallets and cases of merchandise from suppliers as they travel to stores. It also helps with in-store inventory management by reducing labor costs associated with human counting and handling of goods. And it provides a much more accurate picture of which items are in stock and which need to be ordered.

Recently, Wal-Mart began testing a new application at several Sam's Club stores — using an RFID system to facilitate customer checkout and payment. Its goal is to have customers complete the checkout process in 30 seconds.

For Florida Crystals: An Efficiency Booster

Wal-Mart supplier Florida Crystals Corp. is one of many suppliers asked to meet Wal-Mart's RFID standards. The sugar and sugar-related products supplier recently completed the first phase of an RFID implementation program.

By applying RFID technology, said Don Whittington, Florida Crystals' vice president and chief information officer, in his conference address, the company found, "we could improve the efficiency and effectiveness of our business processes, resulting in reduced costs. What that meant for us was

that RFID became more than a tag and a technology, but a way to improve our entire business process."

Procter & Gamble's Advice: See Benefits Sooner

Mr. Fox said the return on investment for Procter & Gamble has been significant. His advice for other companies is to explore how RFID can improve supply chain management now, rather than wait until their competitors do so.

"The key to success is to begin using the technology yourself," Mr. Fox said. "It's only at that point that you begin to uncover some of the very specific advantages it offers to your own organization."

A lot of companies originally questioned whether the technology worked, he said.

"We're beyond that now. The technology has proven itself... [I]t is robust, dependable and scalable. The risk businesses now face is not whether to get involved, but when to get involved. The longer they wait, the more opportunity competitors have of seeing the benefits first."

Yes, there is a learning curve, Mr. Fox said. "But the sooner you become engaged, the faster you're going to see benefits delivered."

For the Department of Defense: A Supply Chain Performance Enhancer

"RFID plays a pivotal role in the DOD's supply chain performance," said Kathy Smith. Ms. Smith is the special assistant for customer support in the Office of the Assistant Deputy Under Secretary of Defense, Supply Chain Integration. She said the DOD operates the largest RFID system in the world, shipping products between more than 30 countries and 2,500 sites worldwide.

"The real value in RFID is in business-process improvement," Ms. Smith said in a subsequent interview. "It opens up new ways of doing business and offers much more than simply a replacement of bar-code technology. We think there is enough of an advantage that others will see the benefits, and adoption of RFID technology will continue to accelerate."

Paul Fox, external relations leader for global operations, Procter & Gamble



© Photographer: Alistair Cotton | Agency: Dreamstime.com



Kathy Smith, special assistant for customer support,
U.S. Department of Defense

At TI: 'Speed and Convenience'

In addition to supply chain management, RFID can offer advantages associated with faster payment times for customers. New technological advances in "contact-less" payment methods using smart-card technology continue, including paying by cell phone. Companies such as Wal-Mart and TI are leading the way in exploring such applications.

"Speed and convenience. That's the core value RFID can bring to consumers," said Ms. England of TI.

Another Key Value: Security

Security is another key value RFID brings to the marketplace, offering improved methodologies to cut down counterfeiting, the result of RFID tags' identification capability. Currently, global

The Right Place, The Right Time

BY JILL GLASS AND PATRICIA SCHOCH

With so many business neighbors trailblazing advances in radio frequency identification, UT Dallas is the logical site for a conference devoted to the technology.

Location makes The University of Texas at Dallas School of Management one of the best venues in the nation for a conference of thought leaders on the wide-ranging impact of radio frequency identification (RFID) technology. Situated in the center of the Dallas-Fort Worth technology sector, The School of Management (SOM) is nearly next door to many of the businesses leading RFID research and development.

The pacesetters are right here, as George Brody, chairman of the RFID special-interest group of the Metroplex Technology Business Council, has pointed out.

The Dallas-Fort Worth area is one of the nation's major hubs of RFID development, "a crucible of innovation," Mr. Brody said in his address at the "Unlocking RFID's Real Value" conference. More than 120 businesses — from hardware to software to system integrators to end-

users — create, as he put it, an "RFID business ecosystem" in the D-FW area.

The trend in technology is moving from communications to identification, and "all the functions we built into wireless networks are being built into this technology," he said. The result is a new worldwide "track and trace" network that overlays the existing wireless networks.

Underwritten and co-sponsored by industry innovators such as business software company SAP and Texas Instruments Incorporated, "Unlocking RFID's Real Value" was organized and sponsored by The School of Management's Center



trade in counterfeiting exceeds \$800 billion, translating to 7 percent of world trade, Mr. Fox said.

"RFID offers the potential to authenticate a product beyond doubt," said Mr. Fox. "Because of a product's unique identifier, the capability exists to distinguish between genuine and fake products.

"In addition, RFID helps in securing the supply chain," he said. "Companies can see products, in virtual terms, as they move through their supply chains, which decreases the ability of someone replacing genuine products with counterfeit ones."



The Future: Bright, If Fears Are Overcome

Industry experts believe that RFID applications and business and con-

sumer use will continue to grow but must overcome some hesitations raised about privacy fears and the lack of global standardization of the technology.

"I think we currently are on the cusp of discovering all kinds of new applications for using RFID technology," said Ms. Smith of DOD. "As for privacy concerns, it's a matter of educating the public. The same privacy laws we have in place now will continue to protect consumers' privacy information, whether in a bar code or RFID tag."

But RFID adoption and acceptance will continue to expand across industries, as well as among consumers, the experts said.

As "RFID applications continue to be developed, the pace of adoption is only going to continue to accelerate," Mr. Fox said.

"RFID works and offers supply chain security. We must continue... to develop best practices, share intelligence, communicate benefits and develop processes and technologies that can expand RFID's role for both consumers and businesses." ≡



George Brody, chairman of the RFID special-interest group, Metroplex Technology Business Council

for Intelligent Supply Networks (C4iSN) and the university's Erik Jonsson School of Engineering and Computer Science.

The 150 participants in the daylong conference discussed the state of RFID technology today and what its impact and implications for supply chain networks will be in the future.

"RFID is changing the world around us," explained conference organizer and C4iSN Managing Director Divakar Rajamani, Ph.D. "We designed this event to provide a glimpse of where the technology is leading us."

Speakers addressed such issues as key barriers to adoption of RFID and minimizing risks while maximizing opportunities in the value chain.

The conference program presented an interdisciplinary approach

to RFID, offering an academic perspective from several universities and a user perspective from a range of industries.

Industry speakers represented such companies as Wal-Mart, Southwest Airlines, SAP, Procter & Gamble, ChainLink Research, CHEP, Florida Crystals and the U.S. Department of Defense.

In addition, RFID technology and applications researchers representing the Auto-ID Labs at the Massachusetts Institute of Technology, the Texas Radio Frequency Innovation and Technology Center at the University of Texas at Arlington, the University of North Texas and UT Dallas discussed RFID research initiatives.

The event was underwritten by SAP, a worldwide business software conglomerate, and co-sponsored by Texas Instruments, The University of Texas at Arlington, ChainLink Research and the Metroplex Technology Business Council. ≡

A Collaborative Journey

BY PAULA FELPS



Krish Mantripragada,
Ph.D., global head,
RFID and Supply Chain
Solutions Management,
SAP Research

An SAP program director reflects on the mutual benefits of industry and academia efforts to advance radio frequency identification technology.



business software and solutions conglomerate headquartered in Germany, SAP employs more than 40,000 people in more than 50 countries. Harnessing the power of technology is crucial to the company, which specializes in streamlining business processes.

Furthering the progress of technology is a vital role schools such as The University of Texas at Dallas (UT Dallas) play in advance of this scenario, says Krish Mantripragada, Ph.D., global head of RFID and Supply Chain Solutions Management for SAP Research in Palo Alto, California. His view is that university research on new applications as well as solutions for technological constraints are essential both to the business world and the academic community.

Responsible for strategy, definition and rollout of a broad range of RFID and Auto-ID solutions for SAP, Dr. Mantripragada says the company feels “very strongly that auto-identification technologies are something we are just now scratching the surface of.”

'NEW LEVELS OF VISIBILITY AND EFFICIENCY'

This, he adds, “is a journey, and we can't embark on it alone. So we work with institutions like UTD to foster these opportunities and explore new frontiers together.”

SAP's interest in auto-identification technologies has led to its ongoing partnership with The UT Dallas School of Management. It also prompted SAP Research to co-sponsor a one-day executive conference, “Unlocking RFID's Real Value,” held in June. Co-hosted by The School of Management's Center for Intelligent Supply Networks (C4ISN) and the UT Dallas Erik Jonsson School of Engineering and Computer Science, the event drew corporate leaders from both local and global companies to examine the overall impact of RFID on the supply chain network.

RFID uses radio waves and small devices called tags or transponders to send, receive, track, store and retrieve identifying information about the objects on which the tags are implanted. The technology “provides companies with new levels of visibility and efficiency, allowing [them] to leapfrog past their competition,” Dr. Mantripragada says.

“We have used closed-loop RFID technology for quite some time,” Dr. Mantripragada explains, pointing to its value in

warehouses, manufacturing facilities and within the trucking industry. “But now, more interesting applications are emerging in the open supply chain,” he says. “We are using it to track goods, people and assets. It can be used to authenticate products and reduce errors in areas like shipping and receiving or even in drug administration for hospitals. There are even areas where service and maintenance can utilize the technology.”

AT THE HEART OF A REVOLUTION?

As a company that builds software to optimize business processes — such as the supply chain — SAP continuously examines the best ways to take advantage of such emerging technology. RFID plays a crucial role because it further closes the gap between information technology and the physical world of goods, assets and products.

“There is a fundamental belief that any application that cares about the movement of physical things will find a need for RFID in the future,” Dr. Mantripragada says. “We look at it as something that will revolutionize any application, including maintenance, production and even payments. New business models are being developed right now that will change the way we can use this technology.”

But as the pace of development quickens, “we recognize this as a marathon, not a sprint,” Dr. Mantripragada adds. “No single application from this technology is going to be the ‘killer app’ that dominates. Instead, we can see a steady growth of these applications across domains. There's so much room for growth. It's not a one-trick pony.”

For all this, UT Dallas is in a unique position, both geographically and intellectually, to play a pivotal role in the development of new RFID technology. With Dallas emerging as a hub for everything from hardware and software to system integrators, UT Dallas provides a strong core of academia in the midst of a techno-savvy business community. Conducting vital research and developing applications stimulate the business community while simultaneously heightening the university's profile as a technology leader.

“It's a good blend,” Dr. Mantripragada says. UT Dallas “has a very strong business school as well as engineering school. The students they are graduating are their community's biggest assets.”

“From an academic perspective, there are a lot of unsolved problems in the technology industry. To be able to explore those problems and find the solutions needed for the future is an incredible opportunity.” ≡

Calculating Risk



DECISION AND RISK ANALYSIS CONFEREES SEEK COMMON GROUND

By Jill Glass, Patricia Schoch and Jeanne Spreier

Leading academicians, experts, and practitioners gathered for ICDRiA's two-day knowledge exchange.

Risk—the opportunity to calculate it, analyze it, codify it—drew experts from around the world to The University of Texas at Dallas last spring to advance their mutual interests at a conference that also introduced a new academic journal to be based at The School of Management (SOM).

The quarterly *Journal of Risk and Decision Analysis* will debut in early 2008, and the first issue will feature presentations from the two-day “2007 Decision and Risk Analysis Conference.”

The school's International Center for Decision and Risk Analysis (ICDRiA) hosted the May 21 and 22 event, the third gathering SOM has convened recently that has attracted leading academicians, authorities and special-

ists from all corners of the globe. Another ahead-of-the-edge meeting, “Unlocking RFID's Real Value,” is featured in *The Business View on RFID: Clearing Barriers, Seizing Opportunities* on page 2. The third, the “Frank M. Bass Conference in Marketing Science” was held in March (see *Marketing Science Conference Fortifies the Bass Legacy*, *MANAGEMENT*, Vol. 10, No. 2, Spring 2007, 17-19).

Seeking ‘Fruitful Synergies’

Subtitled “Convergence Between Finance and Industry,” the May conference concentrated on analyses of and processes for dealing with risks that industries—from banking to healthcare—confront. Conferees also considered potential threats—from natural disasters to

terrorism — that governments face.

“The diversity of various sectors offers opportunities for fruitful synergies,” Alain Bensoussan, Ph.D., ICDRI’s director and a former head of the European Space Agency, said about the many disciplines represented.

Variety was good, he said, in that “the purpose of the conference was to exchange ideas and methods in an effort to develop generic approaches and an understanding of concepts in different domains.”

Dr. Bensoussan, SOM Distinguished Professor in Operations Management, co-chaired the conference with Stanford University Department of Management Science and Engineering Chairwoman M. Elisabeth Paté-Cornell, Ph.D., a pre-eminent scholar in the field of risk management.

The event’s 150 participants attended sessions clustered into four categories: national security, supply chain risk management, financial risk management, and energy and natural resources.

UT Dallas President Among Keynote Speakers

The co-chairs punctuated sessions with four thought-provoking keynote addresses.

UT Dallas President David E. Daniel, Ph.D., a civil engineer who chaired an expert panel that investigated the levee breaches in New Orleans after Hurricane Katrina, delivered a speech, and other keynote speakers were:

- Nassim Nicholas Taleb, Ph.D., an epistemologist and

author of the best seller *Foiled by Randomness: The Hidden Role of Chance in Life and in the Markets* (Random House Trade Paperback, 2005) and *The Black Swan: The Impact of the Highly Improbable* (Random House, 2007)

- Gregory S. Parnell, Ph.D., a professor at the United States Military Academy at West Point and member of the Technology Panel of the National Security Agency Advisory Board, and
- Krishnaswamy Kasturirangan, Ph.D., former president of the Indian Space Research Organization and current member of the Indian Parliament.



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



Conference chairs Elisabeth Paté-Cornell, Ph.D., and Alain Bensoussan, Ph.D.

Extreme Nature and Risk

Calling Katrina “the worst engineering failure” of his lifetime, Dr. Daniel told his audience that post-Katrina analysts needed input from decision and risk analysts.

“Somehow we have to break the cycle of not paying attention to extreme events,” he said. “Decision making in New Orleans was driven by economic expediency...rather than by safety concerns, from the lowest level to the highest level.”

Challenges for New Orleans today include recognizing that dealing with risk issues is a major technological undertaking and that communicating with ordinary people about risk is a very difficult task. “Integrating risk information into good public policy decisions may be the biggest challenge of all,” Dr. Daniel said.



Gregory Parnell, Ph.D., professor at the United States Military Academy at West Point

New Risk-Analysis Tools Needed for Homeland Security

Scenario-modeling techniques developed in the field of risk analysis are becoming a crucial part of homeland security decision making, Gregory S. Parnell, an expert involved with the U.S. National Security Agency, told conferees. Threats from “intelligent adversaries” — or terrorists — are requiring the design of new approaches to risk analysis, Dr. Parnell said.

The question is “how to model the kinds of decisions that support national homeland security decision makers,” he explained. “This is a critical step, and it must be made in advance of the event to have any value.”

Dr. Parnell noted that U.S. national security strategy is focused on protecting against weapons of mass destruction, especially bioterrorism. He said planners are using event trees and attacker-defender models of game theory to look at “the problem from the opponent’s point of view, which focuses on maximizing the consequences.”

Employing the newest techniques and technologies, he said, allows us to consider the optimal things to do — using complex mathematics — in anticipation of what opponents decide to do.

‘Impact of the Highly Improbable’

Most people fail to accept that future events are unpredictable, best-selling author Nassim Nicholas Taleb

told his audience. In fact, many substantially underestimate the significance of extreme events, such as 9/11, in contemplating the future. Dr. Taleb called these extreme events, “black swans,” not imaginable until they are seen.

The term “black swan” came from a phenomenon that confounded observers for centuries. Until a black swan was discovered in Australia in the late 1600s, it was assumed not only that all swans were white but also that black swans could not possibly exist. The story, Dr. Taleb said, illustrates the fragility of knowledge and the limits to learning from experience. For it is the “impact of the highly improbable” that shapes our world: the invention of the wheel, Pompeii, the Wall Street Crash, Google, 9/11, the tsunami. These events are all considered black swans, he said.

None of the significant events, discoveries or disasters of history, Dr. Taleb maintained, could have been predicted from the statistics that dominate the thinking of economists or government officials.

“But not all black swans are bad. Just look at the success of [Harry Potter author] J.K. Rowling, the growth of the Internet and the rise of Google,” he said.

What to do? According to Dr. Taleb, look for ways to foster opportune developments (like discoveries, or “good” black swans) while always preparing for the unexpected.

Assessing Risk From Space

Space offers many opportunities to anticipate, manage and assess risk, astrophysicist Krishnaswamy Kasturirangan,



Nassim Nicholas Taleb, Ph.D., author of *The Black Swan: The Impact of the Highly Improbable*



said in his speech.

Dr. Kasturirangan, who holds a doctorate in experimental high-energy astronomy, offered examples of how — through detection, early warning, monitoring and intervention — information gathered from satellites helps minimize risks

India's populations have faced from cataclysmic natural events.

The impact of natural disasters can be profound, he said, not only damaging a nation's gross domestic product but ultimately its socio-economic growth. Trend lines indicate not only are losses through natural disasters growing worldwide, but that the greatest economic devastation occurs in developing countries — those nations that can least afford it.

In India, floods, earthquakes, droughts and cyclones cause the most severe damage. In addition, officials monitor other natural disasters — pests and disease, forest fires, epidemics and hailstorms. In each of these cases, Dr. Kasturirangan said, using space and satellite technology can help victims predict, mitigate and/or recover from the disaster.

Even in a discipline seemingly unrelated to satellites — food security and risk management — Dr. Kasturirangan said, space technology can be critical to predict crop size and impacts of either droughts or floods and decipher early warnings that crops are imperiled. Armed with such information, industry and national leaders can decide whether additional stores must be secured.

A New Journal for a New Science

Risk analysis has its roots in quality control, statistical process control, reliability theory and, since the 1970s at least, in probabilistic risk-assessment approaches. In the management world, risk analysis started with finance and insurance. It now concerns operations and

project management, accounting strategy and marketing.

Although many fields have specialized methods for managing potentially hazardous change, “a risk is a risk,” Dr. Bensoussan said, “whether it's financial, operational or...the risk of security breach or the spread of disease. There are common concerns to all aspects of risk, which justifies the idea of building a new science and [a] new journal.”

Dr. Bensoussan serves as co-editor-in-chief of the *Journal of Risk and Decision Analysis*. The other co-editor-in-chief is Charles Tapiero, Ph.D., the Morton L. Topfer Chair and Distinguished Professor of Financial Engineering and Technology Management at Polytechnic University of New York.

Publishing theoretical and applied advances by scholars and practitioners, the journal will bridge current theory and practice, highlight new ideas and processes, and emphasize synergies between varied disciplines.

More information on obtaining a copy of *Journal of Risk and Decision Analysis* is available at www.iospress.nl.

For more information about the “2007 Decision and Risk Analysis Conference,” see <http://som.utdallas.edu/risk2007>. More information about ICDRIA is available at <http://som.utdallas.edu/icdria>. ≡



Krishnaswamy Kasturirangan, Ph.D.,
member of India's Parliament

“There are common concerns to all aspects of risk, which justifies the idea of building a new science and [a] new journal.”

— Alain Bensoussan, Ph.D.

Updates from two professors on their current projects: one an effort to forge a new science, the other evaluating the costs and benefits of a new technology



Management Research Frontiers is a regular feature in which faculty members provide an inside look at their investigations and other scholarly efforts to advance the state of the art in management. In abstracts they have written, they focus not only on their research but also on its practical significance and potential use in daily business.

In this issue, Alain Bensoussan, Ph.D., the Distinguished Professor in Operation Management, weighs in on integrating the multidisciplinary aspects of decision and risk

analysis into a single new science. Dr. Bensoussan is director of The School of Management's International Center for Decision and Risk Analysis (ICDRiA), which recently hosted a conference in which risk analysts from around the globe and many disciplines gathered to seek common ground. Metin Çakanyildirim, Ph.D., assistant professor of information systems and operations management, outlines his work and thinking behind the cost-benefits study of RFID use he is undertaking with fellow faculty members Suresh P. Sethi, Ph.D., and Dr. Bensoussan.

Building a New Science

THE ELEMENTS OF RISK AND DECISION ANALYSIS

By Alain Bensoussan, Ph.D.

Risk is an issue in most activities, technical as well as economic, internal or external to any organization. It has been considered so far in the context of different disciplines. In engineering it is closely related to reliability theory, to quality control, to lean processes and more recently to the treatment of uncertainties in the supply chain. One summarizes all these aspects with the label

“operational risk.”

Financial risk applies the core of financial activities performed by financial institutions such as banks or investment funds and realized within the framework of financial markets. A considerable amount of progress has been achieved in mathematical finance and financial engineering to design new tools to protect investments against risks by hedging techniques and portfolio methodology.

Another line of research, called probabilistic risk assessment, has progressed to model the propagation of risk in complex systems. This concerns large infrastructures, innovative projects or missions such as space missions. Statistical techniques, learning methods and

decision trees are used in this domain.

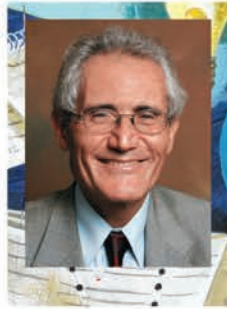
The increasing concern arising from natural hazards and security has propelled new types of risk problems, which can be considered as such or in relation with economic and social activities.

Last but not least, a new regulation issued from the Sarbanes-Oxley Act of 2002 requires corporations to outline risk factors in their annual reports.

Thus, there is a need for progress in risk and decision analysis, integrating all components and developing generic concepts. The objective is to build a new interdisciplinary science that can provide models and tools for a large variety of applications.

The objective of the research performed within The School of Management's International Center for Decision and Risk Analysis (ICDRiA) is to integrate all the building blocks that are the main components of this new science into a coherent scientific framework and to work on real applications.

Alain Bensoussan joined UTD in 2004. He is professor emeritus at the University Paris-Dauphine and was president of L'Institut National de Recherche en Informatique en Automatique from 1984 to 1996 and the French space agency from 1996 to 2003. He was chairman of the European Space Agency Council from 1999 to 2002. He is a member of the French Academy of Science, French Academy of Technology, Academia Europae and the International Academy of Astronautics. He is an Institute of Electrical and Electronics Engineers Fellow and holder of the National Aeronautic and Space Administration public service medal. He has received grants from industry and federal, state and European agencies.



Weighing the Costs and Benefits of New Technology

IS RFID FOR YOU?

By *Metin Çakanyildirim, Ph.D.*

A firm "Yes!" is the answer if you are supplying to Wal-Mart or the U.S. Department of Defense (DOD), which have mandates requiring their suppliers to use radio frequency identification (RFID) tags. Although

neither Wal-Mart nor DOD reveals the number of suppliers adversely affected by failing to comply with the mandates, it is safe to assume that noncompliance could affect future sales of the suppliers. Hence, the firm "Yes!"

Answering one question often leads to another in business—a fact that keeps us in business. If you have implemented an RFID program by a mandate's stick, you must be asking for a carrot beyond temporarily keeping your supplier status. That carrot is the better decision-making capability due to the richer and up-to-date information that RFID tags provide. Appropriate use of this more complete information can help you make fact-based, data-driven decisions rather than those based on guesses, which in turn will yield a more adaptive and profitable company. The keyword here is "appropriate," which invigorates my federal- and Texas-funded joint research with School of Management Professors Alain Bensoussan and Suresh P. Sethi.

Not yet being a supplier of Wal-Mart or DOD does not preclude possible use of an RFID program at your company. A proper evaluation of such a program requires a cost-benefit analysis. Although the cost of tags, readers and software is easy to find out from enthusiastic RFID vendors, your enthusiasm could subside while measuring the benefits. Quantification of the benefits, which requires a comparison of the profits with and without RFID data, is very important and hence a major part of our research. Nontrivial quantification can start with statistically measuring the discrepancies between the actual data and the data recorded without RFID tags. This quantification can provide insights about the potential benefits of using complete information in decision making.

Metin Çakanyildirim, Ph.D., conducts research in supply chain management. He received his Ph.D. from Cornell University, an Early Career Research Award from the Production and Operations Management Society and a Best Paper Award from the Institute of Industrial Engineers. He is on the editorial board of *Production and Operations Management*, and *International Journal of Information Systems and Supply Chain Management*. His recent D-FW-area projects have been with Lennox, Rediform and Sabre.



Adding Emphasis:

SOM programs that help experienced managers move ahead connect answers for today with value for a lifetime.

15

YEARS OF
EXEC ED

In the 15 years since the inception of the Executive Education area at The School of Management (SOM), “certainly, our strength has become that we are able to offer degree programs on several fronts,” says the area’s Associate Dean David Springate, Ph.D. “We’re willing to see the issues facing management and create pockets of educational emphasis to address those issues.”

Dr. Springate first addressed those issues in 1992, launching the Executive MBA (EMBA) Program with 18 students. He designed a curriculum for experienced managers seeking to achieve senior-



Associate Dean for Executive Education
David Springate, Ph.D.

level results on their jobs and in their careers.

Today, Exec Ed includes the EMBA and three other degree-granting programs that enroll 374 students. It also includes several non-degree granting short courses. It has partnerships with schools in France and China, and soon will extend its reach to Slovakia.

Having established a forté for staying ahead of the times, Exec Ed garners solid respect from the surrounding business community at the same time it affords the SOM and its faculty and students a great source of pride.



EMBA Director Jasper Arnold, Ph.D., (left) and student Scott Paul, equipment engineer, Texas Instruments Incorporated

Exec Ed's Firstborn

Exec Ed's growth was such that by 1998 Dr. Springate moved into a supervisory role as the area's associate dean. He handed the EMBA director's baton over to Jasper Arnold, Ph.D., in 1999.

"We've continued to grow and improve," Dr. Arnold says. So has Exec Ed's game plan. Dr. Arnold says the area constantly re-evaluates what is offered — and how it is offered. That means the EMBA Program has evolved to fit the world as it changes, rather than demanding that students adapt their lives to fit the program.

"We've made our meeting schedule more convenient, and we have a superior program. That's a claim we can back up," Dr. Arnold says. This fall *Financial Times* ranked the UT Dallas EMBA Program No. 1 in Texas and tied with Georgetown University for No. 10 among U.S.-based schools, nationwide.

The newest enhancements include providing executive coaches to help students improve their interpersonal skills and career prospects, and assigning students to an Enterprise Transformation Project, where they work in teams with a company to identify recommended changes in its business model.

"We also have a computer simulation game where the teams compete — they manage virtual companies, and, at the end, the team with the highest stock price wins," Dr. Arnold says.

EMBA students learn "hands on"

"There are two kinds of learning — learning 'about' and learning 'how to,'" Dr. Arnold says. "We stress learning 'how to.' We give the students the principles and the methods, then let them practice. We simulate real business problems, then let the students fix them."

For Scott Paul, who works as an equipment engineer at Texas Instruments Incorporated and who will graduate in May 2008, that approach is a big part of what

Renée Underwood, EMBA 2007

Renée Underwood knew that enrolling in The University of Texas at Dallas School of Management's (SOM) Executive MBA Program would enhance her career; she just didn't realize it would change her life.

"By the end of orientation, I could already feel the beginning of a totally new mind-set," she says. "Things happened every weekend that continued to change my perspective, week after week."

Ms. Underwood began classes in September 2005 and graduated in May 2007. Along the way, a funny thing happened.

"The summer [2006] semester was pretty intense," she says. "We had a very challenging entrepreneurship course. I had never even thought about running my own business, but that course made me realize that I had spent my whole career making money for other people. Now, I wanted to use what I'd learned to make money for myself."

She took a leave of absence from her job to re-evaluate her priorities. She also took full advantage of the program's unique executive coaching opportunity.

"Before I knew it, I was talking to [executives from the restaurant chain] Abuelo's and negotiating an equity position in the company."

Today, she is vice president of marketing for Food Concepts International, Abuelo's parent company.

"It wasn't just an education, it was a transformation," she says. "It made me realize I'm the driver for my own career."

— Paula Felps



makes the program so valuable.

“The best part of this experience has been getting an opportunity to learn about business situations I am rarely exposed to at work — and that I may never see until it’s too late,” he says. “I think it [gives me] a distinct advantage over those I may compete against in the future.”

Going Global

In 1996, the late Stephen Guisinger, Ph.D., added to Executive Education offerings when he converted the Masters of International Management Studies Program into SOM’s first “blended” learning program. It combined face-to-face classroom time with Internet-based options.

Dr. Guisinger learned many students had trouble attending all their classes because of their work schedules, explains Anne Ferrante, Ph.D., who took over

as program director in 2001. So he made classes more accessible, blazing an online education trail by combining technologies such as teleconferencing, groupware and Web-accessed audio and video files.

One other change also was spurred by student demand.

“They wanted it to be an MBA program instead of a Master of Arts program,” Dr. Ferrante says. So one of her first tasks was to incorporate the school’s

MBA curriculum and change the name to Global Leadership Executive MBA — GLEMBA.

GLEMBA kept the blended delivery model and through the years incorporated evolving technology. Today, it maintains a combination of Web conferencing, group-

ware exchanges and face-to-face retreats.

“Many schools have tried [utilizing distance learning technology] with mixed results, Dr. Ferrante says.

“GLEMBA has succeeded and grown because our learning model is so well thought out.”

For Kathy Mandelstein, who will graduate from GLEMBA in 2008, distance learning has proven invaluable. Based in Austin, Texas, Ms. Mandelstein leads a global team for IBM, traveling around the world to conduct business.

“I have been able to attend class from Russia, Spain, Singapore and India — at odd hours of the day in the local time zones,” she says. “I chose the program based on the focus on global leadership and the flexibility of the program to do most of the class work from anywhere you have Internet access.”

Presentation alone doesn’t account for GLEMBA’s success; its program content keeps it in demand. Specializing in international business, it is vital to those who must adapt in many settings to thrive.

“Just about any facet of business today is touched by the global economy,” GLEMBA Director Dr. Ferrante says. “We give people the skills to compete and survive in a global economy.”

Project Management Trailblazers

The addition of the Project Management Program in 1997 was prompted from the outside. “It started as a certificate program for Raytheon,” Dr. Springate explains. “We designed a 15-hour program that has now grown into a full MBA program.”



GLEMBA student Kathy Mandelstein, global team leader, IBM



GLEMBA Director Anne Ferrante, Ph.D.

Jim Joiner has headed Project Management from its beginning, and he says part of its success is that it is offered both in the classroom and online. “We’re one of the few out there doing that,” he says.

Program growth has been swift and steady. “When word got out

about what we were doing,” Mr. Joiner says, “people from places like EDS and Nortel started calling to see how they could get in.”

Today, with more than 200 project management programs offered worldwide, Mr. Joiner is proud of The School of Management’s early entry into the arena. The program was the fourth worldwide to gain accreditation by the Global Accreditation Center of the Project Management Institute.

“We have a niche market, and the way we teach is



Project Management Program Director Jim Joiner (left) and student Richard Stockton, IT budget and finance manager, Capital One Auto Finance

unique,” he says, explaining the program uses an integrated learning curriculum. “That means students don’t learn course by course, but with topics integrated into each other. Instead of teaching them a course on a single topic, we give them bundles of knowledge.”

Those “bundles of knowledge” pay off well for students — and sometimes pay off more quickly

than they might have expected.

“Since I joined the program, I have received two promotions at work,” says Richard Stockton, who works as information-technology budget and finance manager with Capital One Auto Finance and who will graduate in December. “I now manage a \$250 million budget for a major bank division. These career opportunities were directly the result of the change in my vocabulary and the tools I had in my pocket.”

Jim Miller, GLEMBA 2005

When Jim Miller wanted to enhance his education, he knew he had to think globally but act locally.

“I was working with a company that was looking at expanding internationally,” says Mr. Miller, a 2005 graduate of SOM’s Global Leadership Executive MBA (GLEMBA) program. “I realized that the world was changing and it was really important to be engaged with the rest of the world in order to succeed.”

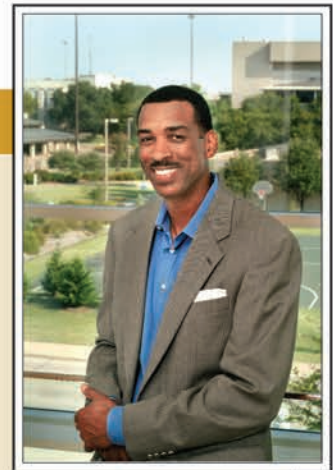
Looking at ways to expand his education, Mr. Miller found only one school that offered what he was looking for, UT Dallas. Time invested in GLEMBA completely changed not only his professional skill sets, he says, but his confidence level as well.

Many global forces affect business, says Mr. Miller, now a senior staff consultant for Verizon Business Services in Richardson, Texas. GLEMBA, he says, “taught me about the business

process, about budgeting and about change management — things like that. The overall business acumen you get from the program, along with the associated discipline to be able to conduct the business, is something that pays off.”

Mr. Miller didn’t have to wait long to be rewarded for his new knowledge. Shortly after graduating, he was hired by Verizon Business Services. “I was very eager to apply my new business awareness and skills to an industry that I knew and loved, which was telecommunications.”

— Paula Felps





Jamie Burke, Project Management Program 2005

Jamie Burke decided to pursue an Executive MBA degree while attending an SOM prep course for the Project Management Professional (PMP) certification exam.

“I had a business degree, but...all my education was from the late '80s and early '90s,” he says. “Diving into that program as a mid-level manager was a fantastic refresher course of everything I had learned.”

“What this program does is [turn] out managers who can portfolio- and project-manage,” Mr. Burke says. “[Program director] Jim [Joiner] helped me see how having a [generic] MBA in today’s world is not enough” in this career field.

Mr. Burke, who graduated from the program in December 2005, says the international aspects of the program were particularly valuable. An international tour as well as classroom exercises

As much as students appreciate the immediate rewards, it is the long-term opportunities that keep them committed to the program.

“In the long run, the biggest change from this education is that my horizons have significantly broadened,” Stockton explains. “I used to look for positions that resembled the work I was currently doing, but now I am looking at much, much more.”

A Healthy Education

Executive Education offerings expanded again in 1998, when John McCracken, Ph.D., approached Hasan Pirkul, Ph.D., the recently arrived dean of The School of Management, with a novel idea.

Because of career experience in healthcare, Dr. McCracken says, “I knew that physicians needed more business education, not more consultants to come in and tell them what to do.”

When he pitched the idea of a graduate program for physicians, his proposal faced tough scrutiny from the new dean. “It was a gamble,” Dr. McCracken says, “but I

told him that we could be the first in the market to do this.”

The Alliance for Medical Management Education targets physicians eager to move into a healthcare leadership role. Rather than adapting a standard business curriculum, Dr. McCracken’s vision was to design a unique program around physicians’ needs.

Curriculum, he says, “emphasizes key business skills that physicians need to have, and the format is designed to accommodate their clinical schedules,” minimizing time spent away from their practices.

The program is a joint venture with The University of Texas Southwestern Medical Center and UT Dallas, and senior faculty from both schools teach each class.

William F. Rayburn, M.D., who enrolled in AMME in 2005, says the program’s structure, along with its curriculum, make it the perfect package for medical professionals. Dr. Rayburn, the Randolph V. and Eleanor Seligman Professor and chairman of the Department of Obstetrics and Gynecology at the University of New Mexico Health Sciences Center, says, “I don’t have to go to Dallas every week-



AMME Director
John McCracken, Ph.D.

gave him a hands-on taste and feel of global business relations.

"I believe in this program wholeheartedly," says Mr. Burke, who recently accepted a position as director of strategy, information technology infrastructure and operations for Kennametal, a global tooling, components and production materials supply company, in Pittsburgh, Pennsylvania.

Had he not gone through the program, he says, "I would not have even been entertained for such a position. For me, the [return on investment] for my effort is that I just got a 32 percent raise and am moving to a position where I'll report directly to the CIO of a billion-dollar corporation. The fact that I knew portfolio and project management played a big role in making that happen."

The Project Management Program will continue to be a part of his management style, Mr. Burke says. "As I move through my career, I will be looking for graduates of that program and hold them accountable for the kind of quality education I know [it] provides," he says. "Those are the people I'm going to want to hire."

— Paula Felps



AMME student
William F. Rayburn, M.D.,
Ob/Gyn chair, University
of New Mexico Health
Sciences Center

end. It lets me do it more on my terms."

The AMME program has enhanced his problem-solving skills and given him more of a global perspective on his profession, he says. "My goal is to be the dean of a

medical school. I think a dean needs a broader business background, so the course work is apropos for that."

How Executive Education area programs continue evolving will depend upon the business climate and student demand. But the hallmarks of response are there: Anticipate and build programs of immediacy based on need. Offer lasting value.

"We expect to continue to grow and expand," Dr. Springate says. "That's become our responsibility, and it's an exciting one." ≡

Dr. Fred David Winter Jr., AMME 2000

Throughout Dallas, David Winter, M.D., is instantly recognized, thanks to his appearances on WFAA-TV. He also is a founder and past president of MedProvider, an internal medicine group that is part of the Baylor Health Care System; and chairman of Health Texas Provider Network, an organization comprising nearly 500 physicians.

"Juggling time is always a challenge," he acknowledges. But when, in 1998, he learned of SOM's new medical management program he found a way to fit it into his schedule.

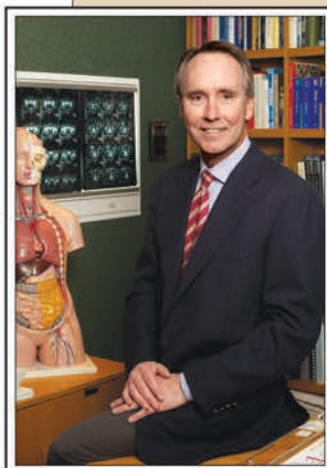
"I liked the idea of a joint faculty made up of Ph.D.s from [UT Dallas] and M.D.s from [UT] Southwestern Medical [Center at Dallas]," he says. "The admission criteria—requiring a medical degree and some sort of leadership role—also appealed to me."

Although the program was brand new, Dr. Winter didn't have any qualms about signing up. He graduated in 2000 and remains appreciative and grateful for the experience "I was looking for more tools and knowledge that I could use to guide and influence physicians," he says. "This occurred from the first session through the last. The teachers were first-rate."

Dr. Winter has since assisted in teaching, working alongside program founder John McCracken, Ph.D., and Marie Chevrier, Ph.D., to teach a negotiation and conflict-resolution course.

"I have used the teachings often and, in each instance, solved problems or directed outcomes [more smoothly], more efficiently and less stressfully than I did prior to the course," he says. "It gives students the ability to competently and confidently manage and lead physician healthcare organizations."

— Paula Felps



TWO FULL PROFESSORS TOP LIST OF NEW FACULTY MEMBERS

by Jeanne Spreier

THESE NEWCOMERS ARE NOTABLE FOR THE DEPTH OF THEIR EDUCATION AND THE BREADTH OF THEIR EXPERIENCES.



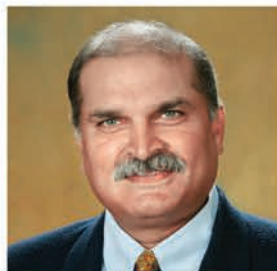
Rachel T.A. Croson, Ph.D.

With research focused on experimental economics, it would seem Professor Rachel T.A. Croson would live in the theoretical world. Quite the opposite. The former Wharton School professor has done research to help nonprofits with fundraising and has worked with international groups developing negotiation skills.

Dr. Croson, who earned her master's and doctorate degrees in economics from Harvard University, holds a joint position at The University of Texas at Dallas. She is professor in Organizations, Strategy and International Management at The School of Management and professor in economics at the School of Economic, Political and Policy Sciences. She also is director of the newly formed Negotiations Center at UT Dallas, an interdisciplinary hub for producing and promoting research on the mix of economics, psychology and business.

She is teaching a doctoral class in experimental economics. The discipline "combines economics and psychology to investigate how people actually make economic decisions, as

opposed to how perfectly rational, profit-maximizing agents would make economic decisions," Dr. Croson says.



Michael Rebello, Ph.D.

As the Ashbel Smith Professor of Finance, Michael Rebello is researching the conflicts of interest between agents in a corporation and the means of resolving those conflicts. "I find these sorts of issues very interesting," he says.

Dr. Rebello, who holds a Ph.D. in finance from The University of Texas at Austin, worked for Clarion Capital in Hong Kong from 1997 to 1999. "I got to witness the [transfer] of Hong Kong from Britain to China and also the Asian crisis," he says. Most recently he has been the Jessica L. and Edward Streiffer Chair in International Finance at Tulane University in New Orleans, where he received a teaching award in 2004, after his first year there. "Interactions with students tend to make you develop new perspectives on familiar issues," he says. Dr. Rebello will teach investment management and corporate finance courses in the spring.

ERIC TSANG, PH.D.

With research interests that cover a range of topics — from organizational learning to international strategic alliances to knowledge management — Eric Tsang draws from his extensive education. Dr. Tsang holds an undergraduate degree in economics from the University of Hong Kong, an MBA from the Chinese University of Hong Kong, a law degree from Peking University, and a doctorate from Cambridge University. More than 50 of his articles have been published, and he is on the editorial board of five journals.

After teaching at Wayne State University in Detroit, Dr. Tsang joins The



TSANG

School of Management as an associate professor in Organizations, Strategy and International Management. He is teaching an undergraduate class in strategic management. "Having lived in Asia, Europe and North America, I bring an international perspective to my teaching," he says. "While I pass my knowledge on to students, they are a source of inspiration for my research."

STANIMIR MARKOV, PH.D.

An assistant professor in accounting, Stanimir Markov is melding his research interest with his teaching assignment. "My research focuses on

how earnings information and expectations about earnings influence equity prices,” says Dr. Markov, who is teaching classes in financial statement analysis. “My research also examines the role of information intermediaries such as sell-side analysts in



MARKOV

capital markets.”

Dr. Markov, who holds an MBA from Georgetown University, a master’s degree in applied economics and a doctorate in business administration from the University of Rochester, most recently was an assistant professor in accounting at Emory University. “I find it intellectually stimulating when students share their work experiences and opinions about financial reporting issues,” he says.

YU WANG, PH.D.

Yu Wang received her doctorate in marketing from the University of Michigan after researching a topic many have wondered about, time sharing. She examined the common system for exchanging — or using — weeks of vacation and found it can be inefficient. As an assistant professor in marketing, Dr. Wang plans to continue her research on market design. “I’m also interested in exploring how consumers’ social preferences — for instance, a preference for fairness — influences their choices. I use the

WANG



approach of experimental economics in my research.”

Currently Dr. Wang is teaching a marketing class. “Seeing students learn and develop an interest in marketing is very rewarding to me,” she says.

JOHN McCLAIN WATSON, PH.D.

McClain Watson is teaching Business Communications, a new core course for The School of Management. “Helping students to become better writers and speakers is incredibly rewarding, largely because students already know how important these skills will be in their lives and careers,” says Dr. Watson, who received his Ph.D. in rhetorical studies from the University of Iowa.

He is president of the Association for the Rhetoric of Science and Technology and studies the rhetoric of science, especially neuroscience and child development. “I am also interested in the relationship between writing instruction



WATSON

and job satisfaction and effectiveness,” he says. Dr.

Watson joins the Organizations, Strategy and International Management area as a senior lecturer. He previously taught at Texas Woman’s University in Denton.

XIULI HE, PH.D.

Xiuli He says her two years as a financial analyst with Centergate Securities in Shanghai, China, gave her “clear insights into systems issues in manufacturing.” That experience, she says, along with her undergraduate degree in mechanical engineering and graduate degree in management led her to pursue her doctorate in operations and supply chain management, which she completed earlier this year at the McCombs School of Business at The University of Texas at Austin.

Now a visiting assistant professor in Information Systems and Operations Management at The University of Texas at Dallas, Dr. He teaches Production Management, a core class,

to School of Management undergraduates. She

HE



also continues her research in game theory, optimal control theory and queuing theory — all areas of interest she says she discovered after reading countless research papers while a doctoral student and being encouraged to pursue these topics by her professors.

CHRIS LINSTEADT

Mr. Linsteadt serves as assistant director of The School of Management’s Internal Auditing Education Partnership Program, which recently was named one of the four best programs worldwide by the Institute of Internal Auditors (IIA). Mr. Linsteadt also is teaching undergraduate and graduate classes in accounting as a visiting senior lecturer. He has been teaching at UT Dallas since 2005. “I enjoy helping students achieve their goals of obtaining their accounting degree, passing the [certified public accountant] exam and being successful in their career,” says Mr. Linsteadt, who holds an MBA and a master’s

LINSTEADT



degree in accounting, both from UT Dallas.

Notable among Mr. Linsteadt’s past posts is his work as a risk analyst helping the Federal Deposit Insurance Corporation weather the storms of the 1980s banking and savings-and-loan crises. In 2003, he and internal auditing program director Mark Salamasick co-wrote *Auditing Vendor Relationships*, part of the IIA Handbook series.

Two New Assistant Deans Help Raise SOM's Profile

School of Management (SOM) Dean Hasan Pirkul, Ph.D., has appointed two new assistant deans to the administrative staff.

Joining SOM last summer, Monica S. Powell, Ph.D., has responsibilities ranging from directing activities for the Cohort MBA Program and Career Management Center to developing relations with publications that rank business schools, including *BusinessWeek*, *Financial Times* and *U.S. News & World Report*.

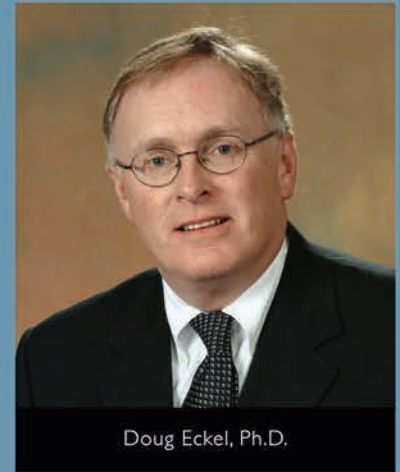
Doug Eckel, Ph.D., is SOM's new assistant dean with responsibility for maintaining accreditation with AACSB International – The Association to Advance Collegiate Schools of Business. In addition, Dr. Eckel is serving as a liaison for SOM's evening Professional MBA Program and other graduate programs. He has worked as director of corporate relations for the school since 2005, when he moved to UT Dallas from Virginia Tech University.

Before coming to The University of Texas at Dallas, Dr. Powell's career involved recruiting and training for a large financial services firm. Prior to that, she analyzed graduate programs and provided strategic planning for more than a decade for the Cox School of Business at Southern Methodist University.

"I'm excited about the opportunity to [work with] the school's



Monica Powell, Ph.D.



Doug Eckel, Ph.D.

full-time MBA program and the school's career services area," says Dr. Powell, who recently earned her doctorate in higher education at the University of North Texas. "These areas have the potential to help build the school's academic reputation from a national perspective. Full-time MBA programs are a primary focus of national magazines when it comes to ranking schools of business."

Both assistant deans are also assuming responsibilities previously addressed by SOM Associate Dean Steve Perkins, Ph.D., who resigned in August to pursue other interests.



Seven Chosen for Teaching and Staff Awards

Recipients of The School of Management's 2007 Teaching and Staff Awards are (from left) Yasuhiro (Yasu) Yamakawa, outstanding teaching assistant; Mark Anderson, Ph.D., outstanding online teacher; Suresh Radhakrishnan, Ph.D., outstanding graduate teacher; Kutsal Dogan, Ph.D., outstanding undergraduate teacher; Liliana Hickman-Riggs, outstanding adjunct faculty member; Darren Crone, outstanding staff member; and Gayle Holt, outstanding staff member. The School of Management (SOM) Teaching Committee reviews nominations and selects teaching award recipients based on their outstanding teaching abilities. A separate committee made up of SOM staff members chose the recipients of the Outstanding Staff Award. All award winners received a plaque recognizing their achievement and a grant of one thousand dollars.

Professor Stecke Receives Distinguished Service Award

Kathryn E. Stecke, Ph.D., SOM's Ashbel Smith Professor of Operations Management, has been named the 2007 recipient of the Manufacturing and Service Operations Management (MSOM) Society Distinguished Service Award.

Given annually since 1997, the award recognizes individuals who have helped significantly advance the society's goals and objectives. MSOM announced the 2007 recipient at its annual meeting June 18-19 at Tsinghua University in Beijing, China.

Dr. Stecke has served four years as the society's representative to its parent organization, the Institute for Operations Research and the Management Sciences (INFORMS). She also has been active on the MSOM bylaws committee.

With more than 800 members around the globe, MSOM focuses on manufacturing and service-business operations. The society promotes and disseminates enhanced knowledge about those businesses and their industrial efficiencies. Members include researchers, educators, consultants, practitioners and students.

Before joining the UT Dallas School of Management faculty in 2002, Dr. Stecke served for 21 years on the faculty of the University of Michigan Ross School of Business. She earned her Ph.D. from Purdue University in 1981.



Kathryn E. Stecke, Ph.D.

SOM Serves as Launch Site for New Textbook on Internal Auditing

The School of Management (SOM) was the site in August for the national launch of a new textbook co-authored by Mark Salamasick, director of SOM's Center for Internal Audit.

Not only did SOM serve as the launch site of *Internal Auditing: Assurance and Consulting Services*, it also served as the locale where the text was conceived, planned and tested over an 18-month period.

A daylong SOM conference that attracted 200 internal audit practitioners, gave five of the new book's six co-authors an opportunity to discuss their joint efforts on the project. The 529-page text is filled with theories, concepts and applications intended to help entry-level professionals succeed. The Institute of Internal Auditors (IIA), a Florida-based worldwide professional association with more than 130,000 members, is the book's publisher.

Although first released at the IIA International Conference in July in Amsterdam, Netherlands, *Internal Auditing* had its North American introduction at the SOM conference that featured panel discussions on emerging topics in the field. Grant Thornton LLP, the IIA and The UT Dallas School of Management co-sponsored the conference.

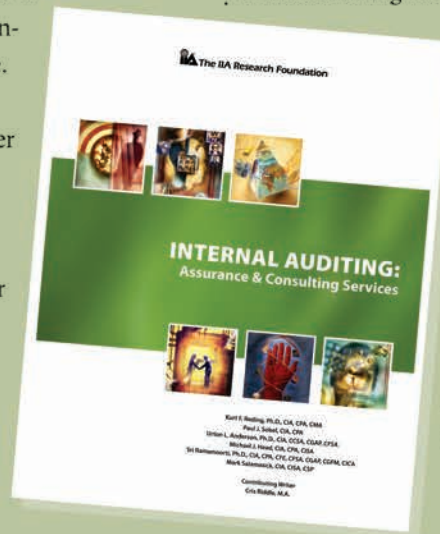
In addition to Mr. Salamasick, four other of the six co-authors were present, including Paul Sobel, chief auditing executive for Mirant Corporation in Atlanta; Kurt Redding, Ph.D., accounting faculty member

at Friends University, Wichita, Kansas; Urton Anderson, Ph.D., chairman of the Accounting Department at The University of Texas at Austin; and Sridhar Ramamoorti, Ph.D., partner with Grant Thornton's Chicago office. The sixth author, Michael J. Head, managing director of corporate auditing with TD Ameritrade Holding Corporation in Omaha, Nebraska, was not able to attend. All six are certified internal auditors.

The authors — three academics and three practicing professionals — collaborated with weekly conference calls during the 18 months they were composing the work, and they also met at UT Dallas every other month to share ideas in person. Mr. Salamasick and Dr. Anderson also tested and got feedback on the teaching effectiveness of the group's efforts from their respective internal audit classes. The IIA chose UT Dallas as the book's command center because of the university's centralized location and because of The UT Dallas Center for Internal Auditing.

The UT Dallas School of Management's endorsed internal audit program is one of only five in the world to be designated by IIA as a "Center for Internal Auditing Excellence." Program

director Mr. Salamasick has attributed the distinction to the active IIA student chapter at UT Dallas as well as strong support from the local auditing community and the high quality of the program's advisory board.



Computer Games Geared to Girls Are Subject of Professor's Study

Research co-authored by UT Dallas School of Management faculty member Michael Savoie, Ph.D., on the commercial potential of computer games designed specifically to appeal to girls was chosen to be presented in September at an international computer games conference in France.

Dr. Savoie's research contends that although 54 percent of the 12- to 20-year-old age group — the generation most involved in computer gaming — is female, 93 percent of computer games currently produced are oriented to the direct, physical confrontation interaction style of this age group's males.

"What game developers are missing is that girls represent roughly 80 percent of the disposable income in this age group, the IM — instant-message-instant-media — Generation," he says.

In addition to opening an untapped commercial market, gaming designed to appeal to feminine sensibilities would also address the national priority to attract more women into technological and scientific fields, Dr. Savoie points out.

"So there is tremendous commercial potential, as well as benefit for society, for computer games designed around the social interaction style that research has proven appeals most to females," he says.

Dr. Savoie and his co-authors based their conclusions on surveys they conducted last spring in seven states, California, Colorado, Florida, Michigan, New Jersey, Texas and Utah. In addition to Dr. Savoie, researchers included Elizabeth Hubbard of the Your Money Matters Institute and Dave Rushton and Emily Rushton of game developers Sensory Sweep Studios. The group spent two months gathering data from a series of focus groups and personal interviews with 43 mothers and 57 daughters.

"We also found that mothers heavily influence their daughters' opinions of, as well as their access to, games," Dr. Savoie says. "In general, our study shows that girls want the virtual worlds that games can provide, but they want their games to reflect reality and also allow them to add their own personal touches, preferences and senses of humor."

Dr. Savoie presented "Serious Games for IM Generation Girls" at the "Learning with Games 2007" conference in Sophia Antipolis, France. The aim of the conference was to promote excellence in the use, research, production and deployment of computer games, including business games, and to support learning within academic and industrial environments. The conference showcased new approaches to learning that games can provide.



Michael Savoie, Ph.D.

SOM Expert in Intellectual Property Rights Contributes to Aspen Summit

Stan Liebowitz, Ph.D., UT Dallas Ashbel Smith Professor of Managerial Economics, participated in a panel discussion in August at the Aspen Summit, a yearly gathering that brings business leaders, thinkers and policymakers prominent in the world of electronic communications to the Colorado resort town. The Progress & Freedom Foundation, a Washington, D.C., market-oriented think tank that studies the digital revolution and its implications for public policy, sponsors the event, now in its 13th year.



Stan Liebowitz, Ph.D.

The 2007 summit was organized around the theme of "Making Markets – Critical Information Policy Choices." Panelists in addition to Dr. Liebowitz at the "Let's Make a Deal: Getting Content and Tech to the Table" discussion included Alan Bell, executive vice president and chief technology officer of Paramount Pictures; Bill Rosenblatt, founder of GiantSteps Media Technology Strategies; Thomas Rubin, associate general counsel for copyright, trademark and trade secrets, Microsoft Corporation; and Matt Zinn, vice president, general counsel and chief privacy officer, TiVo.

An expert in copyright use and concerns, Dr. Liebowitz started his second year as president of the international Society for Economic Research on Copyright Issues at the organization's annual meeting in July in Berlin. There, The UT Dallas School of Management professor presented his work on the impact of copyright on the price of books

TWO FACULTY MEMBERS EARN BEST-PAPER HONORS

Two School of Management faculty members have won “best paper” recognition for their recent research. A paper by Metin Çakanyildirim, Ph.D., and two co-authors won the Harold H. Kuhn Award as the best paper to be published in the last three years by the operations management journal *Naval Research Logistics (NRL)*.

In addition, research by David L. Ford Jr., Ph.D., and a co-author won the John Yanouzas Outstanding Paper Award at the 12th Eastern Academy of Management International Conference in June in Amsterdam, Netherlands.

Dr. Çakanyildirim and his co-authors, Tim Woonghee Huh, Ph.D., of Columbia University in New York City and Robin O. Roundy, Ph.D., of Cornell University in Ithica, New York, are receiving the award in November at the 2007 annual meeting of the Institute for Operations Research and the Management Sciences (INFORMS) in Seattle.

Their paper, “A General Strategic Capacity Planning Model Under Demand Uncertainty,” discusses how manufacturing capacity planning decisions affect future revenue. The work appears on pages 137 to 150 in Volume 53, Issue 2 of *NRL*.

NRL established the Harold W. Kuhn Award in 2005 to recognize exceptional papers the journal publishes. The award is named for the author of the paper, “The

Hungarian Method for the Assignment Problem,” selected as the best from among all those published by the journal since its founding in 1954. Members of the *NRL* editorial board recommend papers to be considered for the honor, and a three-member committee selects the winning paper each year.

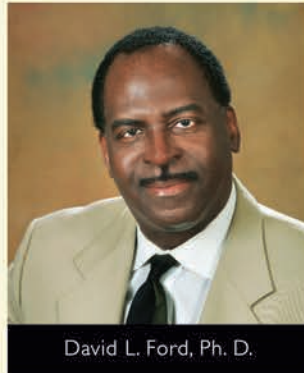
Dr. Ford was recognized for his research, “Discerning Leadership Perceptions of Central Eurasian Leaders: An Exploratory Analysis.” The paper is based on his work with the Central Eurasian Leadership Academy (CELA) leadership development program in Istanbul, Turkey, during the last five years.

Other research co-authored by Dr. Ford, “Networking as Organizational Response to Institutional Upheaval:

Evidence From Central Eurasia,” was nominated for the Best Paper Award in the Academy of Management’s International Management Division presented at the academy’s 2007 conference in Philadelphia, Pennsylvania. The paper, which analyzes World Bank data for several Central Eurasian countries, was one of five papers nominated for the honor from among more than 200 accepted for presentation at the conference.

Dr. Ford co-authored both of his papers with UT Dallas doctoral student Kiran M.

Ismail, Ph.D., who completed her degree last December. Dr. Ismail is now an assistant professor of organizational behavior at St. John’s University in New York.



David L. Ford, Ph. D.



Metin Çakanyildirim, Ph.D.

in a session titled “The Economics of Authorship and Books.”

Dr. Liebowitz also spoke in May at the Fundación Urrutia Elejalde’s Workshop on Economics and Philosophy in Madrid, Spain. The workshop’s eight

speakers focused on the topic of “Do patents promote innovation? And copyright creativity?”

Dr. Liebowitz is director of The School of Management’s Center for the Analysis of Property Rights and Inno-

vation (CAPRI), which examines the role of property rights and the enhancement of innovation. The goal of CAPRI is to conduct research on issues associated with property rights in the digital realm.

A L U M N I N O T E S

1970s

Jan Richardson, BS 1979, owns and is president and general manager of Spokane (Washington) Motor Cars Inc., a combined Jaguar, Land Rover and Volvo automobile dealership. She bought the company in 2004 after completing a two-year dealer development program run by Ford Motor Company, which owns the Jaguar, Land Rover and Volvo brands.

Prior to buying the dealership, which employs family members including her son, Jan spent six years in automotive sales, service and management positions. Before moving to the Northwest, she was the assistant general manager at Millennium Motor Cars, a Jaguar dealership in Plano, Texas.

She entered the car business following retirement from a 25-year career at AT&T, where she held a variety of positions ranging from account executive and human resources manager to managing director of business and consumer sales for the company's southern and southwest U.S. regions.

1980s

Pat P. Priest, MAS 1981, was appointed executive vice president – finance in October 2006 for The KOR Group, a privately held real estate investment, development and management firm headquartered in Los Angeles. Based in Southlake, Texas, she manages strategic financial planning and controls.

She previously served as managing director and chief financial officer of The Beck Group, a Dallas-based affiliation of real estate, architectural and construction industry companies. Before that, Pat was president of Intershop Real Estate Services, a Swiss-based investment company. She began her career with KPMG in Dallas in 1982 and later joined the Rosewood Property Company at its founding as executive vice president in charge of finance and administration.

Pat earned a bachelor's degree in accounting from North Texas State University (now the Univer-

sity of North Texas). Her community involvement includes service on the Advisory Council of the McCombs School of Business at The University of Texas at Austin.

Dan Morales, BS 1984, owns and is president of Diamonds & Designs, a jewelry store in Arlington, Texas, that his parents started in 1982. Although he earned his degree in accounting, Dan enjoys creating custom jewelry designs. "I guess I'm a left-brain and right-brain person since I loved math and I also loved the artistic side of things," he said in an article that appeared in the *Fort Worth Star-Telegram* on September 10, 2006.

The *Star-Telegram* article focused on Dan's volunteer efforts, particularly with Rotary International, a worldwide network of business and professional leaders who provide humanitarian service in their communities. Dan has been a Rotarian for more than 15 years and most recently served as district governor for Rotary District 5790. The district includes Arlington and Fort Worth, covers 31 counties west of Tarrant County and has 3,300 members in 63 clubs.

1990s

Martin K. Jackson, BS 1992, is a financial advisor and financial planning specialist in the Plano, Texas, office of Smith Barney, a division of Citigroup Global Markets Inc. He joined the company last year after two years as president of Chelsea Paige Industries Inc., a Farmers Branch, Texas, company that markets, sells and installs residential patios, sunrooms, screened porches and other outdoor enclosures.

From 1996 to 2004, Marty was a vice president of sales and marketing, holding positions in the Dallas, Houston and Denver divisions for Coca-Cola Enterprises Inc. He is a member of the Dallas Better Business Bureau and the Greater Dallas Chamber.



C. Lawrence (Larry) Pereira, MBA 1994, MA 2001, joined SensorLogic in August as vice president of marketing, product management, partnerships and alliances, and standards. The Dallas-based company uses a virtual operating system and hybrid wireless network for backhaul technology (which carries data to wired broadband networks) to help energy production, farming, manufacturing, cold-chain transportation and other vertical industries manage and extend the life of their assets.



Previously, Larry was vice president at Adaptive Instruments Corp., manufacturer of wireless sensors and solutions for monitoring, process, and control technology based in Hudson, Massachusetts. Before that, he held various senior management positions at Nortel Networks Inc.

Larry received a bachelor's degree in management science from The University of Texas at Arlington. He is vice chairman of the marketing working group of ISA100, officer and board member of the Wireless Industrial Network Alliance and an officer and board member of the North Texas Global Telecommunications Society.

Meg Cadigan Frainey, EMBA 1995, is director of regional public relations for Cingular Wireless, now the new AT&T, working with sales/employee communications, special events and community relations. When she joined the company in 2005, Meg was responsible for media relations and employee communication in the company's central region, which stretches from Texas to Minnesota and east as far as Pittsburgh.

Prior to joining Cingular, Meg was assistant executive director for communications and development for the Dallas-based Girl Scouts of Tejas Council, where she worked 15 years. During her tenure at Girl Scouts, she received the Honor Pin and the Tejas Award for outstanding service to the council. An accredited public relations (APR) professional,

Meg is a past president (2003) of the Dallas chapter of the Public Relations Society of America and continues to serve as chair of the chapter's Honors and Awards Committee. She also serves on the board of directors for Camp Summit, an agency that provides residential camping experiences for children, youth and adults with disabilities.

Meade A. Monger, EMBA 1995, founded and leads AlixPartners' Case Management Services business unit, which performs bankruptcy management services for large bankrupt companies, technology and electronic discovery services for litigation and investigation matters, and corporate consulting involving large-volume data analytics and process

improvements. Meade has expanded this Dallas-based practice throughout the United States and is now expanding in Europe.



A restructuring, consulting and financial advisory firm with offices around the world, AlixPartners established its Case Management Services practice after acquiring Meade's bankruptcy advisory company, Monger and Consultants, in 2001. He established the consultancy in 1995, after a nine-year career with Arthur Andersen in New York and Dallas.

A certified public accountant, Meade earned a bachelor's degree in accounting from Oklahoma State University.

James B. Strand, EMBA 1995, is vice president of financial operations at Avnet, Inc., value-added marketer and distributor of semiconductors and other electromechanical components from leading manufacturers. Jim manages Avnet's Financial Shared Service Center in Richardson, Texas, which serves the company's operating groups and corporate functions in North America. Before joining Avnet in 2000, he spent 17 years with JCPenney Corporation in various roles, most recently as controller of international development. Jim earned a Bachelor of Business Administration

degree from Stephen F. Austin State University. He serves on the board of trustees and is treasurer of the Dallas Children's Advocacy Center and is program chairman for the Executive Education Advisory Council at The UT Dallas School of Management. In addition, he is a member of Financial Executives International and an advisory director on the Richardson Chamber of Commerce.

Jay Teinert, MBA 1995, joined Shell Exploration and Production in Houston, Texas, in May as the staff development manager on the Finance Leadership Team.

He serves the West region, which includes the United States, Canada, Mexico, and Central and South America. In this newly created role, he supports acquisitions, divestments and investment proposals; attracts and retains key staff; and is involved in succession planning. He also builds staff training and competency development programs and plans and executes management communication across the region.

Jay joined Exploration and Production after five years with Royal Dutch Shell in both the Finance and Management Consultancy and Shell Trading. Since joining Shell, Jay has been active in company recruiting efforts, both on campuses and among experienced professionals, and in its internship program.



Prior to joining Shell, Jay worked as a management consultant with KPMG and Watson Wyatt Worldwide.

David Rockvam, MBA 1997, is vice president of corporate business development and investor relations at Entrust, Inc., an Addison, Texas-based provider of software solutions to protect digital identities and information. He directs the global company's corporate and business development initiatives, industry analyst relations and investor relations.

Previously, he served as chief investor relations and corporate development officer, as well as the company's chief communications officer. He joined Entrust in 1998 as senior manager of strategic rela-

tions. Before that, he held various finance and accounting positions at Nortel Networks from 1995 through 1998.

David earned an undergraduate degree in international trade and economics from Texas Tech University.

Laura Garrison, EMBA 1999, has been selected to be the director of strategy in the Atlanta headquarters of The Home Depot, Inc. She is responsible for working with the leadership team to support and develop long- and short-term strategies for the company. She



joined the home improvement retailer in December 2005 as director of strategic business development. In that post, she was responsible for domestic and international retail business development, and she led the acquisitions of EnerBank USA and Home Decorators Collection.

Previously, Laura was vice president of strategic planning and mergers and acquisitions for Blockbuster. Prior to that, she was a management consultant at marchFIRST and Arthur Andersen. She holds a bachelor's degree in journalism from the University of Kansas.

2000s

Charles F. Gillis, EMBA 2004, has been human resources manager for the Dallas office of Patton Boggs LLP, a Washington, D.C.-based law firm, since August 2006. He manages staff recruiting, resource allocation and professional development and retention for the Dallas region, which includes more than 100 attorneys. He also serves as manager of human resource strategies and is responsible for developing and implementing programs, policies and benefits that make the office an employer of choice.

Charles is also a freelance writer and frequent contributor to Noodad.com. He earned a bachelor's degree in history from The University of Texas at Austin.

2007 CONTRIBUTOR REPORT

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

**SCHOOL OF MANAGEMENT:
DEAN'S FUND****INDIVIDUAL:**

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Jose B. Aguilar
Lenin A. Aguilar
Rosemary Aguilar
Saifuddin Ahmed
Olufemi A. Akintunde
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 Mark S. Nelson
 Stephanie Nelson
 Pamela J. Newell
 Han N. Nguyen
 Richard R. Nitz
 Andrew O. Nkwocha
 Jan Norman
 Kenneth Norris
 Carolyn L. Northcutt
 Raul Nunez
 Ann L. Nurre
 Kwadwo Ofori-Brobbe
 Jones O. Okosun

Michael W. O'Neill
 Matthew M. O'Reilly
 Milind K. Oza
 Judy A. Parker
 Larry D. Patterson
 Vyas N. Pavoori
 Paul Payne
 Carl R. Pearce
 Gregory J. Pease
 Joseph Pedroza
 Charles B. Perdue
 Connie L. Perdue
 Christine A. Peterson
 Christin K. Philip
 Thomas A. Phillips
 Liem Q. Pho
 Rodney W. Pirtle Jr.
 John T. Pitts
 Kimberly P. Poe
 Stephen and Robin Popik
 Marvin D. Proctor
 Mark C. Proffitt
 Syed K. Qadeer
 Bryan D. Quilici
 Jeralyn C. Quintin
 Mohammed M. Rahman
 Anita L. Ray
 Philip L. Redmon
 Robert W. Reich
 Victor Reinhold
 Evelynn H. Reynolds
 Peter M. Reynolds
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 Janice R. Roberson
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 Kenneth I. Rock Jr.
 Manuel A. Rodriguez
 Miguel A. Rodriguez
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 G. Bryan Rogers
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