

# THE SCHOOL OF MANAGEMENT

THE UNIVERSITY OF TEXAS AT DALLAS

VOLUME 12 No. 1 AUTUMN 2008



S U C C E S S S T O R I E S



**Hasan Pirkul**  
Dean, School of Management

## MESSAGE FROM THE DEAN

In this issue of *MANAGEMENT*, we share with you many of the means by which we measure the success of our school.

The best measure of success for any school is how its graduates fare after they leave the classroom. If the achievements of the five alumni featured in the first article are any indication, SOM is doing exceptionally well. We congratulate these five alumni on all they have attained and wish them the best in every endeavor.

A school's success is also measured by its growth in enrollment. This fall, SOM's credit-hour enrollment is up 12 percent over the comparable figure last fall, and we continue to contribute to the growth of the university. We now enroll more than 5,200 students, making our school by far the largest on campus.

Interface with the business community is another measure of success and our Centers of Excellence are surpassing expectations in this dimension. The Institute for Innovation and Entrepreneurship received public accolades this fall when IIE won the 2008 Tech Titan Technology Advocate award from the Metroplex Technology Business Council.

The progress made by the Leadership Center at UT Dallas since it was founded in 2003 is another success story featured in this issue. Not only has this center raised awareness in the Dallas-Fort Worth business community about the importance of ethical, moral leadership in business and the qualities of great business leaders, but also — through collaboration with the UT Dallas Center for Brain-Health — it is expanding the understanding of how effective leaders think and work.

Several SOM faculty members have been recognized for exceptional success because of their academic and professional achievements. Professor Kathryn E. Stecke received the Kimball Medal from the Institute for Operations Research and the Management Sciences (INFORMS) for her distinguished service to both the organization and the field of operations research. Professors Seung-Hyun Lee and Mike W. Peng and SOM doctoral candidate Yasuhiro Yamakawa won the U.S. Small Business Administration's Best Paper Award. Professor Gregory G. Dess was recognized in the *Journal of Management* as one of the most influential scholars in the field of management in the last quarter century. Professor Brian T. Ratchford was named a finalist in a Society of Marketing Science best-paper competition, and research by Dr. Habte Woldu is ranked as the ninth most-read paper among the top 50 published in the *International Journal of Cross Cultural Management* between 2003 and 2008. In addition, research by Professor Alex Butler and Ph.D. student Jess Cornaggia won a best-paper award from the Western Finance Association.

Recruitment of quality faculty is another indication of success. This year, 10 new members are joining SOM's faculty, including three tenure/tenure-track professors: Ashbel Smith Professor of Finance David Mauer and assistant professors Dr. Gonca P. Soysal, who has joined our marketing faculty, and Dr. Feng Zhao, another new member of our finance and managerial economics faculty.

Our faculty research productivity and our programs also continue to be successful in the rankings. This fall, for the second straight year, *Financial Times* ranks our Executive MBA Program No. 1 in Texas. It also ranks us No. 14 in the nation, and it ranks our faculty's research productivity among the top 20 in the world. Our school also ranks among the top 20 in research productivity, based on faculty publications in 24 leading journals during the past five years as measured in The UTD Top 100 Business School Research Productivity Rankings™.

Our students have experienced exceptional success as well. Along with the two best-paper awards garnered by our Ph.D. students, a team of our MBA students placed second only to the team from the Massachusetts Institute of Technology in this fall's prestigious national Dell/Microsoft Marketing Case Competition. In addition, a team of our students took first place in virtual trading in the national New York Mercantile Exchange Commodities Challenge.

As we consider these successes, we must also address the failures we are witnessing this fall in the national and global economy. Because we are the educators of tomorrow's business leaders, we look especially at the part academia can play in remedying the situation. While such failures stress the importance of ethics in our education system, people often miss the point that these failures were not only a result of unethical behaviors. Rather, many were a direct result of inadequate processes and practices to measure and mitigate risk, indicating a lack of systems-thinking and a scientific approach to management. This highlights the importance of providing MBA students with the fundamentals of a scientific approach to management, including the management of risk. At UT Dallas, we have always emphasized such an analytic and scientific approach, and we will continue to do so.

As we look to the future, we thank our alumni and friends for helping us achieve our successes to date. We welcome your continued support and input in our quest to be one of the nation's best schools of business.

Best wishes,

Visit our site on the worldwide Web

<http://som.utdallas.edu>



# THE SCHOOL OF MANAGEMENT

THE UNIVERSITY OF TEXAS AT DALLAS

## S U C C E S S S T O R I E S

### PUBLISHER

Dr. Hasan Pirkul  
Dean and Caruth Chair

### EXECUTIVE EDITOR

Dr. Diane Seay McNulty  
Associate Dean for External  
Affairs and Corporate Development

### EDITORIAL BOARD

Dr. Varghese Jacob  
Dr. David Springate

### MANAGING EDITOR

Dr. Patricia Schoch

### ASSOCIATE EDITOR

Kristine Imherr

### ART DIRECTION & DESIGN

Peterson Ray & Company  
Dorit Sufness  
Creative Director

### PHOTOGRAPHY

Brian L. Wiest

### ILLUSTRATIONS

Sachin Ghodke  
Gines Valera Marin –  
iStockphoto.com  
Yuriy Panyukov –  
Dreamstime.com  
Solarseven –  
Dreamstime.com  
Russell Thurston

### WRITERS

Meredith Dickenson  
Jill Glass  
Donna Steph Hansard  
Kristine Imherr  
Patricia Schoch  
Jeanne Spreier

MANAGEMENT Magazine is a publication of The School of Management, UT Dallas, in the autumn and spring for friends of the university. The School of Management retains the right to determine the editorial content and manner of presentation. The opinions expressed in this magazine do not necessarily reflect official university policy.

© University of Texas at Dallas, 2008

UT Dallas is an equal opportunity/  
affirmative action university.



Cover Illustration by  
Chris Alan Wilton

VOLUME 12, No. 1 AUTUMN 2008

2

### Success Stories: Five Noteworthy SOM Alums

*Kristine A. Imherr*

Graduates — and how they fare outside the classroom — are key measures of how well academic institutions do their job. The School of Management alumni featured in these pages have done very well indeed.

3

Naveen Jindal, MBA 1992

4

Jody Nelsen, MBA 1997

5

Dean S. McSherry, B.S. 1990

6

Yancey Hai, M.A. 1978

6

Greg Lockhart, EMBA 2004

7

Recognized SOM Alums

8

### Lessons in Leadership

*Donna Steph Hansard*

The Leadership Center at UT Dallas has taken charge of teaching managers and executives to serve in top roles by constantly refining its messages and by reinforcing them in ongoing training.

12

### New Advisory Council Members Lend Their Expertise to SOM

*Donna Steph Hansard*

Four strategists from the construction, healthcare, human resources and software industries bring a wealth of experience to the School of Management Advisory Council.



2



8

### DEPARTMENTS

14 Management Research Frontiers

16 New Faculty

18 Faculty News

21 Center News

23 Program Updates

26 Alumni Notes

30 Contributors

**T**here's an old adage in academia: Educational institutions

can measure their success by how well their students turn out — how they do on their own once they leave academics behind. By this measure, The University of Texas at Dallas School of Management is attaining exceptional success. Profiles of the five alums whose stories appear on the following pages pay tribute to their shining accomplishments. They also celebrate their success...and ours.



# SUCCESS STORIES:

BY KRISTINE A. IMHERR

## FIVE NOTEWORTHY SOM ALUMS

### NAVEEN JINDAL, MBA 1992

**I**ndustrial magnate and member of Parliament in his home country of India, Naveen Jindal also holds a national record in skeet shooting and plays championship polo.

But Mr. Jindal recently reported polo “the first casualty of time” in the life he now leads. He was speaking by telephone on a day that had included hour-long helicopter flights to and from his parliamentary district to attend a series of workers’ meetings.

These days, Mr. Jindal says, he devotes 60 percent of his time to politics and 35 percent to business.

Elected in 2004 to a five-year term in the Lok Sabha, Parliament’s lower house, Mr. Jindal serves Kurukshetra. The name applies to both the city and its surrounding environs. They lie about 100 miles north of New Delhi, where Jindal Steel and Power Limited (JSPL) is headquartered.

“I’m involved in all the strategic decision making,” he says of

his executive roles at JSPL, the steel-making core company, and Jindal Power Limited (JPL), its power-generating subsidiary.

JSPL is Mr. Jindal’s piece of a family conglomerate, valued between \$8 billion and \$10 billion, that grew from the ventures of his late father O.P. Jindal as a steel-pipe trader in the 1950s.

Of late, “the going has been pretty good for the steel industry,” Mr. Jindal reports. And at JPL, he says, “we just commissioned India’s first 1,000-megawatt power project.”

But when he came home to India





in 1992 after earning his MBA at The School of Management (SOM), Mr. Jindal recalls, the power division was losing money.

Despite his father's reassurances that business would improve, Mr. Jindal found losses difficult to accept, in part because his University of Texas at Dallas days had been marked with success.

"I had a great experience at UT Dallas," Mr. Jindal recalls, "experience in both academics and in leadership."

He served as vice president of the Student Government Association (SGA) in 1991, then assumed the presidency and earned the Student Leader of the Year Award.

During his SGA days, inspired by displays of the U.S. flag, he posted the flag of India, the Tiranga, in his office. But back home, daily Tiranga raising at a Jindal plant ran afoul of India's Flag Code. It permitted private citizens to display the banner only on special occasions.

So, "I took the government to court," he says. Nine years later, in 2004, the Supreme Court of India upheld flag flying as a fundamental right of all

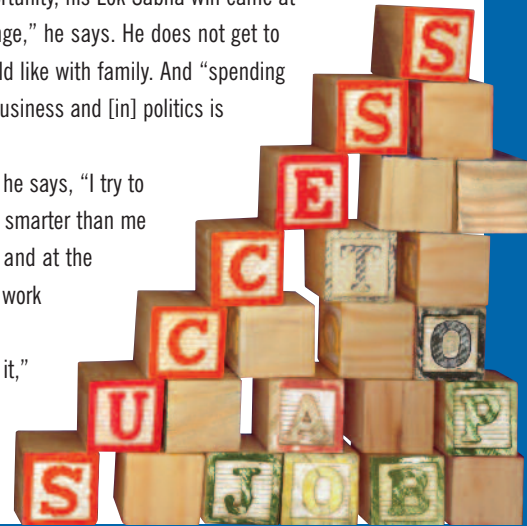
Indians. That, he says, "was a very big symbolic victory for me."

The struggle also helped launch his political career.

Though filled with opportunity, his Lok Sabha win came at a price. "Time is a challenge," he says. He does not get to spend as much as he would like with family. And "spending so much time away from business and [in] politics is at a cost of business."

To make up the deficit, he says, "I try to hire smart people — even smarter than me — and take care of that, and at the same time be involved and work pretty hard."

"It is a challenge to do it," he says, "but I just feel it is one life, and I want to do it all."



## JODY NELSEN, MBA 1997

**J**ody Nelsen's service to The University of Texas at Dallas recently gained her top honors from the UT Dallas Alumni Association and a top job at Texas A&M University – Corpus Christi (TAMU – CC).

Neither the irony nor the opportunity escaped Ms. Nelsen, a longtime UT Dallas administrator, who assesses her Dallas departure as a strategic career move.

"Sometimes it's best... especially when you're kind of the kid who's come up through the ranks," she says, "it's best to go outside to go up."

An 18-year UT Dallas veteran, Ms. Nelsen started as manager of administrative services and departed as associate vice president for business affairs.

In August, she succeeded her one-time UT Dallas boss, Robert L. Lovitt, as TAMU – CC's executive vice president for finance and administration.

The Corpus Christi campus enrolls approximately 9,100 students.

Ms. Nelsen has taken charge of its financial, human resource, physical facilities and information technology operations. She also advises President Flavius C. Killebrew

and assists in preparing budgets, strategic plans and legislative appropriations requests.

Many new duties resemble her old ones, she says, particularly those she undertook while serving as UT Dallas interim vice president for business affairs. From September 2006 until August 2007, she took command after the sudden death of her boss, Dr. Larry D. Terry.

While not precluded from permanently filling his post, Ms. Nelsen decided not to apply.

But a colleague subsequently nominated her for an Green and Orange Award, noting that she had assumed the job "with expedience, ability, character and poise."

The award, bestowed in March, is named for the school colors and recognizes UT Dallas alums who give exceptional service to the association, the university, or both.

Ms. Nelsen, who arrived with a bachelor's degree in business administration from Loyola University of Chicago, enrolled in The School of Management after realizing "that if I wanted to advance in my career... it would be best to have my master's in business administration."

Working full time, sometimes taking just one class a semester, Ms. Nelsen plugged away.

"The ability to go part time to get my MBA," she says, "made all the difference in the world... I wouldn't have been able to do it any other way."

The experience brings out the advocate in her. She told UT Dallas President David E. Daniel, she says, "that part-time students are the gold of the university and that they need to remember that and support the part-time students."



## DEAN S. McSHERRY, B.S. 1990

**I**t took Dean McSherry a while to realize his “secondary jobs” paved the way to his primary career. Waiting tables, tending bar, managing a restaurant. These, he thought, were wage makers while he finished college.

In truth, the positions made him a restaurateur, an asset he did not appreciate until he had earned his degree from The School of Management and decided “to get a real job.”

It amounted, Mr. McSherry says, to “basically sitting behind a desk and making telephone sales calls all day, setting up meetings for a financial planner.”

“It was awful,” he remembers. “It was awful.”

Within six months, he returned to the dining-out trade. “I realized, hey, you know what? I really do enjoy this, and I’m pretty good at it.”

Building on experience and using his accounting, finance and marketing classes, Mr. McSherry moved into restaurant training, troubleshooting and consulting.

In 2001, he co-founded Preferred Restaurant Services (PRS). Based in Addison, Texas, PRS provides customized resources.

Under one label, “we really kind of have two companies,” Mr. McSherry, now sole owner, CEO and president of PRS, says. “We have a management and consulting division, and then we have the outsource services division.”



The management side runs seven restaurants, representing about \$30 million in food and beverage sales, he says. The consultancy covers a broad spectrum of assistance, from concept development to bankruptcy reorganization. The outsource division offers accounting, culinary, insurance, marketing, payroll, personnel and other options.

PRS tries to provide, Mr. McSherry says, “[the] single-source solution for the high-volume independent [restaurateur] who is always in need of more time and more money.”

Combining services in one company, Mr. McSherry says, underscores the *raison d’être* of his entrepreneurship, “to really be in control of my own destiny and give some balance to my life, you know, between work, and family and community.”

Lately, community endeavors frequently top his calendar. As incoming chairman of the Texas Restaurant Association Education Foundation, he makes more public appearances. “I speak a lot to high schools and colleges about the restaurant industry,” he says, “to get the message across that the restaurant industry is not just flipping burgers at McDonald’s.”

Enumerating countless employment possibilities, he draws from his own résumé, and his talks gravitate to “career path and what can be out there for someone who has an interest.”

## YANCEY HAI, M.A. 1978

**T**hink of Yancey Hai as the executive behind the push of a button — one you probably press daily.

Mr. Hai is CEO of Delta Electronics, Inc., a Taiwan-based manufacturer and installer of components and systems that help power computers, computer networks, industrial processes, telecommunications grids and more.

As *Forbes* magazine reported in “Asia’s Fab 50 Companies,” a September 2007 article, “Whenever you turn on your computer or game console, chances are Delta Electronics provided the switch.”

And if you use an adapter with your notebook computer, Mr. Hai adds, odds are even that “the adapter is made by us, because we have about 50 percent of the world market share.”



Mr. Hai’s boss, Delta chairman Bruce Cheng, founded the company in 1971. Then, the factory focused on making parts for televisions. Now, Mr. Cheng presides over Delta Group, an empire with six main subsidiaries. In all, Delta employs nearly 71,000 people in Asia, Europe, and North and Central America.

Despite worldwide operations, Mr. Hai says Delta’s largest test “is to become a truly global company.” In the past...the business was family controlled, he explains. “Basically, the founder, he’s everything. He’s the CEO; he’s the CFO; he’s the CTO.”

But with revenue approaching \$6 billion this year, he says, “the biggest challenge here is to set up the system and to have enough talented people to manage different functions.”

Sometimes, Mr. Hai says, his role “is to try to create synergies”

across functions and groups “to provide total solutions for the customers. Instead of just selling the product, we try to provide the solutions for our customers.”

Mr. Hai also creates new business, for which he often looks to product development, particularly that related to alternative energy and energy management.

Energy is a common denominator among Delta’s product lines. In the past, Mr. Hai says, Delta targeted the power-conversion business. For the next five years, he says, “we’re getting into power generation.”

Development proceeds in tandem with a company-wide commitment to protect the environment and conserve energy. This ethos, Mr. Hai says, originated at Delta Electronics Foundation, a philanthropy Bruce Cheng established in 1990.

Mr. Hai joined Delta in 1999 after two years’ service as an outside member of its board of directors. Bruce Cheng sold him on employment by talking about expansion and the opportunity to work for a homegrown Taiwanese company.

Mr. Hai was at that time country head for GE Capital in Taiwan and had spent two decades advancing in American-owned financial services firms, including JPMorgan and Lehman Brothers.

He started his career as a management trainee at Citibank Taipei after earning his School of Management master’s degree in international management in 1978.

Although known for his expertise in operations, management and strategic planning, Mr. Hai makes it clear he didn’t “have a strategy to become a CEO...It just happened.”

But analyzing his skills, he adds, “I think what happened is that I’m a pretty responsible person. Whatever is the task to be finished, I finish this.

“Also, I like to face some difficult challenges. I think that’s fun — something really difficult.”

## GREG LOCKHART, B.S. 1984, EMBA 2002

**S**eeing his family name on products produced by his father’s Dallas business created pride of ownership in Greg Lockhart. After that, he says, “I didn’t even think about working anywhere else.”

The younger Lockhart’s company connection began as “just a part-time job” as he finished an undergraduate accounting degree in The School of Management (SOM) at The University of Texas at Dallas.

His father had established Lockhart Industries as a presentation company that specializes in dressing up reports, white papers and more for such professionals as CPAs and attorneys. “He was the entrepre-

neur and marketer,” Greg Lockhart remembers, “and I did the rest.”

“The rest” quickly segued from being office expert in the then-new world of personal computing to becoming operations manager.

Initially, operations meant outsourcing. But soon, “we had to get our own people and our own machines,”

Mr. Lockhart says.

Expanding this way, he adds, has







made him much more a bottom-up than top-down manager. “I try to keep an environment where we have an open-door policy,” Mr. Lockhart, now company president, says, “where the people doing the work on the line” have input on improving work and products.

One way that policy pays, he says, is that “our employee retention is extremely strong. We’ve got people who have worked here over half their life.”


As he himself neared two decades of involvement, Mr. Lockhart became convinced he needed a graduate degree. He quickly zeroed in on where he would go. “I knew UTD,” he says. “I knew the quality of UTD.”

A conversation with Dr. Jasper Arnold, director of the Executive MBA Program, sold him on that curriculum. “I really loved the fact that it was

a 20-month program,” Mr. Lockhart says, “that it wouldn’t be six years of trying to work a class in here, work a class in there.”

His timing proved fortuitous. His father died unexpectedly “a year or two after I got out,” Mr. Lockhart recalls. Besides having to deal with the loss and “some people... [who] were kind of swimming against the tide,” he says, “we had to completely redo our product line.”

Given all this, he says, “let’s just say going to UTD was the best decision I made in the last 15 years — as far as work.”

The EMBA faculty, Mr. Lockhart says, teaches “you to be general managers so that you can appreciate every different area... [F]or me it had real resonance because in a small firm you do a little bit of everything, and I could relate to every topic that was taught.” 

## SOM ALUMS RECOGNIZED FOR ACHIEVEMENTS, EFFORTS ON BEHALF OF SCHOOL

**T**he roster of School of Management (SOM) graduates who are top achievers includes the following alums who have received special recognition for their ongoing efforts on behalf of the school, The University of Texas at Dallas, or both.

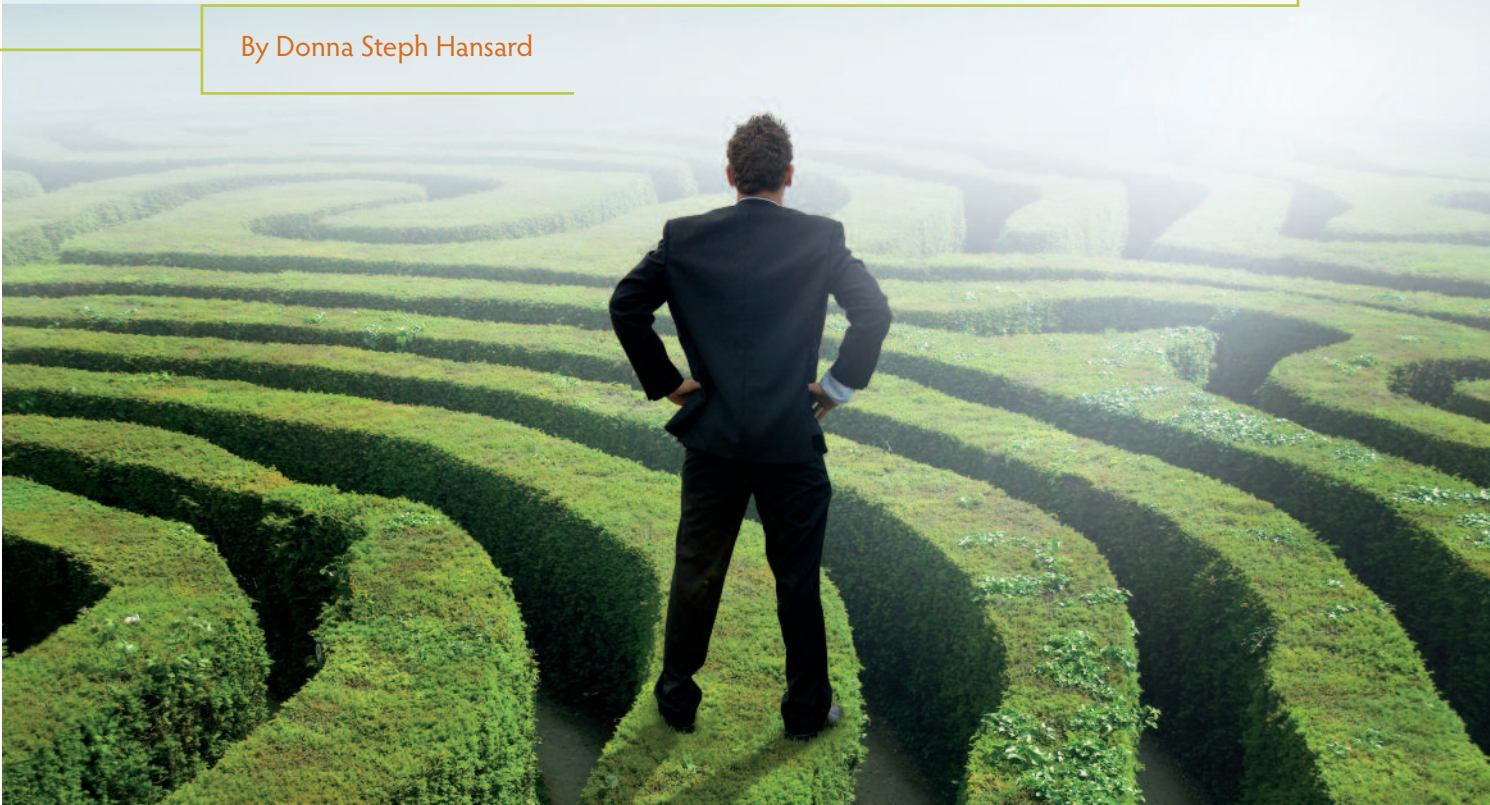
- Richard Amsberry**, M.A. 1996, SOM Distinguished Alum 2001
- U.S. Rep. Dr. Michael C. Burgess**, M.S. 2000, SOM Distinguished Alum 2003
- Barbara Curry**, M.S. 1984, SOM Distinguished Alum 2000
- Charles (Chuck) Davidson**, M.S. 1980, SOM Distinguished Alum 2002, UT Dallas Distinguished Alum 2008
- Nancy Gundy Davidson**, B.S. 1980, SOM Distinguished Alum 2002, UT Dallas Distinguished Alum 2008
- Ambassador Linnet F. Deily**, M.A. 1976, former ambassador and deputy U.S. trade representative to the World Trade Organization, former regent of The University of Texas (1995-1996), SOM Distinguished Alum 2001
- M. Sam Gilliland**, EMBA 1994, SOM Distinguished Alum 2003, UT Dallas Alumni Achievement Award 2005
- Dr. Rufus Green**, EMBA 1996, SOM Distinguished Alum 2000, UT Dallas Distinguished Alum 2008
- Alan Halliburton**, M.A. 1990, UT Dallas Alumni Achievement Award 2005
- Robert Hewlett Jr.**, M.S. 1982, SOM Distinguished Alum 2001
- David Holmberg**, EMBA 2000, SOM Distinguished Alum 2003
- Dipak C. Jain**, Ph.D. 1987, SOM Distinguished Alum 2001, UT Dallas Alumni Achievement Award 2005
- Anchi Ku**, B.S. 1981, recipient of first UT Dallas Green and Orange Award 2007
- Kenneth Lewis**, M.S. 1980, SOM Distinguished Alum 2000
- Melendy E. Lovett**, M.S. 1982, UT Dallas Alumni Achievement Award 2005
- Randall Mills**, MBA 1995, past president of UT Dallas Alumni Association (2001-2002), Alumni Leadership Award from MBA Society 2006
- Ron Nash**, M.S. 1979, SOM Distinguished Alum 2000
- Masayoshi Shimizu**, EMBA 1996, SOM Distinguished Alum 2000
- John Smith**, M.S. 1974, SOM Distinguished Alum 2000
- Ann K. Utley**, EMBA 1997, SOM Distinguished Alum 2000



# Lessons in Leadership

Five years into training managers and executives to more effectively serve in top roles, **The Leadership Center at UT Dallas** keeps refining the formulas for success.

By Donna Steph Hansard





**T**elecommunications manager Lalin Sourjah recently took his mind in for a checkup. During the two-hour test, he was bombarded with words, phrases and numbers he subsequently was asked to repeat — often backward. He also answered questions about a detailed story he was given a few minutes to read. And he arranged and matched shapes to determine varying combinations.

Called a brain physical, the complex cognitive and linguistic skills assessment Mr. Sourjah underwent on the UT Dallas campus measures short- and long-term memory, as well as how an individual processes and retains information. The exercise, which Mr. Sourjah considered “fascinating,” is part of an ongoing leadership development program designed for his company.

A mid-level manager, Mr. Sourjah is among a select group of Ericsson Inc. employees identified as future leaders. As such, he was handpicked to participate in training customized by The Leadership Center at UT Dallas to fit Ericsson’s cultural and managerial requirements.

Established five years ago in The School of Management, the center has steadily gained a reputation for offering vanguard programs — combining academic knowledge and real-world experience — to help executives become more effective leaders.

A recent collaboration with the UT Dallas Center for BrainHealth, a leading brain research and therapy facility, offers even greater opportunities and resources. Designed and administered by Center for BrainHealth researchers, the brain physical underpins a new Leadership Center program to teach executives how to capitalize on specific brain characteristics to become more strategic and innovative thinkers.

“It was fun,” Mr. Sourjah says of his physical. “It gives you an idea of the kind of context you think in, and if there are things you need to focus on digesting and others you may need to pass up. It shows you areas you are good in, not so good in and those you need to work on.”

Mr. Sourjah has participated in three leadership-training conferences at UT Dallas. In addition, UT Dallas professors have visited his team at Ericsson in Richardson, Texas, several times.

“I have found UT Dallas’ leadership program absolutely exciting,” he says. “It has taught me to think way outside the box. I’ve also gotten great feedback from my team — that they’ve been able to apply things they’ve learned, both to their business and personal lives.”

## Ongoing, customized leadership training

That The Leadership Center at UT Dallas offers ongoing — rather than one-time — training is a critical benefit, center administrators say, which differentiates their programs from others in the marketplace.

When the center opened, “the idea behind our thinking was that changing behavior is extremely difficult,” Leadership Center Executive Director Gerald (Jerry) H. Hoag says. “It takes a lot of time, practice and dedication....[W]hat is required is an ongoing process designed to teach, support, guide and help develop new behavior.”

The center initially offered open-enrollment programs to area businesses, including its original corporate sponsors: Ericsson, Nokia, Inc.; 7-Eleven, Inc. and A.T. Kearney, Inc. A year and a half later, programs designed to fit each client’s individual needs replaced open enrollment. Target audiences typically are mid- to upper-level managers, ages 35 to 50, whom their companies have identified as high-potential executives.

## Ericsson is first to benefit from center’s collaboration

Recently, The Leadership Center has designed programs for Ericsson that incorporate brain science. Managers attend UT Dallas for one three-day and two two-day conferences taught in separate sessions. Between conferences, UT Dallas professors provide shorter seminars on Ericsson’s campus, sometimes including each manager’s employees.

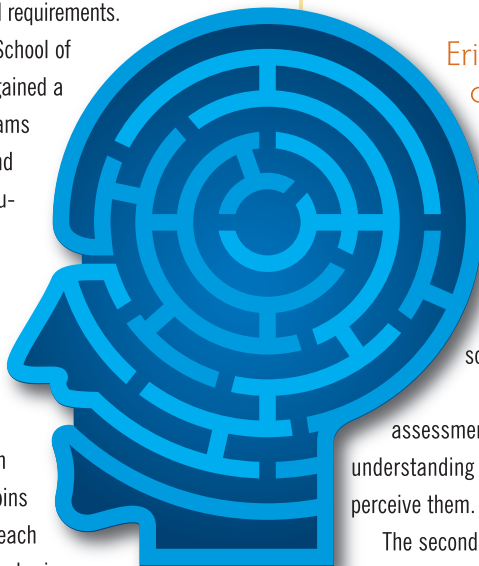
Training first focuses on self-awareness and self-assessment, and is designed to help managers gain a clearer understanding of their management styles, as well as how others perceive them.

The second session focuses on strategic leadership, including reviewing business and sociological factors likely to impact Ericsson in the future and determining how best to deal with them.

The third — and newest — session utilizes the physical brain as a foundation for discussions regarding how managers can best use their minds to become more innovative and create a culture of innovation within their teams.

“There is no other leadership center in the country doing anything of a neurological, scientific nature relating to becoming a better manager,” Mr. Hoag says. “This is a first.”

One of The Leadership Center’s two academic directors and a professor in the UT Dallas School of Economic, Political and Policy Sciences, Dr. L. Douglas Kiel expects teamwork with the Center for BrainHealth to yield new knowledge that can be applied to leadership training.



“We hope to use this collaboration to eventually produce solid research,” Dr. Kiel says. “As more and more people participate, we eventually will possess a database that can be used to produce scientific research data.”



Leadership Center Executive Director Jerry Hoag and Ericsson's former Senior Learning and Development Coordinator Dinah Chesson

## Thinking more deeply

“I was responsible for finding quality leadership-development programs for Ericsson,” says Dinah Chesson, who recently retired from the company as senior learning and development coordinator. “I met with Jerry (Hoag) and his team, and found them to be exceptional. They conducted a needs analysis for our organization, and we met regularly to determine what the leadership requirements were for our management team. The programs they designed were created specifically for those individuals.”

The Leadership Center is unique in offering an academic perspective on leadership, Ms. Chesson says. “UT Dallas’ programs are more strategic in nature. They cause participants to have to think more deeply about leadership and how they can put what they learn into specific projects at Ericsson.”

Glenda Shelby, vice president of diversity, human resources and The Academie at Carrollton, Texas-based ACCOR Hospitality, an international hotel and hospitality services company, also considers UT Dallas Leadership Center programs a notch above the rest.

“Their programs have been extremely beneficial for us,” Ms. Shelby observes. “They bring a synergistic balance between academia and the business world that is very, very innovative and provides insights that challenge and inspire our managers.”

## Researching a leadership model

Besides working with individual companies, Leadership Center professors teach graduate and under-

graduate classes. The center also undertakes scholarly research. Academic director Dr. Padmakumar Nair and his fellow academic director Dr. Kiel have concentrated on theories and management tools critical to developing strong leaders.

“They’ve employed these theories and tools to create a leadership model

that involves personality, a company’s culture and something they call Theory of Life,” Mr. Hoag explains. The theory considers that everything in people’s lives works to shape their outlook and agenda as well as the way they approach a leadership role.

An effective leader must “passionately want to lead,” Mr. Hoag says.

“The most important vision for the center is doing things that are leading edge and unique. We want to contribute to the body of knowledge that will help develop future leaders and build long-term relationships...” — Jerry Hoag

“It’s a lot of work. It’s 24/7. And 90 percent of people have no interest in it.”

Dr. Nair, also a faculty member in The School of Management, agrees.

“Leadership development is all about helping people who are passionate about leading to do it even better,” he says.

## Other top traits top people should have

Other aspects of leadership are also important, Dr. Kiel says.

“The role of a leader is to bring out the best in others and, on a larger level, to enhance human happiness,” he says.

Rather than focus on an individual’s IQ, Dr. Kiel teaches the significance of what he calls

“EQ,” emotional intelligence, which relates to the ability to elicit positive responses from others.

“When you’re tired on a Friday afternoon, how are you going to respond?” he asks. “Are you going to be

Ericsson employee Lalin Sourjah (center) with Leadership Center academic directors Padmakumar Nair (left) and Doug Kiel





negative and indomitable? Or, are you going to remember that your fundamental goal is to bring out the best in others?

"If you're doing the latter, you're leading," Dr. Kiel says. "And, in bringing out the best in others, you bring out the best in yourself too."

Mr. Hoag believes that humility is an important leadership characteristic that helps build trust. "Leaders who have a sense of humility accept criticism objectively and learn from it," he says. "They focus on the organizational success first, not their own personal success. Leaders with humility also hire 'up' typically, meaning they hire the best possible person for the team; whereas a person whose ego is big doesn't want the competition."

People with "positive affect" tend to make better decisions, incorporate more data and involve other people, he says.

And, appreciating the culture of the company is paramount.

"We push it with all our clients: understand your culture," Dr. Kiel says. "How the company runs and how you interact with each other, suppliers and customers is all very much a function of the culture of the organization and the values that drive it."

This is often best evidenced when a successful executive changes companies and fails. "They're the same person with the same personality and theory of life," Dr. Kiel says, "but they don't fit with the culture, and they have a different team."

Dr. Kiel also strongly advises leaders to take time daily to turn off cell phones and computers and maybe even take a nap. Never discon-

necting pulls executives down and does not allow them to be strategic, he says. Leaders need "to take time away, close their door, turn off the technology and reflect."

## Hearing from leaders and envisioning more

The Leadership Center regularly sponsors the Excellence in Leadership Speaker Series, which is designed to raise public awareness about the qualities of leadership. World-renowned leaders speak in a venue open to area business executives. Past speakers have included former Secretary of State James A. Baker III, internationally renowned business guru Jim Collins and retired U.S. Army General Tommy Franks.

## How will the center move forward in the next five years?

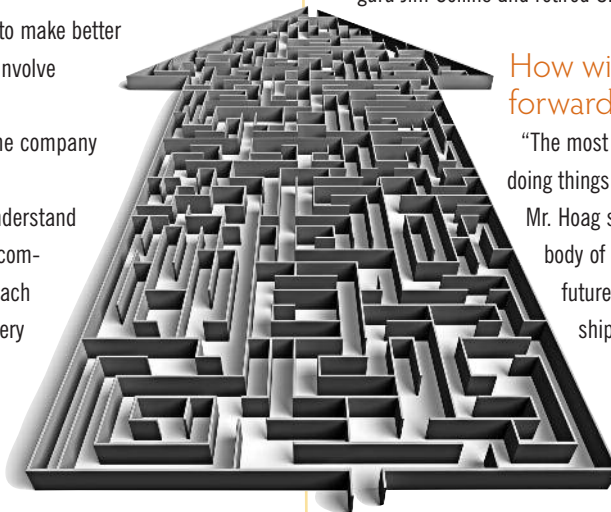
"The most important vision for the center is doing things that are leading edge and unique,"

Mr. Hoag says. "We want to contribute to the body of knowledge that will help develop future leaders and build long-term relationships that... make a difference."

For Mr. Sourjah at Ericsson, The Leadership Center makes a difference — now. "I look forward to going to every session, even knowing I'm going to come back to a heavier

workload," Mr. Sourjah says. "Usually, in any classroom environment, there are times when you drift off a bit. You don't get a chance to with this program. They keep you engaged and focused at all times."

For more information on The Leadership Center at UT Dallas, visit <http://som.utdallas.edu/centers/leadershipCenter/>. 📍



# Leadership Class Benefits Clients and Students

School of Management (SOM) graduate students assume hands-on leadership roles on behalf of real-life companies in a management consulting class that one of the academic directors of The Leadership Center at UT Dallas teaches.

Less than 20 percent of time spent in Management and Organizational Consulting is devoted to formal lectures, co-director Dr. Padmakumar Nair, also an SOM faculty member, says. Instead, "students

learn about the process and content of consulting through actually doing it."

In the first class, student groups get contact information for their client companies, most of which are center partners.

"The learning starts from there," Dr. Nair says. The students "do every thing like a practicing consultant: contact the client, define the problem with the client, make a short proposal to show how they are

going to approach the problem and, finally, after 15 weeks, [present a] final report and a presentation."

Success has been such, Dr. Nair says, that "our clients tell us that these student consulting projects are worth more than several hundred thousand dollars."

Companies interested in participating in the Management and Organizational Consulting course as a client should contact Dr. Nair at [padmakumar.nair@utdallas.edu](mailto:padmakumar.nair@utdallas.edu), 972-883-6264.

## STRATEGISTS FROM VARIOUS INDUSTRIES LEND THEIR EXPERTISE TO SOM

BY DONNA STEPH HANSARD

**T**he School of Management (SOM) at The University of Texas at Dallas recently added four new members to its advisory council, bringing valued new expertise from various industries.

The SOM Advisory Council plays a vital role in the school's expansion, development and achievement. It also provides important leadership in strengthening and enhancing SOM programs and goals.

**Walt Ellis** is a human resources business partner at Richardson-based Fujitsu Network Communications, a provider of telecommunications solutions for North American service-provider and cable-television markets. He previously served in training, development and human resources at Texas Instruments Incorporated, Computer Associates and Sterling Software.

A native of Raleigh, North Carolina, Dr. Ellis earned an undergraduate degree from Winston-Salem State University and master's and Ph.D. degrees in educational psychology from Southern Illinois University in Carbondale. He moved to Texas in 1985.

Dr. Ellis has volunteered in charitable organizations for many years, including working with the Big Brothers Big Sisters mentoring organization five years. He serves as vice president of development on the board of directors of the

Boys and Girls Club of Collin County.

"I believe my experience in strategic planning will be an asset to the council," Dr. Ellis says. "I also have an awareness and appreciation of the importance of building and maintaining relationships between the business community and local universities, which I think will be beneficial."



Walt Ellis

**Kenneth A. Goldberg** is senior vice president of marketing, alliances and corporate development for Intervoice, Inc., an international software and voice-solutions firm based in Dallas. With the company three years, Mr. Goldberg is responsible for strategic direction, merger and acquisition activities, technology alliances and global marketing.

He brings more than 20 years of experience in the financial industry, strategic consulting arena and software markets. Prior to joining Intervoice, he served in management positions at BEA Systems, Accenture and Arthur Andersen, and was co-founder and chief executive officer of an e-commerce software company.

Mr. Goldberg earned an MBA from MIT's Sloan School of Management. He also has worked with university management programs, having led a pro bono project for the University of Arizona while at Accenture.



Kenneth A. Goldberg

"I'm hoping my experience working with other top educational institutions on their strategy and programs, as well as my experience with leading Fortune 500 companies, can benefit the UT Dallas School of Management as well," Mr. Goldberg says.

**Steve Penson** is a regional manager for Dallas-based Austin Commercial, an Austin Industries subsidiary and one of the largest commercial construction companies in the nation. He joined the firm in 1997 and today is responsible for Austin Commercial's advanced technology division and construction of microelectronics, pharmaceutical, biotechnology and mission-critical facilities. Mr. Penson also oversees construction of federal facilities, including projects





Steve Penson

for the U.S. Departments of Defense and Energy.

Mr. Penson earned bachelor's and master's degrees in mechanical engineering from Texas A&M University.

He began work with Texas Instruments Incorporated in the firm's corporate construction group, where he was re-

sponsible for design and construction of semiconductor manufacturing facilities.

"I hope to bring a unique outlook to the council based on my time spent managing construction, both from an owner's perspective and a construction services supplier," Mr. Penson says.

**J. Darren Rodgers** is president of Blue Cross and Blue Shield of Texas, a position to which he was appointed in February. He joined the company in 1992 and previously served as divisional senior vice president of health-care management and public affairs. Before that, Mr. Rodgers served in other management-level positions at Blue Cross, on the board of directors of several subsidiaries and as the former president of Healthcare Benefits Inc., a third-party administrator.

Mr. Rodgers also handled national accounts and employee

benefits for other national insurers in Minnesota, North Carolina and Florida.

He earned a bachelor's degree from the University of Georgia, master's degrees from Duke and Southern Methodist Universities, and an MBA from Tulane University. He presides over the Caring for Children Foundation of Texas and serves on the board of directors of the Texas Institute for Health Policy Research. He is also one of 11 members of the Texas Health Services Authority, a public-private corporation the Texas Legislature created to develop an electronic infrastructure for the state's health-care system.

"I hope to use my role in the Texas health-care community and my 20-plus years experience in the health-care industry," Mr. Rodgers says, "to help raise the profile of The School of Management and to enhance the opportunities for UT Dallas students as they become business leaders in our community and our country." 🏆



J. Darren Rodgers

## OBITUARY

### PAST ADVISORY COUNCIL CHAIRMAN DIES

School of Management (SOM) Advisory Council member **Rex A. Sebastian**, who served as one of the group's first chairmen, died August 28 in Dallas of respiratory complications after battling cancer. He was 78.

Mr. Sebastian led the council as chairman between 1991 and 1994 after a successful career that closed when he retired from Dresser Industries, a global energy products, services and technologies company, in 1985. At the time, he had been with the Dallas-based company almost 20 years and was

senior vice president of operations.

After his retirement, Mr. Sebastian served as a director on many private and public company boards, including the Ferro Corporation, Mesa Petroleum and the Bradford Supply Company.

He earned an undergraduate degree from Purdue University and an MBA from Indiana University, where he was an honor student. He subsequently taught business courses at the University of Alabama, Texas A&M University and The University of Texas at Austin. There he served two terms as chairman of the Red McCombs School of Business Advisory Council and endowed two Centennial Professorships in business.

His leadership of the SOM Advisory Council came when the school was growing in stature, and Mr. Sebastian was instrumental in hiring current SOM Dean Hasan Pirkul.

Of Mr. Sebastian's work with SOM, Dean Pirkul says, "He was a dedicated council member, and he provided leadership and support to the school in many ways during his years of service."

Memorial contributions can be made to the Salesmanship Club of Dallas, 400 S. Zang Blvd., Suite 700, PMB 77, Dallas, TX 75208, [www.scdallas.org](http://www.scdallas.org); the Texas Scottish Rite Hospital for Children, 2222 Wellborn St., Dallas, TX 75219, [www.tsrhc.org](http://www.tsrhc.org), or to a charity of your choice.

One SOM professor factors societal norms into business strategy. Another studies customer information security in depth.



**D**istinguished Professors Vijay Mookerjee and Mike W. Peng and their colleagues preview recent work in this regular feature that showcases scholarly efforts by School of Management faculty members to advance the state of the art of management. The abstracts they have written focus not only on their research

but also on its practical significance and potential use in daily business. Dr. Peng has been factoring societal norms and consumer behavior into business strategy for and in emerging economies. Dr. Mookerjee is looking at whether companies can and should cooperate in their efforts to protect customer information.

#### Benefits and Traps of Data Exchange

## SHOULD FIRMS SHARE SECURITY KNOWLEDGE TO BETTER SAFEGUARD SENSITIVE CUSTOMER INFORMATION?

By Dr. Vijay Mookerjee, Dr. Dengpan Liu and Dr. Yonghua Ji

Dr. Mookerjee, the Charles and Nancy Davidson Distinguished Professor of Information Systems and Operations Management, and co-authors Dr. Dengpan Liu of the University of Alabama and Dr. Yonghua Ji of the University

of Alberta pose the question: Is it better for firms to cooperate with one another in a bid to secure sensitive customer information? The answer: It depends. There is a working paper under review. For a copy, e-mail Dr. Mookerjee at [vijaym@utdallas.edu](mailto:vijaym@utdallas.edu).

To explore the question, the relationship between the data stored at the two firms needs to be examined. When the data at two firms is *complementary*, a hacker needs to steal data from both firms so that it can be combined and sold on the black market. On the other hand, when the data is *substitutable*, stealing information from any one firm is sufficient.

In the complementary case, the firms have a natural incentive to share. However, in this case, the firms also *underinvest* in security technologies. Because each party benefits from the other's investment, the situation leads to the so-

called “tragedy of commons.”

In the substitutable case, the firms fall into a “prisoners’ dilemma trap,” in which they do not share despite the fact that it is beneficial for them to do so. Here, the beneficial role of a policymaker to encourage the firms to share is indicated. However, even when the firms share in accordance with the recommendations of a policymaker, they sometimes enter into an “arms race” by over-investing in security technologies. This is similar to two neighboring gas stations: if one makes its security tighter, the other automatically becomes an easier target for break-ins.

The research has useful implications for information security vendors to build products that can facilitate security knowledge sharing among firms. Policymakers also need to intervene with regulatory changes (for example, by providing tax incentives for sharing) so that firms make socially optimal investments (that is, neither under- nor over-investing) in security technologies.



Vijay Mookerjee

other two legs consisting of industry- and resource-based views. Their work appeared in the July-August *Journal of International Business*, Vol. 39, No. 5, pages 920 to 936.

This paper leverages recent practitioner and academic interest in emerging economies and argues that an institution-based view of international business strategy has emerged. Institutions are the rules of the game — both formal and informal. Once companies go out of their home country (especially when they go to emerging economies such as Brazil, Russia, India and China), the familiar rules of the game are often not available. To capture the hearts, minds and wallets of customers in emerging economies, companies need to pay attention to the rules of the game there, especially unwritten informal ones. For example, Coca-Cola and PepsiCo, whose products have been perfectly legal, have been singled out by activists in India for selling allegedly contaminated products. Failure to understand, anticipate and then work with informal (but powerful) consumer sentiments can get multinationals into big trouble.

Likewise, companies venturing abroad from emerging economies also need to know more about the rules of the game abroad. Another example lies in the area of antidumping. Many Chinese firms are surprised that their low-cost strategies, following translated Western textbooks (such as Michael Porter’s), are labeled “illegal” and “unfair” dumping in the very countries whose scholars have preached about the virtues of “free market” competition. In reality, even in developed economies, “free markets” are a myth — markets are not necessarily “free.” Companies from emerging economies that venture abroad will ignore the institutional intricacies governing competition in developed economies at their own peril.

The conclusion from this research is that institutions matter. The new institution-based view of international business strategy helps promote and advocate such awareness, and urges companies to thoroughly do their “homework” — not only in terms of traditional due diligence in product markets and consumer demand, but also in terms of the deep underlying formal and informal rules of the game. 💡



Mike W. Peng

Sustaining the Strategy Tripod

## AN INSTITUTION-BASED VIEW OF INTERNATIONAL BUSINESS STRATEGY: A FOCUS ON EMERGING ECONOMIES

By Dr. Mike W. Peng, Professor Denis Y. L. Wang and Dr. Yi Jiang

Dr. Mike W. Peng, the UT Dallas Provost’s Distinguished Professor of Global Strategy, has teamed with Professor Denis Y. L. Wang of the Chinese University of Hong Kong and Assistant Professor Yi Jiang of California State University, East Bay, to analyze an institution-based view of international business strategy. That view of the impact of societal factors and institutions on firm strategies is positioned as one leg that helps sustain the “strategy tripod,” with the



# BUILDING THE KNOWLEDGE BASE

by Jeanne Spreier

FROM BUSINESS COMMUNICATIONS AND CORPORATE FINANCE TO HEALTHCARE MANAGEMENT AND INFORMATION SYSTEMS, THESE NEW FACULTY MEMBERS ADD TO THE DIVERSITY AND STRENGTH OF THE SOM.



David Mauer

**N**amed an Ashbel Smith Professor of Finance, Dr. Mauer has an interest in corporate finance and teaches School of Management (SOM) MBA and doctoral students about options and futures markets and empirical corporate finance.

“I study the factors that drive corporate financing and investment decisions and how these decisions interact,” says Dr. Mauer, who earned his doctorate from Purdue University’s Krannert School of Management.

Dr. Mauer comes from Southern Methodist University, where he was the Phyllis Gough Huffington Professor of Finance for the past 10 years. While at SMU, he received several awards, including the campuswide Altshuler Distinguished Teaching Award in 2004; outstanding teaching award in the Cox School of Business from 1999 through 2005; and the Cox Research Excellence Award in 2006.

“I enjoy teaching students the practical skills they need to succeed in the current business environment,” Dr. Mauer says. “I also enjoy mentoring students as they enter the

job market and keeping in touch with them as they develop in their finance careers.”



**GONCA P. SOYSAL, PH.D.**

With corporate experience in customer relations and retail operations, Dr. Soysal is prepared to teach her students not only the academic principles of marketing but also the real-time application of those ideas.

“My work [at Proctor & Gamble and Ernst & Young] introduced me



SOYSAL

to interesting marketing problems and provided me with expertise in the retail and consumer packaged-goods sectors,” says Dr. Soysal, who earned her doctorate in marketing at Northwestern University. “My background in operations got me interested in working on projects that bring operations and marketing decision making together.”

An assistant professor in marketing, Dr. Soysal researches dynamics in consumer and company behavior as well as a range of retail behaviors — from pricing to product demand to returns. She teaches principles of marketing.

**FENG ZHAO, PH.D.**

Joining the Finance and Manage-

rial Economics area as an assistant professor, Dr. Zhao is teaching a class in



ZHAO

fixed income securities and continuing his research on financial markets, especially credit and derivatives markets.

“This is a very complicated and quantitative area in finance,” says Dr. Zhao, who earned his doctorate degree in economics from Cornell University. “Its growth has been exponential, and so has its influence on the economy.

“As an academic, it’s interesting to look into something Warren Buffett wouldn’t want to touch.”

Previously at Rutgers University, Dr. Zhao says he looks forward to helping UT Dallas students understand the fascinating aspects of these complex areas of finance.



**DAVID CORDELL, PH.D.**

Dr. Cordell combined his interests in psychology and finance to study and teach in an area known as be-

havioral finance. He earned a doctorate in



CORDELL

Finance from The University of Texas at Austin and also holds Chartered Financial Analyst, Certified Financial Planner

and Chartered Life Underwriter designations. He worked for several years as an independent financial planner and did research for the Federal Reserve Bank of Dallas while in graduate school.

Coming to UT Dallas from Texas Tech University, where he received the Professor of the Year (Financial Planning) award, Dr. Cordell is director of finance programs at The School of Management. He says he is most touched when students take the time to write him a thank-you note at the end of the semester. "When they make the effort to write a note, it is much more meaningful," he says. "It means I made a difference in the course of their education."

**FORNEY FLEMING, M.D.**

As the new director of the master of science degree program in health-care management, Dr. Fleming brings to SOM not only decades of experience



FLEMING

as a practicing physician but also years of understanding he developed by running hospital committees, training future doctors and managing his practice in orthopedic surgery. He earned his medical degree from The University of Texas Medical Branch at Galveston and an MBA from the University of Houston.

The Healthcare Management Program is open to those with or without a background in medicine who are interested in pursuing management positions in healthcare settings, such as physician groups, hospitals and nursing homes.

Dr. Fleming is teaching two health-care management classes and says one of the best parts about teach-

ing is "the opportunity to learn from the students."

**RAJIV R. SHAH, PH.D.**

After years of consulting with a variety of public and private firms, including Cerberus Capital Management, L.P.,

SHAH



Ericsson Inc., Goldman Sachs, Gerson Lehrman Group and Nomura Securities, Dr. Shah joins The School of Management as a clinical professor in the Organizations, Strategy and International Management area.

Dr. Shah received his Ph.D. in electrical engineering from Rice University and earned an Executive MBA at Southern Methodist University. He is teaching and researching entrepreneurship and entrepreneurial strategy. Dr. Shah says that for the past 20 years, he has been working with start-ups and business development and corporate strategy for companies large and small. It is experience that will prove valuable in the classroom, he says.

**FRANCISCO SZEKELY, PH.D.**

Dr. Szekely brings distinctive international experience to students in SOM's Executive Education area, where

SZEKELEY



he is teaching this year as a visiting clinical professor. In the past 10 years, he has held teaching positions in Berlin, Geneva and Nice, France, and at the University of California, Santa Barbara.

With an education that ranges from a master's degree in mechanical engineering to a doctorate in env-

ironmental sciences and economics from Washington University in St. Louis, Dr. Szekely has served in government positions in his native Mexico. His Mexican government positions include serving as deputy minister of environment and natural resources and heading up the Mexican delegation to the International Climate Change Negotiations that led to the Kyoto Protocol implementation.

**LEE ANN BUTLER, J.D.**

Ms. Butler holds a juris doctorate from the Indiana University School of Law. With academic and practical experience in the area where law and economics intersect, Ms. Butler is positioned to expertly lead her

BUTLER



students through the classes she is teaching on business and financial markets regulations.

"I was the attorney for the state of Louisiana's Treasury Department in 2001 when we securitized 60 percent of Louisiana's income flows from the multi-state tobacco settlement. We were one of the first entities to do so and offered — and sold — \$1.1 billion in bonds," says Ms. Butler, who also earned an undergraduate degree in business from Indiana University.

A senior lecturer in SOM's Finance and Managerial Economics area, Ms. Butler was previously an adjunct lecturer at Louisiana State University.

**JEANNE SLUDER, PH.D.**

Dr. Sluder is teaching business communications to School of Management students this year, after earning her Ph.D. in Rhetoric and Business Management from Texas



Woman’s University. This is a proud moment for her; she didn’t return to get her doctorate until her own child went off to college.

“Many years ago,”



SLUDER

says Dr. Sluder, a senior lecturer in the Organizations, Strategy and International Management area, “while employed as the manager of international accounting for a major cosmetics company here in the Dallas area, I had the opportunity to partner with [SOM] scholars...for help with forecasting and budgeting models. At that time, I thought about how much I would like to be doing what they were doing, and here I am, one of them.”

Dr. Sluder taught last year at Texas Christian University. “What I like about interacting with the students here at UT Dallas is the diversity — their experiences, their cultures, their educational backgrounds, their ages — combined with their enthusiasm and eagerness to get out there and work in our ever-changing global society.”

**MARK THOUIN, Ph.D.**

With a doctorate in business administration from Texas Tech University, Dr. Thouin is teaching a variety of information systems classes to graduate and undergraduate students.

He brings with him years of experience in the information industry,

most recently as a senior information systems engineer at MITRE Corp. in Virginia, a nonprofit organization that addresses systems engineering and information technology needs for the federal government. “I am most proud of having had the opportunity to work in support of the U.S. govern-



THOUIN

ment,” he says. “I felt the work I was doing in support of the U.S. Department of Homeland Security was contributing to a safer and more secure society.”

Dr. Thouin, a senior lecturer, is researching the clinical and administrative value of information technology in healthcare settings at UT Dallas.

FACULTY NEWS

SOM RESEARCHERS EXAMINE EFFECTS OF ETHANOL MANDATES

**Award-Winning Study Links Financial Resources and Growth**

Analyzing the Midwest’s increased corn production after the 2005 federal biofuel mandates, two School of Management researchers have directly linked higher levels of bank deposits — and thus good access to outside financing — to general economic growth.

Their study looks at the connection between the availability of outside financing to producers in a geographic area and producers’ reactions to changing product demand.

“The 2005 ethanol mandates caused corn prices to double,” notes finance faculty member Alexander Butler. “We wondered: How would corn farmers be able to respond?”

Dr. Butler and co-author Jess Cornaggia studied county-by-county data on crop yields, weather, demographics and availability of financing in 12 Midwestern states. They concluded that only farmers with good access to bank financing were able to increase corn output per acre planted.

Both Dr. Butler, an assistant professor, and Mr. Cornaggia, a Ph.D. student, are researchers in the Finance and Managerial Economics area.

In June, their study, “Does Access to Finance Improve Productivity? Evidence from a Natural Experiment,” was chosen as one of the best papers presented at the prestigious Western Finance Association’s international meeting in Waikola, Hawaii. At that meeting, researchers from around the globe presented 144 papers; only six were chosen to receive best paper awards.

The paper adds to a long-standing discussion about whether availability of outside financing causes economic growth in an area or whether growing areas are simply more conducive to financial development.

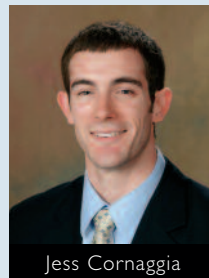
“Separating which causes which has been a decades-long debate in the economic development literature,” Dr. Butler says.

“The results of our study provide clear evidence that economic outcomes are at least partly a result of good financial development.”

The project complements Mr. Cornaggia’s familiarity with agriculture gained from growing up in the center of eastern Washington’s wheat-growing region. He will use the study as part of his doctoral dissertation.



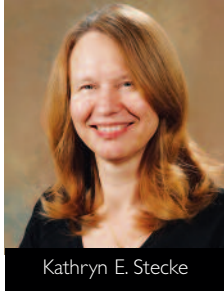
Alexander Butler



Jess Cornaggia

## Professor Stecke Earns Service Medal

The Institute for Operations Research and the Management Sciences (INFORMS) has awarded Dr. Kathryn E. Stecke, The School of Management's Ashbel Smith Professor of Operations Management, its distinguished service medal.



Kathryn E. Stecke

Dr. Stecke and a co-recipient received the Kimball Medal and a certificate recognizing their achievements during the annual INFORMS meeting in Washington, D.C., Oct. 12.

A leading organization for those working in operations research, INFORMS annually awards the medal to recognize service to both INFORMS and the profession of operations research and the management sciences. The medal is named after quantum chemistry and operations research pioneer George E. Kimball.

Long active in INFORMS, Dr. Stecke has chaired national and international meetings for the organization and served two terms on its board of directors. INFORMS also has recognized her paper, "Formulation and Solution of Nonlinear Integer Production Planning Problems for Flexible Manufacturing Systems," as "one of the 50 most influential papers" published in the society's journal, *Management Science*, during the past 50 years.

Dr. Stecke's Kimball Medal co-recipient is Dr. John R. Birge, the Jerry W. and Carol Lee Levin Professor of Operations Management at the University of Chicago Graduate School of Business.

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

## Professor Dess Ranks Among Top Influential Scholars

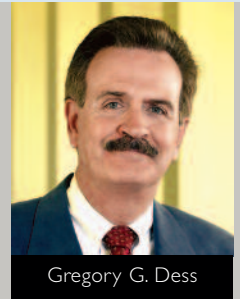
School of Management Professor Gregory G. Dess ranks in the top 50 on a list of scholars who have had the greatest impact on the field of management over that last quarter century.

The rankings appear in a study published in the August issue of *Journal of Management* (Vol. 34, No. 4). The article, "Scholarly Influence in the Field of Management: A Bibliometric Analysis of the Determinants of University and Author Impact in the Management Literature in the Past Quarter Century," ranks the 150 authors cited most often in scholarly journals from 1981 to 2004. Dr. Dess is No. 36.

He holds the Andrew R. Cecil Endowed Chair in Applied Ethics and is an internationally recognized expert in business strategy. In addition to strategic management, his primary research interests center on entrepreneurship and knowledge management.

He serves on the editorial board of *Strategic Management Journal* and *Journal of Business Venturing*. He also is international strategic management editor for the *Journal of World Business*.

Dr. Dess received his Ph.D. in 1980 from the University of Washington. In 2000, he was inducted as one of 33 charter members of the *Academy of Management Journal's* Hall of Fame.



Gregory G. Dess

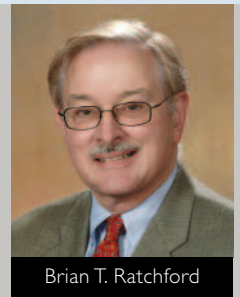
## Marketing Professor Recognized for Giving Retailers a Role in Product Development

School of Management Professor Brian T. Ratchford was recently named a finalist in a best marketing paper competition for his work on a study assessing the preferences of retailers in new-product development.

The Charles and Nancy Davidson Professor of Marketing, Dr. Ratchford co-authored a paper that factored retailers' input into merchandise creation. "In designing products, manufacturers need to account for the needs of the retailer *and* the needs or preferences of consumers," Dr. Ratchford says.

He worked with Dr. Lan Luo, assistant professor of marketing at the University of Southern California, and Dr. P. K. Kannan, associate professor of marketing at the University of Maryland, in writing "New Product Design Development Under Channel Acceptance." In their work, which appeared in the March-April 2007 issue of *Marketing Science* (Vol. 26, No. 2, pages 149 to 163), the trio developed an approach to positioning and pricing a new product that directly incorporates retailers' acceptance criteria in the development process.

The paper was named a finalist for the John D.C. Little Award, an honor named for one of the founding fathers of marketing science. The Society for Marketing Science, a professional organization that is a division of the Institute for Operations Research and the Management Sciences, annually sponsors the best-paper contest.



Brian T. Ratchford



TWO PROFESSORS AND PH.D. STUDENT EARN SBA BEST PAPER AWARD

Two UT Dallas School of Management professors and a doctoral student received the U.S. Small Business Administration (SBA) Best Paper Award at the Babson College Entrepreneurship Research Conference held in Chapel Hill, N.C., in June.

The award honors Dr. Seung-Hyun Lee assistant professor of organizations, strategy and international management; Yasuhiro Yamakawa, a Ph.D. candidate; and Dr. Mike W. Peng, Provost's Distinguished Professor of Global Strategy.

The paper, "Entrepreneurship and the Barrier to Exit: How Does an Entrepreneur-Friendly Bankruptcy Law Affect Entrepreneurship Development at a Societal Level?" tests hypotheses related to the relationship

between bankruptcy law and the value-creating activities associated with risk-taking behavior by entrepreneurial firms. Using data from 35 countries and spanning 10 years, the study finds that a lenient, entrepreneur-friendly bankruptcy law encourages entrepreneurs to take risks, which ultimately leads to entrepreneurial success.

The SBA's Office of Advocacy presents the award to honor researchers exploring the significance of small businesses to the U.S. economy and public policy issues important to entrepreneurs.

"This paper is an excellent example of the type of scholarship our Best Paper Award is intended to highlight," Chad Moutray, chief economist with the SBA Office of



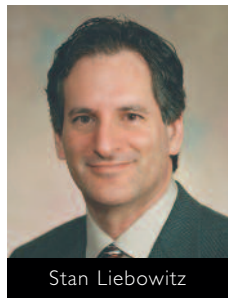
(Left to right) Dr. Peng, Mr. Yamakawa and Dr. Lee

Advocacy, says. "This kind of research provides a sound theoretical basis for public policy choices, in this case analyzing the infrastructure that fosters value-creating activities by firms with high growth potential."

The SBA Office of Advocacy has posted the paper on its Web site at [www.sba.gov/advocacy/research/rs326tot.pdf](http://www.sba.gov/advocacy/research/rs326tot.pdf).

Professor Liebowitz Testifies on Mortgage Crisis

School of Management Professor Stan Liebowitz delivered his views on the U.S. mortgage crisis to Congress in



Stan Liebowitz

June, after an opinion piece he wrote blaming federal regulators for lax standards caught the eye of congressional leaders.

*The New York Post* ran the commentary by Dr. Liebowitz, the Ashbel Smith Professor of Managerial Economics, in February. In it, he said that federal regulators promulgated false claims that new relaxed lending standards were just as safe as older ones.

"Perhaps the greatest scandal of the mortgage crisis is that it is a direct result

of an intentional loosening of underwriting standards — done in the name of ending discrimination, despite warnings that it could lead to wide-scale defaults," Dr. Liebowitz wrote.

The House Judiciary Subcommittee on the Constitution, Civil Rights and Civil Liberties invited Dr. Liebowitz to speak at its June 12 hearing on enforcing the Fair Housing Act of 1968.

He testified about the history that led to new lending standards, including a

landmark study from the early 1990s by the Boston Federal Reserve Bank that supported reforms.

Dr. Liebowitz is well-known for his work on issues related to intellectual property and innovation, and his research has been the focus of news stories in national publications such as the *New York Times*, *The Economist* and BBC news programs, as well as being cited in the U.S. Supreme Court's recent *Grokster* decision.

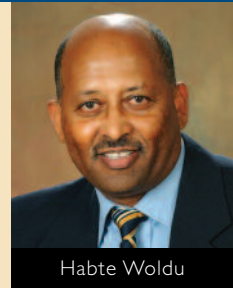
IM Study Among Journal's Most Widely Read

A study of cultural values of Indians and migrant Indians in the United States co-authored by School of Management (SOM) faculty member Dr. Habte Woldu has garnered intense interest among readers of the scholarly journal that published it.

The work, "A Comparative Analysis of Cultural Value Orientations of Indians and Mi-

grant Indians in the USA," appeared in the April issue of *International Journal of Cross Cultural Management* (Vol. 8, No. 1, pages 79 to 105). In August, the study ranked as the ninth-most-read paper among the top 50 published in the journal between 2003 and 2008.

Dr. Woldu worked on the study with



Habte Woldu

## IECG Risk Conference Features Former Homeland Security Chief

The first U.S. Secretary of Homeland Security topped the program of featured speakers at the national corporate governance conference held at The School of Management (SOM) Oct. 1.

SOM's Institute for Excellence in Corporate Governance (IECG) sponsored the conference, "Risk Management for Globally Interconnected Enterprises." The sixth annual event's keynote speakers included Thomas J. Ridge, who served as the first homeland security secretary from 2003 to 2005.

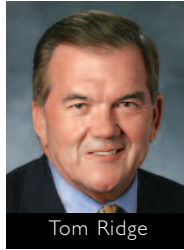
Formerly a congressman from and then governor of Pennsylvania, Mr. Ridge served as an assistant to the president for homeland security for two years before becoming secretary of homeland security. He discussed today's risk-centric environment and how companies and organizations can minimize those risks in favor of greater global resiliency and security.

Two other keynote speakers, Ambassador James C. Oberwetter, former U.S. ambassador to Saudi Arabia, and Dr. Reatha Clark King, a director of ExxonMobil and former General Mills Foundation president and chairman of the board, joined Mr. Ridge on the program. Ambassador Oberwetter discussed risk factors and management in the Middle East and Central Asia. Dr. King talked about the impact of risk on global strategy.

Participants also heard presentations by Paul Dickerson, chief operating officer for the U.S. Department of Energy; Angelina Kwan, director and chief operating officer, Southeast Asia, Cantor Fitzgerald; and Jose Guimaraes Monforte, chief executive officer for the Brazilian Corporate Governance Institute.

A panel discussion of professionals featured Jeffrey S. Armitage, senior risk manager, Fannie Mae; Trent Gazzaway, national managing partner of corporate governance, Grant Thornton LLP; Dennis McGuffie, vice president of Audit Services for Tenet Healthcare; Stephen K. Wagner, national managing partner of corporate governance for Deloitte and Touche USA, LLP; and Mary O'Connor, partner with Akin Gump Strauss Hauer and Feld LLP.

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



Tom Ridge

## UT Dallas Entrepreneurship Institute Wins 2008 Tech Titan Award



The Institute for Innovation and Entrepreneurship (IIE) at The University of Texas at Dallas has won the 2008 Tech Titans competition's Technology Advocate award.

Sponsored by the Metroplex Technology Business Council (MTBC), Tech Titans is an annual contest that recognizes local advances in technology.

"We are pleased and honored to have been recognized by the Tech Titans program," says IIE Executive Director and School of Management faculty member Dr. Joseph C. Picken. "The institute's accomplishments have been a team effort over the past two years, involving representatives of every school of the university and supported by an outstanding advisory board."

The advocate award, according to the MTBC Web site, "recognizes a technology service provider for outstanding leadership in the community by assisting, enabling or accelerating the performance of its technology clients."

IIE, a collaborative initiative of all seven UT Dallas schools, was also a finalist in the 2008 Tech Titans of the Future category, as was UT Dallas' George A. Jeffrey NanoExplorers program in the Alan G. MacDiarmid NanoTech Institute.

The future award recognizes educational programs designed to address "the gap in the student pipeline in technology disciplines and/or educational programs...whose purpose is to provide qualified graduates to the technology industry," the MTBC Web site says.

Visit <http://som.utdallas.edu/centers/innovation/> for more information on IIE. Visit [www.metroplex.org/](http://www.metroplex.org/) for more information on the MTBC.

Pawan S. Budhwar of Aston University in Birmingham, England, and Emmanuel Ogbon-na, of Cardiff (Wales) Business School.

Unlike most cultural research works, which deal mainly with cross-cultural differences, this paper explored dynamics that take place within a country. The authors surveyed Indian professionals in the United States and India.

"In a global economy, where people are moving faster from their own country to an-

other, they want to find out whether their native culture and their new culture have converged," Dr. Woldu says. "This research is really about people finding themselves."

For the first time, he says, he and his fellow researchers measured "cultural values using certain numbers — a quantitative approach. It's a unique approach, trying to measure culture with numbers instead of words or qualitative techniques."

Controlled for age, gender and occupation, the study showed that younger, female and professional Indian migrants demonstrate more cultural assimilation with the Western cultural value system.

An SOM faculty member in organizations, strategy and international management since 1993, Dr. Woldu specializes in research on the dynamics of cultural changes in emerging economies.

# Oil and Gas Program Observes 30th Anniversary



Left photo: Program Director Adolf J. H. Enthoven (left) and program advisor and presenter Peter D. Gaffney



Right photo: Mr. Gaffney addressing the 30th anniversary session of the program

# T

he School of Management's Center for International Accounting Development's Advanced International Program in Oil and Gas Financial Management marked its 30th anniversary with the 2008 session, held in May at UT Dallas.

An intensive four-week set of modules designed for senior officers at foreign oil and gas companies, government agencies and consulting firms, the program now has more than 1,500 alumni from 82 countries.

Dr. Adolf J.H. Enthoven, center director, recalls that the original idea for the program was based on suggestions from colleagues at the World Bank in Washington, D.C., where he worked as a senior investment officer from 1963 to 1966.

"There was a profound need for improved understanding of the financial management issues of oil and gas operations in emerging economies," Dr. Enthoven, a School of Management accounting professor, says.

He launched the program in 1978. Its curriculum covers topics from accounting and taxation to budgeting, financing, auditing and strategic planning issues.

The program also encourages participants to exchange experiences and ideas. "The variety of backgrounds and countries among participants helps them gain many insights because they can compare similarities and differences of oil and gas operations in each of their countries," Dr. Enthoven explains.

Instructors include professionals in consulting and accounting firms, oil

companies and the academic community. A planning and advising committee of industry professionals helps guide the program, and an alumni association — established in 1983 and administered by Dr. Enthoven's assistant Donna Nix — helps past participants stay in touch. The association also publishes a newsletter.

The planning and advising committee, together with Dr. Enthoven, works continually to make sure the program keeps pace with changes and trends. Those recently have put the focus on "issues of taxation, sustainability, information systems and other comparative international aspects of the industry," Dr. Enthoven says. For more information visit <http://som.utdallas.edu/centers/oilAndGas/>.

## LEAN SIX SIGMA EXPERT JOINS C4ISN

Kannan Ramanathan has joined The School of Management as associate director of the Center for Intelligent Supply Networks (C4ISN). He works on business development and promotes programs offered to corporate clients.

Dr. Ramanathan also teaches executive workshops as well as graduate and undergraduate students in Lean Six Sigma, which combines Six Sigma initiatives, embraced by most of the Fortune 500 companies,



Kannan Ramanathan

with lean manufacturing techniques. This yields the Lean Six Sigma methodology.

Dr. Ramanathan worked for 12 years in marketing, pricing and economics for various airlines in India, East Africa and the Middle East. He earned his Ph.D. in business strategy from the University of Illinois at Urbana-Champaign.

For more information about C4ISN, visit <http://som.utdallas.edu/centers/c4isn/>.



## Project Managers Convene At SOM Symposium

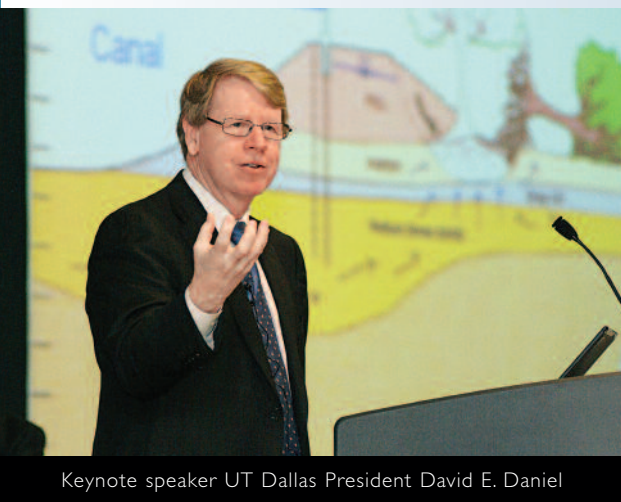
Some 200 project managers converged on The School of Management in August for a two-day symposium on the latest techniques and trends in their field. The gathering, “Leveraging Project Management for Business Success,” drew participants from 80 companies and organizations in the North Texas region.

Keynote speeches came from UT Dallas President David E. Daniel and George A. Consolver, strategy manager for Texas Instruments Incorporated.

Symposium topics included governance issues, global and information technology (IT) project management, new product development and project management in health care.

The School of Management’s Project Management Program, in cooperation with the Dallas Chapter of the Project Management Institute and PMForum Inc., an Internet-based information exchange, sponsored the event.

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



Keynote speaker UT Dallas President David E. Daniel

## MASTER'S DEGREES IN FINANCE AND SUPPLY CHAIN MANAGEMENT NOW OFFERED

Two new School of Management (SOM) master’s degree programs for in-demand fields — finance and supply chain management — debuted in August.

Students studying for the new finance degree can target a career specialty by pursuing one of four concentrations:

- *Financial Analysis* — for those interested in preparing for Chartered Financial Analyst (CFA) examinations.
- *Financial Management* — for students interested in corporate finance, investment banking, commercial banking, venture capital, private equity, insurance and other fields.
- *Financial Risk Management* — for students interested in earning financial risk-management certifications.
- *Financial Engineering* — for students pursuing careers applying quantitative methods to investment and risk-management problems.

“These are some pretty hot areas right now that will help people planning to take specific certifications,” David B. Ritchey, SOM’s associate dean for operations, says.

Dr. David Cordell, clinical professor of finance, directs the finance program.

Dr. Robert L. Kieschnick Jr., associate professor and coordinator of SOM’s Managerial Economics and Finance area, says the new degree better suits the needs of students who want “to be identified as a master of finance; the old degree didn’t identify their expertise.”

Students earning the master’s degree in supply chain management will study the intricacies of the discipline, which seeks the most economical means and timely methods to procure parts and supplies for a company’s operations.

Because businesses spend billions of dollars buying parts from all over the world, even a marginal improvement in the procurement process can result in greater efficiencies and substantial cost savings.

A supply chain manager uses his knowledge to optimize the process. The tools include inventory management, logistics, information technology, marketing and negotiation.

“The program has been driven by the industry and tailored by people high up in surrounding corporations,” says Dr. Avanti Sethi, faculty liaison for the supply chain management degree. “They told us what they needed, and we built from there.”

To learn more about the SOM master’s degree programs, visit <http://som.utdallas.edu/somResources/advising/>.

*“These are some pretty hot areas right now that will help people planning to take specific certifications.”*

— David B. Ritchey

## Ten Business Leaders in PWCB Class of 2008

W

omen business leaders from a variety of industries comprise the Class of 2008 for The School of Management's Positioning Women for Corporate Boards program. Designed to prepare female business leaders for membership on corporate boards of directors, the program features a three-day seminar that combines firsthand experiences of current corporate board members and selection-committee chairmen with case studies presented by faculty from the school's Institute for Excellence in Corporate Governance and The Leadership Center at UT Dallas. Attending the 2008 seminar last April were (front row, left to right) Patricia Hewlett, Evelyn Medvin, Kelly Hall, (back row, left to right) Leah Evans, Karen Ebling, Jill Little, Deborah Johnson, Tara Seaman, Blythe Hughes and Magaly Spector. The next seminar is scheduled for February 2-4, 2009. Visit <http://som.utdallas.edu/pwcb> for more information.



## SOM STUDENTS WIN FIRST PLACE IN NATIONAL COMMODITIES CHALLENGE

A housing-market crisis. Depressed consumer confidence. Volatile oil prices. None of these could dampen a phenomenal 35 percent return for a School of Management group of graduate students trading in the futures market.

Of course, they were fake trades and cash exchanged was funny money, but taking first place in the 2008 national New York Mercantile Exchange (NYMEX) Commodities Challenge was the real thing. The team earned a cash prize of \$1,750.

The UT Dallas team competed against 29 teams from such top institutions as The University of Texas at Austin and Brown, Columbia, Penn State, Rice and Yale universities.

The challenge consisted of an electronic trading competition, held in spring 2008, and "open outcry" competitions for individuals held later.

For the electronic competition, a team of UT Dallas undergraduates and another team of graduate students traded crude oil and natural gas futures using \$100,000 and \$250,000 allowances. The undergraduate team—Danh Nguyen, Josh Svend-

sen, Mai Nguyen, Tiffany Nguyen and Vincent Tran—finished the first round in fifth place.

Finishing fourth after the first round, the UT Dallas graduate team moved on to the final round against UT Austin, George Washington and Hofstra universities. The graduate team grew its imaginary balance from \$250,000 to \$328,000. The victorious UT Dallas graduate team members were Adib Motiwala, an MBA student; Marc Kramen, an accounting student; Kumar Damania, an MBA student; and Xiaoshi Liang, a finance student.

For the "open outcry" competition, students called out trades in a mock trading pit. UT Dallas undergraduate and graduate students competed individually against more than 60 students from six universities. A panel of judges made up of NYMEX officials and floor traders evaluated student traders on their ability to execute trades correctly and efficiently.

UT Dallas graduate students Marc Kramen and Jason Romph were identified among the top 20 traders and received cash prizes.

A video of the final round of the open outcry is available on YouTube at [www.youtube.com/watch?v=sjytQmV2ht8](http://www.youtube.com/watch?v=sjytQmV2ht8).

  
A CME/Chicago Board of Trade/NYMEX Company

## New Dean's Council Involves Students in Moving SOM Forward

The focus of a new School of Management (SOM) organization that involves students at all levels — from undergraduate to Ph.D. — is to help the school support and encourage students and alumni while also improving the school itself.

Established last spring, the Dean's Council "opens up a collaborative way to build constructive management," of the school, says SOM Dean Hasan Pirkul. Not only does the organization involve students in improving the school; it also provides opportunities for students to build leadership skills. "Once they graduate, [they can take] those leadership skills out to the world of business," he says.

Among agenda items the 65 student members have tackled to date are methods to improve communications in the face of rapidly changing technology and ways the council might foster a spirit of community among SOM students and between students and faculty.

"I think the Dean's Council can help unify The School of Management," says Jackie Timte, a senior in business administration and council member. "The dean knows he needs to be talking to students to do this."

Dean Pirkul told students at the first meeting in April that he is committed to improving the flow of ideas from students to faculty and staff. He said he sees the Dean's Council as a good step

in making The School of Management a recognized leader in business education across the country.

Students agree the Dean's Council represented a way to bridge the gap between administrators and students. "The administration is kind of separated from the students," says council member Stephen Dunlap, a senior in business administration.

As a first step to improve that, he and others established a Dean's Council presence on Facebook, the popular Web-based social networking site, and Doostang, a by-invitation-only site focused on young professionals.

"The ideas the students [are coming] up with [outstrip] anything we could have imagined,"

Assistant Dean Monica Powell, the Dean's Council adviser,

says. "The ideas they [have] presented really [push] us as administrators to take a fresh look at what we're doing."

School of Management Dean Hasan Pirkul surrounded by Dean's Council members (clockwise from bottom) Robert Shapiro, Basma Fayyaz, Eugenio Salinas, Ryan Blodgett, Marcelo Somers, Mohit Malhan, Arijit Choudhury, and Ingrid Fanini



UT Dallas | Autumn 2008

### SOM STUDENTS EARN ERICSSON SCHOLARSHIPS

Eight School of Management (SOM) students have received 2008 Ericsson Scholarships. The telecommunications company awards the \$2,500 scholarships to juniors, seniors and full-time MBA students who are majoring or concentrating in accounting or finance. Each scholarship is renewable if a qualifying grade-point average of greater than 3.0 and other criteria are maintained. Recipients of the SOM Ericsson Scholarships are (left to right) Bethany Carroll, Emily Selvera, Marcelo Somers, Aaron Ruhl and Jonathan Sun, along with John Thomason, Amy Fullbright and Tabatha Hubbard, who are not pictured.



A L U M N I N O T E S

**1980s**

**Catherine R. Mitchell Gerali**, B.S. 1981, was named district manager of the Metro Waste-water Reclamation District in Denver in March. The district's board of directors unanimously chose her after a nationwide search.



A regional entity with 350 employees, the Metro District provides wholesale waste-water transmission and treat-

ment service to 58 local governments in the Den-ver metropolitan area. These local governments provide wastewater services to approximately 1.6 million people.

Catherine previously had served since 2005 as the district's deputy manager. Before that, she was the strategic planning and internal control officer. In all, she has 26 years of district experience. She began as an account clerk and held several accounting and financial management positions.

Catherine holds an MBA from the University of Colorado at Denver.

**Daniel J. McAuliffe**, B.S. 1981, is president of Texas operations for the Allen Group, a privately held real estate development firm headquartered in San Diego, California. He manages and oversees



local operations, in particular the Dallas Logistics Hub, a 6,000-acre inland-port development with potential to hold 60 million square feet of manufacturing, distribu-tion, office and retail space.

Located 15 miles south of downtown Dallas and three miles south of Interstate 20 between Interstate 35 on the west and Interstate 45 on the east, the hub abuts the Dallas Intermodal Terminal, the Union Pacific's freight-transfer facility, on its I-45 side. Master plans call for inclusion of a second rail freight transfer terminal and conversion of Lan-caster Airport into a corporate aviation and air-cargo facility.

Dan joined the Allen Group in 2005, after manag-ing the design and development of the Texas In-dustries (TXI) RailPort, a 1,700-acre industrial park served by two railroads, in Midlothian.

With more than 25 years of diversified commercial real estate expertise, he previously has held execu-tive positions at TXI, J.E. Robert Companies and the Brookhollow Corporation.

A certified commercial investment member (CCIM) of the Realtors National Marketing Institute, Dan is a licensed real estate broker in Texas.

**Judy G. Lowe Hendrick**, M.S. 1986, was ap-pointed chief financial officer of Aimbridge Hospi-tality, a Carrollton, Texas-based hotel real estate and management company, in May. She plays a key role in guiding the company's investment and business-development strategies. She is responsible for debt and equity capital sourcing and structuring for hotel acquisitions, development and redevelop-ment. She also manages the financial, cash-man-agement and real estate aspects of all properties and partnerships.

Previously, Judy served in several senior manage-ment posts at Wyndham International, Inc., a worldwide hotel, resort and hospitality services conglomerate. During her 16-year tenure there, she was executive vice president and chief invest-ment officer and before that, senior vice president of finance and treasurer.

Prior finance and real estate experience also in-cludes work at such major institutions as Chase Manhattan Bank, Canadian Imperial Bank of Com-merce and First Republic Bank. She also has pro-vided financial advisory services to select corporate clients, including commercial portfolio management for major public real estate investment trusts.

She has served on several boards, including the Executive Women's Roundtable of the Greater Dal-las Chamber. She earned a Bachelor of Science degree from Kansas State University.

**1990s**

**Michelle Corson**, B.S. 1991, was named presi-dent of the Dallas Real Estate Council (TREC) in May. Founded in 1990, the council includes 1,600 commercial real estate professionals representing more than 500 companies and 10,000 employees in the Dallas area.



Michelle brings 25 years of experience in the commercial real estate industry, philan-thropy and community initia-tives to the post. Most recent-ly, she served as president and founder of Kinsale

Group, Inc., a real estate investment and develop-ment company based in Dallas. Prior experience includes co-managing the land development group

for five real estate investment trusts in Dallas and overseeing land acquisitions for Vaquero, the planned development in Westlake where she lives. She began her real estate career with the Trammell Crow Company in the mid-1980s and worked full time while putting herself through college.

Michelle's experience in philanthropy and public pol-icy includes serving on the boards of directors of Metroport Meals on Wheels and Texas Student Hous-ing Corporation. She has led implementation of a public art initiative in Northeast Tarrant County and is chairwoman of the Public Art Society of Westlake.

Michelle grew up in Dallas. She and her husband, Larry Corson, senior vice president of Hunt Realty, reside in Westlake with their two children, Rachel and Ben.

**Clifford V. Adams**, MBA 1993, joined Bucking Horse Energy as chief executive officer (CEO) and chief operations officer in May. A Canadian public company listed on the Toronto Stock Exchange, Bucking Horse Energy is based in Vancouver, British Columbia, and Houston, Texas. The compa-ny focuses on exploring, developing and producing natural gas and natural gas liquids in the Rocky Mountain region of the United States.

Cliff also serves as the president and CEO of XXL Energy Corp. (formerly Exxel Energy Corp.), a Canadian-listed firm based in Houston.

Cliff has more than 20 years of experience in the oil and gas industry. He spent 14 years focused in the energy investment bank-ing sector, where he ran the Global Oil and Gas Group for Australian investment bank Macquarie Securities. Prior to that, he was a man-aging director in Bank of America's energy investment banking group.

Cliff also worked eight years as a reser-voir/petroleum engineering consultant. He earned a Bachelor of Science degree in petroleum engi-neering from The University of Texas at Austin.

**Scot C. Farber**, MBA 1993, was named a "heavy hitter" in commercial property sales by the *Dallas Business Journal* in April. The publication conferred the title on 200 top commercial real estate brokers and investment bankers "who had a profound impact on our local economy in 2007."

A senior vice president with Grubb & Ellis Invest-ment Services Group, Scot is the senior representa-tive of the Southwest Investment Team in the com-



pany's Dallas office. He is in charge of the disposition of investment sales of office and industrial properties for a wide range of clients, from private investors to pension funds. Over the past decade, Scot reports, he has completed approximately 125 investment sales assignments ranging in size from 26,000 square feet to 1,850,000 square feet with a market value in excess of \$2.5 billion. Prior to joining Grubb & Ellis, he was a director at Credit Suisse First Boston, a senior vice president at Jones, Lang, LaSalle, and a senior director at Cushman Realty Corporation.



He is a member of the North Texas Commercial Association of Realtors and a member of the Certified Commercial Investment Member National Review Board. He earned a Bachelor of Business Administration degree in finance and real estate from The University of Texas at Austin.

**Daniel A. Parry**, B.S. 1993, MBA 1997, is executive vice president and chief credit officer at Exeter Finance Corporation, a company he co-founded in 2006. Exeter specializes in the purchase and servicing of auto loan contracts from select franchised dealers across the country. In February, the Irving, Texas-based company closed on a \$60 million investment with Navigation Capital and Goldman Sachs to expand nationwide. The corporation has since opened in 12 major metropolitan markets, including Chicago, Boston and New York.

Daniel previously was senior vice president of risk management for AmeriCredit Corp., where he was responsible for managing credit analysis, scorecard modeling, decision support and loss forecasting for a \$12 billion portfolio of non-prime auto loans. His extensive experience in analytic problem solving led to the development of a forecasting methodology for Exeter that integrates economic and environmental factors into a comprehensive loss-forecasting model. This model, he says, contributed to Exeter garnering significant capital investment during a period where many financial institutions were struggling.

Daniel also has served as an adjunct faculty member for LeTourneau University's Dallas Education Center, where he has taught business courses and developed courses in operations research. While at UT Dallas pursuing doctoral studies in management, he had worked as a research associate for Provost Bryan Hobson Wildenthal.

**David N. Permenter**, M.A. 1995, moved into a new role in January as a leader for Enterprise Channel Sales at the Richardson, Texas, campus of Nortel, the networking solutions manufacturer. David is responsible for growing Nortel's professional services business, particularly with some key channel partners, distributors who sell the Enterprise's division's products and services to companies and entities that run their own networks.

In his almost 14 years with Nortel, which began while he was attending UT Dallas, he has worked in various sales, sales engineering and sales support roles.

David earned a BBA in marketing and management from The University of Texas at El Paso. He, his wife, Mori, and their son, Drew, reside in Garland, Texas.

**Jay Teinert**, MBA 1995, and his wife, **Julie Teinert**, M.A. 2003, welcomed their first child, a son, Jay Gordon Teinert Jr., this past June 1. The family lives in Houston. Jay works for Royal Dutch Shell in the Exploration and Production Finance



group. Julie is the vice-president of marketing for Mimix Broadband, an international semiconductor components manufacturing company.

The couple each earned a bachelor's degree in liberal arts from The University of Texas at Austin; Jay in 1993 and Julie in 1995.

**Albert Martin**, EMBA 1996, was featured in a July 4 *Dallas Business Journal* profile that focused on his service to the community. Albert is executive director of the North Texas Housing Coalition, a nonprofit alliance of groups and individuals dedicated to increasing and improving affordable places to live in the region. The coalition also educates home buyers as one means of reducing foreclosure rates.

Albert also is senior pastor of Family of Faith Christian Center Church in Duncanville, where he preaches up to four times a week.



Prior to earning his graduate degree, Albert worked as an internal auditor at the Dr Pepper Bottling Co. After graduation, he served as director of housing and economic development for the Dallas Urban League and as southwestern regional director for

Fannie Mae. He joined the North Texas Housing Coalition in 2004.

He earned his undergraduate degree in accounting from Southern University in Baton Rouge, La.

He and his wife, Betty, have four grown children and three grandchildren.

**Mark Riddell**, M.S. 1996, was appointed vice president, planning and analysis, in the finance department at Town North Bank in Dallas in February. Founded in 1972, Town North Bank offers a wide range of banking services, from commercial lending to financial planning. Additionally, its TNB Card Services division offers full-service bankcard processing and agent issuing to financial institutions throughout the United States.



Before joining the bank, Mark, a certified public accountant, was director of revenue accounting at Atmos Energy Corporation. He held earlier jobs at Atmos as a manager and senior financial analyst. Before that, he was a consultant at the Parson Group and a financial analyst at Alliance Data Systems, Inc. He also had worked at Town North Bank earlier as senior financial analyst.

Mark earned a Bachelor of Business Administration degree from Texas Tech University in 1990.

Mark and his wife, Martha, have four children, Cody, Greg, Alicia and Brice.

**George W. Aubrey**, EMBA 1997, has been appointed a director to the Utley Foundation, the nonprofit owner of the Waterview Park Apartments, UT Dallas student housing on the west side of campus.

Based in Plano, Texas, George is sales director for the south-central region at Stratavia Corporation. The private company, headquartered in Denver, provides automation software and services for complex and repetitive operations and administrative tasks in information technology.

Prior to joining Stratavia, George was director of sales at Nexagent Ltd., which provides workflow automation and management technology for communication service providers and enterprises with complex communication requirements. His extensive experience in technology solutions and services also comes from previously working at Kabira Technologies, ADC Telecommunications and Nortel Networks. He moved into telecommunications and technology after a career in an oil and gas, where he co-founded Bellwether Exploration Com-

pany and Houtex Petroleum.

George is an active UT Dallas alum. A mentor in the Cohort MBA Program since 2001 and a member of the UT Dallas Alumni Association Executive Committee since 2002; he served as the association's chairman in 2004-2005.

**April Miller**, MBA 1997, is a senior manager for user group relations at Nortel, the communications technologies company, in Richardson, Texas. She serves as liaison to several of Nortel's independent international user associations — including the International Nortel Networks Users Association and INSIGHT 100 — managing relationships with their boards of directors and providing company support to their conferences, publications, and chapter meetings. She also aids in increasing the visibility of the associations to new and existing customers and helps them increase their membership.

With Nortel for more than a decade, April has worked throughout the marketing organization in pricing, promotions, distribution and product. April and her husband, JJ, live in Garland, Texas, with their two children.

**Jennifer Duncan**, MBA 1998, married Jeff Pierce in February.

In April, she was appointed executive vice president of SIG Insurance Professionals. The Dallas-based company includes Southern Insurance Group, Sovereign Insurance Group Inc. and SIG Financial Services. Jennifer is guiding the retail agency and companies, while continuing to work with affiliated agencies in Texas.

Jennifer moved up from her role as vice president and general manager of Southern Insurance Group, which hired her in 2001. Southern is a master agency of the Strategic Independent Agents Alliance (SIAA). Jennifer developed the local



alliance, which consists of 40 agencies. She comes from a family that owns insurance agencies in East Texas, and her understanding of the property and casualty insurance business and agents marked her as the prime

choice to manage the SIAA.

Earlier she was a territory manager for Progressive Insurance. Prior to that she was a marketing representative for Blanch Wholesale (now Vista Insurance Partners) and for Transport Insurance Company. She earned a Bachelor of Business Administration degree from Texas A&M University and holds the Certified Insurance Counselor designation from the National Alliance for Insurance

Education and Research.

**Amani Armand Ballou**, M.S. 1999, MAS 1999, works for Audit Control and Expertise (ACE) as managing director for company branches in Liberia and Sierra Leone. A financial services company that specializes in credit support functions, ACE has headquarters in Geneva, but Amani is based in Abidjan, the commercial capital of his home country, Ivory Coast.

Amani writes: "We do some monitoring services for Total [a multinational energy company] and other commodities traders such as Novel Commodities. I like what I am doing."



Previously, he was vice CEO for financing commodities for West and Central Africa at the Abidjan branch of French bank Natexis Banques Populaires. Earlier, he was chief financial officer at a private commodity trading company. A certified public accountant, he worked as a financial auditor in Dallas for three years before returning home in 2003.

**Dennis R. Haley**, B.S. 1999, is wine director at Ill [Three] Forks Restaurant in Dallas, Texas. As sommelier, he manages more than 5,000 bottles of wine in the cellar and 3,000 additional bottles located throughout the establishment. A fine-dining steak and seafood house, Ill Forks is owned and operated by Dallas-based Consolidated Restaurant Operations, Inc.

After graduating from UT Dallas, Dennis pursued his interest in wine and began sommelier training. He received his sommelier title from the vice chairman of the American chapter of the Court of Master Sommeliers, an international education and credentialing organization.

Dennis has led wine-tasting events at Ill Forks for UT Dallas alumni, most recently in February. He credits his business education for helping him land his coveted position, and he is proud of the cost-effective wine programs he developed and maintains.

Since Dennis has worked at Ill Forks, the restaurant has received many prestigious wine awards, including — for eight years in a row — *Wine Spectator* magazine's Best of Award of Excellence, a recognition for restaurants "that clearly exceed the requirements" for the lower-tier Award of Excellence.

**2000s**

**Stephen A. Scott**, MBA 2000, was recently recognized by *Inside Collin County* (Texas) *Business* as one of Collin County's 21 Leaders for the 21st

Century. Stephen is vice president of development for the Mario Sinacola Companies. The heavy construction side of the company, Mario Sinacola and



Sons Excavating, Inc., has worked on projects such as the Dallas North Tollway extension, SH 121, Pizza Hut Park in Frisco and the Dallas Cowboys' new stadium in Arlington. The development

side of the Mario Sinacola Companies has projects across the Metroplex, including Frisco Center, a 170-acre commercial development in Frisco that will contain more than 1 million square feet of mixed-use space. Stephen's primary responsibilities include all planning, financial, development and leasing activities for all projects. He has been with the company two years and previously worked at EDS in the corporate real estate department for 16 years. He served as chairman of the Plano Economic Development Board in 2006-2007.

Stephen earned a bachelor's degree in construction management from Texas A&M University. He lives in Allen, Texas, with his family.

**Jeff Thornberry**, MBA 2000, has joined First United Bank-McKinney as the vice president of commercial lending. He focuses mainly on real estate and has more than 20 years of banking experience. He is also a member of the North Texas Mensa Society, Home Builders Association of Greater Dallas and Leadership Allen Class XV.

**Kuntesh R. Chokshi**, M.S. 2001, MBA 2004, and fellow team members at PepsiCo earned an award earlier this year for their efforts to help build a diverse, yet inclusive, company culture. Kuntesh, manager, Insights with Business Innovation team, is one of eight leaders of the PepsiCo Asian Network (PAN). He is based in the company's Plano, Texas, Frito-Lay headquarters.

He and fellow leaders received a 2007 Harvey C. Russell Inclusion Award for their efforts to advance



PepsiCo's diversity and inclusion agenda and set up a framework for future success. Named for the late Harvey C. Russell, the first black executive of a Fortune 500 company, the award honors

individuals and teams who distinguish themselves as truly extraordinary and serve as inspirations to the entire company.

The PAN team was cited for developing Asian leadership training and five other programs that are externally as well as internally focused. Presenters took note that PAN leaders' efforts resulted in



double-digit growth in their market.

Kuntesh earned a bachelor's degree in computer engineering from Bharati Vidyapeeth University in Pune, India, in 1997. He began his professional career at Solutions, India, in analyst and project management roles. He joined PepsiCo as an operations intern in 2003.

He, his wife, Avani, and son, Dhruv, live in Plano.

**Robert W. Clark**, EMBA 2003, is one of three founders of the Lone Star Wind Orchestra (LSWO). In April 2006, he joined Barry Knezek and Chris Tucker in assembling 60 brass, woodwind and percussion players to create an orchestral organization with an emphasis on giving back to the North Texas community and reaching out to the underserved. In addition to performing concerts, the orchestra is partnering with schools to provide music education, outreach programs and scholarships to high school seniors.

The Lone Star Wind Orchestra's first professional CD recording, "American Tapestry," was released in April. In May, the LSWO partnered with the UT Dallas School of Arts and Humanities to sponsor a performance at UT Dallas by prize-winning composer and University of Texas at Austin music professor Donald Grantham.

Bob's SOM classmate Michael Grant, EMBA 2003, serves as treasurer for the orchestra. For more information, visit [www.lonestarwindorchestra.com](http://www.lonestarwindorchestra.com).

**Andrea Peters**, EMBA 2003, is president and CEO of E Packaging and Fulfillment Company in Chicago. She reports that her business, which opened in March, is the first minority-owned pharmaceutical packaging company in Chicago and in Illinois. The company focuses on packaging for larger pharmaceutical companies, providing sin-

gle-dose medications for hospitals, clinics, nursing homes and prisons.

Through the National Minority Manufacturing Institute, Andrea and her chief operating officer participated in the U.S. – China Business Matchmaking Conference in June. They traveled throughout China, meeting with manufacturers and suppliers in the same industry as theirs.



Andrea received an undergraduate engineering degree from the University of Iowa and earned Six Sigma certifications from the University of Michigan. She says UT Dallas gave her the tools she needed to become a successful entrepreneur, and she applauds Jim Joiner, director of SOM's Project Management Program, for believing in her and giving her the opportunity to take part in the EMBA experience.

**Stroud H. Arthur**, B.S. 2004, was named a "heavy hitter" in retail property transactions by the *Dallas Business Journal* in April. The publication conferred the title on 200 top brokers and investment bankers "who had a profound impact on our local economy in 2007."



A senior associate in the Dallas office of CB Richard Ellis (CBRE) Group, Inc., Stroud has been in real estate more than nine years. His experience includes project leasing, tenant representation, investment sales, site selection and raw land transactions throughout the Dallas-Fort Worth Metroplex.

**Steve L. Harrison**, MBA 2005, joined Lennox

International, Inc. in June as vice president of investor relations. The Dallas-based company deals globally in climate-control systems for heating, air conditioning and refrigeration.

Steve moved from Qimonda AG, an international semiconductor company, where he had served as vice president, investor relations. He previously had served as vice president, investor relations for International Rectifier Corporation and had worked at STMicroelectronics and Electronic Data Systems.

A member of the National Investor Relations Institute since 1993, Steve earned a Bachelor of Science degree from Oklahoma State University.

**Maridel Acosta-Cruz**, EMBA 2006, was recently appointed associate CEO at Eastern New Mexico Medical Center in Roswell. The 162-bed community hospital is an affiliate of the Community Health Systems Professional Services Corporation, based in Franklin, Tennessee. Corporate affiliates own more than 133 hospitals in 32 states.

Maridel earned her SOM degree while she was director of the Clinical Laboratory and Pathology Services at RHD Memorial Medical Center in Dallas. Soon after graduation, she was promoted to associate operations officer.

Maridel earned a B.S. in medical technology (MT) from the University of Southern Mississippi, where she

was president of her MT class. She is a member of the American College of Healthcare Executives and of the National Society of Hispanic MBAs.

Maridel is married to Mike Cruz, and they have a son, Michael, and a daughter, Maridel (Mary) Cruz, a School of Management undergraduate.



## OBITUARY

**Stacey Kreg Bartley**, EMBA 2008, died of stomach cancer Oct. 19.

He was diagnosed in the 19th month of the 21-month EMBA Program, and, upon learning of his diagnosis, Kreg's SOM classmates rallied around him and encouraged him to finish his degree.

He was a premier client manager at Bank of America. He earned an undergraduate degree from the University of Southern Mississippi.

A member of the Dallas Museum of Art, Kreg also loved going to classic car shows, camping and gardening, particularly with native-Texas plants. An avid fan of National Public Radio, he regularly volunteered at pledge drives for the local NPR affiliate, KERA. He also sat on the Fair Park Trust Board, where he was an active member.

However, Kreg's passion was teaching his Sunday School students at the First Unitarian Church of Dallas, and he went on many youth-mission trips.

With his miniature Schnauzer, Joey, a registered therapy dog, Kreg made visits to local nursing homes in the two years before he got sick.

Survivors include his partner, Alan Washington, of Garland, Texas; and his sister, her husband and their two sons, Tamara, Hank, Sam and Jack Barry, of Colleyville, Texas.

Read more about Kreg at [www.caringbridge.org/visit/kregbartley](http://www.caringbridge.org/visit/kregbartley). A memorial service was held Nov. 15, at First Unitarian Church in Dallas, Texas. Donations in his memory may be made to Heart of Texas Therapy Dogs, Attn: Julie Chance, 14902 Preston Road, No. 404-306, Dallas, Texas, 75254.

## 2008 CONTRIBUTOR REPORT

**SCHOOL OF MANAGEMENT  
STRATEGIC PARTNERS**

Alliance Data Systems, Inc.  
Deloitte & Touche USA LLP  
Ericsson Inc.  
Grant Thornton LLP  
Haynes and Boone, LLP  
Intervoice, Inc.  
Jones Day  
JPMorgan Chase  
L-3 Communications Corporation  
SAP America, Inc.  
Tektronix, Inc.  
Texas Instruments Foundation  
Texas Instruments Incorporated  
United Supermarkets, Ltd.

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

Christopher T. Abernathy  
Neetu Agarwal  
Jose B. Aguilar  
Lenin A. Aguilar  
Rosemary Aguilar  
Saifuddin Ahmed  
Olufemi A. Akintunde  
Marlene H. Albosta  
Patricia Alcalá-Zalce  
Dion R. Allicock  
Stephen M. Allie, Ph.D.  
Man M. Alloju  
Rene Alzuro  
Dru E. Amand  
Sandra L. Anderson  
Candace E. Angelo  
Anonymous  
Roberta L. Ansiaux  
Mr. and Mrs. Chris Lee Arends  
Susan L. Arends  
Marcia K. Armstrong, Ph.D.  
Charlotte E. Arnstein  
Onur Arugaslan, Ph.D.  
John T. Aslanian  
James L. Austin  
Raul A. Aviles  
Abdul Aziz, Ph.D.  
Jeanne M. Baker  
Linda K. Baker  
Zeynep Baktir  
Lillian E. Baldwin  
Anthony B. Banks  
Karla R. Barber  
Sandra K. Barley  
John M. Barr  
Laura A. Barrett  
Joshua R. Barron  
Joseph P. Basulto  
Bate Bate  
Darden B. Bateau  
Tonya Y. Battles  
Stephen R. Bauerband  
Jeanne A. Bayless

Priscilla A. Beadle, Ph.D.  
Roger D. Beall  
Christian L. Belady  
Mesfin A. Belaye  
Angela A. Bell  
Raghu N. Bellary  
Mark A. Bellingham  
Alice E. Bergman  
Michael J. Berke  
Charles M. and Trudy Best  
Kimble M. Bewley  
Vesta D. Bishop  
Thomas A. Blake II  
Evan H. Bogar  
Donald E. Bogen  
Jack D. Boger  
David J. Boggs  
Rosalyn J. Bonaventure  
Ellen M. Bond  
Robert W. Bond  
Betty S. Boyd-Meis  
Randall R. Braden  
Ghassan B. Brair  
Patricia S. Burnett  
Jennifer L. Burton  
Apolinar Bustos  
Catherine M. Butschek  
Kelem B. Butts  
William D. Calkins  
Scott A. Campbell  
Daniel Carlson  
Diane K. Casillo  
Ayinde Castro  
Patricia A. Catagnus  
Michele W. Cavenee, M.D.  
Donna L. Cekal  
Subrata Chatterjee  
Pao-Yu Chen  
Shanna Y. Chen  
Mary K. Chiang  
Hsiang Y. Chien  
Ojas T. Choksi  
Karin L. Christensen  
Xiaojin Chu  
Susan H. Clayton  
Dillard L. Coates  
Henry C. Cochran Jr.  
Jonnie L. Cole  
Joyce K. Coleman  
Guy D. Collister  
Cathleen D. Colman-O'Banion  
John B. Concklin Jr.  
Lorie Conn  
Kelly J. Cook  
Mary T. Cook  
Samuel C. Cooper  
John B. Cornish  
Michelle A. Corson  
Carl Cuff  
Marilen T. Darcy  
Fidel Davila  
Jeff H. Dawson  
Jimmie R. Dearman

Amanda M. Delp  
Kristin N. Derington-Ruiz  
Forrest D. Dermid  
Gregory Dess, Ph.D.  
Brooke N. DeVore  
Norwood P. Dixon III  
Willie C. Dixon  
Michael W. Dobbs  
Victor E. Domhoff  
Kimberly R. Dozier  
Mark K. Duckworth  
Brad Duke  
Michael B. Duke  
Michelle L. Durrett  
Angelika N. Dutko  
Eileen Y. Earl  
Ilaede J. Edegbe  
Norma Elizondo  
Joseph R. Elliott  
Mark Ellison  
M. Sherif El-Rafie  
Robert D. Emery  
Henry Ennis III  
Adolf J. H. Enthoven, Ph.D.  
Margaret P. Escobar  
Toros E. Esim  
John F. Evans  
Jose G. Evans  
Ronald T. Evans  
Betty Evans-Kelly  
Alma L. Farley  
James C. Farrell  
Sherry Ann Fawcett  
Anthony W. Fenimore  
Janice R. Ferrell  
Jay Finnigan  
Charles B. Fischer Jr.  
Lisa A. Fisher  
Colter Fleming  
Alfredo Flores  
Louis R. Frisbie  
Jeanne Y. Fu  
Stephanie T. Fung  
Lewis S. Gamster  
Kristina L. Garcia  
Debra A. Gardner  
Laura W. Garrison  
Arturo R. Garza  
Gabriela Garza-Ramos  
Arnard R. Gayapershad  
Stephanie T. Giang  
Janelle M. Gibbs  
Christel T. Glade  
Vishal G. Goenka  
Lisa J. Goodale  
Greg A. Gross  
Maria Groves  
Steven A. Gundy  
Jorge Gutierrez  
Judith A. Guyer  
Howard B. Hamilton Jr.  
Glen A. Harris  
Kristine A. Harris

Steve L. Harrison  
Kendall H. Helfenbein  
Karen A. Henderson  
Keith R. Henderson  
Michael C. Henderson  
Russell D. Henderson Jr.  
Kevin B. Henley  
Robert E. Hewlett Jr.  
Kevin S. Homer  
Kathleen A. Horigan  
Pamela A. Hubler  
Susan J. Hudson  
Robert A. Huskerson  
Thuy T. Huynh  
Boriana V. Ilieva  
Mary L. Jackson  
Tony B. Jacobs  
Dipak C. Jain, Ph.D.  
Colleen R. Jensen  
Margaret I. Jensen  
Natasha L. Johnson-Gregg  
Billy M. Jones  
Danny R. Jones  
Janelle M. Jones  
Kristen K. Jones  
James E. Jordan Jr.  
Yon U. Kadota  
Farah Kamaruddin  
Stephanie A. Keahon  
Sherry M. Kidd  
Harold C. Kinne, Ph.D.  
Janet A. Klett  
Ralph A. Klingelhofer  
Bryan A. Knapp  
Matthew J. Knapp  
Anchi H. Ku  
Penny R. LaFleur  
James C. Laird Jr.  
Jack J. Lamb Jr.  
Daniel C. LaMendola  
Marvin M. Lane Jr.  
Kong R. Lau  
Steven Lauff  
Richard A. Lawrence  
Tom Lee  
Thomas F. Leffingwell  
Carole L. Lein, J.D.  
Stephen P. Lein  
Maria Ley  
Lei Li, Ph.D.  
Ian C. Lim  
Shun-Hsiang Lin  
Brenda J. Little  
Charles C. Liu  
Fangxin Liu  
Christie M. Long  
Christina Lonze  
Jared T. Lorenz  
Cecil W. Lowrie  
Chih-Hung Lu  
Dahe Lu  
Zhuo Lu  
Benjamin F. Lutes III

Hong Ma  
 Richard I. MacArthur  
 Jessica MacIntosh  
 Janet R. Mack  
 Jed G. Magen  
 Michael A. Mahfouz  
 Niten Malik  
 Nandakumar K. Mallenhalli  
 Sushanta Mallick  
 Rev. Lynne Manilla  
 Henry R. Marcoux  
 Kim S. Martin  
 Sandra K. Martin  
 Mary S. Masal  
 H. Lee Matthews  
 Bryan C. McAninch  
 Bryan W. McNeill  
 Dean S. McSherry  
 Mark D. Meadows  
 Michael J. Menninger  
 Paul Merlino  
 Gregory S. Meyer  
 Joan P. Mileski, Ph.D.  
 Clinton M. Miller  
 William T. Miller  
 Derek D. Moore  
 Juanna S. Moore  
 Stephen W. Moore  
 Frederic E. Moran  
 Yvette P. Morehead  
 Larry K. Morgan  
 Robert J. Morris  
 Sue B. Morris  
 Marcy A. Murphy  
 Karen G. Murtha  
 April D. Myrick  
 Heather Nail  
 H. Ronald Nash  
 Shirley E. Neely  
 Gloria Nelson  
 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  
 Catherine A. Palmer  
 Judy A. Parker  
 Larry D. Patterson  
 Vyas N. Pavoori  
 Mr. and Mrs. 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  
 Carole E. Pierce  
 Rodney W. Pirtle Jr.  
 John T. Pitts  
 Kimberly P. Poe  
 Stephen and Robin Popik  
 Scott H. Prengle  
 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  
 Evelyn H. Reynolds  
 Peter M. Reynolds  
 Eddie W. Rhea  
 Brett A. Rheder  
 Jan R. Richardson  
 Conrad Roark  
 Janice R. Roberson  
 John H. Roberts  
 Kenneth I. Rock Jr.  
 Manuel A. Rodriguez  
 Miguel A. Rodriguez  
 Andrew R. Rogers  
 G. Bryan Rogers  
 Donald D. Rohloff  
 Rhonda M. Rolf  
 James J. Roskopf  
 Ranran Ruan, Ph.D.  
 Brenda H. Rudd  
 John G. Rusnak  
 Latricia G. Rutledge  
 Kevin J. Ryan  
 Cynthia A. Saathoff  
 Charles G. Sampson  
 David M. Sanders  
 James H. Sanders Jr.  
 Tarun Saran  
 Donald C. Saustad  
 Sandeep Saxena  
 Bobby H. Schiff  
 Joanna L. Schmehl  
 Jeffrey H. Schneider  
 Richard Schriefer  
 David A. Schroeder  
 Robert I. Schwartz  
 David M. Scott  
 Douglas C. Scott  
 Peter R. Scovill  
 Mr. and Mrs. Joseph T. Semler  
 Joseph W. Semmer  
 Mihye Seo  
 Barbara A. Seymour  
 James B. Sheffield Jr.  
 Yul Shelton  
 Ling Sheng-Howison  
 Marcy E. Shepherd  
 Beverly P. Sheppard

Sandeep R. Sheth  
 Roman B. Shevchuk  
 Masayoshi Shimizu  
 Bryan B. Shockley  
 Alan E. Sicher  
 Stacy L. Siefert  
 Kenneth J. Simons  
 Margaret A. Sinclair  
 Stephen K. Slaughter  
 John A. Small  
 Barbara S. Smith  
 Mr. and Mrs. Christopher L. Smith  
 Craig A. Smith  
 Gregory J. Smith  
 Richard S. Smith  
 Robert J. Smith  
 Jyoti A. Someshwar  
 Jingwei Song  
 Thomas B. Spencer  
 Ilene G. Sporkin  
 Diane M. Staacke  
 Sharla K. Stack  
 Tonya L. Stanton  
 Paula D. Stetson  
 James Stewart  
 Dianna M. Stiller  
 Phyllis D. Stoker  
 James B. Strand  
 David A. Stratton  
 Nadia L. Strode  
 Mary Ann Sutton-Parson  
 Susan F. Svane  
 Cynthia L. Sy  
 Hasir H. Syed  
 Husain Syed  
 Srinath L. Talanki  
 Jingping Tan  
 Mary H. Tarrant  
 Marhal Tassabhji  
 Lynne M. Tatum  
 Michael S. Taylor  
 Billy E. Thomas  
 Susan J. Thomas  
 Varughese A. Thomas  
 Paul L. Thompson  
 Karen Tillman  
 Mr. and Mrs. James S. Tokarz  
 Laura E. Tolic  
 Alice N. Tran  
 Long T. Tran  
 Nelson C. Tubbs  
 Cari L. Turner  
 Jessie R. Turner  
 Rohan S. Ullal  
 David Van Dyke  
 Dawn L. Vankeuren  
 Janice M. Varkey  
 Shawn P. Varkey  
 Jackson A. Varnan  
 Joan C. Voeller  
 Kurt M. Vonderahe  
 Toni M. Wagner  
 James C. Wallis  
 André E. Warren  
 Randolph R. Weaver  
 Juan Weng

William S. Westphal  
 Gerald K. Wetzig  
 C. Sue Whitehurst  
 Douglas O. Wickey  
 Julie A. Wigley  
 Christina Wilkinson  
 Kelly L. Williams-Pfister  
 Jefflyn W. Williamson  
 Laurie J. Wilson  
 Michael E. Wilson  
 Mark V. Winner  
 Angela H. Woodson  
 Carolyn F. Wright  
 Joseph H. Wright Jr.  
 Karen Wunderlick  
 David S. Yanus  
 Sonja L. Yeates  
 Christian A. Yoss  
 Robert E. Yui  
 Siu Y. Yung  
 Kimberly A. Zech  
 Sandra Zelisko

**CORPORATE:**  
 Accenture  
 Alki Sales Company  
 ATSMa, Inc.  
 AT&T Foundation  
 Bell Helicopter Textron Inc.  
 The Boeing Company  
 Celanese Chemical Company, Inc.  
 Cisco Systems, Inc.  
 ExxonMobil Foundation  
 Ernst & Young  
 F & M Properties, Inc.  
 Fidelity Charitable Gift Fund  
 Greater Dallas Indo-American  
 Chamber of Commerce  
 Hewlett-Packard Company  
 High Voltage Power Systems, Inc.  
 The Home Depot Foundation  
 IBM  
 INSPEC  
 Jenco Realty Inc.  
 KPMG Consulting  
 L&M Financial, Inc.  
 Lennox International Inc.  
 Lockheed Martin Corporation  
 MBI Commercial Realty Corporation  
 Microsoft  
 Nortel Networks  
 Novartis  
 Oglebay Norton  
 Palomino Capital  
 Pfizer Foundation  
 Prudential  
 L. Richey & Associates Inc.  
 Southwest Airlines  
 Southwestern Bell Mobile Systems, Inc.  
 Spencer Stuart  
 Starcast Wireless, LLC  
 State Farm Companies Foundation  
 Summit Mortgage Bankers, Inc.  
 Texas Instruments Foundation  
 Texas Instruments Incorporated  
 Verizon Wireless  
 WebLink Wireless Inc.



**PARTNERS IN PROGRESS**

ACCOR Hospitality  
 Alliance Data Systems, Inc.  
 American Airlines  
 Jeanne A. Bayless  
 John D. Beletic  
 Charles M. Best  
 George and Fonsa Brody  
 Terry Conner  
 Deloitte & Touche USA LLP  
 Ericsson Inc.  
 Theodore A. Fredericks  
 Fujitsu Network  
 Communications, Inc.  
 Linda W. Hart  
 Haynes and Boone, LLP  
 Sydney Smith Hicks, Ph.D.  
 Max D. Hopper  
 Intervoice, Inc.  
 Jo Johnston  
 JPMorgan Chase  
 Steven W. Lyle  
 H. Ronald Nash  
 Paul Pandian  
 Sabre Holdings Corporation  
 Masayoshi Shimizu  
 Spencer Stuart  
 Susan L. Spradley  
 Tektronix Foundation  
 Texas Instruments Incorporated  
 Trans Global Technologies, Inc.  
 Ann Utley/Robert K. Utley III  
 Investments  
 Wells Fargo Bank  
 James F. Young

**SCHOOL OF MANAGEMENT****“Building for the Future Fund”****INDIVIDUAL:**

Jayathirtha Asundi, Ph.D.  
 Joseph G. Ballard  
 Stephen M. Bliss  
 Joseph P. Cusumano  
 Roseanna L. Davis  
 Sejal H. Desai  
 Gregory Dess, Ph.D.  
 Henry Ennis III  
 David E. Frendo  
 Cande K. Green  
 Rufus Green Jr., M.D.  
 Judith A. Guyer  
 Sydney Smith Hicks, Ph.D.  
 David L. Holmberg  
 Michael J. Inman  
 Varghese S. Jacob, Ph.D.  
 Colleen R. Jensen  
 Andrew J. Kalik  
 Robert W. Kay  
 Christopher M. Kirby, Ph.D.  
 Jack J. Lamb Jr.  
 J. Mark Lambright  
 Seung-Hyun Lee  
 Christie M. Long  
 Diane S. McNulty, Ph.D.  
 Michael V. Mills  
 Dr. and Mrs. B.P.S. Murthi

H. Ronald Nash  
 Cuong V. Nguyen  
 Claudia J. Offill  
 Herman Perdomo Jr.  
 Hasan Pirkul, Ph.D.  
 Michele T. Pomella  
 Barbara A. Powers  
 Ashutosh Prasad, Ph.D.  
 Franklin D. Quarles  
 Hyeun-Suk Rhee  
 K. Shaun Robinson  
 Floyd T. Sine  
 Neal A. Smith  
 David J. Springate, Ph.D.  
 Kathryn D. Steglich  
 James B. Strand  
 Billy E. Thomas  
 Michael Tieu and Carene Toh  
 Kenny D. Weinmeister, M.D.  
 Kelly L. Williams-Pfister

**CORPORATE:**

Alliance Data Systems, Inc.  
 The Home Depot, Inc.  
 Intervoice, Inc.  
 Texas Instruments Incorporated

**EXECUTIVE EDUCATION****CUSTOM PROGRAMS:**

ACCOR Hospitality  
 Accuro  
 Ericsson Inc.  
 SAFRAN  
 Texas Instruments Incorporated  
 United Supermarkets, Ltd.  
 The University of Texas Southwestern  
 Medical Center at Dallas  
 Verizon

**BUSINESS PARTNERS:**

ABS Americas  
 ACS  
 Aegon  
 AirGATE Technologies, Inc.  
 Alcatel-Lucent  
 Alliance Data Systems, Inc.  
 Ameren Energy Generating  
 American Airlines  
 AmeriLat, LLC  
 AMP Information Services  
 Argo Dynamics  
 The Audio Visual Management  
 Group Incorporated  
 AUI Contractors, Inc.  
 Avery Dennison  
 Bank of America Corporation  
 The Bank of New York Mellon Trust  
 Company, N.A.  
 The Barnier Group LLC  
 BASF Group  
 The Bassett Firm  
 Bell Helicopter Textron Inc.  
 The Boeing Company  
 Burnes Home Accents LLC  
 Capital One Auto Finance  
 Chem-Aqua, Inc.  
 Chrysler LLC  
 Cisco Systems, Inc.  
 City of Allen, Texas

City of Garland, Texas  
 Colorado Federal Savings Bank  
 Concentra Inc.  
 Countrywide Home Loans, Inc.  
 Credit Union of Texas  
 Dallas Area Rapid Transit  
 Daniel Measurement and Control  
 Dean Foods Company  
 Doucet Lorio, LLC  
 Ecolab-Daydots Division  
 The Entertainment Collaborative  
 Experian  
 Export Africa  
 Fannie Mae  
 Finisar/AOC  
 Flowserve Corporation  
 Fossil, Inc.  
 General Dynamics  
 SATCOM Technologies  
 General Motors  
 Goodman Networks, Inc.  
 Grand Homes, Inc.  
 Hawaiian Falls Waterpark  
 HCL America, Inc.  
 Health Care Service Corporation  
 Healthlink Inc.  
 Hitachi Consulting  
 IBM  
 Internet Realty Co., Inc.  
 Intrepid USA  
 Intuit  
 JCPenney Company, Inc.  
 Less Fat More Fit, LLC  
 Los Alamos National Laboratory  
 Manheim's Dallas Auto Auction  
 MEI Mail Services  
 Mentor Corporation  
 Microsoft  
 Netage Systems, Inc.  
 Nokia Siemens Networks  
 The North American Coal  
 Corporation/The Sabine  
 Mining Company  
 Note Consulting  
 Oasys Software, Inc.  
 Owens Corning  
 Owens-Illinois  
 PepsiCo, Inc.  
 Pfizer Inc.  
 PFSweb, Inc.  
 Phytel  
 PricewaterhouseCoopers, LLP  
 Puente Brancato Enterprise  
 Quik-to-Fix Foods  
 Retailix Ltd.  
 Rockwell Collins  
 Holly C. Roundtree, CPA  
 Ryder System, Inc.  
 Sabre Holdings Corporation  
 Sally Beauty Supply LLC  
 SAP America, Inc.  
 S.C. Commercial Management  
 Schwartz & Associates  
 Sewell Automotive Companies  
 Share Agile Credit Union  
 Siperian, Inc.  
 Target Corporation

Technip Offshore Inc.  
 Tektronix, Texas LLC  
 Telect, Inc.  
 Telltabs  
 Tenet Healthcare – RHD Memorial  
 Medical Center  
 Texas Instruments Incorporated  
 TriStar Group  
 Turbomeca USA  
 UDR, Inc.  
 United Behavioral Health  
 United Space Alliance  
 United Supermarkets, Ltd.  
 The University of Texas  
 M.D. Anderson Cancer Center  
 VALOR Telecom  
 Verizon  
 Via-Cyrix, Inc.  
 WirelessLogix, Inc.  
 WorldCom  
 Yvonne's Advanced Skin Therapy

**EXECUTIVE EDUCATION****CONTRIBUTORS:**

Gregory Lockhart  
 Myra B. Wells

**CENTER FOR INFORMATION TECHNOLOGY AND MANAGEMENT (CITM)****INDIVIDUAL:**

Paul Bienhoff  
 Charles Bimmerle  
 Chris Bortner  
 Raymond D. Cox Jr.  
 Johnny Dawson  
 Larry G. Ehrhardt  
 Steven Goff  
 Christopher S. Hall  
 Tom Hill  
 Gregory G. Jones  
 Jonathan A. Kaye  
 Constantine Konstans, Ph.D.  
 Claire Lewis-Martin  
 Charles C. Liu  
 Dayna Logan  
 Thomas Managh  
 Patricia May  
 James W. and Daisy A. Miller  
 Robert Mockler  
 Howard N. Moore  
 Scott A. and Liz Morse  
 Gloria Nelson  
 John Nugent  
 Betty D. Peck  
 C. Lawrence Pereira  
 Pegi Proffitt  
 Nandini Rangaswamy  
 Mark Salamasick  
 Martha Wahlert  
 Marion E. Walker  
 John S. and C. Rene Wickham

**CORPORATE:**

Agile Software  
 Alcatel Network Systems  
 Backgrounds Plus

Wendy Barber Productions  
 Chichakli, Hickman-Riggs PLLC  
 CPE Inc.  
 CS2, Inc.  
 Dallas Oracle Users Group, Inc.  
 Dell  
 EDS  
 Envive, Inc.  
 ERP Solutions, Inc.  
 Frontier Commercial, Inc.  
 Golden Autumn Holdings Inc.  
 Greater Dallas Crime Commission  
 Highland Productions, LLC  
 Hitachi Consulting  
 HyperGrowth Solutions, Inc.  
 IDS Scheer, Inc.  
 International Solutions Corporation  
 Keste, LLC  
 Leadership Coaching, Inc.  
 LifeStreams  
 ListenerControl.Com, LLC  
 Lovely Fine Arts, LLC  
 Charles F. May, Inc.  
 Meritage Healthcare Strategies, LLC  
 Metroplex Association of  
 Personel Consultants  
 Microsoft  
 MIS Association  
 The Morse Company  
 Paranet Solutions, LLC  
 Smith Protective Services  
 Society of Petroleum  
 Engineers International  
 Synaptic Gaming & Simulation, LLC  
 TagIQ  
 Talking Points Professionals  
 Tektronix, Inc.  
 Tervezo Systems Inc.  
 Texas Instruments Incorporated  
 Town of Northlake, Texas  
 ZeOmega LLC

### **CENTER FOR INTELLIGENT SUPPLY NETWORKS (C4iSN)**

Agile Software  
 Alcatel-Lucent  
 Blockbuster Inc.  
 Brinks  
 Ericsson Inc.  
 Estech Systems, Inc.  
 Gillani, Inc.  
 Hewlett-Packard Company  
 Hitachi Consulting  
 L-3 Communications Corporation  
 Meritage Healthcare Strategies, LLC  
 MindFlow Technologies  
 Mitsui Bussan Logistics Inc.  
 SAP America, Inc.  
 Sun Hill Software, Inc.  
 Think Service, Inc.  
 Viewlocity, Inc.

### **CENTER FOR INTERNAL AUDITING EXCELLENCE**

Audimation  
 Daniel Chen  
 City of Garland, Texas

Dallas Chapter of the Institute  
 of Internal Auditors  
 Deloitte & Touche USA LLP  
 Grant Thornton Foundation  
 The IIA Research Foundation  
 Institute of Internal Auditors  
 Internal Auditing Academic  
 Advancement Fund, Inc.  
 JCPenney Company, Inc.  
 JW Operating  
 North Texas Chapter of ISACA  
 Resources Global  
 Tatum LLC  
 Weaver and Tidwell

### **CENTER FOR THE ANALYSIS OF PROPERTY RIGHTS AND INNOVATION (CAPRI)**

EMI Capitol Music Group  
 The Charles G. Koch Foundation  
 Microsoft  
 Motion Picture Association  
 of America  
 Recording Industry Association  
 of America  
 Sony BMG Music Entertainment  
 Universal Music Group  
 Warner Music Group

### **INSTITUTE FOR EXCELLENCE IN CORPORATE GOVERNANCE (IECG)**

**STRATEGIC PARTNERS:**  
 Akin Gump Strauss Hauer & Feld  
 BizNet Software  
 Deloitte & Touche USA LLP  
 Halliburton Investor Relations  
**PARTNERS:**  
 Dresser, Inc.  
 Energy Future Holdings  
 ExxonMobil Corporation  
 Fossil, Inc.  
 Hodges Capital Management  
 Kimberly-Clark Corporation  
 Lennox International Inc.  
 JCPenney Company, Inc.  
 Russell Reynolds Associates  
 Texas Instruments Incorporated  
 Zale Corporation

### **INSTITUTE FOR INNOVATION AND ENTREPRENEURSHIP AT UTD (IIE)**

airBand  
 J. Jan Collmer  
 Dallas Bar Association  
 Deloitte & Touche USA LLP  
 Double Briggs Ventures LLC  
 Haynes and Boone, LLP  
 High Voltage Power Systems, Inc.  
 Hunt Ventures  
 Kingdon R. Hughes  
 InnerWireless Inc.  
 Jones Day  
 Silicon Drive Office Venture  
 Tech Mahindra (R & D Services) Inc.

Texans Credit Union  
 Texas Instruments Foundation  
 Texas Instruments Incorporated  
 Wayport, Inc.  
 Wilson Sonsini Goodrich & Rosati  
 Wischmeyer Financial, LP

### **INTERNATIONAL CENTER FOR DECISION AND RISK ANALYSIS (ICDRiA)**

#### **CORPORATE SPONSORS:**

Dominion Blueline Inc.  
 EADS North America, Inc.  
 Essilor of America  
 Global Association of  
 Risk Professionals  
 Hong Kong Polytechnic University  
 Houlihan Lokey Howard & Zu  
 IOS Press  
 St. Edward's University  
 Texas Instruments Incorporated

### **THE LEADERSHIP CENTER AT UTD**

ACCOR Hospitality  
 Accuro  
 Alcatel-Lucent  
 Champion Technologies  
 Ericsson Inc.  
 Texas Capital Bankshares

### **ACCOUNTING AND INFORMATION MANAGEMENT ALUMNI ASSOCIATION FUND**

Christina C. Cummins  
 Sharon A. Deason  
 William C. Dent  
 Gregory T. Estes  
 Alyssa G. Martin  
 Mitchell G. Perry  
 Kimberly P. Poe  
 Rajeab K. Samanta  
 Lisa A. Smith  
 John S. Wechsler

### **SCHOLARSHIPS**

D/FW Chapter of CEO Netweavers  
 Servant Leadership Endowed  
 Scholarship:  
 The Dallas Foundation  
 Ericsson SOM Scholarship  
 Summerfield G. Roberts Foundation  
 Scholarship  
 Terry and Claire Rock Scholarship  
 Sherry Shannon Memorial  
 Scholarship Donors:  
 Mario A. Bolanos-Avila  
 Joone B. Choe  
 Mary M. Frainey  
 Michael J. Inman  
 Lynn M. Little, Ph.D.  
 John R. Schaller  
 David H. Spivey  
 James B. Strand

IIE Scholarship:  
 Texas Instruments Foundation  
 Jefflyn Williamson  
 Endowment Scholarship

### **FRANK M. BASS, PH.D., MEMORIAL FUND**

Gregory Dess, Ph.D.  
 Dongling Huang  
 Peter Leeftang  
 Mr. and Mrs. Donald R. Lehmann  
 Peter P. Leszczyc, Ph.D.  
 Terris W. Mikelk  
 Leonard J. Parsons, Ph.D.  
 Zola M. Selby  
 Mr. and Mrs. Jimmie Short  
 Hirokazu Takada

### **NANCY PERRY MEMORIAL FUND**

Frank E. Albrecht  
 Jasper Arnold, Ph.D.  
 Celeste K. Bernard  
 Catherine Berry  
 Melanie P. Brauner  
 Christopher C. Crow  
 Isa Eastland  
 Michael R. Ellis  
 Michael Grant  
 James D. Gray  
 Jared Haims  
 Bobby L. Hardin  
 David E. Hawkins  
 Sumangala P. Kulkarni  
 Oscar J. Laud  
 Linda K. McClung  
 Diane S. McNulty, Ph.D.  
 Vaughn McVey  
 Neil H. Nugent  
 Bruce Perry  
 Ricardo Romani  
 The Larry Schmitt Family  
 Robert F. Scott  
 Laura L. Sellers  
 Tracy D. Solomon  
 David Springate, Ph.D.  
 Nancy L. Thorn  
 Kim G. Tompkins  
 Richard VanPelt

### **PROFESSORSHIPS**

CHARLES AND NANCY  
 DAVIDSON DISTINGUISHED  
 PROFESSORSHIPS:  
 Charles and Nancy Davidson  
 THE DALLAS WORLD SALUTE  
 PROFESSORSHIP IN  
 INTERNATIONAL STRATEGY:  
 The Dallas World Salute Fund of  
 Communities Foundation of Texas