

THE SCHOOL OF
MANAGEMENT
THE UNIVERSITY OF TEXAS AT DALLAS

VOLUME 12 No. 2 SPRING 2009

New
Directions





Hasan Pirkul
Dean, School of Management

MESSAGE FROM THE DEAN

As this academic year closes, I am happy to share with you important developments marking many successes for our students and faculty.

Enrollment is one gauge of our effectiveness in that offering outstanding programs attracts not just more students but more highly qualified ones. This spring, The School of Management's student population continued to grow, and SOM remained the largest of the seven UT Dallas schools. Our credit hours were up 6 percent over the same period last year.

We record within this issue a remarkable number of student accomplishments. A team of MBA students placed a close second in the Dell/Microsoft Marketing Case Competition. Two more MBA students won a prestigious technology enterprise competition, and one of them earned a \$10,000 scholarship from the Texas Business Hall of Fame Foundation. Four accounting students received scholarships from the Accounting Education Foundation. Another graduate earned a \$5,000 award for independent research she undertook while an internal auditing student.

Such achievements reflect on the labors of our exceptional faculty. This year, I am pleased to report that we were able to hire 13 new faculty members, including several who have earned national and international recognition.

Another way that faculty contribute to our success is through research productivity. Results for 2008 indicate our school moved up significantly — into the Top 20 — in both national and international standings that measure the appearance of academics' published works in leading journals. SOM reached the No. 17 spot on the North American list and the No. 18 spot on the worldwide database maintained by the UTD

Top 100 Business School Research Rankings™. Independently, *Financial Times* ranked our school 20th based on publications in 40 leading journals.

Other rankings reinforce our top-tier national-school status. A *U.S. News & World Report* assessment released in April showed SOM's Full-Time MBA program placed 23rd nationwide among public universities — among the top 50 overall — in the annual "America's Best Graduate Schools" issue.

Our other programs have fared equally well. Last October, *Financial Times* ranked the school's Executive MBA (EMBA) program No. 14 in the nation this year and No. 1 in Texas for the second straight year. The London-based publication also recognized our Global MBA Online programs in its 2009 List of Distance MBA degree programs. Last December, the *Wall Street Journal* ranked the EMBA program No. 6 in its ratings of schools offering the highest returns on investment to students who graduate. *Business Week* has ranked our undergraduate programs among the top 40 public business-school programs in the United States.

The accolades don't come without hard work and innovation by our faculty and staff. Sadly, we mark here the passing of one of these colleagues, Dr. Jasper H. Arnold III, who contributed much in his decade as director of the EMBA program.

We say thanks here to outgoing SOM Advisory Council Chairman Steve Lyle, whose leadership and encouragement helped us move our school forward. We welcome Terry Conner as the incoming advisory council chairman. Mr. Conner already has given us nearly a decade of committed council work, and his forte, he believes, will be in matching council members to tasks for which they feel best suited.

To achieve our outreach mission, we organize and host many forums and conferences. This year was no exception. We hosted the 500 participants who attended the Americas' SAP Users' Group 2008 Texas Statewide Conference, which the North Texas and Oklahoma ASUG chapters sponsored. The second annual Project Management Symposium in August drew 200 participants. In October, former U.S. Secretary of Homeland Security Tom Ridge spoke at the Institute for Excellence in Corporate Governance's annual conference.

SOM also played host in February to the third annual UTD-Frontiers of Research in Marketing Conference. Sponsored by the INFORMS Society for Marketing Science and the Marketing Science Institute, the conference focused on fostering high-quality research in quantitative approaches to marketing. Another successful meeting, the Fraud Summit, has been growing yearly and attracted a sold-out audience of about 400 in March.

A first this year was a breakfast in April marking the school's success at raising almost \$50,000 in scholarship funds for our students. Southwest Airlines CEO Gary Kelly honored us by speaking at the breakfast.

This year, we have increased our emphasis on outreach to our alumni, who now number more than 22,000. Recently in Taipei, Dr. Aaron T. Conley, vice president of development and alumni relations at UT Dallas, and I hosted a gathering of about 60 UT Dallas graduates, about two-thirds of whom held School of Management diplomas. I also met with SOM alums Yancey Hai, M.A. 1978, vice chairman and CEO of Delta Electronics, and Steven Lee, EMBA 2005, CEO and managing director of McDonald's Taiwan.

As we make progress in our quest to provide an exemplary education that will equip our students to succeed no matter their journey, no matter their destination, we thank our alumni and friends for staying by our side. Your continued support carries us forward with confidence.

Best wishes,

Visit our site on the worldwide Web

<http://som.utdallas.edu>

THE SCHOOL OF
MANAGEMENT
THE UNIVERSITY OF TEXAS AT DALLAS

N E W D I R E C T I O N 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

Kristine Imherr

ART DIRECTION & DESIGN

Peterson Ray & Company
Dorit Suffness
Creative Director

PHOTOGRAPHY

Brian L. Wiest

ILLUSTRATION

Nicholas Wilton

WRITERS

Paula Felps
Jill Glass
Donna Steph Hansard
Kristine Imherr
Diane Seay McNulty
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, 2009

UT Dallas is an equal opportunity/
affirmative action university.



On the cover: Entrance gate of Jindal Power Limited, subsidiary of Jindal Steel and Power Limited (JSPL), Raigarh, India. Photo courtesy of JSPL.

VOLUME 12, No. 2 SPRING 2009

2

New Directions

Diane Seay McNulty, Ph.D.

An invitation from alum Naveen Jindal leads administrators and students on a trip to India on behalf of The School of Management and the University for new experiences, life lessons and educational opportunities.

8

Breakthrough Breakfast

Jeanne Spreier

Inaugural event included a keynote address by Southwest Airlines CEO Gary Kelly and news that participants have contributed nearly \$50,000 to a newly launched scholarship drive.

10

Fraud Summit Features Top Investigators

Jill Glass and Jeanne Spreier

Accounting detectives had plenty of scams to discuss at a gathering with speeches by a spy-catching former FBI agent and a former police officer who now presides over the Association of Certified Fraud Examiners.

12

Advisory Council Leadership Change

Donna Steph Hansard

Incoming SOM Advisory Council Chairman Terry Conner wants to spread the word of SOM's excellence through members comfortable in roles they fill within the group.

13

Outgoing Chairman Lyle Stays Involved

Jeanne Spreier

16

Tribute to Dr. Jasper H. Arnold III

The memory of the late Executive MBA Program director Dr. Jasper H. Arnold III is honored in these remembrances and accolades.



2



10

DEPARTMENTS

15 Management Research Frontiers

18 Faculty News

21 Center News

22 Program Updates

28 Alumni Notes

29 Alumni Profile

30 Contributors



New Directions

SOM visitors seek fresh educational paths in India.

By Dr. Diane Seay McNulty



Education emerged as a theme on our trip to India to visit School of Management alum Naveen Jindal. Actually, ties to education and UT Dallas were the main reasons we went. Mr. Jindal, a 1992 MBA graduate, extended the invitation that resulted in our journey. He requested that we include several students in our group to make it a real learning exercise. It was a long way to go, but the experiences made the weeklong excursion worthwhile, particularly for those of us who had never traveled to India.

Our group included SOM Dean Hasan Pirkul, Senior Associate Dean Varghese Jacob, Director of Development Kyle Edgington, former UT Dallas Interim Vice President of Development Laura Beall Murray and me. Three students, undergraduate honors scholars Giulia Ippolito and Marcello Somers, and dual master's degree candidate Mohit Malhan, also joined us. Dean Jacob and Mr. Malhan grew up in India; Dean Pirkul had visited once before; and the rest of us were novices eager to expand our knowledge of the culture that makes it the exotic land it is.

The learning experience began the moment we landed in New Delhi: The sights and sounds were different. One lesson engrained in our minds was the crowded panorama of people eagerly awaiting arriving travelers and the pink hue of the evening sky.

A Jindal executive, Colonel Biraj Sahay, greeted us and whisked us away through the teeming dark streets alive with honking horns and every kind of vehicle imaginable, from autorickshaws to heavy trucks festooned with bright, colorful decorations and signs bearing the message, "Please Honk."

Upon our arrival at the hotel, several Jindal staff members and two hotel greeters in saris welcomed us with fresh flower leis and bouquets of roses.



"The colonel told us that in India the 'guest is god,'" Ms. Ippolito remembers. "That was no understatement. At each new leg of our journey,...we were welcomed with traditional music, adorned in flowers.... This respect alleviated any of the uneasiness of being a foreigner in such a distant nation."

Later, it became apparent that our host had planned to educate us about his personal and business achievements, his family, and India's culture and opportunities. As our time unfolded, we saw Mr. Jindal as an impressive leader, philanthropist and politician.

Dean Pirkul observed that spending time with Mr. Jindal was not only a lesson in the culture of some of our talented graduates but also a new endeavor for our school in that "this is the first time we have traveled abroad to build a relationship with an outstanding alum and to explore new possibilities that may emerge for students and the school as we visit other educational institutions."

Our own reasons for going to India were varied. For Dean Jacob, the trip was a homecoming of sorts. He earned a master's degree from the Indian Institute of Technology in Delhi in 1980. "Seeing the thriving city after more than 25 years," he says, "gave me a new perspective of the tremendous growth that has taken place."



Left: View of the Taj Mahal, Agra
Top: An indigenous tribe of Raipur greeted us upon our arrival in Raigarh.

Second from top: Our host, Naveen Jindal, MBA 1992, executive vice chairman and managing director of Jindal Steel and Power Limited

Third from top: A vendor sells Indian flags
Bottom: Colonel Biraj Sahay, Jindal representative who escorted us during our stay



For Mr. Malhan, the trip was a chance to chart a new course. Exploring the businesses we were to see could be an answer to a goal he was ready to reach — graduation and new opportunities, either in India or back in the U.S.

I not only got a chance to reconnect with Naveen Jindal, a former student of mine, but I also got to see an amazing country through a different travel experience.

Indelible India

Our first weekend provided time to see the one tourist attraction that we had requested to visit, the Taj Mahal in Agra.

Driving through that city gave us an authentic taste of India. Ms. Ippolito remembers that “placid cows roamed the streets, young entrepreneurs demonstrated their wares, the aroma of curry rose into the hot air — everywhere there was life.”

Once at the Taj, getting to the entrance was a journey in and of itself. Cars proceed to a parking lot where tourists and native pilgrims then travel on foot or by camel, horse or bicycle cart for a half mile or so to the entryway. Appeasing our sense of adventure, we climbed aboard a camel cart and were slowly delivered to the gates.

The Taj Mahal, a mausoleum built in the 17th century by Shah Jahan to honor his late wife, did not disappoint, Ms. Ippolito says. “Its white marble surfaces gleamed in the sunlight, and our guide’s history helped to put it into perspective.”

Like others, we trod shoeless over the white marble floors; mindful of the ancient marble-cutting skills resplendent in the tomb area. We were to learn later that this ancient technique is still practiced by artisans who spend their entire lives decorating marble in this same elaborate manner.

Top: Street scene in New Delhi

Above: Magnificent marble design used throughout the Taj Mahal

Below left: (Left to right) Students Giulia Ippolito and Marcello Somers, our host, Naveen Jindal; and student Mohit Malhan at Mr. Jindal’s home in Delhi

Below center: SOM travel group with Naveen Jindal (center) at his home in Raigarh

Below right: (Front row, left to right) Mohit Malhan, Laura Beall Murray, Naveen Jindal, Diane Seay McNulty, Varghese Jacob and Giulia Ippolito (Back row, left to right) Marcello Somers, Kyle Edgington, Shallu Jindal, Naveen Jindal’s wife; and Hasan Pirkul
Mr. and Mrs. Jindal played host to us at their home in Delhi.



Right: Night view of the entrance of Jindal Steel and Power in Raigarh
Photo courtesy of JSPL

Below: The banner that welcomed us to the headquarters of Jindal Steel and Power



We returned to Delhi looking forward to a dinner party that evening, the chance to really visit with our host. Mr. Jindal had greeted us briefly earlier that day as we had prepared to leave. Dressed in traditional attire, a kurta, he said hello before boarding a plane to southern India, where he and one of his brothers were to open a new power plant.

Mr. Jindal entertained us at his Delhi home. His family and a distinguished group of guests fêted us with a traditional Indian dinner. Those invited included other educators, Americans in industry living in Delhi and other friends familiar with the United States.

Protocol required that formal introductions and remarks be made. Mr. Jindal wanted to provide us with a modest introduction to the man he had become since graduating from The School of Management and his friends with a picture — through our visit — of his life at UT Dallas.

The high point of the evening for our students was one-on-one time they had with Mr. Jindal. Students rarely have a chance to sit with a CEO and politician in an informal setting and ask questions. This conversation was enlightening to them, and they mentioned it many times during our visit.

A Mantra: Social Responsibility

In order to fully grasp Mr. Jindal's accomplishments, we traveled the next day to Raigarh, about two hours by air southeast of Delhi. The industrial home of Jindal Steel and Power Limited (JSPL), Raigarh is the hub for the nearby Jindal steelworks and coal mines.

The area also includes the Colony, a residential community JSPL established for employees, and the guest facility for corporate operations in the north.

"Jindal industries seems to be a very well run company," Mr. Somers said. He took note that the company bought land for the industrial complex from farmers, "but then they built an entire city's infrastructure around [that complex]."

All the people in the area who are employed by Jindal industries may live in the Colony and receive free or reduced-rate services at schools and a hospital that the company runs.

JSPL "adopted many villages in the region," Mr. Somers recalled, "and provided them with free electricity," one important way to improve the quality of life.

"The magnitude of Jindal industries and its impact on the community impressed me most," Ms. Ippolito remarked about the Raigarh excursion. "As we toured the labyrinth of pipes and awed at molten steel, it seemed that every employee identified with the mission to produce commodities through a socially responsible strategy."

Attending to social responsibility, we learned, was the mantra of O.P. Jindal, the late father of Naveen Jindal and the founder of these industries. His entrepreneurial ventures began when he was a steel-pipe trader, and his success had a major impact on Naveen and his three older brothers, who have continued to build the family conglomerate.





Taking a sense of responsibility further, JSPL invested in green space and environmental cleanup everywhere we went. There was even a plan for the eventual restoration of the strip coal-mining land once the lines run dry. Every inch of space between buildings at the steel mill was landscaped with trees, plants and grass.



I agreed with Ms. Ippolito when she remarked that the most unique gifts she ever received were the trees that we planted at the JSPL power plant and at the home office.



Futures Impacted

Setting new directions implies investment in generations to come. Colony Raigarh included several schools — elementary through high school, and in Delhi proper, we visited a new Jindal law school, set to open this fall. The visits to the secondary school and law school demonstrated the emphasis education receives in Indian culture, Dean Jacob says. “And the schools in Raigarh provide students in that area an opportunity for education they might not otherwise have.”

All the schools, their new and extensive libraries and laboratories,

Top to bottom: Primary school in the Jindal Colony, Raigarh
Dean Pirkul plants a tree at a secondary school in Raigarh.

Ceiling of the Oberai Hotel in New Delhi
SOM MBA student Mohit Malhan plants a tree — as each of us did — at the secondary school in the Colony, Raigarh.

Right: The Indian flag, the Tiranga, flies more frequently now thanks to the efforts of our host, Naveen Jindal.

and their eager and well-qualified faculty will soon graduate children and young adults who can contribute to the cycle of extending education throughout the population. This is a gift to future of India.

It was special indeed to meet young children at schools JSPL built. Their hope is Mr. Jindal’s hope — to end the cycle of poverty in India. Education, the way out, is a significant privilege. In fact, I was startled by the number of children in school uniforms visible in hamlets where a collection of mud huts constituted a village. No matter how small the village, it appeared JSPL supported the goal of education.

Business itself reflects this philosophy: Employees are treated well and given higher living standards working for entities like JSPL.

Everywhere we went in Raigarh and Delhi, two impressions were instilled in us. One was the prominence — at least in the Jindal family and companies — of significant contributions that O.P. Jindal made in business, politics and society. The second was the importance of commemorating his accomplishments and taking Jindal industries further in the directions that he started.

Lessons from UT Dallas

One reason for our trip was to foster the relationship with Naveen, O.P.’s fourth and youngest son. It was not until we began to discuss Naveen’s days at UT Dallas that we learned his reasons for attending the university as well as the impressions that remain with him.

He smiled often when telling us the story of posting the Indian flag, the Tiranga, in his campus office when he was president of the UT Dallas student body in 1991 and 1992. He had observed while in the U.S. that all people could fly the American flag whenever they wanted. In India at the time, his countrymen were precluded from flying their flag except on special occasions. Deeply affected by this, he took up the right to fly the flag as a public cause when he returned home.

“A true Indian patriot, Naveen’s pride and enthusiasm in his country are infectious,” Mr. Edgington says.

The prominence Mr. Jindal attained while securing the right — through a 2005 Indian Supreme Court decision — of all Indians to fly the flag any time they desire was a factor in his entry into public life. He was elected in 2004 to a five-year term in the Lok Sabha, the lower house of India’s Parliament.

Additionally, when Mr. Jindal returned to India in 1992, his late



Below, top to bottom: UT Dallas travel group and Jindal executives posed on the steps of the entrance to Jindal Power and Steel, Raigarh. Demonstration of explosion techniques at JSPL coal mine in Raigarh Furnace of the Jindal steel plant in Raigarh

father asked him to identify what he wanted to do in the family businesses. He remembered thinking that what he learned in class should be applied to JSPL. He began that process with his father's approval and was well along in instituting lessons from UT Dallas at the time of O.P.'s death in 2005.

SOM's New Direction

"Our trip represents a new direction, The School of Management's first international trip to visit an alum, but it was also the first time any had invited us," Dean Pirkul says. "It strikes me," he adds, "that the information gained and the re-establishment of ties can really only happen in person."

I was gratified that Naveen was curious about his alma mater and how it had changed and who was in charge.

Dean Jacob says he came away "impressed with the successes that JSPL has achieved under the leadership of Naveen Jindal... He is indeed a role model for students in our school seeking to succeed in their careers."

A top university's success "is reflected in the success of its alumni," Mr. Edgington points out and says, "Naveen Jindal... embodies the qualities you would expect to find in a servant-leader. It doesn't take much time with Naveen to realize his passion for serving others."

Everyone experienced much in our time together. We hope our exchanges with Naveen Jindal will be frequent. He hopes, I am sure, to remain a role model for others studying at UT Dallas.

"It is important for any university to foster relationships with alumni," Mr. Somers recognized.

Our visit to Delhi and Raigarh gave Mr. Jindal the opportunity to learn about UT Dallas today and to reflect on fond memories of the university. "I think he really enjoyed relating to us as college students," Mr. Somers said, "and my impression was that it made him think a lot back to his time in Dallas."

Our days in India started early and ended late. Every second was a rich tapestry of people, culture, life and business. Our host's generosity allowed us a glimpse of the past, present and future. It appeared that India's corporate future and societal improvements of environmental, educational and working conditions all hinge on those entrusted with the industrial resources to pull India into global prominence. Naveen Jindal is one of these leaders, one who has the chance to leave an even larger mark on India. 🌐





Breakfast Puts Scholarship Drive in High Gear

FIRST-EVER EVENT BRINGS CONTRIBUTORS TOGETHER WITH STUDENTS TO HEAR SOUTHWEST CEO. *By Jeanne Spreier*



Almost \$50,000 was raised to fund scholarships for School of Management students, including a \$10,000 donation from AT&T and a \$15,000 donation from United Supermarkets, at the school's inaugural Scholarship Breakfast.

The April 8 event at the Westin Galleria Dallas drew more than 300 people who heard Southwest Airlines Chairman, President and CEO Gary Kelly emphasize the importance of having employees who work hard, enjoy what they do and treat their customers with respect. "It takes every one of those people to sign on and say, 'I'm going to make this happen,'" Mr. Kelly said of Southwest's 35,000 "warriors," as he calls the company's employees. "It's that human spirit that's gotten us off the ground and gotten us to where we are today."

Hasan Pirkul, dean of The School of Management and Caruth Professor of Management, said the event was significant on many levels. "It's great that even in these economic times we had more than 20 companies donate to the scholarship drive," he said. "But this also allowed us in higher education to bring together the leader of a legendary company with the business community as well as our own students."

Because many of the companies that sponsored tables at the breakfast offered seats to School of Management students, about 60 undergraduate and graduate students attended the gathering as well.

'Warrior' Talk

Mr. Kelly said although Southwest is facing the same rollercoaster ride as other airlines during the economic downturn — including not

In a speech at SOM's first scholarship breakfast, Southwest Airlines Chairman, President and CEO Gary Kelly extolled the human spirit that has made his company successful.



AT&T Senior Vice President for State Legislative Affairs John T. Montford praised keynote speaker Gary Kelly, Southwest Airlines CEO, in introductory remarks to the breakfast audience of more than 300 people.

principle — operating a low-cost, safe and comfortable flight. That means it still doesn't charge for checked bags, pillows, in-flight soft drinks or for changing flight plans.

"We started as the no-frills airline," he said. "Now we've got the most frills. How bizarre is that?"

Mr. Kelly was introduced by John T. Montford, senior vice president of AT&T, former chancellor at Texas Tech University, 14-year member of the Texas Senate and current board member at Southwest Airlines. Mr. Montford said Mr. Kelly, a 23-year veteran of the company, "embodies the traits of a successful leader...and most important in these tough times, perseverance."



knowing how many passengers it will have even two months from now or what fuel prices will be — the company is going forward with its improvement plans.

He outlined five areas Southwest Airlines is focusing on to grow service and profitability:

- Southwest will soon partner with other airlines, Mr. Kelly said, to serve Canadian and Mexican cities. The airline won't fly to those countries but wants to offer passengers the ability to book through Southwest.

- Southwest's frequent flier program, called Rapid Rewards, will be updated.

- The company will enhance services offered through its online ticketing site.

- Plans are under way to grow Southwest's cargo business.

- Mr. Kelly was most excited about offering wireless connectivity to passengers in the air. He said initial tests were very promising.

Meanwhile, Mr. Kelly said, Southwest is committed to its core

Sponsorships Yield At Least 20 Scholarships

Kyle Edgington, development director for The School of Management, said at least 20 scholarships will be named for one year for each of the more than 20 corporate donors to the breakfast. Scholarships will be awarded in fall 2009 to School of Management students. "It's really important that we have scholarship money available to attract the top business students to UT Dallas," Mr. Edgington said.

"I think our corporate sponsors understand that the future of their organizations is clearly tied to the sort of students who will be graduating from UT Dallas in the next two, three or four years," Mr. Edgington said.

Companies that sponsored a table, and thus provided a scholarship, included: Alon USA, Atmos Energy, Austin Commercial, Avnet, Blue Cross Blue Shield of Texas, BNSF Railway, Ernst and Young, Fujitsu Network Communications, Haynes and Boone, EyeMasters, ISACA North Texas Chapter, Lennox, Merit Energy, Raytheon, Rockwell Collins, Sabre Holdings, Sevin Rosen Funds, Southwest Airlines, Star Ventures, United Supermarkets and Wells Fargo. ●

Left: SOM Dean Hasan Pirkul (left) joined Dr. Aaron T. Conley (center), UT Dallas vice president of development and alumni relations, in accepting AT&T's gift of \$10,000 from Holly Reed, AT&T senior vice president of external affairs.

Right: United Supermarkets, LLC, also gave generously. Executive Vice President and Chief Operating Officer Wes Jackson (right) presented Dr. Conley (left) and Dean Pirkul with a \$15,000 check.

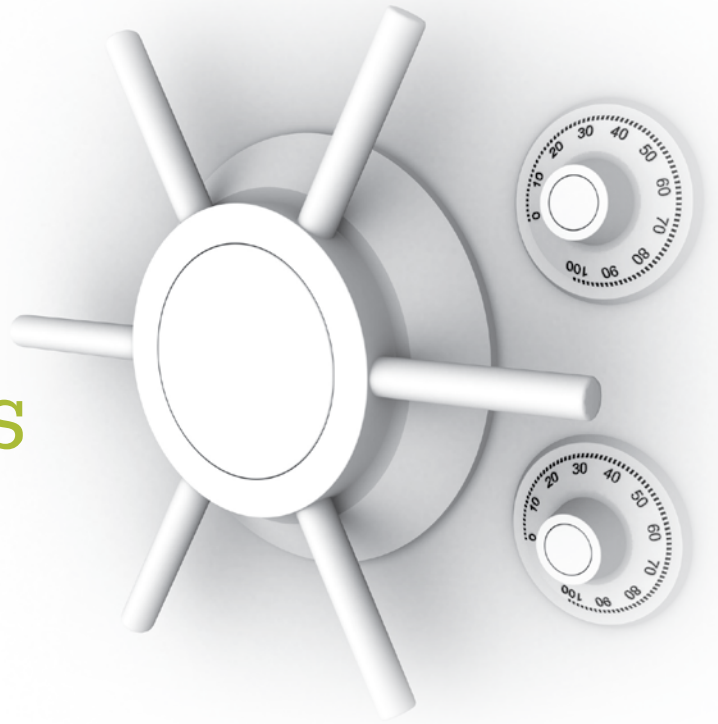


Left: Marcello Somers (far right) was one of about 60 students who joined SOM Professor Constantine Konstans (far left), Dean Pirkul (second from left) and SOM Development Director Kyle Edgington (second from right) at the event.

Right: Southwest Airlines CEO Gary Kelly (second from left) commemorated the successful launch of the scholarship drive with Dean Pirkul (left), SOM Associate Dean Diane Seay McNulty (second from right) and Mr. Edgington (far right).



Fraud Summit Features Top Examiners



Investigators bring insider views on fighting scam artists to annual conference.

By Jill Glass and
Jeanne Spreier

Mortgage scams, accounting deception and such recent scandals as the \$50 billion swindle by Wall Street financier Bernard Madoff have led to public skepticism and a call for more fraud-fighting skills and control. About 400 anti-fraud experts gathered this spring at The School of Management to discuss these issues and oth-

ers at the fourth UT Dallas Fraud Summit.

Although the annual gatherings delve into criminal acts practiced since ancient times, they take those who attend in new directions of better detection and improved anti-fraud methodology. The summits also showcase and benefit SOM's Internal Auditing Education Program, the second-largest university program of its kind in the United States.

Former FBI agent Eric O'Neill, who helped end fellow agent Robert Hanssen's 20-plus years of spying for the Russians, kicked off the daylong conference this year. The afternoon keynote, SOM alum James D. (Jim) Ratley, president of the Austin-based Association of Certified Fraud Examiners. Mr. Ratley, B.S. 1985, spoke about conducting investigations in the current corporate environment.

FAMED FORMER FBI AGENT CALLS FOR MORE ATTENTIVENESS — SOME HEALTHY DOUBT, TOO

Today countless scams designed to separate people from their money call for a higher degree of diligence and skepticism than ever before, former FBI counterintelligence operative, Eric O'Neill told conferees.

Mr. O'Neil, the real-life hero behind the movie *Breach* who helped capture U.S. double agent Robert Hanssen, is a partner with the Georgetown Group, a

Washington, D.C., private-sector fraud investigative and consulting firm.

Fraudulent activity has always been around, Mr. O'Neill said. But, he pointed out, when the economy weakens, that activity increases, and charlatans exploit people who are more vulnerable and desperate for help and cash.

And technological advances, he said, have made fraud "easier, more pervasive and more persuasive."

In fact, the power of the Internet and information technology has helped cyber criminals recycle and perfect older ploys — such as bogus work-at-home schemes, the Nigerian letter scam and identity theft — even as they design thousands of new ones.

On the corporate side, economic espionage poses the greatest threat as "fraudsters" attempt to steal companies' greatest asset — their intellectual property. Would-be thieves comb Web sites and



Mark Salamsick (left), director of SOM's Internal Auditing Education Partnership, with former FBI agent Eric O'Neill



"Think of the old axiom: Desperate times call for desperate measures," onetime FBI counterintelligence agent Eric O'Neill (onstage) told the sold-out fraud summit gathering. "We're certainly in desperate times, fraud is on the rise, and I don't see it stopping any time soon."



marketing material, review filings with regulatory agencies, scan trade-show conferences looking for any means to gain access to a company's proprietary information.

"Sometimes what we've seen on the investigative side of the business is occasionally a vendor will put out information that they might not have wanted to release," Mr. O'Neill said. "You'd be amazed how many clients will put things on the Web site because they want to look really special and unique, and they forget that they've just given their [intellectual properties] to the world."

"It took the FBI over 20 years to catch Robert Hanssen, and he was the master of espionage. The guys trying to defraud your companies aren't going to be at his level, but what you're going to have to do is make your own internal decisions and your own internal diligence and conduct your own operations," Mr. O'Neill told the audience.

"We are in the age of diligence... You must know who you're dealing with and discover a way to trust them," Mr. O'Neill said. "This isn't really about fraud. It's about trust, so be a little bit paranoid. A little bit of paranoia can be a great asset." ●

ALUM AND FORMER POLICE OFFICER GIVES PRACTICAL ADVICE

James D. (Jim) Ratley, president of the Association of Certified Fraud Examiners, might say he got his introduction into fraud detection as a little boy, when he stole 50 cents from his daddy's dresser.

Recounting the story to Fraud Summit participants, Mr. Ratley said it didn't take long for his mother to find out the truth. Or for him to suffer the consequences — on his rear end. The point, he noted, is that no one was raised to be a liar — including those covering up fraud. And ultimately, investigators can use that fact to their advantage.

The former Dallas police officer, who now travels the world teaching others how to run fraud investigations, offered many words of wisdom. Find someone who knows about the industry being investigated, he said, as he related the story of his probe into construction fraud at DFW International Airport. "My dad was in construction all his life," Mr. Ratley related. With a clear understanding of what a change order should look like, Mr. Ratley said, his dad immediately identified the fraud at the site — by noticing the way concrete pipe had been ordered.

"Hire competent, trained people who recognize the red flags," he said, "and know how to interview people."

Equally important, know "who's mad at who" in the organization,

how the organization works and who is acting a little strange. Mr. Ratley followed a mid-level employee out of an office one day to a private spot where a fancy sports car was parked. "People all lie the same way," Mr. Ratley said, suggesting auditors should look for wristwatches, shoes and cars. "Find out what they do with their time," he advised.

Confessing immediately that "I can talk the horns off a billy goat, but I can't write," Mr. Ratley told the audience to take special pains to ensure their reports are without opinions or conclusions, make sure their own biases don't impact their work and "assume every case you work on will go to court."

"The proper steps always take longer," he said, "but you'll be happy you did them." ●



James D. (Jim) Ratley

CARRYING THE MESSAGE FORWARD

New Chairman Wants to Spread Word of SOM's Excellence

BY DONNA STEPH HANSARD

After serving almost 10 years on The School of Management's Advisory Council, **Terry Conner** recently accepted the role of council chairman. A managing partner in the Dallas-based law firm of Haynes and Boone, LLP, Mr. Conner replaces outgoing chairman Steve Lyle.

Mr. Conner possesses a vast knowledge of the inner workings of the council and has forged strong relationships with SOM faculty, staff and students. One primary goal, he says, is to "increase and enhance" participation of each council member, providing each the opportunity to select committees he or she can best serve — in a collective effort to persistently carry SOM's message to the Dallas and North Texas business communities.

"One of the most important and fundamental functions of the council is for our members to become knowledgeable of the programs and the direction of the SOM, and to make sure that the people we interact with, in our own companies and within the business community, know what an outstanding resource UT Dallas is," Mr. Conner says.



Terry Conner

Because tough economic times typically translate into companies investing fewer discretionary dollars into business development and gifts, the need to spread the word regarding UT Dallas' contributions to the region becomes paramount, Mr. Conner says.

"UT Dallas is an outstanding educational institution. It is important to the economic health of our region for many reasons, one of which is the high caliber of new leaders it produces.

"If we are to continue to attract companies to the Dallas-Fort Worth region, it is imperative that we have an educated work force," Mr. Conner says. "By carrying this kind of information into the business community, we are hopeful we can also help in the placement of our students."

Mr. Conner acknowledges he has big shoes to fill, but is "honored" to be chairman (see box at right). "There have been some outstanding chairmen, and it will be difficult to replicate all the things Steve Lyle and others have accomplished. I plan to spend as much time as possible reaching out to council members and actively soliciting their advice and input."

“UT Dallas is an outstanding educational institution. It is important to the economic health of our region for many reasons, one of which is the high caliber of new leaders it produces.”

— Terry Conner



Charles H. Ansley

NEW ADVISORY COUNCIL MEMBERS

Joining Mr. Conner are three new members, who bring the Advisory Council membership to 36.

Charles H. Ansley, president and chief executive officer of Symon Communications since

2002, is responsible for the digital signage firm’s global operations. Symon’s hardware, software and services enable companies to enhance their internal and external communications by collecting and displaying real-time information and by creating, managing and broadcasting digital media content. Mr. Ansley joined the company’s board of directors in 1997, serving on its compensation committee.

Prior to that, he was president of EDS’s Information Solutions U.S., responsible for client relationships, service delivery, client satisfaction and sales. He also served as president

STEVE LYLE WILL FOCUS ON INNOVATION AND ENTREPRENEURSHIP

Steve Lyle’s three-year tenure as chairman of The School of Management’s Advisory Council was marked by planning and improvements in the school’s rankings.

“We established a long-term road map that projected 10 years out where we felt we needed to be if we desired to be a top-tier business school,” says Mr. Lyle, Texas Instruments’ director of Human Resources Shared Services. The effort “helped us to stay focused and to keep the conversation around key elements of the journey.”

Mr. Lyle plans to stay involved on the council’s membership committee and to assist Dean Hasan Pirkul in creating a systems engineering and management certificate program.

“However, my focus will be on the Institute of Innovation and Entrepreneurship,” Mr. Lyle says. The Texas Instruments Foundation last year established a \$332,400 grant to create a TI Science and Technology Innovation Fund. The fund supports innovation and entrepreneurial development camps for high school juniors and seniors to increase interest in science and technology careers.

Mr. Lyle talks optimistically about The School of Management’s future influence in the North Texas

economy. “I see the potential that UT Dallas can bring to this region, and it is exciting to think of its role in economic growth for the area,” he says.

— Jeanne Spreier



“I hope to be as engaged as possible as a council member and bring my experience interfacing with students to help the university achieve greater success with its management programs.”

— Alan C. Caslavka

of several EDS units, including the Communications Industry Group, Communications Service Line and Financial Process Management. Previously, he served at Plano, Texas-based DSC Communications as senior vice president of sales and services. Mr. Ansley also has served in numerous executive positions at AT&T and IBM.

He earned his undergraduate degree in business management and an MBA in computer science from Texas A&M University.

“I hope my insights will assist in bridging the natural gap between academic theory and real-world practice for the benefit of both UT Dallas faculty and students,” Mr. Ansley says. “I also hope to be a key member of an outstanding team whose experience, relationships and behavior converge to produce a very positive influence on students, faculty and the overall leadership of UTD’s management programs.”

Alan C. Caslavka, is responsible for the command, control, communications and intelligence business within Rockwell Collins’ Government Systems unit. This includes product development, manufacturing, new business pursuits, sales and operating profits, as well as overall responsibility for its Richardson site.

Mr. Caslavka previously was based in the United Kingdom, where he served as director of European sensors and displays. He also served seven years as the firm’s director of navigation systems, responsible for worldwide global positioning system solutions for soldiers,

weapons systems and aircraft applications. He has been with Rockwell Collins 22 years, receiving numerous recognitions including being named “Engineer of the Year” in 1992.

Mr. Caslavka graduated from Iowa State University of Science and Technology with a Bachelor of Science degree in industrial engi-

neering and earned a master’s degree in business administration from Nova Southeastern University in Florida.

“I volunteered for the council’s academic program support committee, as I am actively involved with our company’s corporate mentoring program,” Mr. Caslavka says.

“I hope to be as engaged as possible as a council member and bring my

experience interfacing with students to help the university achieve greater success with its management programs.”

Paul M. Miesse Jr. is responsible for managing human resources, including benefits and plan administration, compensation, corporate staffing, international assignments, leadership, learning, organization effectiveness and master data administration at Ericsson’s North American Market Unit. He previously was director of benefits and compensation for Ericsson Inc. Mr. Miesse joined Ericsson in 1995 from Exxon Corporation, where he served as director of benefits and compensation.

He earned a Bachelor of Science degree in mechanical engineering from Purdue University, an MBA from Louisiana State University and a master’s degree in management from the University of Dallas.

He is now working toward a doctorate in the School of Economic, Political and Policy Sciences at UT Dallas, which his daughter also attends.

“I’m very much looking forward to understanding how UT Dallas is tied into the community — from both a student’s perspective and a business aspect,” Mr. Miesse says. “We are very lucky to have [the university] in the Dallas area. It fills a great need. It offers better access and is more cost effective than other area universities. I think it’s important to make the school a relevant part of the business community and discover the best ways for the business community to access its resources.”



Paul M. Miesse Jr.



Alan C. Caslavka

Corporate finance specialist ties equity compensation to investor decision making and company performance.



What is an optimum stock-incentive compensation plan for a top manager? What plan will keep a CEO a top achiever yet prove acceptable to both stock- and bondholders, distinctly different classes of stakeholders?

Such questions have arisen as Ashbel Smith Professor of Finance David C. Mauer and his colleagues have examined the effects of CEO pay incentives on company stock prices, bond prices and performance. In a study to appear in a forthcoming issue of *Financial Management*, Dr. Mauer, Dr. Matthew T. Billet of the University of Iowa and Dr. Yilei Zhang of the University of North Dakota predicated their

research on the assumption that it is good to give a CEO equity in order to align his interests with company owners — the shareholders.

Dr. Mauer and colleagues charted top managers' conduct in line with incentives they received, gauged shareholder reactions to incentives and assessed the consequences shareholder and CEO behaviors had on company performance. Results show incentive plans impact investor decision making and, ultimately, company valuation.

Top-Officer Options Influence Behaviors

STOCKHOLDER AND BONDHOLDER WEALTH EFFECTS OF CEO INCENTIVE GRANTS

By Dr. David C. Mauer, Dr. Matthew T. Billet and Dr. Yilei Zhang

This paper examines stock and bond price reactions to the first appearance of option and/or restricted stock grants to CEOs during the period from 1992 to 2005. We find large positive stock-price reactions and large negative bond-price reactions around the proxy filing date reporting the details of the new grants. The divergent stock- and bond-price reactions are consistent with the notion that equity-based compensation helps align manager-shareholder interests, and that doing so also aggravates stockholder-bondholder conflicts.

We then document the important linkages between the excess stock and bond returns and the changes in the CEO's pay-performance (delta) and risk-taking (vega) incentives induced by the new grants. Consistent with the predictions that high pay-performance

compensation can induce excessive managerial conservatism while more risk-sensitive compensation can encourage risky policy choices, we find that stock-price reactions decrease with CEO pay-performance sensitivity (delta) and increase with the sensitivity of CEO wealth to risk taking (vega).

In contrast, when the CEO has little or no equity ownership prior to the grant, we find that negative bondholder reactions are large. But they moderate in firms that have weak shareholder rights and greater managerial power.

Finally, we document that stock- and bond-price reactions are negatively related when stockholder-bondholder conflicts are likely to be more severe. Overall, the key contribution of our paper is that we are the first to establish direct links between equity and debt values and the incentives provided by equity-based managerial compensation.



David C. Mauer

Tribute to Dr. Jasper H. Arnold III



Professor Jasper H. Arnold III, director of The School of Management's Executive MBA program, died unexpectedly December 20, 2008, after a brief illness. A service to honor his memory was held at SOM's Executive Education Center January 16.

Director of the EMBA program since 1999, Dr. Arnold led efforts to improve curriculum, increase enrollment and hire exceptional faculty members. During his tenure, the EMBA program gained national and international recognition. For the past two years, *Financial Times*, a worldwide business publication based in London, has ranked the program the overall top EMBA program in Texas and among the top 20 EMBA programs in the world. In December, *The Wall Street Journal* ranked it No. 6 among EMBA programs in return on investment for alumni.

Before entering academia, Dr. Arnold spent a long career in commercial banking and gained international consulting experience in China. He also worked at an executive coaching and organization development firm.

He is survived by his widow, Betty Rae "BR"; three children, Charlotte, Jasper IV and Natalie; one grandchild, Brayden; his sister, Ann Quinn McLaughlin; and a niece.

Many UT Dallas colleagues and former students also mourn his passing. Tributes from some of them are recounted here.

"We are grateful for the leadership Jasper provided in helping us achieve our goal to make the UT Dallas EMBA program one of the best in the nation."

"He was always concerned that UT Dallas offer cutting-edge executive education, and he cared a great deal about the students and their future success."

— Dr. Hasan Pirkul,
dean of The School of Management

"He challenged you to think, and the way he related real-world experience to everything helped you understand how to use the theories he was teaching in your daily work."

— Renée Underwood,
independent marketing consultant in
Lubbock, Texas,
and a 2007 EMBA graduate

Jasper H. Arnold III EMBA Achievement Award

The Jasper H. Arnold III EMBA Achievement Award was established in February to recognize the academic excellence, leadership and dedication to community or classmates of one outstanding Execu-

tive MBA program graduate each year. The recipient will be considered to have gone above and beyond meeting expectations in raising the level of experience for the rest of the class.

The \$1,000 recognition is an en-

dowed award that will be given annually. A committee of faculty members will choose the honoree, whose name will be inscribed on a plaque in the Executive Education Center that will honor all recipients.

"I found the program a fantastic experience and a huge growth opportunity for me that has triggered wonderful opportunities in my career. His encouragement made that possible....[More than just a lecturer and professor to his students], he was more like a personal friend. He encouraged each one individually and took a real interest in our careers."

— Larry Solomon,
executive vice president
of human resources,
Dr Pepper Snapple Group
in Dallas and a
2002 EMBA graduate

"I am blessed and honored to have worked with Dr. Jasper Arnold for almost 10 years. The feeling of loss and sadness is overwhelming. His memory lives on through his work and accomplishments at UTD and the difference he made in the lives of his students."

— Judy Clothier,
coordinator of the SOM Executive
and Professional Coaching Program



Artworks Donated to Honor Dr. Arnold's Memory

The associate director of SOM's Executive MBA program and the EMBA Class of 2010 have donated paintings to honor Dr. Arnold's memory.

Associate EMBA Director Jonathan M. Hochberg's late mother, Zanne L. Hochberg (1931-2001), painted the acrylic-on-canvas image, "Degas Dancers (above)," that he donated.

EMBA student Sudarshan Magadi painted the work (below) that the Class of 2010 contributed.

Dr. Hochberg says "Degas Dancers," which formerly hung in his office, was a favorite of Dr. Arnold. The painting now hangs near the entrance to the Executive Education Center dining room.



Dr. Hochberg says he was moved to make the donation because, "Dr. Arnold was a patron of the arts, and his decade-long contributions to The School of Management and the university were worthy of such a gesture.

"Jasper was an uncommonly kind man and a close colleague, and I wanted a tangible remembrance to honor him and so that future generations of students would know who he was and what he had accomplished for the institution."

Dr. Hochberg's mother began a serious career as a painter in the 1950s. A longtime resident of Dallas, she

was a well-respected member of the Dallas art community as well as one of its most prolific artists.

The EMBA Class of 2010 painting represents a tree and Dr. Arnold's passion for tai chi ch'uan, a martial art based on exercises that promote meditation and good health. The work depicts many hands, representing the many thanks from those who knew Dr. Arnold. The orange and green represent The University of Texas at Dallas school colors. The sun is the energy, passion and commitment that Dr. Arnold gave to the school and program. The Chinese words from left to right say "goodbye" and "thank you." ☺

NEW EXECUTIVE EDUCATION DEAN NAMED



Jerry Hoag

Longtime university champion and executive director of the UT Dallas Leadership Center Gerald H. (Jerry) Hoag took on a new assignment recently, becoming associate dean of The School of Management's Executive Education area.

Mr. Hoag filled the lead Executive Education position this spring after Dr. David Springate stepped down from the role in 2008 to found the Center for Finance Strategy Innovation (see *New Center Offers Innovative Answers in Finance* on page 21).

Mr. Hoag, who had served as interim director of Executive Education since August of last year, will provide strategic direction to the premier program. Exec Ed includes a top-ranked EMBA program and four other graduate degree-granting programs that enroll almost 400 students, as well as several non-degree short courses and customized corporate programs.

Mr. Hoag, who received an MBA from Stanford University, served as chairman of the school's advisory council before founding the Leadership Center at UT Dallas in 2003. During his previous career, he served in key leadership positions in a variety of industries and focused on top-line issues of strategy, business-opportunity assessment, sales and marketing approaches as well as a wide range of operational issues.

Pleased that Mr. Hoag accepted this important role, School of Management Dean Hasan Pirkul says, "He has already contributed significantly to the school's growth and success with his broad experience, vision, integrity and steady leadership. The school will be well-served by his collaborative outlook, his deep understanding of the wide range of opportunities and challenges facing the school, and his devotion to keeping its programs fresh and forward-looking."

Currently, Executive Education degree programs outnumber non-degree programs by a ratio of about 3-to-1 in revenue, but Mr. Hoag sees that shifting as the school capitalizes on its strengths in custom-designing corporate programs. SOM has become a leader in tailoring programs to meet specific needs of corporations, such as Champion Technologies, Ericsson, Accor, Energy Future Holdings, CB Richard Ellis and many others.

He also anticipates growth in other Executive Education areas.

PROFESSOR JACOB EARNS EDUCATOR'S AWARD



Varghese Jacob

The Greater Dallas Indo-American Chamber of Commerce honored School of Management Senior Associate Dean Varghese S. Jacob last autumn with an award for his outstanding contributions to education.

Ashbel Smith Professor of Information Systems and Operations Management, Dr. Jacob received his honor at the GDIACC's ninth annual awards event in Dallas November 12. U.S. Senator John Cornyn of Texas gave the keynote address of the evening, whose theme was "Creating Certainty in Uncertain Times."

The chief administrator for The School of Management's many curricula, Dr. Jacob also makes time for teaching a doctoral seminar in management information systems. He recently spearheaded the complete redesign of SOM's Web site. He co-created a dual-degree program that allows students to simultaneously earn a master's degree in electrical engineering and an MBA. He also participated in creation of the UTD Top 100 Business School Research Rankings™, a database that tracks faculty research productivity at business schools in North America and around the world.

His own research interests include artificial intelligence, electronic commerce, decision-support systems and data quality, and he is co-editor-in-chief (along with SOM Dean Hasan Pirkul) of the journal *Information Technology and Management*.

Other individuals the GDIACC honored for outstanding contributions included Dr. Ravi Vallabhan of Baylor University Medical Center and Heart and Vascular Hospital in medicine, Satish Gupta of the DFW Indian Cultural Society for community service, Jaipal Reddy of Radio Salam Namaste in media. Purvi Patel, a lawyer with the firm of Haynes and Boones, was honored for her outstanding work as a young professional. American Airlines received an award for outstanding corporate contributions, and Perot Systems earned one for Indo-American corporate excellence.

Collin College Honors Professor Székely

Collin College, a public two-year institution north of Dallas serving Collin County, Texas, recently honored a School of Management professor's donation of time and talent with a scholarship to be given in his name.

Collin College President Cary A. Israel announced that a scholarship named for SOM Visiting Professor Francisco Székely will be offered in fall 2009. Honored for giving a speech to faculty and staff, Dr. Székely has been invited to help pick the scholarship recipient.

An expert in environmental and sustainability issues, particularly as they relate to business, Dr. Székely has been in demand as a speaker since he joined The School of Management last autumn.

His credentials include past service as director of and professor at the International Academy of the Environment in Geneva, Switzerland, and as professor of environmental management and as



Francisco Székely

an assistant director at the John F. Kennedy School of Government at Harvard University. He also has worked in both private and public sectors.

Noting that the Collin College theme this year is all about "going green" and sustainability, an administrator there invited Dr. Székely to speak at an annual development day in January.

He "did a beautiful job," says Collin

College Vice President of Organizational Effectiveness and Human Resources Kim Russell. She says about 850 teachers and other employees heard Dr. Székely's address, "Think Globally, Act Locally: What Can I Do for Our Planet?" at All College Day January 8.

"Essentially, the message [was] that there are small things that you can do at the personal level," Dr. Székely says, "the way you travel to work, the way you use energy, the products you buy and the re-use or recycling of products that you don't

necessarily need...You can make a difference if you make decisions in your daily life that can help now."

At SOM, he says, he is working to impart means and methods for companies to take sustainability seriously and make it part of their strategy.

For more information, contact Dr. Székely at szekely@utdallas.edu or 972-883-5849.

Dr. Savoie Serves on Student Loan Panels

By appointment of Governor Rick Perry, School of Management faculty member Michael J. Savoie has joined the board of directors of the Texas Guaranteed Student Loan Corporation and is serving on its Executive Committee and as chairman of its Budget, Finance and Audit Committee as well.

Governor Perry made the appointment to the TG, as the corporation is known, in May 2008, and the board term expires in 2011.

Dr. Savoie directs SOM's Center for Information Technology and Management and teaches as a senior lecturer in the school's Information Systems and Operations management area.

TG is a public, nonprofit corporation the Texas Legislature established in 1979 to administer what is now known as the Federal Family Education Loan Program (FFELP). The government sponsors the pro-

gram to provide low-interest loans to students and their parents to help pay for post-high school education.

As the program administrator, TG guarantees repayment of student loans to private lenders. TG also reviews student loan applications for eligibility and conducts compliance reviews of participating schools.

"TG is an incredibly well-run organization," Dr. Savoie says. "In FY 2008, we saw our guaranteed loans increase to over \$7 billion, making us one of the largest guarantors of student loans in the nation."

Current financial difficulties, he says, are being addressed by TG. "Our team has worked diligently to ensure that the current credit crisis has as minimal an impact on our activities as possible."



Michael Savoie

Economics Professor in Demand in Washington

Federal government officials tapped School of Management Professor Stan J. Liebowitz's expertise recently, with separate panels inviting him to Washington, D.C., to comment on the mortgage crisis and music royalties – two topics in his research domain.

The U.S. Commission on Civil Rights asked Dr. Liebowitz, the Asbel Smith Professor of Managerial Economics, to speak as a panelist at a March 20 hearing titled "An Examination of Civil Rights Issues with Respect to the Mortgage Crisis."

Dr. Liebowitz also testified March 10 before the U.S. House Judiciary Committee on legislation that would require AM and FM radio stations to pay royalties to musicians for playing their songs. Well-known for his work on the economic impact of new technologies and intellectual property, Dr. Liebowitz has undertaken several studies examining the impact radio has on recording sales.

He also has conducted research on the mortgage market. One study published and widely cited last year, "Anatomy of a Train Wreck: Causes of the Mortgage Meltdown," led to his civil rights commission appearance.

In the work, Dr. Liebowitz argues that federal regulators' affirmative action policies in mortgage lending loosened underwriting standards, which led to wide-scale defaults. He says the government pushed the mortgage industry so hard to increase home ownership levels that it ultimately undermined the country's financial foundation.

The House committee hearing involved a long-standing debate between radio stations and the music industry. Broadcast radio stations pay royalties to songwriters for airplay performances, but the proposed legislation would extend payment to include performing artists.



Stan J. Liebowitz

The committee met to consider the Performance Rights Act (H.R. 848). Those opposed argue that performers and recording companies benefit from the promotion of their music over the airwaves, which offsets the need to pay royalties.

However, Dr. Liebowitz found no support for the claim that broadcast radio enhances overall record sales. His work suggests that radio listening is a substitute for purchasing music.

MARKETING PROFESSOR WINS TOP AWARD

School of Management Professor Brian T. Ratchford has co-authored an award-winning study that gives manufacturers practical methods to take both consumer and retailer needs into account while developing new products.

The Society for Marketing Science named "New Product Design Development Under Channel Acceptance," the winner of the 2007 John D.C. Little Award as best marketing paper of the year. The society is a division of the Institute for Operations Research and the Management Science (INFORMS), and the Little Award is one of the society's top annual prizes.

The Charles and Nancy Davidson Professor of Marketing, Dr. Ratchford 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. Their paper appeared in *Marketing Science* (Vol. 26, No. 2, March-April 2007, pages 149 to 163).

Focusing on a manufacturer in a market where a dominant retailer's acceptance of a new product often determines its success, Dr. Ratchford and his co-authors developed an approach to positioning and pricing a new product that directly incorporates the retailer's acceptance criteria into the development process.

"In designing products, manufacturers need to account for the needs of the retailer and the needs or preferences of consumers," Dr. Ratchford says. "The paper provides a method for doing this that can be applied in practice. A newly developed product can greatly benefit if the manufacturer will work strategically with the retailer instead of just focusing on consumers."

The Little Award winners were recognized at the INFORMS annual marketing science conference in Vancouver, Canada, last June. The honor is named for one of the founding fathers of marketing.



Brian T. Ratchford

NEW CENTER OFFERS INNOVATIVE ANSWERS IN FINANCE

Recognizing the changing nature of finance in a world of less leverage and a higher price for risk, longtime School of Management faculty member and administrator Dr. David Springate has started a local forum for tactical, forward-thinking response to the new reality.

Based in SOM, the Center for Finance Strategy Innovation brings together thought leaders from academia, industry and the financial community with public officials and policy experts.

Their conjoined effort is needed, Dr. Springate has pointed out, because “the financial world is changing rapidly and going through a period of unprecedented disruption.”

“Finance strategy is becoming in-

creasingly intertwined with risk management, corporate governance and day-to-day business operations,” he says.

Dr. Springate says he decided to start the center after local business executives supported his idea for a clearinghouse of thought on the relationship of regional and global financial issues.

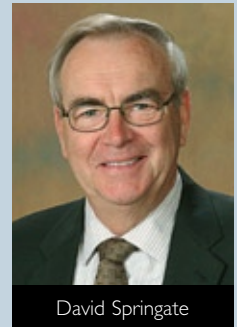
Joining Dr. Springate in the launch are center co-founder and associate director Elizabeth Jones, an adjunct member of SOM’s finance faculty who has 24 years’ experience in the finance industry, and David Epperson, the center’s resident fellow and a strategy and operations consultant.

Much of their work is multidisciplinary. Experts at the center already have concluded a review of state high-

way finance policy for the Texas Legislative Study Committee. Other projects include a study on behalf of the U.S. furniture industry about environmental, economic and social sustainability issues, research into carbon-trading market dynamics and inquiry into and fundraising for new media-technology development.

“The center’s focus is on solving problems in today’s chaotic financial world,” Dr. Springate says. “It represents a focal point of expertise that can be deployed to address many of the issues arising in the current economy.”

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



David Springate

IECG Signs New Strategic Partner

Huron Consulting Group, a Chicago-based business, healthcare, education and legal advisory firm, has signed on as a strategic partner to The School of Management’s Institute for Excellence in Corporate Governance.

Named to *Fortune* magazine’s 2008 list of 100 fastest-growing companies last September, Huron helps clients with performance improvement, regulation compliance, dispute resolution, restructuring and turnaround, and more. The group opened for business in 2002 and now employs more than 1,500 consultants and 500 other staffers at offices in 11 U.S. cities — including Dallas and Houston — and in six countries abroad.

Helping to ensure that IECG stays at the forefront of important developments in corporate governance, strategic partners contribute a minimum of \$20,000 a year.



Partners provide state-of-the-art expertise, and they help UT Dallas faculty present programs that assist corporate directors, senior managers and institutional investors. They also assist the institute in conducting research on significant corporate governance issues.

IECG’s research and programs focus on promoting, enhancing and protecting stakeholders’ interests in an effective and ethical manner. Other IECG strategic partners are the law firm of Akin Gump Hauer Strauss and Feld LLP, and Deloitte, the U.S. branch of the global auditing, consulting, financial advisory, risk management and tax services firm.

SOM MOVES INTO TOP 20 IN RESEARCH RANKINGS



A 2008 study of scholarly productivity shows the UT Dallas School of Management has climbed into the top 20 in both national and international rankings that measure business-school faculty research output.

Since 2007, SOM moved up three places, to the No. 17 spot, on the North American list. SOM also advanced two places, to the No. 18 rank, on the worldwide list.

Both standings appear in the UTD Top 100 Business Research Rankings™, annual compilations drawn from a database that tracks publications in 24 leading peer-reviewed academic journals. SOM has tracked the data since 1990. However, current rankings are based on the number of articles pub-

lished in those journals in the most recent five-year period, 2004 to 2008.

The Wharton School at the University of Pennsylvania once again took the No. 1 rankings on both North American and worldwide lists, achievements it has attained for the past five years.

The study ranked the Fuqua School of Business at Duke University No. 2, ahead of the Leonard N. Stern School of Business at New York University, which occupied that position last year.

The Graduate School of Business at the University of Chicago jumped two places from 2007 to take fourth place. The Ross School of Business at the University of Michigan at Ann Arbor rounded out the top five, moving from No. 8 last year.

“We are pleased to see that our faculty’s research productivity places us among the top 20 business schools in the world,” said Dr. Hasan Pirkul, dean of The School of Management. “Our goal is to be a nationwide leader in management research and education to provide students the most advanced educational experience available. This showing demonstrates that we’re reaching that goal.”

The rankings offer business school faculties and administrators benchmarks to compare their research productivity against that of their peers, according to Dean Pirkul.

For the most recent research productivity rankings, visit the UTD Top 100 Business School Research Rankings™, at <http://top100.utdallas.edu>.

MBA TEAM TAKES SECOND IN NATIONAL BUSINESS-PLAN CONTEST

Excelling under extreme pressure, a School of Management team of MBA students placed second in a national competition last fall in which they applied their business-school expertise to real-world challenges.

The UT Dallas foursome was bested only by a team from the Massachusetts Institute of Technology in the prestigious Dell/Microsoft Marketing Case Competition, which was held at the National Society of Hispanic MBA conference and career expo in Atlanta in October.

Microsoft and Dell competition organizers had never recognized a runner-up team, but “executives from both companies commented that the final score was so close they would be remiss in not recognizing UT Dallas,” School of Management Assistant Dean Monica Powell says.

Students were given five hours to develop and then present a strategic plan on how Microsoft and Dell should approach entering the Chinese market.

“We were given our case at 10:30 in the morning and had to present it in front

of the judges at 3:30 in the afternoon, so there wasn’t a lot of time,” team member Liz Reeves says. “But we had done a lot of preparation and research, and we all work well as a team.

“I think our win was a testament to not only what we’ve learned in the program and outstanding faculty, but also our diverse background and experience that helped us really pull it together as a team,” Ms. Reeves says.

Other SOM team members were Arijit Choudhury, Daniel Farthing and Aishwarya

New Full-Time MBA Director Focused on Delivering Results — Even in a Down Economy

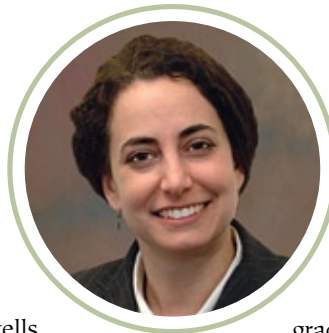
Recently selected director of The School of Management’s Full-Time MBA Program, Lisa Shatz knows the business climate her students may face upon graduation.

“It’s a rough economy out there right now, and I fully understand some students’ reluctance to take themselves out of the job market for 16 months to get an MBA,” Ms. Shatz says. But she tells prospective students what she has heard from several alums: “That getting their MBA here at UT Dallas has completely changed their lives. It has allowed them to take on an entirely new career or lifted a ceiling that they felt they were under.”

One great aspect of the Full-Time MBA Program is that it is accredited, ranked and reasonably priced, Ms. Shatz says. “At just less than \$23,000, it’s an incredibly good education value.”

Potential students realize this: Ms. Shatz says admission is competitive because of the program’s combination of cost, time and quality attributes.

“It’s a gem of a program in the Dallas-Fort Worth area — and in the state,” Ms. Shatz says. “The faculty is top-notch;... students don’t spend what seems a lifetime in class.” And because participants are required to have previous work experience, she adds, “we know these students are motivated to be the best they can be.”



Lisa Shatz

When graduates “re-enter the corporate world, they will be able to accomplish their professional work in a focused and strategic way,” she says.

After earning her MBA, Ms. Shatz worked as a consultant for Deloitte & Touche and then Ernst and Young, primarily in the real estate sector.

Having worked with a number of SOM MBA grads, Ms. Shatz came to admire their skills. “I have always been amazed at their analytical abilities and work ethic,” she says.

When the director’s position became available, she was equally intrigued by what she says is a high return on investment. “Not only can you get your degree for a fraction of the cost of other comparable programs,” Ms. Shatz says, but SOM reduces by eight months the time out of the marketplace that many other programs require.

Dr. Monica Powell, a School of Management assistant dean, says Ms. Shatz has “already made important changes in the program that have enhanced the networking capabilities of our alums and our current students.”

Another Shatz addition is a corporate component to tell outplacement departments about the program, along with on-site services it will provide, such as training sessions for interviewing. “We want to be an asset to the business community in North Texas at all levels,” she says.

Rao. All four were second-year students who earned their MBA degrees in December.

The challenge the teams were presented was relevant, Mr. Choudhury says, but members “wrestled with it, and our solution nailed the problem on the head.”

The team made the list of six national finalists from a field of 44 in the preliminary competition and outshined such prestigious business schools as the University of Notre Dame, the University of North Carolina, the

University of Washington and Carnegie Mellon University.

UT Dallas MBA students have made it to the finals six of the seven times the annual competition has been held.



MBA team members (left to right) Arijit Choudhury, Aishwayra Rao, Daniel Farthing and Liz Reeves came so close to winning the Dell/Microsoft Marketing Case Competition that organizers recognized their runner-up status — a competition first.

MBA STUDENTS LEARN BOARDROOM REALITIES FROM LOCAL EXECS

Few things in education compare to firsthand knowledge and experience. With that in mind, The School of Management has created a unique learning opportunity that delivers lessons from real-world executives to MBA students.

Launched in spring 2008 and called UT Dallas ExecutiveLink, it gives students access to senior-level executives in some of North Texas' most prominent businesses.

ExecutiveLink “validates the MBA experience for students,” says Dr. Monica Powell, assistant dean for the Full-Time MBA Program, “and helps them understand how business decisions are made and what truly matters to the C-level executives.”

The initial ExecutiveLink gathering was held at Perot Systems. Lennox International and AMX also participated in first-year sessions.

“We hope to create about 18 ExecutiveLink experiences a year,” Dr. Powell says, and have students “use the [meetings] to help them decide where they will begin their career after graduation.

“Not only that, but it’s a way for us to showcase our students.”

A DAY IN THE LIFE

Each session lasts about two hours and is limited to 15 students to ensure a more personalized setting. Students are asked to study company Web sites before visits and familiarize themselves with organizations. In some cases, companies provide information for pre-visit review.

Students glean insight into industries, trends, strategies, challenges and corporate cultures.

“I’ve been surprised a couple of times, honestly,” says Catherine Curtiss, a first-year student who made ExecutiveLink visits to Cisco, Tektronix and Texas Instruments. “Sometimes the culture isn’t what I thought it was, or they are taking a direction I didn’t expect.”

One company presented a marketplace “case study” and asked for student input. “I was surprised by the information they released to us and how they genuinely seemed to want feedback about why we made the decisions we made in that case,” Ms. Curtiss says.

That kind of exchange is part of the value of the visits, says Judy Guyer, director of placement in the school’s career center.

“The dynamic nature of the experience gives the students such a clear vision of the kinds of things they can expect after graduation.”

The roster of participants has grown to 15. Such diverse and high-profile companies as SABRE, 7-Eleven, Ericsson, JPMorgan Chase, Mary Kay and Dr Pepper have ensured that sessions fill quickly.

“It has been a great opportunity,” says Shirin Nazhand, a first-year student who has attended five sessions. “They spent a lot of time and effort to prepare for our visit, and each visit was unique. They were all useful and interesting.”

Peter Wolf, vice president of marketing for the IT Services Group at Fujitsu America, Inc., says the company became excited about ExecutiveLink and quickly signed on.

“We all remember being in the students’ shoes, and anything we could do to help them in their careers was of interest,” he says.

He says he was pleased by insightful questions students asked, and notes their interest in how Fujitsu operates was greater than expected.

Some students have impressed executives enough to earn job interviews and internship possibilities. At least one student has landed a full-time job as a result of connections made.

But, Ms. Guyer says, “A far greater gain has been in students learning about the roles of key players, their background and skills, and how diversified the challenges might be.

“It gives them a greater appreciation for how they will be able to use their training and skills.”

— Paula Felps



Peter Wolf, vice president of marketing for the IT Services Group at Fujitsu America, Inc., is a strong supporter of the ExecutiveLink experience.

MBA DUO WINS ENTERPRISE CONTEST

A School of Management team achieved top honors in a recent enterprise competition meant to spur commercialization of new technologies developed at universities.

MBA students Stephen David Dunlap and William (Ben) Morrow took first place in the contest, which was held in March in conjunction with the World's Best Technologies Showcase in Arlington, Texas. The pair entered PassPro-tech, a software system that securely stores passwords while at the same time eliminating threats from Internet hackers.

They won the WBT-IC² University Technology Commercialization Competition, a challenge created by the IC² Institute at The University of Texas at Austin and the National Collegiate Inventors and Innovators Alliance.

As top winners, Dunlap and Morrow earned a cash award of \$10,000, legal services and consulting advice valued at \$20,000 and an invitation to the world-renowned Global Moot Corp Competition at The University of Texas at Austin in May.

The pair subsequently placed third, earning another \$1,500, at a competition sponsored by the University of Nebraska's Center for Entrepreneurship in March.

"The competitions have provided a great opportunity to get UT Dallas and The School of Management on the national stage," Mr. Dunlap says, "and have been a tremendous character-building experience."

PassPro-tech is intended for applications in which pre-authorized clients access and interact with one or more central server installations — such as banks, securities firms, universities, medical in-



Dr. Joseph Picken (right), executive director of the Institute for Innovation and Entrepreneurship, congratulates winning students Stephen David Dunlap (left) and William (Ben) Morrow (center).

stitutions, large corporations, military and government agencies, Internet service providers and more — across either the Internet or proprietary intranets.

The system uses both hardware and software to provide secure Internet authentication and protection from hackers.

At the WBT Showcase, Mr. Dunlap and Mr. Morrow surpassed teams from 10 other universities. UT Dallas teams also took first and third places in the same competition last year.

Last November, Mr. Dunlap and Mr. Morrow won the graduate-level division of the second annual UT Dallas Business Idea competition, hosted by the Institute for Innovation and Entrepreneurship. In 2007, the same duo, plus third member Jackie Timte, walked away with top honors in the undergraduate division with their GreenGrid entry, a metering system for electric vehicles.

Dr. Joseph Picken, an SOM professor and IIE's executive director, noted the two had "accomplished a great deal so far, and we look forward to their success in future competitions."

MBA Student Earns Texas Business Hall of Fame Foundation Scholarship

Encouraging continued leadership from School of Management student Stephen David Dunlap, the Texas Business Hall of Fame Foundation awarded him a \$10,000 scholarship last fall.

The Houston-based foundation has a twofold mission: to recognize and honor contributions that Texas business-men and -women have made, and to help underwrite the promise demonstrated by current business students in the state.

The foundation presented a scholarship to Mr. Dunlap, a SOM 2008 Bachelor of Science degree recipient who earned his MBA in May, and 15 other Texas students as one means of maintaining the state's prominence in economic achievements.

Besides entrepreneurial talent, scholarship recipients had to demonstrate academic and campus activity leadership, maintain a grade-point average of at least 3.5 on a 4.0 scale and write a narrative response describing how they plan to make an impact on Texas in the future.

When asked about how he will have a lasting influence, Mr. Dunlap says he replied that "my vision for the Texas community is to provide new jobs and a cleaner environment through my entrepreneurial ventures."

Mr. Dunlap and his team partner, William (Ben) Morrow recently won another \$10,000 in cash and \$20,000 in legal services and consulting advice at a technology enterprise competition in Arlington, Texas (see story at left).

Engineers With Entrepreneurial Interest Sought for Rock Scholarship



Dr. Doug Eckel (far left), School of Management's assistant dean of Masters Programs, and Dr. Joseph

Picken (far right), executive director of the Institute for Innovation and Entrepreneurship, join Terry Rock (second from left), managing director of Dallas-based Center-Point Ventures and an SOM Advisory Council member, in congratulating graduate student Mohit Malhan (center) as recipient of the \$1,500 scholarship presented annually in the names of Mr. Rock and his wife, Claire.

The scholarship the Rocks have endowed recognizes a highly qualified individual with technical or engineering training and a desire to establish an entrepreneurial venture or startup enterprise. To qualify, potential recipients must have earned an engineering degree and be seeking an SOM MBA or Master of Science in Management and Administrative Sciences degree, or a dual degree in engineering and business administration. Applicants must also have a grade-point average of 3.5 or above.

The School of Management plans to award two Terry and Claire Rock Scholarships in the fall. Applications are due July 31. For more information, contact Carole Abbott at 972-883-5840, or visit the scholarships web page at <http://som.utdallas.edu/somResources/advising/advisingScholarships.php>.

Accounting Students Earn CPA Scholarships

Four School of Management students earned scholarships this academic year to help toward their goal of becoming certified professional accountants.

The Accounting Education Foundation of the Texas Society of Certified Public Accountants made the awards for the 2008-2009 year to Tabatha Hubbard, Lauren Jobe, Na Liu and Jill Woods.

Hubbard, Jobe and Liu each qualified for \$1,500; Woods earned \$1,000.

Society Executive Director Stephen R. Phillips said Ms. Jobe is the first recipient of a new endowed scholarship initially

given this year. The award, the James A. and Charlotte Ann (Charlie) Smith Scholarship, honors the immediate past chairman of the society and his wife. Mr. Phillips said the Smith Scholarship, which will be given annually, went to Ms. Jobe in part because, like Mr. Smith, whose term as society chairman ended in May 2008, she is a Dallas resident.

In all, the TSCPA foundation granted scholarships to 75 undergraduate accounting majors enrolled at Texas colleges and universities. The money went to students who intend to become certified public accountants and enter the accounting profession after graduation.

Students don't become eligible for the scholarships until they have completed at least 90 semester credit hours — 15 of which must be in required accounting courses — and recipients usually are seniors. They must have an accounting course grade-point average of 3.6 on a 4.0 scale and be nominated by their accounting department's chairperson.

Texas CPAs have funded the TSCPA Accounting Education Foundation's mission to promote and reward educational excellence for more than 50 years. The society named SOM adjunct faculty member Liliana Hickman-Riggs one of the state's four Outstanding Accounting Educators in 2004.

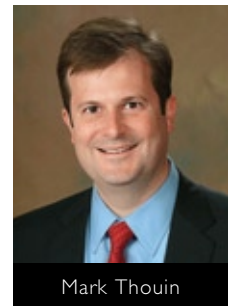
The TSCPA has 20 local chapters statewide, and with 28,000 members, it claims the largest in-state membership of any CPA organization in the country.

Data Mining Certificate Program Teaches In-Demand Skills

Recognizing the competitive edge students gain by having the analytical skill to help businesses identify patterns in customer behavior, The School of Management is offering a graduate certificate in Business Intelligence and Data Mining.

To thrive in today's fiercely competitive environment, corporations must differentiate themselves, identify customer trends and build lasting customer relationships.

The Business Intelligence and Data Mining certificate program is designed to help students learn the software and skills needed to make



Mark Thouin

Internal Audit Grad Earns Research Award

proactive, market-driven decisions by sifting through and analyzing internal customer data, Dr. Mark Thouin, director of The School of Management's Information Systems program, says.

"Businesses are increasingly looking for students who graduate with data mining skills and can use those skills once they enter the workforce," Dr. Thouin says. "To meet this growing demand, we realize we must produce analytically trained graduates to extract meaningful information from the huge amounts of data most organizations already have. With this data, they're able to better understand and pinpoint customer patterns and product trends in order to increase sales."

The School of Management certificate program teaches students business intelligence and data mining techniques and hands-on training using SAS, the market-leading advanced analytical software platform. Students qualify to receive the certificate after completing four courses that explore the tools and strategies analysts need to transform data into critical management information.

The required three-credit-hour courses include: business perspective, statistics, data preparation and data mining. The program is open to degree- and non-degree-seeking students. Non-degree-seeking students may apply online at <http://som.utdallas.edu/somResources/advising/somApply.php>.

The new certificate program, Dr. Thouin says, already has helped many students secure jobs at such corporations as Southwest Airlines, Wells Fargo and Blockbuster Inc. "The program teaches students to respond smarter and faster to environmental and competitive changes, abilities that are in high demand in today's marketplace," Dr. Thouin says.

When Emily Ray went looking for more hands-on experience as she finished her accounting degree at The School of Management, she learned Mark Salamasick's internal auditing class had just that — and it sounded intriguing.

Ultimately, the class proved rewarding, too. Ms. Ray's class work led to an independent research project, which landed her the \$5,000 Esther R. Sawyer Research Award and an all-expenses-paid trip to South Africa.

Ms. Ray, who received her bachelor's degree in accounting in December, recalls: "I wanted to take the class when I heard that students were able to participate in an actual internal audit....I knew this would be a great opportunity."

Also a member of the Management Honors Program, an academically select group of students who must conduct a research project, Ms. Ray used her audit experience for her honors thesis, too.

She asked Mr. Salamasick, a senior lecturer who runs SOM's Internal Auditing Education Partnership, to be first reader of her thesis. He suggested she use her project "as a starting point for the Esther Sawyer contest," she says.

Dr. Tracey Rockett, faculty adviser for the Management Honors Program, says

Ms. Ray stood out for choosing to do field research. "She was interested in whether companies thought that having internal auditing helped their organization. She created a survey that asked employees about their perceptions about the costs and benefits of internal auditing.... [S]he had to write a survey, complete training for testing human subjects, administer the survey and gather and analyze the data."

The Institute of Internal Auditors (IIA) gives the Sawyer Research

Award and will present it to Ms. Ray at its international conference in May in South Africa.

In addition, SOM's Internal Auditing Education Partnership will receive a grant from the IIA Research Foundation.

Mr. Salamasick says he knew

Ms. Ray's research would impress

the awards committee. Taking internal auditing a step further, she "explored its importance to the sound operations of a business or an organization like a government agency," he says.

Now a risk-advisory services intern with the Fort Worth-based public accounting firm of Weaver and Tidwell, Ms. Ray says, "The more I learned about internal auditing, the more I saw it as an opportunity to be a problem solver and help businesses operate more efficiently and effectively, which is what makes internal auditing so fulfilling."

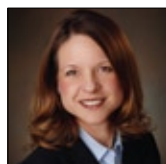


Emily Ray

ALUMNI NOTES

1990s

Rebecca (Becky) Watson Tudor, B.S. 1994, is majority partner in Dallas-based Twinrose Development Co., a full-service building and construction management company working with office,



industrial and retail projects. In April 2008, her company started construction on two industrial buildings at Dallas-Fort Worth International Airport's International Commerce Park in Irving and

Grapevine. The two buildings, one with 256,500 square feet of space, and the second with 60,000 square feet, were completed in January 2009, and the first two leases were signed in February 2009. KBA North America will relocate its headquarters from Vermont and will occupy the entire 60,000 square-foot Twinrose Regent II. Pilot Freight Services is doubling its DFW presence with the move to Twinrose Regent I.

Twinrose Development is a sister company to Twinrose Investments, in which Rebecca is a principal with her husband, Jim Tudor. The investment company acquires, develops and re-develops commercial real estate. It owns, manages and leases a portfolio of office, industrial and retail properties, including Hillside Village Shopping Center in Dallas. The Tudors established the investment company in 2001; Rebecca started the development company in 2006.

Adam Bass, MBA 1998, was recently named director for real estate at Food Lion LLC, a subsidiary of Brussels-based Delhaize Group. Based in Salisbury, N.C., Food Lion LLC operates more than 1,300 supermarkets, either directly or through affiliated entities, and employs approximately 73,000 associates in 11 southeast and mid-Atlantic states.

Adam began his career with Food Lion LLC in 1999 and previously has served as manager of advertising, assistant category manager and category analyst of health-related items, and senior pricing analyst. Most recently, he served as category manager-beverages, a position he held since 2005. He managed direct-store-delivery and warehouse items, consisting of carbonated soft drinks, juices, bottled water and more, generating more than \$925 million annually.

In his new role, Adam will be responsible for leading the real estate department in its research, selection, negotiation and closing on potential site locations.

Other responsibilities include identifying and negotiating expansion of existing retail locations, reviewing market plans and analysis in support of real estate strategies, performing on-site management reviews of all potential retail locations and providing input to senior management on multiyear new-store growth strategy.

Adam earned a Bachelor of Business Administration degree in Marketing from The University of Texas at Austin.

He lives in Concord, N.C., with his wife, Shannon, and their two sons, Graham, 7, and Maddox, 4. Outside work, Adam enjoys UT Longhorns football, playing basketball, running, hunting, spending time with his family, coaching his boys' sports teams and losing to them on the Wii.

2000s

Jennifer Schaertl, B.S. 2003, recently negotiated a publishing deal for her cookbook and started a new job as a head chef.

In March, she was appointed head chef at the North Central Surgical Center, where she and her staff create gourmet meals for the patients, staff, and surgeons.

Her appointment followed by a few months the agreement she reached last November for HCI Books to publish *Gourmet Meals in Crappy Little Kitchens*, which is due out this fall.

Jennifer and HCI Books came to terms soon after she was featured in the Alumni Spotlight of the October 2008 UT Dallas online newsletter, *Alumni Link* (see www.utdallas.edu/alumnilink/2008/october/spotlight.html).

That article and other recent press have recounted how she began honing her culinary skills in a miniscule makeshift kitchen shoehorned into her 300-square-foot apartment in Brooklyn, New York. She had moved there with her husband, Jay, after



graduating from UT Dallas, and she credits him with coining the "crappy little kitchens" catchphrase in a compliment he once paid her.

She credits skills she learned in The School of Management for helping her draft her business plans and proposals.

After the couple moved back to Texas, Jennifer went to culinary school at El Centro College in Dallas and has since worked in several restaurants and

a culinary arts center and cooking school.

In conjunction with her cookbook and other business endeavors including a proposed TV show, she has developed a Web site, www.crappylittlekitchens.com, which features video demonstrations and recipes. Leave a comment on the Crappy Little Guest Book if you'd like to join her monthly *Crappy Little Newsletter* to be up to date on all personal appearances and news.

Brent E. Culhane, MBA 2005, has joined the Cleveland, Ohio, office of the law firm of Tucker, Ellis and West LLP, as an associate after earning a juris doctorate from Case Western Reserve University School of Law and passing the bar exam last year.

Brent worked at Tucker, Ellis and West as a clerk and summer associate before joining the firm's business department as a full-time attorney. His practice focuses on supporting the many varied needs of for-profit and not-for-profit entities.

Prior to attending law school, he worked six years in the information systems industry. At SOM, his focus was in economics, and he says he continues to use his degree every day in his legal practice.

Brent and his wife relocated to Cleveland from Dallas and have made Cleveland their home. In his free time, Brent likes to travel and support the Dallas teams he left behind as well as the underdog Browns he has since adopted.

Jeremy Gregg, EMBA 2006, joined the Center for Nonprofit Management in Dallas as vice president of development in October 2008. Created in



1980, the center has a mission to build stronger communities by increasing the performance and impact of more than 1,300 nonprofit organizations each year. In his new role,

Jeremy, a certified fundraising executive (CFRE), is responsible for raising donations that provide more than 60 percent of the organizations' revenues.

He also manages two center service programs. The first, DonorBridge, is a Web site partnership with the Communities Foundation of Texas and the Dallas Foundation designed to provide the community with access to information on the activities, governance structures and financials of nonprofit organizations. The site is slated to launch May 20 at www.DonorBridgeTX.org.

Jeremy also helped create The Philanthropic Intermission, a pilot program that places highly skilled

ALUMNI PROFILE

Alum Clerking for a Federal Judge

business executives in short-term residencies within nonprofit organizations. The executives are individuals with 20-plus years of work experience who have lost their job because of the economy, and who have the opportunity to take a “philanthropic intermission” while they figure out the next step in their career. Executives receive a small honorarium in return for their volunteer service.

Prior to joining the center, Jeremy served as director of development for Central Dallas Ministries and before that as director of development and communications for Camp Fire USA’s Lone Star Council. He earned bachelor’s degrees in English and advertising from Southern Methodist University.

He serves on the advisory board of the Prison Entrepreneurship Program, Cistercian Prep School, SoupMobile and Friends of Santa Fe Trail. He also writes a network of blogs on the topic of fundraising and nonprofit management at www.FundVisor.org.

Jeremy married his high school sweetheart, Natalie, and together they are raising daughters Madeline, 3, and Harper, born last December.

Erik A. Spurlock, EMBA 2006, received an Enterprise Business Sales Circle of Excellence award from his employer, AT&T, for reaching 201 percent of his 2008 revenue goal. In effect, he increased revenues for his territory by \$7.3 million.

An honor earned by the top 5 percent of the AT&T sales organization and 1 percent of the sales support organization, the award was presented at a sales kick-off event in January.

Eric is a regional territory manager within AT&T’s Global Enterprise Sales organization. He handles account management, new sales acquisition, marketing, alternate sales channel engagement and retention services. His more than 450 accounts have an annual estimated revenue base of \$25 million in Oklahoma and West and North Central Texas.

Eric writes that “I strive to be an agent of change, both in my professional and personal life.” He and his wife, Kim, recently founded We Spur Minds, a nonprofit corporation that aims to provide creative

Kim Allen wasn’t thinking about a career in law when she enrolled in The School of Management. But her experience propelled her to Georgetown University and a prestigious internship for law students.

After finishing her first year at Georgetown Law in May, Ms. Allen begins a summer internship for Judge Sandra Ikuta of the U.S. Court of Appeals for the Ninth Circuit.

Ms. Allen sent some 200 résumés to small and large law firms and federal district and circuit courts from coast to coast; however, she received rejection letters every day.

Bright and tenacious, Ms. Allen is not one to give up easily. She sent more letters, and her résumé found receptive eyes in the chambers of Judge Ikuta, a 2006 appointee to the Ninth Circuit Court.

“And that’s how I got my job—one part luck, nine parts sheer determination,” Ms. Allen says. A clerk for the federal judge called her one night in February, just 20 minutes after her phone interview to give her the news.

“After they called to give me my internship offer, I felt absolutely euphoric,” she says.

Ms. Allen graduated in May 2008 with a B.S. in business administration. She had planned to follow in her

father’s footsteps and study accounting, but a business law course she took steered her interest to law.

While at The School of Management, Ms. Allen set an impressive pace. She was a student ambassador, a prestigious Archer Fellow, a campus housing advisory committee member, a writer and editor for an alternative UT Dallas student publication, *A Modest Proposal*, and a two-time recipient of the Management Honors Program scholarship.

A Dallas native, Ms. Allen says, “My life story could be summed up with one statement: ‘You never know until you try.’ That’s particularly true of the past two years. A big part of my success comes from not selling myself short, from taking on new challenges and giving it my best shot. At UT Dallas, I had the opportunity to know some amazing professors who sincerely care about and believe in their students.

“I hope to be able to do something I love and, no matter where I end up, to always maintain a healthy work-life balance. I hope to be able to pass on the help that has been given to me, to make a difference for other people,” she says.



and fun learning opportunities to students in the Dallas-Fort Worth area. The initiative, Eric says, is aimed at reducing high school dropout rates, expanding summer learning opportunities and college outreach programs.

“My UT Dallas EMBA experience,” Eric says, “provided me the opportunity to engage in meaningful business and personal relationships, evolve my approach to business challenges and continue to excel in what many see as an economic downturn.”

Correction

In the Autumn 2008 issue of *MANAGEMENT* on page 7, SOM Distinguished Alum of 2001 Robert Hewlett Jr. was incorrectly identified as having received a Master of Science degree from the school in 1982. In fact, Mr. Hewlett received a Bachelor of Science degree in behavioral management from The School of Management in 1982. We regret the error.

OBITUARY

Brandt Martin Cannici, B.S. 2001, of San Francisco, was killed in an automobile accident in Los Alamos, California, February 19.

Having earned a degree in management information systems, Brandt began working as a software developer at IP Communications and was engaged in information technology consulting. In 2003, he moved for three years to Japan, where he was employed as an English instructor in Osaka, then selected as director of the Kaplan Center in Tokyo. He traveled around the world as an instructor on the 49th Peace Boat Voyage.

In 2006, he returned to the U.S., where he was active in Internet entrepreneurship, founding Strayform, a Web site for budding musicians, and Medi-

care Saver, a medical information technology company. He also was a publisher for CallStreet, a conference-call transcription service, and an instructor for the Embassy Language Institute.



Survivors include his parents, Dr. James Cannici, director of counseling at the UT Dallas Counseling Center, and Dr. Cynthia Martin-Cannici, a psychologist. A memorial service for Brandt was held March 1 in Richardson, Texas. Donations in Brandt’s memory may be made to Heart House Dallas at www.Hearthousedallas.org. Brandt was a dedicated volunteer at the afterschool program, which provides a safe haven and academic support to children of low-income families.

2009 CONTRIBUTOR REPORT

**SCHOOL OF MANAGEMENT
STRATEGIC PARTNERS**

Akin, Gump, Strauss, Hauer and Feld
Alliance Data Systems, Inc.
Deloitte & Touche USA LLP
Ericsson Inc.
Grant Thornton LLP
Haynes and Boone, LLP
Hodges Capital Management
Huron Consulting Group
Intervoice, Inc.
Jindal Steel and Power Limited
Jones Day
JPMorgan Chase
L-3 Communications Corporation
Tektronix, Inc.
Texas Instruments Foundation
Texas Instruments Incorporated
United Supermarkets, LLC

**SCHOOL OF MANAGEMENT
SCHOLARSHIP BREAKFAST
CORPORATE SPONSORS:**

AT&T
United Supermarkets, LLC
TABLE SPONSORS:
Alon USA
Atmos Energy
Austin Commercial, SP
Avnet
Blue Cross Blue Shield of Texas
BNSF Railway
Ernst & Young, LLP
EyeMasters
Fujitsu Network Communications, Inc.
Haynes and Boone, LLP
ISACA North Texas Chapter
Lennox International
Merit Energy Company
Raytheon Company
Rockwell Collins
Sabre Holdings Corporation
School of Management Advisory Council
Sevin Rosen Funds
Southwest Airlines
Star Ventures
United Supermarkets, LLC
UT Dallas Executive Education
UT Dallas Office of Communications
UT Dallas School of Interdisciplinary
Studies
Wells Fargo Bank

**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. Allcock
Stephen M. Allie, Ph.D.
Man M. Alloju

Rene Alzuro
Dru E. Amand
Sandra L. Anderson
Candace E. Angelo
Anonymous
Robert L. Ansiaux
Tony Antony
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.
Joe M. Bailey
Jeanne M. Baker
Linda K. Baker
Zeynep Baktir
Lillian E. Baldwin
Anthony B. Banks
Claudia J. Bankston
Rishav Baral
Karla R. Barber
Sandra K. Barley
John M. Barr
Laura A. Barrett
Joshua R. Barron
Brian P. Bartkoski
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
Robert F. Braceland
Randall R. Braden
Ghassan B. Brair
Susanne G. Brogren
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
Mary C. Chaffin, Ph.D.
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
Daniel R. Evans
John F. Evans
Jose G. Evans
Kenneth L. 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
Tzu-Wen 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
William L. Green, Ph.D.
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.
Sydney Smith Hicks, Ph.D.
Kevin S. Homer
Kathleen A. Horigan
Marcia C. Howard
Pamela A. Hubler
Susan J. Hudson
John C. Hurlbert
Robert A. Huskerson
Thuy T. Huynh
Boriana V. Ilieva
Mary L. Jackson
Tony B. Jacobs
Dipak C. Jain, Ph.D.
Deborah G. Janssen
Colleen R. Jensen
Margaret I. Jessen
Natasha L. Johnson-Gregg
Billy M. Jones
Danny R. Jones
Janelle M. Jones
Kristen K. Jones
James E. Jordan Jr.
Susie Kadota
Yon U. Kadota
Farah Kamaruddin
Michael J. Kassab
Stephanie A. Keahon
Sherry M. Kidd
Harold C. Kinne, Ph.D.
Janet A. Klett

Ralph A. Klingelhofer
 Bryan A. Knapp
 Matthew J. Knapp
 Jack D. Kocks
 Anchi H. Ku
 Daniel N. Kunsch
 Penny R. LaFleur
 James C. Laird Jr.
 Jack J. Lamb Jr.
 Daniel C. LaMendola
 Marvin M. Lane Jr.
 Kong R. Lau
 Steven Lauff
 Michael J. Lawrence
 Richard A. Lawrence
 Tom Lee
 Thomas F. Leffingwell
 Carole L. Lein, J.D.
 Stephen P. Lein
 Maria Ley
 Lei Li, Ph.D.
 Leslee C. Light
 Ian C. Lim
 Shun-Hsiang Lin
 Brenda J. Little
 Charles C. Liu
 Fangxin Liu
 Gail L. Lofton
 Christie M. Long
 Christina Lonze
 Jared T. Lorenz
 Cecil W. Lowrie
 Chih-Hung Lu
 Dahe Lu
 Kulchalee 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
 Anna M. Manning
 Seth T. Manry
 Henry R. Marcoux
 Kim S. Martin
 Leah G. Martin
 Sandra K. Martin
 Mary S. Masal
 H. Lee Matthews
 Bryan C. McAninch
 Bryan W. McNeill
 Diane S. McNulty, Ph.D.
 Sara J. McQuaid, Ph.D.
 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
 Jody H. Nelsen
 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
 Franklin D. Quarles
 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
 Arlene Shiraishi
 Dmitri Shneider
 Bryan B. Shockley
 Alan E. Sicher
 Stacy L. Siefer
 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
 Susan M. Soo
 Thomas B. Spencer
 Ilene G. Sporkin
 Diane M. Staacke
 Sharla K. Stack
 Tonya L. Stanton
 Paula D. Stetson
 Michael S. Stevic
 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
 Makiko Tada

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
 Jose D. Torres
 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
 Akshay Wani
 Andre E. Warren
 Randolph R. Weaver
 Myra B. Wells
 Anna Wen
 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
 Laura A. Willmann
 Laurie J. Wilson
 Michael E. Wilson
 Mark V. Winner
 Angela H. Woodson
 Carolyn F. Wright
 Joseph H. Wright Jr.
 Martin W. Wu
 Karen Wunderlick
 Melissa A. Wyder
 Chupeng Xie
 David S. Yanus
 Sonja L. Yeates
 Christian A. Yoss
 Robert E. Yui
 Siu Y. Yung
 Kimberly A. Zech
 Sandra Zelisko
 Richard A. Zembower

CORPORATE:
 Accenture
 Alki Sales Company
 AT&T
 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
 Global Impact
 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
 Merit Energy Company
 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.
 Tektronix, Inc.
 Texas Instruments Foundation
 Texas Instruments Incorporated
 Verizon Wireless
 WebLink Wireless Inc.

PARTNERS IN PROGRESS

Accor Hospitality
 Alliance Data Systems, Inc.
 American Airlines
 Austin Commercial, LP
 Jeanne A. Bayless
 John D. Beletic
 Charles M. Best
 George and Fonsa Brody
 Terry Conner
 Deloitte & Touche USA LLP
 Gregory Dess, Ph.D.
 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
 MOHR Partners, Inc.
 H. Ronald Nash
 Paul Pandian
 Sabre Holdings Corporation
 Masayoshi Shimizu
 Spencer Stuart
 Susan L. Spradley
 Tektronix Foundation
 Texas Instruments Foundation
 Texas Instruments Incorporated
 Trans Global Technologies, Inc.
 Ann Utley/Robert K. Utley III
 Investments

Wells Fargo Bank
 Wells Fargo Foundation
 James F. Young

EXECUTIVE EDUCATION

CUSTOM PROGRAMS:

Accor Hospitality
 Accuro
 Ericsson Inc.
 SAFRAN
 Texas Instruments Incorporated
 United Supermarkets, LLC
 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
 Retalix 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 Plus Credit Union
 Siberian, Inc.
 Target Corporation
 Technip Offshore Inc.
 Tektronix, Texas LLC
 Telect, Inc.
 Teltabs
 Tenet Healthcare – RHD Memorial
 Medical Center
 Texas Instruments Incorporated
 TriStar Group
 Turbomeca USA
 UDR, Inc.
 United Behavioral Health
 United Space Alliance
 United Supermarkets, LLC
 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 Manaugh
 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
 Daniel Schneider
 Martha Wahler
 Marion E. Walker
 John S. and C. Rene Wickham

CORPORATE:

Agile Software
 Alcatel Network Systems
 Aspire HR, Inc.
 Backgrounds Plus
 Wendy Barber Productions
 Chichakli, Hickman-Riggs PLLC
 CPE Inc.
 CS2, Inc.
 Dallas Oracle Users Group, Inc.
 Dell
 EDS
 Envia, 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
 Personnel Consultants

Microsoft
 MIS Association
 The Morse Company
 Parant 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.
 First Dallas Holdings, Inc.
 Gillani, Inc.
 Hewlett-Packard Company
 Hitachi Consulting
 L-3 Communications Corporation
 Lennox International Inc.
 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

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 and Feld
 BizNet Software
 Deloitte & Touche USA LLP
 Halliburton Investor Relations
 Huron Consulting Services LLC

PARTNERS:
 Dresser, Inc.
 Energy Future Holdings
 ExxonMobil Corporation
 First Dallas Holdings, Inc.
 Fossil, Inc.
 Halliburton Investor Relations
 Hodges Capital Management, Inc.
 Kimberly-Clark Corporation
 Lennox International Inc.
 JCPenney Company, Inc.
 Russell Reynolds Associates
 Texas Instruments Incorporated
 Zale Corporation

INSTITUTE FOR INNOVATION AND ENTREPRENEURSHIP AT UT DALLAS (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
 Trailblazer Capital GP, LLC
 U.S. Home Team, Inc.
 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 UT DALLAS

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
 Rajeeb K. Samanta
 Lisa A. Smith
 John S. Wechsler

SCHOLARSHIPS

Dr. Jasper H. Arnold III
 EMBA Scholarship Fund
 Wanda and Peter Arizona
 Paula Aynesworth
 John Barden
 Judy Clothier
 Mark Connor
 Carol and Richard Coston
 George A. DeCourcy
 Gregory G. Dess, Ph.D.
 Ken K. Gazian
 M. Sharon Gillen
 Robert Gonzo
 Steve R. Gregg
 Debie and Donald Klemcke
 Teresa and Harold Klemcke
 Ellen C. and Don W. Kothmann
 Greg Lockhart
 William McIntosh
 Diane S. McNulty, Ph.D.
 David C. Moser
 Renell Oxford
 Robert M. Quinn Sr.
 Carolyn A. Reichert, Ph.D.
 Mr. and Mrs. Ben H. Riggs
 Mr. and Mrs. Charles P. Ripley and Family
 Thomas Spencer
 Makiko Takeda
 Bette and Ralph Thomas
 Richard F. Tozer, Ph.D.
 James R. Truett Jr.
 United Supermarkets, LLC
 Barbara and Skip Vaughan
 C. Richard Vermillion Jr.
 Adam Vishinsky
 Wells Fargo Bank, NA
 Meirav and Yosef Yaaran
 D/FW Chapter of CEO Netweavers
 Servant Leadership Endowed Scholarship:
 The Dallas Foundation
 Ericsson SOM Scholarship
 General SOM Scholarship
 Alma L. Farley
 Joseph Gerhart
 Chien-Jih Han
 Colleen R. Jensen
 Masayoshi Shimizu
 Texas Instruments Foundation
 Greater Dallas Indo-American Chamber of Commerce 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
 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