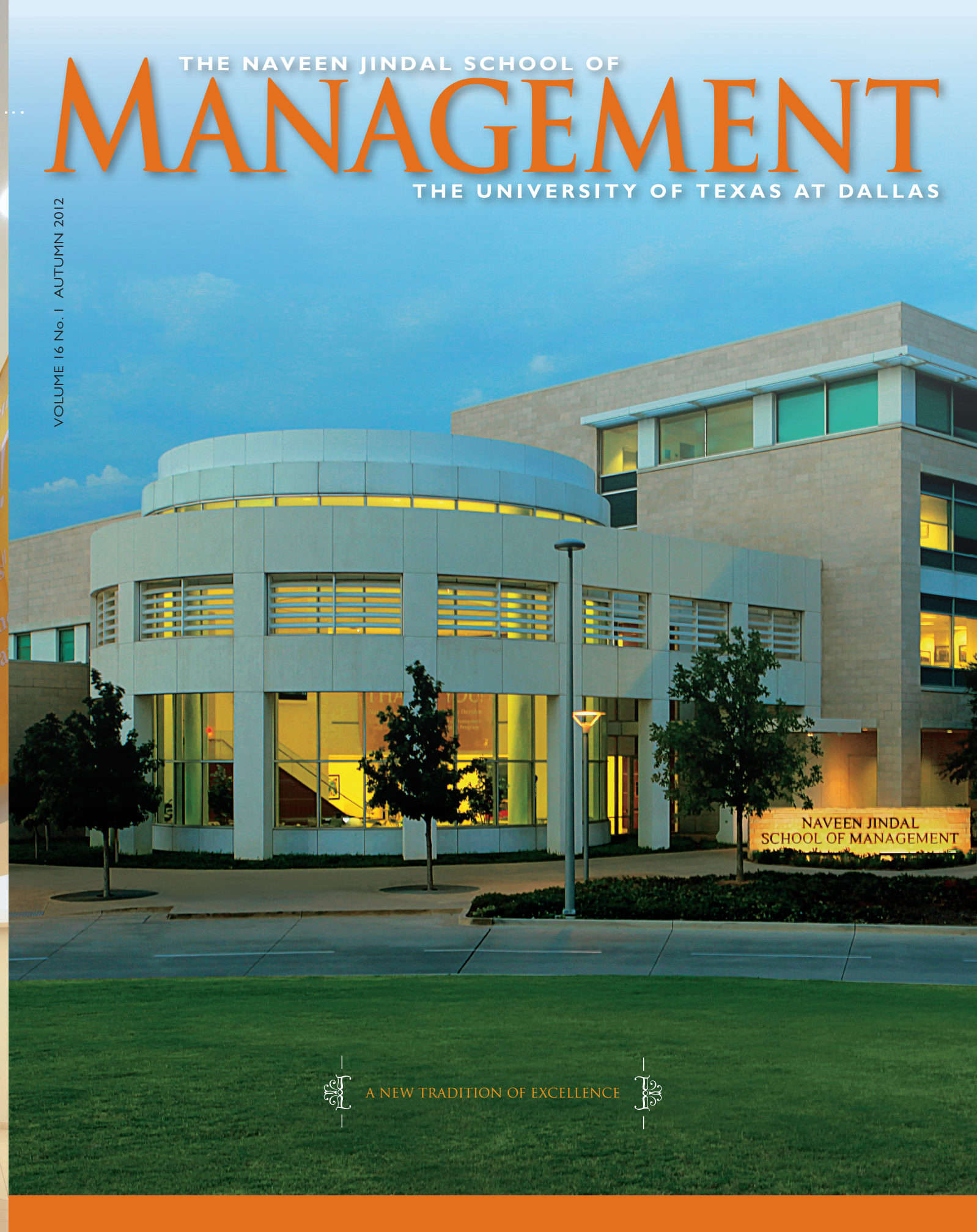




THE NAVEEN JINDAL SCHOOL OF  
**MANAGEMENT**  
THE UNIVERSITY OF TEXAS AT DALLAS

VOLUME 16 No. 1 AUTUMN 2012





## MESSAGE FROM THE DEAN



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

When we last met within the pages of this magazine, I discussed some of the progress we had made toward our goal of becoming a business school of national and international prominence, celebrated the generosity of some friends and alumni who have helped us in our efforts to realize that goal, and made a commitment to you that we would redouble our efforts to provide our students with the highest quality education possible. In keeping with that theme — and promise — I am pleased to report some of our most recent benchmarks.

This academic year, our school welcomes 20 outstanding new faculty members, including 11 tenured or tenure-track professors. Three of these newcomers leave chaired faculty positions at other universities. This is the largest group of faculty hires ever, boosting our teaching and research efforts significantly. Learn more about our new faculty members beginning on page 17.

Demand for our programs remains strong. A couple of period-to-period comparisons reveal some impressive increases in the number of degrees conferred to undergraduate, master's, MBA and PhD students. A total of 1,175 degrees were conferred after the spring and summer 2011 semesters; for the spring and summer 2012 semesters, that number had risen to 1,430, an increase of 18 percent. A comparison of the past two spring semesters shows an increase of 232 degrees between spring 2011, when a total of 809 degrees were conferred, and spring 2012, when 1,041 degrees were conferred. That's an increase of 22 percent. Credit hours increased 9.7 percent, both graduate and undergraduate individually.

Enhancing the educational experience for JSOM students remains a focal point. To this end, we are expanding our communication courses for undergraduates and offering a professional development course specifically designed for transfer students. The members of the Davidson Management Honors Program enjoyed a trip to New York City and Washington, D.C., where they not only experienced the commerce and culture of two great American cities, but made new acquaintances with prospective employers and JSOM alumni.

The Career Management Center is expanding its services, including events for JSOM students that will help them develop their professional demeanor as well as explore career opportunities. Events include everything from AT&T Day to forums that cover industries such as healthcare, marketing and supply chain and operations. Workshops and seminars this semester will cover everything from corporate politics to writing resumes and cover letters to interview strategies. Other events will focus on dressing for success, internship planning, international job search strategies and office and communications etiquette. There's even a LinkedIn and social media strategies workshop.

Final plans are being reviewed for the second JSOM building. Construction on this 110,000 square-foot building is to begin in spring 2013 with space focused on students — rooms will be devoted to student services and organizations as well as meeting and study areas. This facility will provide our students some much needed elbow room.

As you can see, we have lined up a busy, productive and fulfilling semester for our students, faculty and staff; in addition, we have continued making progress toward our goal of becoming a world-class business school, one that equips students to become leaders in the 21st century economy. We thank our alumni and friends for their generous support in realizing these goals.

Best wishes,

Visit our site on the worldwide Web

<http://jindal.utdallas.edu>

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MANAGEMENT Magazine is a publication of the Naveen Jindal School of Management, in the autumn and spring for friends of the university. The school 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.

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**On the cover:** A photo of the Naveen Jindal School of Management as the sun sets. Photo by Patrick Morey.

# THE NAVEEN JINDAL SCHOOL OF MANAGEMENT

THE UNIVERSITY OF TEXAS AT DALLAS

## A NEW TRADITION OF EXCELLENCE

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*Marissa Alanis*

Demonstrating the importance of exceptional faculty to overall university excellence, President David E. Daniel has begun a new tradition of recognition with investiture ceremonies. Jindal School professors from every academic area will be honored.

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### Jindal School Gains Valued Expertise

*Donna Steph Rian*

Jindal School Advisory Council welcomes five outstanding new members to its expanding ranks. They represent the high-energy industries of healthcare, consulting, services and banking.

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### Distinguished Alumni Award

*Donna Steph Rian*

Honored as a distinguished alumnus and recognized as an outstanding global leader, Yancey Hai, MA 1978, traveled from his home in Taiwan, where he is vice chairman and CEO of Delta Electronics, to Dallas to receive the award.

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### Strength in Numbers

*Donna Steph Rian*

JSOM welcomes 20 new faculty members this fall, bringing the total number of academics to more than 200.

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### Seen and Heard in JSOM

David Walker, founder and CEO of Comeback America Initiative, stops at Jindal School to discuss the national debt.



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# Conferring Honors

• By Marissa Alanis •

To demonstrate the importance of exceptional faculty to overall university excellence, UT Dallas President David E. Daniel has begun a tradition of honoring professors appointed to the university's named and endowed positions. These posts also serve as enduring tributes to the donors who have established them.

Those who hold these chairs — the highest academic distinction the university confers — are recognized in investiture ceremonies. The Naveen Jindal School of Management will honor its 20 endowed and chaired professors during an investiture ceremony in the Charles and Nancy Davidson Auditorium on October 23.

## The Jindal School's endowed and chaired professors are:



*Dr. Hasan Pirkul*

**TITLE:** Dean of the Naveen Jindal School of Management

**CHAIR:** Caruth Chair of Management

**NOTABLE:** Pirkul has transformed the Naveen Jindal School of

Management. The school's academic programs are highly ranked by *Bloomberg Businessweek*, *Financial Times* and *U.S. News & World Report*. Student enrollment has soared from 2,252 in 1996 to 6,600 this fall. The number of faculty has nearly quintupled, from 45 to more than 200, with 20 named professorships. Since 1996, the number of academic programs has risen from six degrees to 26 degrees.

Indeed, for the past 16 years, Pirkul has led the Naveen Jindal School of Management through tremendous growth and increased the school's national stature. He oversaw construction of the school's \$38 million facility, which was completed in 2003.

"We all knew that the building we are in now was absolutely necessary for us to continue growing, but also to be competitive with the best business schools," he says. "And we were right, because the new building has played a very important role in the progress that has taken place since then."

Under his leadership, the school's academic programs are continually ranked in *Financial Times*, *Bloomberg Businessweek* and *U.S. News & World Report*.

Last fall, the school was named the Naveen Jindal School of Management in honor of a gift donated by alumnus Naveen Jindal,

MBA 1992, who is chairman and managing director of Jindal Steel and Power Limited in India.

Pirkul has created an academic environment that fosters scholarly inquiry, innovative teaching and research productivity. Pirkul helped create The UT Dallas Top 100 Business School Research Rankings™, a widely used measure that he believes is his best contribution to research. The rankings serve as a benchmark of faculty research output in leading peer-reviewed journals.

"I'm proud of it because it helped us establish ourselves as a top 15 research school in the U.S., and it gave goals for our faculty to accomplish," he says.

As a teacher, Pirkul says he is proud of advising 16 PhD students, many of whom have gone on to become successful academics. His research interests include design of telecommunication networks, distributed computer-system design, knowledge-based systems, locating facilities, neural networks and genetic algorithms.

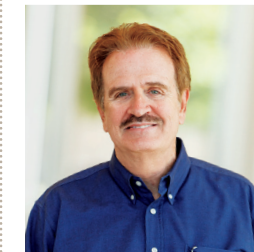
He is the founding co-editor-in-chief of the *Journal of Information Technology and Management*. He has served as an associate editor of *Management Science*, *Operations Research* and *Journal of Database Management*.

He received a bachelor's degree in industrial engineering from Boğaziçi University in Turkey. He earned a master's degree in



management science and a PhD in computer information systems at the Simon School, University of Rochester.

Before joining UT Dallas in 1996, he taught at The Ohio State University from 1981 to 1996.



*Dr. Gregory G. Dess*

**TITLE:** Professor of Organizations, Strategy and International Management. Dess is the former area coordinator.

**CHAIR:** Andrew R. Cecil Endowed Chair in Applied Ethics

**NOTABLE:** In 2009, the Academy of Management bestowed the Foundational Award on Dess for a landmark research paper on entrepreneurship that he co-authored in 1996. The highly cited paper laid the groundwork for future research.

Dess is an internationally recognized expert on business management strategy. His primary research interests are strategic management, entrepreneurship and knowledge management.

This year, the *Academy of Management Perspectives* ranked Dess among the top 20 influential researchers in the field of management, based on the publication's study of scholarly impact. In 2008, the *Journal of Management* listed him among



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the top 50 scholars who have had the greatest impact on the field of management in the last quarter century.

The influential paper on entrepreneurship that earned Dess the Foundational Award explores relationships between a firm's entrepreneurial behavior and its performance by detailing how certain dimensions combine with certain business practices to create high performance. The paper has been cited in more than 3,000 papers and journal articles since it was published in the *Academy of Management Review*.

In 2000, he was one of 33 charter members inducted into the Academy of Management's Journals Hall of Fame. He has co-authored several books and published numerous articles in leading academic journals. He serves on several editorial boards, including those for *Strategic Entrepreneurship Journal* and *Strategic Management Journal*.

He earned his bachelor of industrial engineering degree from Georgia Tech, his MBA from Georgia State University and his PhD in business administration from the University of Washington.



*Dr. Ashiq Ali*

**TITLE:** Professor of Accounting

**CHAIR:** Charles and Nancy Davidson Chair

**NOTABLE:** Ali's research interest in financial accounting has led him to investigate the sources and results

of milestone events in capital markets. His work has been published in top-tier accounting and finance journals.

A scholar of financial accounting, Ali says it plays an important role in the proper functioning of capital markets. "The importance of this role is underscored by many landmark events of the last two decades," he says, "including the accounting scandals at Enron and WorldCom, the U.S. stock market's dot-com bubble, and the subprime mortgage crisis. These events led to important regulations such as the Sarbanes-Oxley Act and the Dodd-Frank Act."

His research examines the causes and consequences of these events and regulations. Specifically, he has studied the effect of corporate governance and other firm characteristics on corporate-disclosure policies and financial transparency, as well as whether recent financial regulations have been beneficial to shareholders. His research also has dealt with the capital market's efficiency in the valuation of securities.

His work has been published in *The Accounting Review*, *Journal*

*of Accounting and Economics*, *Journal of Accounting Research*, *Journal of Financial Economics* and *Review of Financial Studies*.

He is an editorial board member of *The Accounting Review* and *The Journal of Accounting, Auditing and Finance*.

Of his endowed position, he says, "The generous support provided by the Charles and Nancy Davidson Chair has facilitated my research."

The recipient of the Executive MBA Distinguished Faculty Award in 2002 at the University of Arizona, he earned his bachelor of engineering degree from the Indian Institute of Technology, MBA from the Indian Institute of Management and PhD in financial accounting from Columbia University.



*Dr. Vijay Mookerjee*

**TITLE:** Professor of Information Systems

**CHAIR:** Charles and Nancy Davidson Chair

**NOTABLE:** He recently co-authored a paper, "To Show or

Not Show: Using User Profiling to Manage Internet Advertisement Campaigns," which was a finalist for the prestigious Daniel H. Wagner Prize for excellence in operations research practice presented by the Institute for Operations Research and the Management Sciences.

Since he was a child, Mookerjee knew he wanted to be a teacher. His mother, father, uncles, aunts and grandparents all have been teachers. After he earned his bachelor of engineering degree from Nagpur University in India, he worked for a software company in the early 1980s, and his interest in information technology and its possibilities grew.

His research interests include social networks, managerial issues in information security, optimal software-development methodologies, storage and cache management, content delivery systems, and the economic design of expert systems and machine-learning systems.

In 2011, his research on how companies can improve the online forum experience for customers won the best paper award at the Conference on Information Systems and Technology, which is held in conjunction with the Institute for Operations Research and the Management Sciences national meeting. In the co-authored paper, Mookerjee, his wife, Dr. Radha Mookerjee, and another colleague created a computer program that can help companies determine when

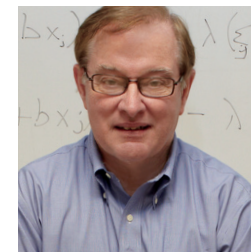
they should provide expert input to customers using online forums.

Mookerjee said he is most proud of being named a fellow of the Information Systems section of the Institute for Operations Research and the Management Sciences (INFORMS).

He is senior editor of *Information Systems Research* and has been published in several archival information systems, computer science and operations journals.

Prior to joining UT Dallas in 2001, he taught at the University of Washington, where he received the PhD Mentor of the Year award.

He earned his Post Graduate Diploma in Management (PGDM) in systems and marketing from the Indian Institute of Management. He earned his PhD in management, with a major in management information systems, from Purdue University.



*Dr. Brian Ratchford*

**TITLE:** Professor of Marketing

**CHAIR:** Charles and Nancy Davidson Chair

**NOTABLE:** In a 2007 paper published in *Marketing Science*,

Ratchford and his colleagues created a method for positioning and pricing a new product that accounts for both the needs of the retailer and the preferences of the consumer. Their work was recognized as the best paper in *Marketing Science*, earning them the John D.C. Little Award from INFORMS.

Ratchford's research interests focus on economics applied to the study of consumer behavior, information economics, marketing productivity, marketing research and electronic commerce. He has published more than 80 articles in leading marketing journals, including *Marketing Science*, *Management Science*, *Journal of Consumer Research* and *Journal of Marketing Research*.

Ratchford has been a pioneer in developing methods to improve the product-development process. In 2009, the American Marketing Association bestowed the prestigious Lehmann

*"The message that investiture sends to the university community as well as the outside community is that UT Dallas not only places a high value on research accomplishments, but also that UT Dallas is here to compete with the best universities in the U.S. with substantial numbers of distinguished professorships and chairs. We have the means of attracting the very best faculty out there and retaining them."*

— Dr. Hasan Pirkuil,

Dean of the Naveen Jindal School of Management and Caruth Chair of Management

Award on Ratchford and his co-authors for their research article, "Incorporating Subjective Characteristics in Product Design and Evaluations," which was published in the *Journal of Marketing Research*. The study developed the first formal model that measures user preferences for subjective attributes during the new-product design process. Through their work, the scholars hope to improve the new-product design process undertaken by product inventors and engineers.

Ratchford is the recipient of the 2011 Distinguished Service Award from the *Journal of Consumer Research*. He said he is most proud of having supervised 28 doctoral students throughout his career.

He is an associate editor of the *Journal of Consumer Research*, serves as a reviewer for the *Journal of Marketing Research* and sits on the editorial boards of the *Journal of Interactive Marketing*, *Journal of Marketing*, *Journal of Retailing* and *Journal of Service Research*. He also serves on the emeritus editorial board of *Marketing Science*.

He earned his bachelor's degree in English from Canisius College. He earned an MBA from the University of Rochester, where he also earned his PhD in business economics.



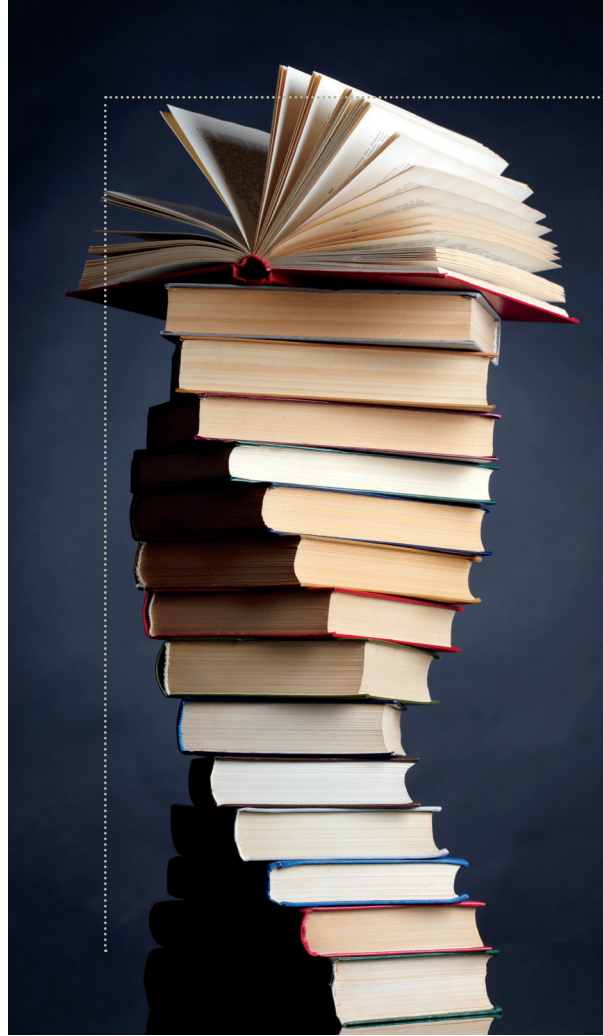
*Dr. Sumit Sarkar*

**TITLE:** Professor of Information Systems, Director of JSOM PhD Programs, Academic Director of the International Center for Decision and Risk Analysis

**CHAIR:** Charles and Nancy Davidson Chair

**NOTABLE:** Sarkar's expertise lies in modeling uncertainty in databases and knowledge bases, and devising efficient ways to automate reasoning under uncertain conditions. His fascination with uncertainty modeling has led to publications on a wide variety of topics. For example, his research on personalization demonstrates how a website can quickly infer profiles of customers based on their browsing history, which then can be used to improve recommendations in e-commerce environments.





Sarkar's research encompasses topics in knowledge management, personalization and recommendation systems, data privacy, software release, and information and knowledge quality.

His early research examined uncertainty as it relates to data and knowledge in the context of databases and expert systems, respectively. More recently, this interest has led to examining the role of uncertainty in several diverse areas, including personalization and recommendation systems, reconciliation of data from diverse sources, data quality and data privacy.

Sarkar says he is proud of his PhD students, several of whom continue to conduct high quality research.

"Working with PhD students has been not only tremendously gratifying for me, but also I think quite instrumental in my being able to do the research that has earned the recognition in the first place," he says. "They have inspired me as much as I hope I have been able to inspire them."

His research has been published in such premier business and technology journals as *Management Science*, *Information Systems Research* and *Operations Research*. He serves as an associate editor for *Management Science*, *IEEE Transactions on Management Information Systems*, *Information Technology and Management*,

and *Risk and Decision Analysis*, among others.

He joined UT Dallas in 1997. He received the Outstanding Graduate Teacher award in 2000.

He received his bachelor of technology degree from the Indian Institute of Technology, Delhi, and his MBA from the India Institute of Management, Calcutta. He earned his PhD in computer and information systems from the University of Rochester.



*Dr. Gary Bolton*

**TITLE:** Professor of Managerial Economics

**CHAIR:** O.P. Jindal Chair of Management

**NOTABLE:** Bolton's examination of the social side of human

decision-making has been his greatest contribution to his field. The National Science Foundation and IBM have supported his research. Bolton and Dr. Axel Ockenfels, professor of economics at the University of Cologne, developed the Theory of Equity, Reciprocity and Competition, which is explained in their highly cited paper in the *American Economic Review*. The premise of the theory is that people are not only motivated by their own financial payoff, but also by how their monetary gain compares to the relative payoff of others.

In the 1970s, Bolton became interested in economics because those problems dominated the news. He gravitated toward microeconomics, particularly decision-making, because he believed more should be known about how individuals respond to institutions and events.

Bolton's graduate school mentor, Dr. Alvin Roth, influenced his research, and today Bolton continues to use research methods he learned from Roth, who is the George Gund Professor of Economics and Business Administration at Harvard University.

"He taught me game theory, which concerns itself with how people make decisions — especially when they interact with one another — and he also introduced me to experimental economics, which provides a way of testing the ideas we develop in game theory," Bolton says. "It is a potent combination of theoretical and empirical tools."

Bolton's research focuses on decision-making issues such as negotiation, reputation building, and bargaining and dispute resolution. He also performs research on economic design, which covers market-trust systems and negotiation decision support.

He joined the Jindal School of Management this past summer, along with his wife, Dr. Elena Katok, who is an Ashbel Smith Professor of Operations Management.

Bolton's articles have been published in such journals as the *American Economic Review*, *Management Science*, *Journal of Mathematical Psychology* and *Games and Economic Behavior*.

He was featured in a History Channel documentary, "Seven Deadly Sins: Greed." He is on the editorial board of *Experimental Economics*. He recently co-edited *The Oxford Handbook of Economic Conflict Resolution* with Dr. Rachel Croson, a UT Dallas professor. He sits on the board of advisors of the UT Dallas Negotiations Center.

Bolton received his bachelor's degree in economics and mathematics from Drew University, his master's degree in mathematics from the University of California, Berkeley, and his PhD in economics from Carnegie Mellon University.



*Dr. Mike Peng*

**TITLE:** Professor of Organizations, Strategy and International Management. Peng is new area coordinator.

**CHAIR:** O.P. Jindal Chair of Global Strategy

**NOTABLE:** Peng is widely recognized as one of the most prolific and influential scholars in global strategy and business. Both the United Nations and the World Bank have cited his work in major publications. His research has investigated firm strategies in more than 20 countries.

Peng is a leading China scholar who has provided insight about the country's rise in global business. He has examined the Chinese government's role in the development of Chinese multinational enterprises. His recent research focuses on Chinese firms' increasing use of acquisitions to enter new markets.

He has addressed myths that China will dominate world commerce through foreign investments, saying existing data does not substantiate the notion that China's investments are a threat. Instead, China's investments bring in dollars and generate jobs in host economies. Peng argues that the notion of a so-called "China threat" underscores how researchers have a social responsibility to use evidence-based, scholarly analysis to debunk myths.

"We need to train our students to have critical thinking skills," he says. "On the one hand, we want our students to be

well-read. On the other hand, we don't want our students to believe every word that is printed by today's media...What we hope is that they come away from this education with a set of critical thinking skills."

Peng is a fellow of the Academy of International Business and was ranked by *The Academy of Management Perspectives* as the fourth-most-influential scholar among management professors receiving their PhD degrees since 1991, based on impact inside and outside the academy. Peng has more than 100 publications.

He earned his bachelor of science in business administration degree from Winona State University and his PhD in business administration from the University of Washington.



*Dr. Suresh Sethi*

**TITLE:** Professor of Operations Management, Founding Director of the Center for Intelligent Supply Networks

**CHAIR:** Eugene McDermott Chair

**NOTABLE:** Sethi is an internationally recognized scholar known for applying quantitative methods to areas of manufacturing and operations management, finance, economics and marketing.

Sethi's research areas are supply chain management, stochastic inventory models, dynamic advertising problems and mathematical finance. He developed the stochastic advertising model known as the Sethi Model that is used to analyze the dynamics between advertising and sales.

Sethi employed optimal control theory, an area of mathematics developed to find optimal ways to control dynamic systems, to treat dynamic and stochastic problems in business. Through a textbook he co-authored, optimal control theory was introduced to business schools and spurred much research.

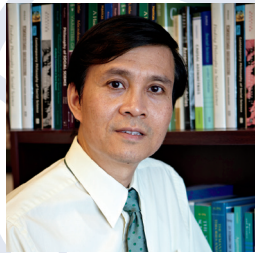
When he arrived at UT Dallas in 1997, he embarked on building a first-class group in operations management and established the operations management doctoral program, which is now recognized worldwide. A prolific scholar, he has written eight books and published nearly 400 papers.

He was named a fellow of numerous professional groups and organizations, including the Institute for Operations Research and the Management Sciences, the American Association for the Advancement of Science, the Institute of Electrical and Electronics Engineers, the Royal Society of Canada, the Production and Opera-



tions Management Society and the Society for Industrial and Applied Mathematics. He is president of the Production and Operations Management Society.

He earned his bachelor's degree from the Indian Institute of Technology, his MBA from Washington State University, and his master's degree in industrial administration from Carnegie Mellon University, where he also earned his PhD in operations research.



*Dr. Eric Tsang*

**TITLE:** Professor of Organizations, Strategy and International Management

**CHAIR:** Dallas World Salute Distinguished Professor of Global Strategy

**NOTABLE:** Tsang has published widely in leading business journals. His work is also highly cited, including a co-authored article, "Social Capital, Networks and Knowledge Transfer."

Tsang was a corporate banker at HSBC in Hong Kong when he decided to pursue a different career path. He left HSBC to work at Nanyang Technological University in Singapore, where he served as an associate professor.

"I realized that was the career I would like to have for the rest of my life because I wanted to pass my knowledge to my students and, at the same time, I wanted to do research," he says.

After deciding to join academia, he attended the University of Cambridge, where he earned his PhD in management. He taught at Wayne State University before arriving at UT Dallas in 2007.

His research areas include organizational learning, strategic alliances and knowledge transfer. He is among the top contributors to the philosophical analysis of methodological issues in management, a relatively young field of study.

A prolific scholar, he has published more than 60 articles in leading business journals. He is a senior editor of *Management and Organization Review*. He is the former senior editor of the *Asia Pacific Journal of Management*. He is or has been an editorial board member of seven major journals.

He is involved with the International Association for Chinese Management Research. He is an honorary professor at Sun Yat-sen University in China.

Tsang earned his bachelor of social sciences degree in economics from the University of Hong Kong, his MBA from the Chinese University of Hong Kong and a law degree from Peking University.



*Dr. Varghese Jacob*

**TITLE:** Senior Associate Dean, Professor of Information Systems

**CHAIR:** Lars Magnus Ericsson Distinguished Professor

**NOTABLE:** Jacob led the initiative to win accreditation and re-accred-

itation for the Naveen Jindal School of Management's undergraduate, master's and doctoral programs by the Association to Advance Collegiate Schools of Business.

Since Jacob arrived at UT Dallas in 1997, he has played an administrative role in the Jindal School of Management. As senior associate dean and as associate dean before that, he worked with faculty to obtain the school's accreditation for the first time and its subsequent re-accreditation. Jacob has worked with the dean and faculty to expand the school's portfolio of program offerings both at the undergraduate and graduate levels. That expansion and the school's focus on quality and innovative programs have spurred robust enrollment growth.

Jacob said research in information systems is exciting given the rapid change in information technology. His research topics include electronic commerce, artificial intelligence, software engineering, open-source systems, decision-support systems and data quality.

"Research has a significant impact on teaching," he says. "If you don't do research, you're not up to speed with your area of expertise. Research brings innovation to the classroom and signals to the students that you are current in your field."

His work has been published in a variety of journals, including *Management Science*, *Information Systems Research* and *International Journal of Man-Machine Studies*. He is the co-editor-in-chief of the journal *Information Technology and Management* and is the associate editor of *Decision Support Systems*.

He is the former chairman of Information Systems Society of the Institute for Operations Research and the Management Sciences.

He earned his Master of Science degree in physics from the Indian Institute of Technology and his PhD in management with a concentration in management information systems from Purdue University.

*"The Founders Chair has helped me in my research in a very direct way. It provides funds for me to travel to different places and work with others. But it also gives a certain message to the outside world about UT Dallas and that good work is recognized by the university."*

— Dr. Ram Rao, Founders Professor



*Dr. Ram Rao*

**TITLE:** Professor of Marketing

**CHAIR:** Founders Professor

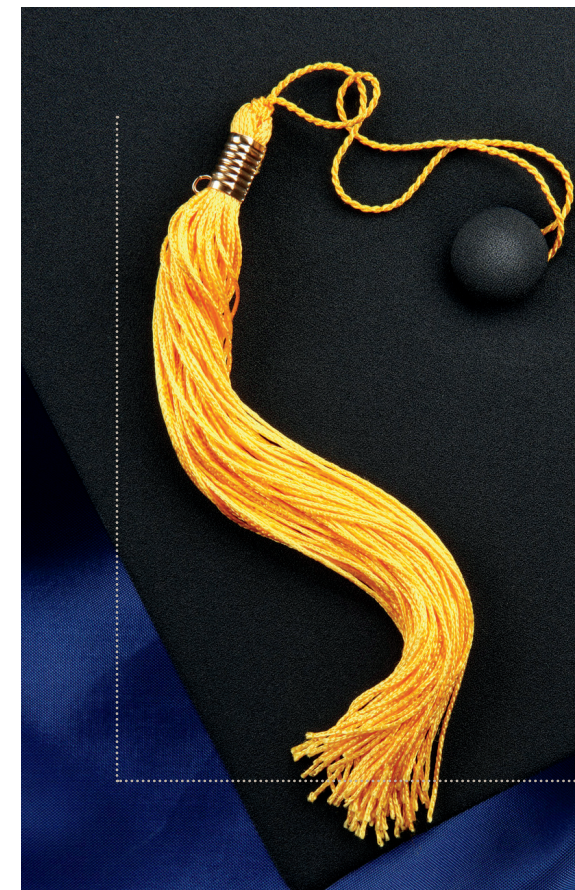
**NOTABLE:** Rao is a leading scholar in applying game-theoretic analysis to examine the competitive effects of advertising, promotions

and pricing on firms' strategies and profits.

Rao's research investigates how firms compete and how they should formulate competitive marketing strategies with an emphasis on pricing. Rao was among the first scholars to examine pricing issues with respect to retailing and advertising by using game theory, which provides a framework to consider the interactions of multiple decision makers.

He has published numerous papers in marketing journals. He is the editor of the web-based marketing journal *Review of Marketing Science*. He serves on the advisory boards of *Quantitative Marketing and Economics*, and *Marketing Research Network*. His research has received support from both corporations and national funding agencies.

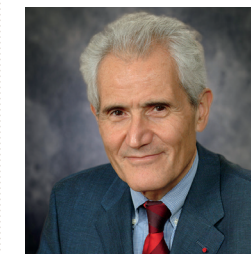
Rao joined the Jindal School of Management faculty in 1983. He has been Founders Professor since 1988. He was named Outstanding Teacher of the Year in 2006. The Greater Dallas Indian American Chamber of Commerce selected him as Educator of the Year in 2005.



JIM BARBER/FOTOLIA.COM

Rao sits on the board of the Methodist Richardson Medical Center Foundation, a nonprofit organization that raises funds for hospital projects. He is active in the Dallas chapter of Food for Education, an organization he founded that raises money to provide school lunches for underserved children in India. He was the organization's first co-president.

He received his bachelor's degree in mechanical engineering from the College of Engineering, Guindy, Madras, India. He earned his master's degree in mechanical engineering from the Indian Institute of Science. He received his master's degree in engineering systems from University of California, Los Angeles and his PhD in industrial administration from Carnegie Mellon University.



*Dr. Alain Bensoussan*

**TITLE:** Professor of Information Systems and Operations Management, Director of the International Center for Decision and Risk Analysis

**CHAIR:** Ashbel Smith Professor

**NOTABLE:** Bensoussan is devoted to making decision and risk analysis into an interdisciplinary science that can be put to work in a variety of fields. The National Science Foundation, the state of Texas and several European agencies support his research.

Since joining UT Dallas in 2004, Bensoussan has been devoted to developing risk and decision analysis into a scientific field. He became interested in studying risk after his experiences in the aerospace industry.

He served as chairman of the European Space Agency Council from 1999 to 2002, and as head of the French Space Agency from 1996 to 2003. He was the recipient of the NASA Distinguished Public Service Medal in 2001.

The issue of risk is inherent in many areas, including engineering, finance, security, and weather and the environment. Bensoussan is helping to build a new interdisciplinary science that can provide models and tools for a large variety of applications.

He is the co-editor of *Risk and Decision Analysis* and a fellow of the Institute of Electrical and Electronics Engineers and Society for Industrial and Applied Mathematics. He is also a Von Humboldt Prize recipient.

Bensoussan served as president of the National Institute for Research in Computer Science and Control.

He earned a master's degree in mathematics and sciences



“The Endowed professorships and chairs are important to the entire community and crucial to the success of the university. It’s all about discovery, change and innovation, and the chairs empower and enable that. The very best scholars want to be at those institutions where they’re constantly re-inventing the future.”

— President David E. Daniel

from École Polytechnique, a master’s degree in economics and statistics from École Nationale de la Statistique et de l’Administration Économique, and a PhD in mathematics from the University of Paris.



*Dr. William Cready*

**TITLE:** Professor of Accounting, JSOM Accounting Area Coordinator  
**CHAIR:** Ashbel Smith Professor  
**NOTABLE:** Cready primarily has researched the relationship between accounting information and investor

trading decisions. Recently, he has examined how accounting information impacts stock prices. He co-authored a paper showing that aggregate market indices and firm-level earnings move in opposite directions. That is, favorable firm-level earnings news has negative, not positive, implications for marketwide price movements.

Cready became interested in examining investors’ trading responses to accounting information while at The Ohio State University, where he was a doctoral student. During his doctoral program’s weekly workshop, several papers regarding trading volume were presented. The papers piqued Cready’s interest to the extent that he wanted to learn more about how different types of investors trade in a similar or differing fashion. He has concentrated his research in this area and has published numerous articles in leading journals.

Cready also studies how items are reported on income statements, particularly a classification known as “Special Items.” He has been involved in several studies that explored the implications of “Special Items” classification for manager compensation, stock-price valuation and whether “Special Items” serve as vehicles for hiding more ordinary expenses. He also studies the relationship between aggregate earnings and stock-market returns.

Cready is a Certified Public Accountant and management accountant. He is an editorial board member of *The International Journal of Accounting*, *Contemporary Accounting Research* and *The Accounting Review*. He has served as an editorial board member of *Accounting Horizons*.

He earned his Bachelor of Science degree in accounting from the University of Alabama. For his graduate work, he attended The Ohio State University, where he earned a master’s degree and PhD in accounting.



*Dr. Milind Dawande*

**TITLE:** Professor of Operations Management, JSOM Management Operations Area Coordinator  
**CHAIR:** Ashbel Smith Professor  
**NOTABLE:** Prior to joining the faculty at UT Dallas, Dawande was

a research staff member in the Enterprise Solutions Research Group at the IBM T.J. Watson Research Center, where he was the recipient of the First Patent Application Invention Achievement Award for his work on providing optimized solutions for the steel industry.

As a child, Dawande listened to his mother, a history professor, narrate stories about academic life. These stories had an impact on his decision to teach. Throughout his college career, he was surrounded by researchers who performed quality work.

“These researchers had a strong influence on me and therefore, honestly speaking, I never thought about any other career than research and teaching,” he says.

Since he joined UT Dallas in 2000, Dawande says the Jindal School of Management has provided a fertile ground for quality research, which has helped him grow as a researcher. His research interests include discrete optimization of problems in manufacturing and service operations, and supply chain management. Dawande has applied his expertise to help solve optimization problems at several companies.

“Often there is a need to solve challenging optimization problems to enable effective decisions from the various stakeholders of the supply chain,” he says. “Identifying such opportunities and devising efficient algorithmic solutions is the goal of my work.”

Dawande says he is proud to be a part of the operations management group, which is one of the best in the country. He is also proud of his students.

He is an associate editor for *Manufacturing & Service Operations Management*, *IIE Transactions* and *Journal of Scheduling*. He is a senior editor for *Productions and Operations Management*.

He received his bachelor of technology degree in computer science from the Birla Institute of Technology and Science, India. He received an MS in mathematics from the University of Louisiana. He earned both an MS and PhD in algorithms, combinatorics and optimization from Carnegie Mellon University.



*Dr. Elena Katok*

**TITLE:** Professor of Operations Management  
**CHAIR:** Ashbel Smith Professor  
**NOTABLE:** A groundbreaker in an emerging discipline that studies the impact of human behavior

on operations management, Katok helped establish — and currently presides over — the Behavioral Operations Management section of the Institute for Operations Research and the Management Sciences. Her research has been supported by the National Science Foundation and the United States Department of Defense.

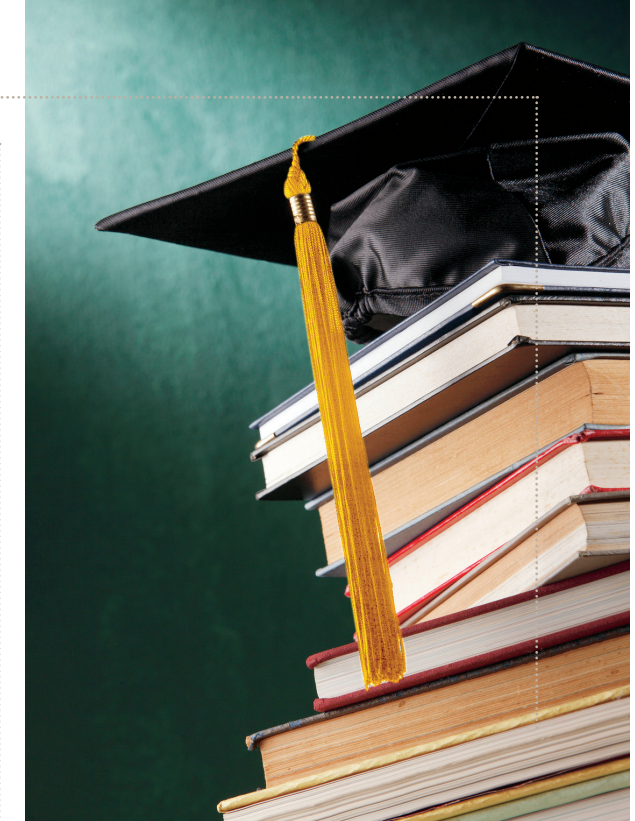
Katok is a pioneer who helped establish the growing field of behavioral operations management, which examines the way human behavior affects operations management practices.

“My interest in behavioral operations management evolved from my interest in experimental economics,” she says. “Early on in my career, I was fortunate to have had an opportunity to work with Gary Bolton and Alvin Roth. The topics of market design and strategic procurement naturally lend themselves to being investigated using game theoretic models and laboratory methods, so this was a natural fit.”

Her husband, Gary Bolton, holds the O.P. Jindal Chair of Management at UT Dallas, and Alvin Roth is the George Gund Professor of Economics and Business Administration at Harvard University.

Katok says she is proud of co-organizing the first Behavioral Research in Operations Management conference in 2006. The conference is now held annually, which is a testament, she says, to the growth of behavioral operations management.

Her research expertise also includes market design and strategic procurement and her papers have been published in top business and economics journals. She is a senior editor and the



incoming department editor for behavioral operations for *Production and Operations Management*. Prior to joining UT Dallas this fall, she was a professor of supply chain management in the Smeal College of Business at Pennsylvania State University.

She earned her bachelor of science degree in business administration with an emphasis in finance and economics from the University of California, Berkeley. She earned her MBA from Pennsylvania State University, where she also earned her PhD in management science.



*Dr. Stan Liebowitz*

**TITLE:** Professor of Managerial Economics, Director of the Center for the Analysis of Property Rights and Innovation  
**CHAIR:** Ashbel Smith Professor  
**NOTABLE:** Liebowitz is best known

for his examination of economic theories relating to path dependence, network effects and lock-in, concepts that are related to whether technology markets are choosing the best products and standards. His research debunks some long-held theories that argue that the best technological products will not prevail in the marketplace. Instead, his findings show that economic forces are likely to deliver the better product to consumers.



Liebowitz is one of the world's authorities on the economic impact of piracy, downloads and file sharing in the digital domain. His expertise reached the highest court in the land in 2005 when U.S. Supreme Court Justice Stephen Breyer cited Liebowitz's paper on file sharing, "Will MP3 Downloads Annihilate the Record Industry? The Evidence So Far," as part of a concurring opinion.

Liebowitz has studied and testified about the federal monopoly case against Microsoft, including a co-authored and widely acclaimed book, *Winners, Losers & Microsoft: Competition and Antitrust in High Technology*.

His research interests include file sharing, the strength of the copyright monopoly and the role of bundling, a business strategy used to sell several items as part of a combined product.

He has published five books and more than 60 articles. He is the former president of the Society for Research on Copyright Issues. He is a fellow of the Independent Institute.

Liebowitz earned his bachelor's degree in economics from Johns Hopkins University, and both his master's and doctoral degrees in economics from the University of California, Los Angeles.



*Dr. Suresh Radhakrishnan*

**TITLE:** Professor of Accounting, Director of Research at the Institute for Excellence in Corporate Governance  
**CHAIR:** Ashbel Smith Professor  
**NOTABLE:** Radhakrishnan is

renowned for developing a measure that quantifies organizational capital, which embodies constructs such as employee morale, brand and culture to show how they can contribute to a company's productivity. His research in this area garnered extensive media coverage, including in *The New York Times*. He was invited as a knowledge expert to the Microsoft CEO Summit and SAP Global Congress.

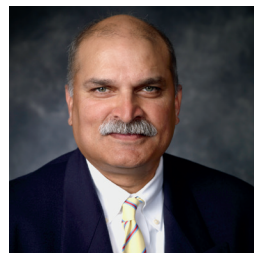
Radhakrishnan's papers have been published in leading academic journals in accounting, finance, information sys-

tems and operations management. His research interests include valuation of intangible assets, performance evaluation, contracting, the impact of corporate governance and the value of corporate social responsibility.

In 2006, he co-authored a paper that explored the relationship between corporate charitable giving and a company's revenue growth. The paper was a runner-up for the Moskowitz Prize for Socially Responsible Investing, awarded by the University of California, Berkeley. Radhakrishnan says his research showed that in consumer-product industries a company's charitable giving serves as advertisement.

His passion for teaching has earned the admiration of students who have nominated him for awards. He won the Naveen Jindal School of Management's Outstanding Graduate Teacher of the Year award in 2001 and 2007. In addition to teaching, he has guided nearly 20 PhD students throughout his career.

He is a chartered accountant in India. He earned his bachelor of commerce degree from University of Madras, India, his master of science in statistics and operations research degree and his PhD in accounting from New York University.



*Dr. Michael Rebello*

**TITLE:** Professor of Finance and Managerial Economics  
**CHAIR:** Ashbel Smith Professor  
**NOTABLE:** His research papers on corporate financing choices, corporate boards and auctions

have been cited in influential surveys.

Among Rebello's research interests are corporate governance, corporate capital structure, corporate restructuring, security analysts and venture-capital financing. He said his interest in examining issues related to corporate finance partially stems from perceived needs.

"In the past five to seven years, there has been a big push to reform corporate governance," he says. "People have been trying to come up with policies, and it wasn't clear that the issues are

fully understood. So the idea is to inform people about some of the issues that really matter and should be considered when making policy. With corporate restructuring, the idea was to explain why it occurs and the phenomena we observe."

His work has been published in such journals as *American Economic Review*, *Journal of Accounting Research*, *Journal of Finance*, *Management Science* and *Review of Financial Studies*.

Rebello says he is most proud of having his research ("Private Information and Bargaining Power in Venture Capital Financing" and "Venture Capital Financing: The Role of Bargaining Power and the Evolution of Informational Asymmetry") cited in the *Journal of Economic Literature's* retrospective of 25 years of research on the role of asymmetric information.

He arrived at UT Dallas in 2007. He previously taught at Georgia State University and Tulane University, where he received a teaching award in 2004. He was a visiting scholar at the Stockholm Institute for Financial Research.

He earned his bachelor's degree in economics from St. Stephen's College at Delhi University in India. He earned his PhD in finance from The University of Texas at Austin.



*Dr. Kathryn E. Stecke*

**TITLE:** Professor of Operations Management  
**CHAIR:** Ashbel Smith Professor  
**NOTABLE:** Stecke is the recipient of the Kimball Medal from the Institute for Operations Research

and the Management Sciences (INFORMS), which recognizes scholars for their distinguished service to both the organization

*"I am honored and deeply humbled to be the holder of this chair, previously occupied by the Nobel Laureate Polyzarp Kusch and the great Frank Bass (1926-2006), who is considered the father of marketing science. The Naveen Jindal School of Management has provided an environment to build one of the world's best programs in operations management."*

— Dr. Suresh Sethi, Eugene McDermott Chair

and to the fields of operations research and the management sciences. She is also an INFORMS fellow.

Stecke is an internationally recognized scholar in flexible manufacturing and supply chain issues. She speaks globally about issues related to supply chain management, operations and marketing interface issues, flexible manufacturing systems and *seru*, which is a Japanese organizational and production

system that focuses on electronics product assembly.

Stecke is an active member of INFORMS. She has chaired international and national meetings for INFORMS. In 2009, she was elected an INFORMS fellow.

In 2004, INFORMS selected her research paper, "Formulation and Solution of Nonlinear Integer Production Planning Problems for Flexible Manufacturing Systems," as one of the 50 most influential papers published in *Management Science* in the last half century.

In 2002, she received the Outstanding Graduate Teacher award in the Naveen Jindal School of Management.

She has published numerous papers in journals on various aspects of flexible manufacturing systems planning and scheduling.

She is the founding editor-in-chief of the *International Journal of Flexible Manufacturing Systems* and is editor-in-chief of *Operations Management Education Review*.

Stecke received her bachelor of science degree in mathematics from Boston State College. She earned master's degrees in applied mathematics and in industrial engineering as well as a PhD in industrial engineering, all from Purdue University.



## JSOM GAINS VALUED EXPERTISE

— By Donna Steph Rian —

**FIVE NEW MEMBERS** recently were named to the Naveen Jindal School of Management Advisory Council, a group of corporate executives, experts and leaders from the Dallas-Fort Worth business community who play a vital role in the school's development and achievement. The council also provides important leadership in strengthening and enhancing school programs and goals.



Jeff Combs

**Jeff Combs**, a 2005 EMBA Jindal School alum, is vice president, Texas account management of Blue Cross Blue Shield of Texas. Combs is responsible for leading the Texas account-management team serving 2.2 million Blue Cross Blue Shield of Texas members. Blue Cross Blue Shield is a division of Health Care Services Corp., the largest non-investor-owned health plan in the country. Combs succeeds former BCBS council member J. Darren Rodgers, who has taken a position with the company in Chicago.

Combs joined Blue Cross Blue Shield in 1992 and has been promoted numerous times throughout his career there. He was appointed to his current position in 2010. He received his BS in marketing from Iowa State.

"Because I received my MBA from UTD, I am familiar with many of the people there, as well as the culture. I also understand what the students are faced with," Combs says. "I think there is a huge connection between what we as employers are looking for and the talent we are trying to track, and having UTD as the source of that talent. As part of the council, I hope to help capitalize on that talent and that connection."

**John S. Duchala** is senior managing director for the Southwest region of Wells Fargo Private Bank, the wealth-management division of Wells Fargo Bank. He is responsible for delivery and execution of the firm's wealth-management business in Arizona, New Mexico, Nevada and Texas. Prior to that, Duchala was regional manager for Wells Fargo Private Bank's Eastern markets, based in New York City.



John S. Duchala



Manish Goyal

Duchala also has served in various executive positions at JPMorgan Private Client Services, Victoria Bank and Trust, and Norwest Bank. He began his financial career in public accounting with Coopers and Lybrand in Washington, D.C. He earned his BS in industrial technology from the State College of New York at Oswego and an MBA in finance from Old Dominion University.

"With more than 25 years in the financial services industry as a leader and an adviser, I believe I can offer broad experience gained through years of helping clients solve their financial problems," Duchala says. "As a council member, I can act as a liaison between the JSOM and Wells Fargo, building stronger ties between our company, UTD and the student community. I believe that UTD students will benefit from exposure to 'real-life' experiences, which are forever a great teacher."

**Manish Goyal** is a partner in the Dallas office of McKinsey and Company, a global management consulting firm. He is a leader in the firm's marketing and sales practice, with a particular focus on micromarket management, including identifying micromarket-level opportunities and aligning resources to address those opportunities.

Goyal previously served in executive positions at Microsoft Corporation and Amazon.com. He earned an MBA with honors from Harvard Business School and an MS in computer science from the University of Washington. He received his BS degree in electrical engineering from the Indian Institute of Technology, Kanpur, where he was awarded the Director's Gold Medal for outstanding achievement and leadership.



Ray Hemmig

"I have heard many good things about UT Dallas and would like to be more involved in the community, and this strikes me as a good way to do so," Goyal says. "I have a good sense of what kind of assistance students need and am very interested in helping. McKinsey does a lot of work with schools, the arts, foundations and more, and I'd like to be a part of those efforts."

**Ray Hemmig** brings more than 40 years of retail and restaurant industry experience to the council. He currently serves as chairman of the board of Buffet Partners, parent firm of Furr's cafeteria chain. He also is founder and manager of Retail and Restaurant Growth Capital, a private investment partnership providing debt capital and strategic counsel to retail and restaurant businesses.

Hemmig previously served in executive positions at JCPenney, Hickory Farms of Ohio, Grandy's and Ace Cash Express. He is an active member of several industry associations, including the North Texas Chapter of the National Association of Corporate Directors. He has been a director of the UT Dallas Institute for Excellence in Corporate Governance (IECG) for the past three years.

"Having the opportunity to join the JSOM Advisory Council is a natural progression," Hemmig says. "My personal beliefs include devoting a portion of my time and economic resources to the field of higher education. I also have long held the belief that allowing students to benefit




Cynthia Keith

from the actual business experiences of others is the best way to teach the lessons of business management."

**Cynthia Keith**, a partner in the technology assurance practice of PricewaterhouseCoopers, is a Jindal School alum, having earned a BS in accounting in 1988. Keith has worked with PricewaterhouseCoopers for almost 25 years, serving a variety of clients in the technology sector, both public and private.

She also specializes in assisting venture-capital clients and serves as the operations partner for the firm's National Quality Organization.

She has a special interest in mentoring women, particularly women with families, as she completed her degree at UT Dallas as a mother of three young children. "I often could take only one class at a time," she says. "I was older than many students and received a lot of support from the professors there, particularly pushing me to go into public accounting, which today still is a field men continue to dominate at the partner level."

"UT Dallas is always looking for real-world views of what is going on in the business world and what companies are looking for," Ms. Keith says. "I bring a lot of perspective from the public accounting world and hope to provide some mentorship to young women who are working to advance their careers. I am looking forward to this great opportunity." 

"I THINK THERE IS A HUGE CONNECTION BETWEEN WHAT WE AS EMPLOYERS ARE LOOKING FOR AND THE TALENT WE ARE TRYING TO TRACK, AND HAVING UTD AS THE SOURCE OF THAT TALENT. AS PART OF THE COUNCIL, I HOPE TO HELP CAPITALIZE ON THAT TALENT AND THAT CONNECTION."

— Jeff Combs



# SUCCESS STORY

## DISTINGUISHED ALUMNI AWARD

International management studies grad enjoys success in his native Taiwan.



Yancey Hai, MA 1978

by Donna Steph Rian

When **Yancey Hai** attended UT Dallas in the 1970s, he was a self-proclaimed “poor student” from Taiwan, paying \$13 a credit hour and barely affording it. Today, the 1978 graduate of the Naveen Jindal School of Management is vice chairman and CEO of Taiwan-based Delta Electronics, Inc. and soon will be hosting UT Dallas President David E. Daniel.

“The education I received at UT Dallas’ Jindal School of Management gave me the license to get into the business world,” Hai says. “It has been very important for my career. It gave me the understanding of accounting, finance and international trade. It gave me a complete business education.”

Last spring, Hai was honored with a UT Dallas Distinguished Alumni Award at the university’s 10th annual Awards Gala. He graduated with an MA degree in international management studies and for two decades served in executive positions with such financial institutions as JPMorgan, Citibank and GE Capital before returning to his native Taiwan to join Delta Electronics in 2004.

Hai continues to maintain close ties with his alma mater. “UT Dallas has made great progress by expanding its faculty and broadening its student population, especially in the Jindal School,” he says. “It also has moved forward significantly in academic achievements.”

As a top executive at Delta Electronics — a leading provider of energy efficient products and renewable energy solutions — Hai has helped quadruple the company’s revenues to \$5.7 billion and increase its market capitalization from \$2 billion in 1994 to more than \$10 billion in 2011.

Delta Electronics also has set an example in corporate governance and corporate social responsibility. It was counted among the “Global Top 100 Low-Carbon Pioneers” by *CNBC European Business Magazine* in 2008 and received the Frost & Sullivan Green Excellence Award in 2009.

Hai, himself, received the CBLA 2010 China Business Leader of the Year Award and the same year was recognized by *CNBC’s Asia Business Leaders Awards* as “Asia Innovator of the Year.”

Hai advises students: “Always be open-minded. The world is constantly changing. You have to keep learning new things, even after you’re out of school. Also, face problems and figure out solutions. Never run away from them.”

## STRENGTH IN NUMBERS

by Donna Steph Rian

THE NAVEEN JINDAL SCHOOL OF MANAGEMENT WELCOMES 20 NEW FACULTY MEMBERS THIS ACADEMIC YEAR, BRINGING THE TOTAL NUMBER OF THE SCHOOL’S PROFESSORS AND LECTURERS TO MORE THAN 200. EIGHTEEN OF THE NEWCOMERS ARE INTRODUCED HERE. APPOINTED TO ENDOWED PROFESSORSHIPS, TWO OTHERS, GARY BOLTON AND ELENA KATOK, ARE INTRODUCED IN CONFERRING HONORS, BEGINNING ON PAGE 2.



Dmitri Kuksov

**D**mitri Kuksov, professor of marketing, joins the Jindal School from Olin Business School at Washington University in St. Louis. Kuksov had served there since 2003, first as an assistant professor of marketing, subsequently as an associate professor of marketing.

This fall, Kuksov is teaching principles of marketing to undergraduate students and marketing management to graduate students. He also is organizing the next Frontiers of Marketing Science conference scheduled for next February.

Kuksov is interested in all areas of marketing, stemming from his “observations of business and consumer behavior” — both personal and what he gleanes from business periodicals and the press, he says.

“I have conducted research on understanding the managerial implications of consumer and business uncertainties about product value or prices, the specifics and implications

of markets for self-expressive products — when consumers are more interested in social rather than functional uses of products — and markets with network externalities,” he says.

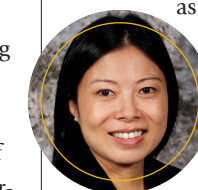
He also is interested “in implications of word-of-mouth and consumer-product ratings, retailing and distribution strategies, and the implications of ‘not fully rational’ consumer behavior.”

Kuksov earned a PhD in business administration from the University of California, Berkeley, and a PhD from Brigham Young University and a BS from Moscow State University.

...

### YUAN ZHANG

Yuan Zhang joins the JSOM from Columbia University, where she served as an assistant professor since



July 2003. As an associate

professor of accounting at UT Dallas, she will be teaching intermediate financial

accounting next spring. Zhang’s research interest involves financial accounting, as “financial reporting and accounting information play important roles in the capital market,” she says. Her research “seeks to better understand this role and its implications.”

Zhang earned her PhD in accounting

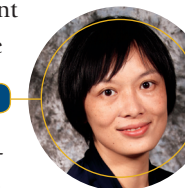
from the University of Southern California and a BS in accounting from Tsinghua University in Beijing.

“I am excited to be a part of the fast-growing Jindal School of Management,” Zhang says. “I look forward to contributing my research and teaching skills and working with the outstanding faculty members and a diverse student body.”

### YING XIE

As an associate professor of marketing, Ying Xie is teaching principles of marketing to undergraduate students and advertising research to MBA students this fall.

Both courses fit well with her research interests, which include pharmaceutical marketing, social contagion and word-of-mouth customer reviews, Internet marketing, consumer decision-making in financial markets and new products. One of the accomplishments of which Xie is most proud is that her recent paper, “Measuring the



Lifetime Value of Customers Acquired from Google Search Advertising,” received the 2012 Olin Award for its potential to advance business.

Xie comes to UT Dallas from Olin



Business School at Washington University in St. Louis, where she was promoted from assistant professor of marketing to associate professor. She previously served as an assistant professor of marketing at Rutgers Business School at Rutgers University. She earned her PhD in marketing from Northwestern University and her master's degree from Purdue University.

**MENG LI**



LI

Meng Li is a recent PhD accounting graduate of The University of Chicago, where she also earned an MBA. She received an MA in economics from The Ohio State University and a BA degree in economics from Tsinghua University in Beijing.

As an assistant professor of accounting, Li is teaching introductory financial accounting to undergraduates this fall.

Li's primary research interest is in corporate governance, focusing on "mitigating the conflicts of interests between stakeholders," she says.

"I became interested in this line of research because corporate governance is an important topic all over the world," she says. "Different institutional structures result in different corporate governance practices. For example, there is a 'stakeholder' type of corporate governance in Japan because of the main banking system. In a working paper, my colleagues and I are investigating whether...corporate governance in Japan has improved during the past two decades, and whether observed changes in Japanese firms' cash holdings and payout policies are consistent with improved corporate governance."

**NINGZHONG LI**



LI

Ningzhong Li comes to UT Dallas from London, where he taught financial accounting at the London Business School for the past three years. Prior to that, he served as a lecturer at The University of Chicago. As an assistant professor of account-

ing, Li is teaching financial accounting to MBA students this fall. He earned an MBA and PhD in accounting from The University of Chicago, and MA and BA degrees in finance from Beijing University.

Li's research focuses on the use of accounting information in financial contracting, including debt contracts, compensation contracts and more.

"I am excited about moving to UTD," he says. "The accounting group at UTD is among the best in the world and is maintaining a strong momentum to improve even further. I am thrilled to be working with the future accountants at UTD, as well as being part of the faculty there."

**JUN LI**



LI

Jun Li joins the JSOM as assistant professor of finance and managerial economics, having recently completed his PhD in business administration at the

University of Minnesota. He was awarded the Carlson School PhD Student Teaching Award while there.

Li received a BA in applied physics from Beijing University of Aeronautics and Astronautics and a master's degree in physics from the University of Minnesota.

His research involves studying asset pricing, both empirical and theoretical, as well as patterns in the stock market. "I want to understand the underlying forces that are driving stock market fluctuation, whether because of economic fundamentals or investor psychology," Li says.

Li will teach investment management in spring 2013. He hopes to also

advise and work with PhD students. "Before transferring to finance, I was a PhD student in physics," Li says. "But now, I am very excited to be an assistant professor in finance."

**ALESSIO SARETTO**



SARETTO

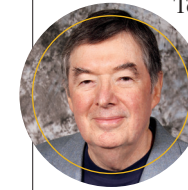
Alessio Saretto says he discovered his current research interests — derivatives, credit risk and structured finance — by reading *The Wall Street Journal*. As an assistant professor of finance, Saretto will teach an options and futures course in spring 2013.

Before coming to the Jindal School, Saretto served as a visiting assistant professor of finance in the McCombs

School of Business at UT Austin. Prior to that, he served as an assistant professor of finance at Purdue University, after being promoted from his position as visiting instructor of finance. He earned a PhD in finance from UCLA, a PhD in mathematical finance from the University of Brescia in Italy and an MA in international finance from the Catholic University of Milan.

His suggestion to students: "Never, ever be afraid to ask a question."

**MEHMET AYVACI**



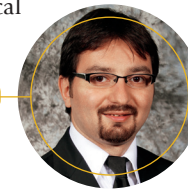
AYVACI

A recent PhD graduate of the University of Wisconsin with a degree in industrial and systems engineering, Mehmet Ayvaci joins the Jindal School of Management as an assistant professor. He is teaching undergraduate and graduate healthcare informatics courses.

Ayvaci's research interests focus on "healthcare applications of decision

sciences and information systems, in particular, breast cancer diagnosis following mammography," he says.

"I am motivated by the research topics that address theoretical questions with good

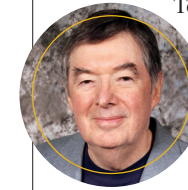


empirical support in the subjects lying on the interface of decision science, information systems and healthcare," Ayvaci says.

"I am a strong believer in interdisciplinary research," he says, "and have closely collaborated with colleagues from various domains, including radiology, computer science, bioinformatics and internal medicine. I am attracted to any research with a focus on solving real problems that improve people's lives."

Ayvaci received a master's degree in management science and engineering from Stanford University and an undergraduate degree from Texas A&M University.

**MICHAEL DEEGAN**



DEEGAN

A healthcare executive with more than 35 years of experience, Michael Deegan, MD, DM, comes to UT Dallas from Arlington-based hospital chain Texas Health Resources, where he most recently

served as executive vice president and chief clinical and quality officer.

He joins the Jindal School as a clinical professor, leading the Executive Education's Healthcare Leadership and Innovation initiatives.

Under Deegan's supervision, UT Dallas will work with UT Southwestern Medical

Center and a national medical professional society to provide a one-year curriculum in leadership and management education, to be taught by JSOM faculty to practicing physicians throughout the country.

Deegan earned his MD degree from the University of Maryland and his executive Doctor of Management degree from Case Western Reserve University. His current research interests include emotional intelligence competencies, clinical quality and patient safety practices, and healthcare policy.

**RANDALL S. GUTTERY**



GUTTERY

Randall Guttery joins the Jindal School's finance area as clinical professor of real estate and director of real estate programs. He brings a wealth of experience to the industry-

focused curriculum, which offers concentrations at the BS, MS and MBA levels.

At the University of North Texas for the past 18 years — as professor of finance and real estate, associate dean for graduate programs in the College of Business and the university's Certified Financial Planner program director — Guttery was featured in more than 100 publications, as well as on radio and television. He has authored numerous articles and textbooks.

In addition to teaching Introduction to Principles of Real Estate and Personal Financial Planning this fall, Guttery is playing an integral role in expanding the real estate program and obtaining program accreditation with the Texas Real Estate Commission.

Guttery earned BBAs in finance



and risk management from UT Austin, an MS in finance from Louisiana State University and a PhD in finance from the University of Connecticut. He received Chartered Life Underwriter and Chartered Financial Consultant designations from the American College.

**KENNETH SMITH**

As a clinical professor of finance, Kenneth Smith brings more than 25 years of both academic and research experience in the financial management field — most recently having served as a professor at Pittsburg State University. Smith also has taught at the University of North Texas and had visiting professor appointments at Texas Tech University, the University of Memphis and the University of Washington. He was an adjunct lecturer at UT Dallas in 2011.



“First, let me say how excited I am to be join-

ing the faculty of the JSOM,” Smith says. “I taught at UT Dallas last year as an adjunct, and I know about the high quality of students in the JSOM programs.”

Smith earned a PhD in economics from the University of California, Riverside, an MA in economics from the University of South Florida, and MS and BS degrees from Indiana State University.

His research focuses on balance sheet issues in banking, and his articles have been cited by more than 300 researchers worldwide. He is teaching quantitative methods in finance.

**HOWARD DOVER**

For Howard Dover, returning to teach at UT Dallas is like coming home. Having



earned both master’s and PhD degrees in management science at the Jindal School, Dover says “being asked to come back and develop a sales program is quite an honor.”

As clinical professor of marketing, Dover is teaching Personal Sales and Sales Management, Personal Selling Skills and Introduction to Social Network Technology this fall. He also will coach undergraduate students in sales competitions and develop a sales program and sales center. His research work focuses on how sales performance impacts customer lifetime value, and on students’ use of professional social networks to develop social capital.

Previously, Dover was an assistant professor of marketing and sales coach at Salisbury University, where his sales and marketing students won numerous national awards. Prior to that, he was an instructor of marketing while a PhD student at UT Dallas. He also has worked in the government and private sectors in various positions.

**SONIA LEACH**



Sonia Leach recently retired after 20 years of service with the U.S. Air Force — most recently

at the Army and Air Force Exchange Service in Dallas.

She joins the Jindal School as a clinical associate professor.

This fall, Leach is teaching Supply Chain Management, Quantitative Business Analysis and Making Managerial Decisions Under Conditions of Uncertainty. She is faculty adviser for the student chapters of the Institute for Supply Management and the Association for Operations Management. Her research interests are in applied industrial statistics.

“As a U.S. Air Force officer, I was exposed to decision-making situations where the quality of the methods of data collection and statistical analysis had a great influence on the chosen courses of action,” she says. “This has motivated me to find better ways to collect and statistically analyze data to aid in better decisions or increase the confidence in the decisions being made.”

Leach earned a PhD in industrial engineering from Arizona State University, an MS in operations research from the Air Force Institute of Technology and a BS in mathematics from Pennsylvania State University. She served as an assistant professor of industrial engineering at the Air Force Institute of Technology from 2005 through 2008.

**VANCE JOHNSON LEWIS**

Vance Johnson Lewis joins the Jindal School as clinical assistant professor in the organizations, strategy and international management area, and as director of the undergraduate business administration program. Besides overseeing that bachelor’s degree program, he is teaching Professional Development and Organizational Behavior this fall.

Johnson Lewis recently earned a doctorate degree in higher education and management from Oklahoma

State University, where he also served as a lecturer on the adjunct faculty. He also was on the adjunct faculty at the University of Central Oklahoma and Northern Oklahoma College. He earned his master’s degree from the University of Arkansas and his bachelor’s degree from the University of Central Arkansas.

His primary research interest is in micro issues of organizational behavior, “such as job satisfaction, self-actualization and narcissistic behaviors,” he says. His



research also involves the application of tested organizational behavioral theories in higher education.

“I find it interesting how people think,” Johnson Lewis says. “While organizations and businesses often are looked at as their own entities, in truth, they are just a homologation of people and the actions of those people. I like knowing why people do what they do.”

**MONICA BRUSSOLO**

Monica Brussolo is a UT Dallas alum, having earned her PhD in public policy and political economy in May 2011 and her MS in economics in 2007. She also has served as an adjunct senior lecturer and a research and teaching assistant in the JSOM and in the School of Economic, Political and Policy Sciences.

This fall, as a senior lecturer in the Jindal School’s information systems and operations management area, Brussolo is teaching Managerial Methods in Decision Making Under Uncertainty. Her research interests include

regional economic development, the urban impact of economic initiatives and spatial analysis of economic issues.

“As a graduate of UTD and having taught in the JSOM as a part-time lecturer, I am



familiar with the diversity of interests and talents among our students, as well as with the quality of our faculty body,” Brussolo says. “I am very excited to count myself as part of such a first-class group of scholars.”

**KRISTEN LAWSON**

Kristen Lawson is excited about serving in a full-time teaching position at UT Dallas after recently working as an adjunct lecturer. This fall, as a senior lecturer in the JSOM, Lawson is teaching four sections of business communications, as well as serving as faculty adviser for Alpha Phi Omega, a co-ed service fraternity that helps members foster leadership skills.

“I am delighted to continue teaching at UT Dallas,” Lawson says. “My sister-



in-law received her degree in accounting from UT Dallas

in the early ‘80s, and I am pleased that life has brought me to an institution that she recalls so fondly and which continues to attract such dedicated and focused students.”

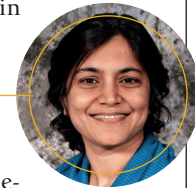
Lawson earned her MA and PhD at the University of Arizona, and a MEd at Northern Arizona University.

**HARINI MITTAL**

Harini Mittal joins the Jindal School from India, where she was an associate professor and head of the faculty of technology management department at CEPT University. While there, Mittal created an MBA program in technology management that included a lab requiring students to create prototypes and business plans for new products. Several lab innovations attracted wide media coverage, Mittal says.

As a visiting assistant professor, Mittal is teaching financial management and international financial management this fall.

Mittal earned a PhD in management from Nirma University of Science and Technology in Gujarat, India; an



MBA from Gujarat University and a bachelor’s degree from the University of Madras, India. Her

research interest focuses on innovations and entrepreneurship.

“The faculty members of the Jindal School are actively engaged in research and publications, with papers in top-tier journals,” Mittal says. “I hope I also will be able to have an exciting research career at the school.”



# Business Seniors Give Jindal School TOP MARKS in 10 Subjects

BY KRIS IMHERR

Class of 2012 seniors at the UT Dallas Naveen Jindal School of Management, surveyed before they graduated by *Bloomberg Businessweek*, helped put the JSOM undergraduate program among the nation's top 20 in five academic disciplines and among the top 25 in five other fields.

In all, the school placed highly in 10 of the 14 subjects included in the publication's 2012 specialty area rankings. JSOM ranked:

- No. 4 in operations management
- No. 14 in macro economics
- No. 15 in information systems
- No. 17 in business law
- No. 19 in micro economics
- No. 20 in marketing
- No. 21 in corporate strategy
- No. 21 in sustainability
- No. 25 in accounting
- No. 25 in quantitative methods

The results are based on *Bloomberg Businessweek's* annual survey of more than 85,000 students at more than 100 business schools. The 2012 survey, which included 124 schools, garnered a 32 percent response rate.

New data came from senior business students in the Class of 2012 at participating schools, responding to online surveys. Information systems is a new specialty area this year, taking the place of calculus, which was removed.

JSOM student responses put the remaining four disciplines not listed above in the top 50 with these rankings: No. 26 in finance; No. 31 in entrepreneurship, No. 38 in ethics and No. 43 in international business.

Two schools, the University of Virginia and Emory University, each had 11 specialty areas that ranked in the top 25.

The Jindal School at UT Dallas was one of five schools with 10 specialty areas in the top 25.

Adding the specialty area rankings across all 14 disciplines, JSOM had a summary score of 318, placing it fifth overall. The other top schools and their scores were: Notre Dame, 227; the University of Virginia, 229; the University of Miami, 287; and Emory, 312.

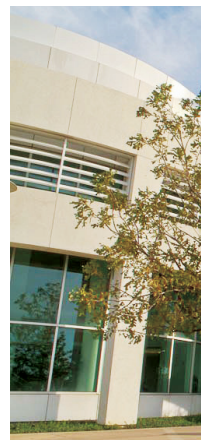
"Across a broad spectrum of subjects important to business students, we fared very well," JSOM Dean and Caruth Chair of Management Hasan Pirkul said. "That is gratifying because we strive to deliver excellence in all courses and all programs."

"Because they are based on responses from students about to complete our undergraduate program, these rankings tell it like it is to potential students," JSOM Associate Dean for Undergraduate Programs Marilyn Kaplan said. "While I am glad the Class of 2012 thought well of our efforts, I hope we impress the classes to come even more."



Hasan Pirkul

No. 20



No. 15



No. 4



Marilyn Kaplan

No. 14

No. 25

No. 21

No. 19

No. 17

## ON-THE-JOB LEARNING

Corporate Education, the Naveen Jindal School's Executive Education division that offers custom-designed leadership development programs and initiatives for organizations across the globe, has an ongoing partnership with Luminant, the Texas electricity provider. Corporate Education professors are designing and delivering a leadership development program for Luminant directors.

"We are taking steps to develop our next generation of leaders," says Mike Williams, Luminant's vice president of human resources. "Our industry is critical to Texas, is in a competitive market, and Luminant is fortunate to have talented leaders who will benefit greatly from this program."



A subsidiary of Energy Future Holdings (formerly TXU Corp.), Luminant turned to Corporate Education to design an eight-day program. The program focuses on leadership principles, communications skills, diversity and inclusion, business acumen and strategy — competencies Luminant has identified as important to attract and retain talent.

The program's goal is to create leaders who share common principles, values and approaches to leadership, a critical piece of Luminant's growth strategy. Program participants learn to speak the same leadership language and use the same best practices, tools and techniques.

Because Luminant wants to foster a culture of collaboration, "our design also includes enhancing self-awareness and personal effectiveness, as well as engaging Luminant's executives as co-facilitators alongside subject-matter educators," says Bethell-Anne Osborne, Corporate Education's director of business development.

"Luminant encourages leaders to think outside the box and serve as coaches to those they lead and manage on a daily basis," says Executive Education Assistant Dean Tom Henderson. "Corporate Education will help them cultivate those capabilities with specific modules on cutting-edge principles of leadership."

For information, contact Assistant Dean Tom Henderson, [thenderson@utdallas.edu](mailto:thenderson@utdallas.edu), 972-883-5835 or Bethell-Anne Osborne, [baosborne@utdallas.edu](mailto:baosborne@utdallas.edu), 972-883-5995.

## JINDAL SCHOOL OFFERS HEALTHCARE IT TRAINING FOR FLOURISHING FIELD

Healthcare management and information systems are flourishing disciplines that the Naveen Jindal School of Management is combining in a new certificate program intended to give students professional credentials in the growing field of healthcare information technology.



Indranil Bardhan

The beginning class in the three-course Healthcare Information Technology Certificate program teaches core concepts, such as how to identify and understand key data requirements related to patients and care in medical settings. A second course covers the use of analytical tools that can refine data to help in medical decision-making.

Indranil Bardhan, associate professor of information systems, said a key component of the program is hands-on training in Epic, leading software for electronic medical records. The semester-long program that he created, Information Knowledge Management in Healthcare, includes a substantial lab-based component with guided electronic medical record exercises and assignments.

In researching the need for the program, open to graduate-level degree- and non-degree-seeking students, Bardhan counted more than 70 hospitals in North Texas. "At any given time," he said, "we found more than 100 open job listings in healthcare IT in the DFW area."

His findings align with federal government forecasts projecting strong job prospects for computer-related occupations, as well as for healthcare information technology jobs. The U.S. Department of Labor calculates a 22 percent growth rate in IT employment from 2010 through 2020, and puts the growth rate for medical record specialists at 21 percent.

Even before the program was approved this spring, Bardhan said several students were placed in jobs at UT Southwestern Medical Center, Texas Health Resources, Baylor, and even Epic. Go to [jindal.utdallas.edu/mshealthcare](http://jindal.utdallas.edu/mshealthcare) for information.



## EXECUTIVE MBA CELEBRATING 20-YEAR ANNIVERSARY WITH UPDATED ACADEMIC APPROACH



Pamela Foster Brady

The **Executive MBA** program at the Jindal School of Management begins its 20th anniversary this fall with a new program director and a newly created position of academic director.

Pamela Foster Brady, a member of the Executive MBA Class of 2011, returns to lead the cornerstone degree program of JSOM's Executive Education area. Also part of the Executive MBA leadership team and serving as academic director is Dr. David Springate, a finance professor with deep ties to the Executive MBA program.

He was founding associate dean for Executive Education, was the Executive MBA's founding director and has been an instructor for every Executive MBA class since the program's inception in 1992.

"The UT Dallas Executive MBA program was transformational for me," Foster Brady said. Although she had risen to a vice presidency

at Atkins (formerly PBS&J) in Dallas, she was searching, she said, "for an opportunity that would allow me to build upon my strengths in managing, marketing and business development, and to stretch in strategic leadership."

"The marketplace is telling us we need to make changes," Springate said. "And we pride ourselves on listening and responding to industry and student needs."

Dean Hasan Pirkul said this new management structure will ensure continued innovation. "We have continuously implemented program improvements valued by our Executive MBA students," Pirkul said. "This is the right time to leverage the resources and innovative thinking among our alumni to make the Executive MBA as impactful as possible."

Last year, *Financial Times* ranked the Executive MBA program No. 13 among its U.S.-based public university counterparts, and *Bloomberg Businessweek* ranked it No. 10 among public university executive MBA programs. A 20-year celebration reception, welcoming alumni, current students, faculty past and present and program supporters, is scheduled for November 3 on campus.

## FACULTY NEWS

## JINDAL FACULTY AND STAFF HONORED FOR OUTSTANDING WORK

Seven Jindal School faculty, staff and student teaching assistants received praise for their outstanding teaching and service at an awards ceremony this past September.

Winners of the 2011-2012 Naveen Jindal School of Management Teaching and Staff Awards include Ashutosh Prasad, outstanding graduate teacher; Michael Savoie, outstanding undergraduate teacher; Cynthia Morris, outstanding adjunct faculty member; Jennifer Johnson, outstanding online teacher; and Susan Scott, outstanding staff member.

Two Jindal School doctoral students were named outstanding teaching assistants for the 2011-2012 academic year. They are Juncai Jiang, who teaches marketing, and Liying Mu, who teaches operations management.

All award winners received a plaque and a \$1,000 gift. The school's Teaching Committee reviewed nominations and selected recipients based on their abilities and teaching excellence. A separate committee of school staff members chose the Outstanding Staff Award recipient.



Ashutosh Prasad



Jennifer Johnson



Michael Savoie



Susan Scott

## Financial Indexes Reveal a Fragile Recovery

BY DR. DAVID SPRINGATE

The 50 largest publicly held companies in North Texas included in the Center for Finance Strategy Innovation's Index of Financial Health continue to show a generally upward, but slowing, trend in financial health. There was a slight decrease in the second quarter of 2012. The index now stands at 62.5 versus 61.2 in the fourth quarter of 2011 and 63.9 at the end of 2012's first quarter. Importantly, sales increases are slowing. Only 80 percent showed a year over year increase in the second quarter of 2012, down from the upper 80s in 2011 (89 percent at the end of 2011).

More firms, however, showed improved profit margin and asset profitability ratios. And while 16 percent of the largest 50 companies were unprofitable in the fourth quarter, this was lower than the 22 percent earlier in the year. Improving asset utilization to produce cash, as opposed to profits, is becoming harder. Although the percentage of firms reporting improved inventory turns continued at 50 percent in the second quarter, the percentage of companies reporting higher cash flow from operations has fallen to 43 percent. Collectively, these figures support the notion that the economic recovery continues but is fragile.

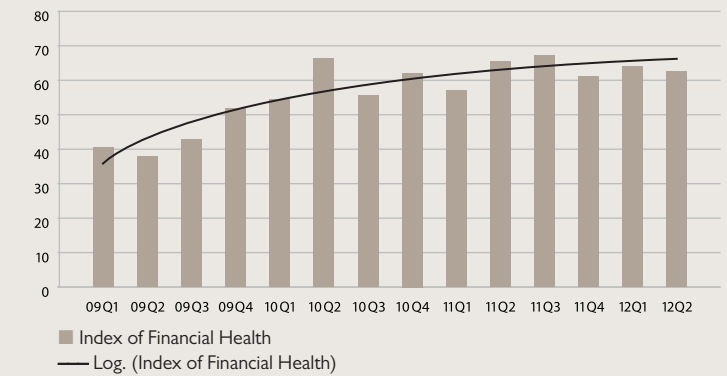
The three components of the Index of Financial Flexibility also showed mixed results. Taken together, the index continued its 30-month downward trend and now stands at 54.7. There is somewhat less need for flexibility than there was a year ago. The percentage of firms with increased short-term debt remained at 51 percent, down from the end of 2011. The percentage of firms paying cash dividends dropped 10 percent to 63 percent. Both of these trends point to less need for operational flexibility in the future and more willingness to take on financial commitments. The rise in the number of firms reducing long-term debt, to 50 percent, indicates a decreased appetite for such debt.

Tracking the financial health and flexibility needs of companies is not the same as measuring regional economic impact or labor force impact although there is, undoubtedly, some correlation.

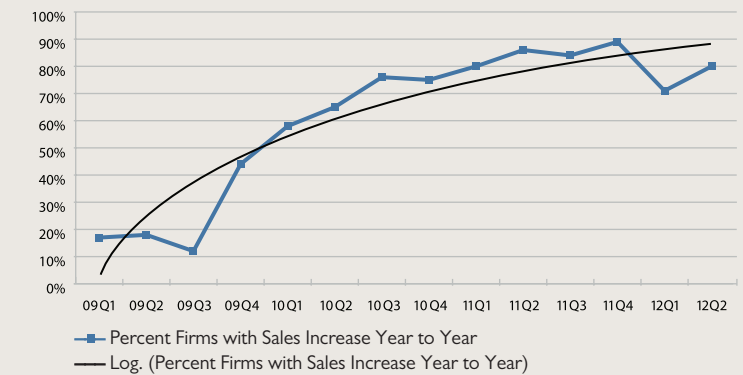


David Springate

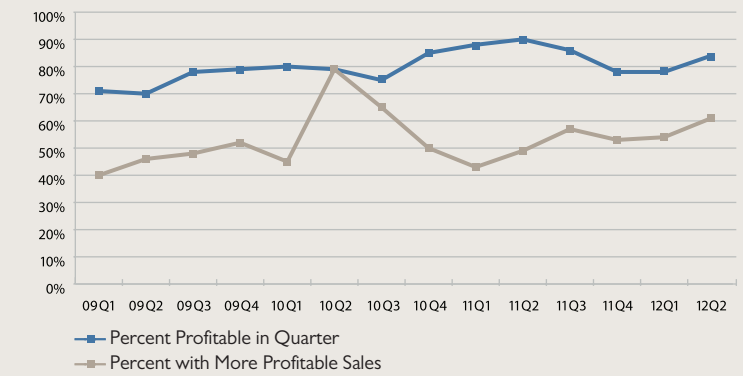
Index of Financial Health Continues Slow Rise



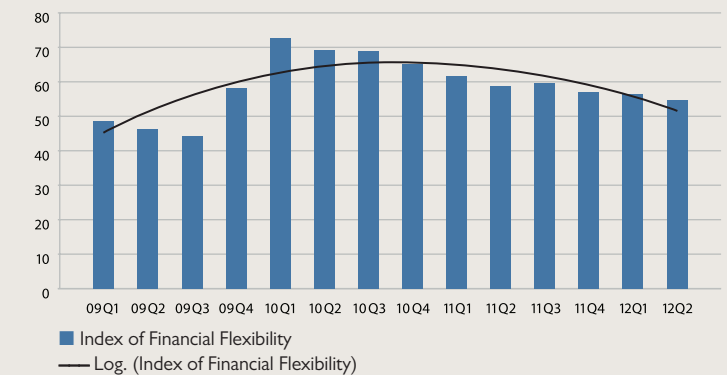
Percent of Firms with Sales Increase Year to Year Continues Upward Trend But Slows



Profitability Slowly Trends Upward



Index of Financial Flexibility Decreases Steadily





## Race to Success

UT DALLAS MBA TEAM ONE OF 40 PICKED TO COMPETE IN RED BULL-SPONSORED CONTEST

Five Full-Time MBA students may add “amateur race car driver” to their resumes after competing in the Red Bull Soapbox Race at Austin Ranch in The Colony.

Almost 67,000 spectators turned out for the Sept. 15 race that featured 40 teams, selected from several hundred applications submitted. The UTD MBAs, comprised of five students in the Jindal School of Management Full-Time MBA program, were one of the teams that made the cut.

Vance Weintraub, Matt Ritter, Rafael Barbosa, Mallory Savoie and Brian Ragan designed and constructed their green-and-orange soapbox car, called The Comet. None of the team members had engineering or mechanical backgrounds so Weintraub, who has product design experience, did a lot of research.

“It taught us a lot of engineering skills,” he

said. “One of the big things, and I knew this and a lot of people learned, is how to use all your resources in terms of finding products, and finding people.”

The group identified potential soapbox car sponsors, which in the end included Naveen Jindal School of Management; 7-Eleven; Geocent; Allan Tomlinson, a Jindal School Advisory Council member; and PricewaterhouseCoopers.

Associate Dean Diane McNulty said the sponsors did more than underwrite the car construction. “Our students benefited from their support, which allowed them to work on a project that fostered creativity, leadership,

By Marissa Alanis



team-building skills and innovation,” Dr. McNulty said. “We’re grateful to our sponsors who supported this student-led endeavor.”

Team members also received help from their MBA classmates who showed up to paint the car.

“The teamwork paid off not only for the five people on the team, but for the whole MBA program,” Barbosa said. “A lot of people were involved.

“It was great advertising and awareness for UT Dallas,” he said. “All the cars were lined up where people came in to get to the race-track. Our car was close to the entrance and you’d get people yelling, ‘UTD! I went there!’ or ‘My wife went there!’”

Above: Brian Ragan squeezes into the UTD MBA car, which the team showed off to students on campus the day before the race.

Left: Team members Rafael Barbosa, Brian Ragan and Vance Weintraub (standing) join car drivers Mallory Savoie and Matt Ritter in a Comet Whoosh on race day.

Right: Mallory Savoie and Matt Ritter get ready for the event. The duo didn’t win a prize – other than the satisfaction of completing the race.



## Scholarship Rewards Student’s Entrepreneurial Enterprise

South Africa native Jonathan Willson has always believed in the American Dream, and, for him, that includes entrepreneurship.

That dream got a boost recently when Willson, a full-time MBA student in the Naveen Jindal School of Management, was

named the recipient of a \$10,000 scholarship from the Texas Business Hall of Fame Foundation ([www.texasbusiness.org](http://www.texasbusiness.org)).

Scholarships go to outstanding graduate business students at 20 universities throughout the state that participate in foundation

programs. Applicants are challenged to demonstrate their entrepreneurial and leadership skills. The honorees will receive their scholarships in Houston at the foundation’s annual awards dinner October 30.

Part of the application process for Willson

was to write a one-page essay describing his entrepreneurial achievements and future goals. “I wrote the one-pager and then I let it sit,” he said, “because I thought no one would be interested in my story.”

Fortunately, he changed his mind.

Willson received a bachelor’s degree in commerce from the University of South Africa. He enrolled at UT Dallas after his younger brother, David, received his master’s degree in accounting from the university. The older Willson is



Jonathan Willson

scheduled to graduate in December.

“When I decided to return to school,” he said, “I was looking for support...I enjoy the different perspectives I experience at UT Dallas.

It allows me to develop good mentors.”

The road to entrepreneurship was circuitous for Willson, who, in partnership with his brother David and friend, Kai Yorke, have founded ZenFund ([www.zenfund.com](http://www.zenfund.com)). “We felt this name would be memorable,” Willson said, “easy to spell, and [it] carries our message of offering simplicity for business owners hoping to discover new funding alternatives.” The focus of the company, which will launch at year’s end, will be to connect business owners seeking capital with bankers.

But this isn’t Jonathan and David’s first entrepreneurial partnership.

That was Renoak Financial Inc. in Dallas. “We provided mortgage financing for self-employed borrowers with jumbo financing needs,” Jonathan said. They partnered with more than 25 banks, established a credit facility with a Texas bank and generated more than \$1 million

in revenue before the imploding housing market and credit crunch dried up their business.

They adapted, focusing on raising capital for businesses.

Jonathan, 36, was 22 when he came to the U.S. with his parents and three brothers, settling in Utah. “We made the decision to come to the United States as a family,” he said. “We believed we would have more opportunity here.”

At UT Dallas, Willson also established the UTD Energy Association last spring. “I discovered when I started the MBA program that there weren’t any student organizations that provided students with an opportunity to explore jobs within the energy industry,” he said.

Willson worked for Washington Mutual in Colorado and Countrywide Home Loans in California before relocating to Dallas. He and his wife, Katie, live in McKinney with their son, Jacob, and daughter, Lily.

## JSOM Student First To Receive Marketing Award

Naveen Jindal School of Management student Joshua Joseph paired baby raising and fundraising in a campaign that increased awareness of the March of Dimes at UT Dallas and earned him the inaugural Collegiate Marketer of the Year Award.

A trophy and the title, the first ever bestowed by the Dallas-Fort Worth chapter of the American Marketing Association, came in April at the first ceremony the chapter has held in more than a decade to honor local excellence in marketing.

Joseph grabbed judges’ attention by implementing a Baby Bank Campaign to bring in money and promote the March of Dimes, a nonprofit whose endeavors combat premature births and birth defects. Joseph helmed an effort that raised more than \$2,000.

His support stemmed from membership in the JSOM-based UT Dallas chapter

of Phi Beta Lambda, an organization for students entering business. Nationally, Phi Beta Lambda has been a community service partner to the March of Dimes for almost 40 years.

A PBL chapter officer, Joseph tied baby-bank giving to the growth of “our own UTD baby.” As donations climbed, the infant reached important milestones, such as entering high school at \$1,500 and going on a first date at \$2,000.

Joseph and fellow PBL members trumpeted the appeal in person, on Facebook and in a blog. He created an email account, posted progress reports on a PBL bulletin board and landed a front-page article in *The Mercury*, the campus newspaper.

The campaign team bore in mind that because women give birth, “male students may feel that this cause is not important to

them,” Joseph said.

Joseph “represents incredible potential and impact in the field of marketing,” Julie Haworth, director of JSOM’s undergraduate marketing program, said. “I fully expect him to be a CMO [chief marketing officer] one day.”

Meanwhile, he signed on for an internship at Mosaic Sales Solutions and has been elected chapter president of Phi Beta Lambda. A senior scheduled to graduate in December, he is enrolled in marketing’s fast-track program to earn a master’s degree.

“I am passionate about marketing,” he said, “and it shows through my work.”

Joshua Joseph (right) holds his Collegiate Marketer of the Year Award.



COURTESY OF BEN STEWART PHOTOGRAPHY





David Walker and the \$10 Million a Minute Bus Tour stopped at UT Dallas, one of more than two dozen cities nationwide on their itinerary this year. Walker, former U.S. comptroller general and founder and CEO of Comeback America Initiative, which is organizing the tour, spoke to more than 200 people who attended the September event. Walker's tour is to highlight the national debt. **1.** Students, faculty and Dallas area residents listen to Walker make his presentation in Jindal School's Davidson Auditorium. **2.** John Goodman, president and CEO of National Center for Policy Analysis (NCPA), makes a point during Walker's presentation. Goodman serves on the advisory council of Comback America Initiative.



U.S. BURDEN  
BAROMETER  
70,410,400,000,000  
As of September 7 and counting...

**5.** Dennis McCuiston, executive director of Jindal School's Institute for Excellence in Corporate Governance, emceeds the event. **6.** Ross Perot (right), Dallas resident and founder of EDS and Perot Systems, meets with Walker.

The bus (left) Walker rode to campus clearly states his concern, as did the mobile "debt clock," which was set up outside the auditorium.



## MBA Alum's Intensity Translates to Success

By Jimmie R. Markham

**A**lthough the U.S. Supreme Court upheld the Patient Protection and Affordable Care Act in June, the reform law continues to raise questions likely to keep volatility at the crux of the healthcare industry for some time to come.

Recent UT Dallas graduate Andrew Cyders is well aware of the state of flux. Now that he has snagged a job at a Fortune 100 health insurance company, he will need to utilize every edge he has to keep pace. Luckily for him, he is well-equipped with both a personality that thrives on intensity and an MBA from the Naveen Jindal School of Management that emphasizes strategic thinking.

Cyders' intensity actually helped land him his job as a business consultant at insurer and medical services provider Humana Inc. More on that later. First, some background.

The MBA program Cyders completed last December — in which his area of focus was consulting and operations management — seems tailor-made for both the work he now does at Humana and his personality type. The competitive, project-oriented nature of such a program requires personalities that can thrive on pressure. For Cyders, the key to success in such a demanding environment is emotional investment.

"You have to be willing to put it all on the line on every project," he says. "Whether you operate at 80 percent every day or 100 percent at crunch time, you have to have a relentless demand for quality."

That approach has worked well for Cyders, not only in his current position but also at the Jindal School.

Cyders displayed his intensity last year in the fifth annual UT Dallas Business Idea Competition. He and teammates Vance Weintraub and Ben Wilson entered the graduate division, presenting an idea that Cyders had for solar panel-covered parking structures whose energy generation would help offset the cost of operating the facilities. Come



competition time, the night before their submission was due, the trio locked themselves in a room for eight hours of intense focus and put together what eventually would be a first place presentation.

Cyders also entered Humana's inaugural healthcare case competition along with fellow MBA students Ryan McLaughlin, Katie Ryan and Jordan Tracy.

Humana gave each team notice of a case study for which they would have 72 hours to research, write a PowerPoint presentation and submit their findings. The project that was right in Cyders' wheelhouse. Again, he and his teammates locked themselves in a conference room from 9 a.m. to midnight for three straight days to prepare.

They emerged with a presentation that propelled them through the semifinal round of 35 teams and into the final round of eight. They then flew to Louisville, Kentucky, and delivered a live presentation in an auditorium packed with Humana employees. The judges were C-level Humana executives. After winning the competition, they networked with Humana employees, including the person who eventually interviewed Cyders for the position he now holds.

"UT Dallas taught me to look beyond the metrics and ratios to connect the dots," Cyders says. "I think that balancing technical skill with strategic thinking is critical in any market, but particularly in one as complex and massive as healthcare."

**“Whether you operate at 80 percent every day or 100 percent at crunch time, you have to have a relentless demand for quality.”**

— Andrew Cyders

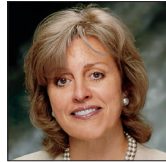




## ALUMNI NOTES

## 1990s

**Kathryn (Kay) Eggleston**, PhD 1992, was appointed president of Richland College, part of the Dallas County Community College District, in the spring of 2012. She had served as the school's interim



president since January 2010. Selected by the DCCCD Board of Trustees, Kay is only the fourth president of Richland College, which is celebrating its 40th anniversary.

In accepting the position, Kay noted: "Community colleges are central to the success of our communities and to our nation's future." During her term as interim president, she reorganized college operations and reduced the college's \$55.4 million operating budget by \$4.3 million.

Kay also served in other positions at the school, including executive vice president and chief operating officer; vice president for institutional effectiveness and economic development; and vice president of community and economic development.

Previously, she worked at El Centro College, including as executive dean of health and legal studies, dean of health occupations and curriculum chairperson for the associate degree nursing program.

Kay serves on the board of directors for the Richardson and Garland Chambers of Commerce. She is a charter member of Altrusa International Inc. of Downtown Dallas.

She earned a BS in nursing from Minnesota State University-Mankato and an MS in nursing from Texas Woman's University.

**Daniel A. Parry**, BS 1993, MBA 1997, is executive vice president and chief credit officer of Exeter Finance Corp, a consumer-finance company he co-founded in 2006. In 2011, the company raised



\$277 million in equity through an investment by the Blackstone Group, while also closing on a \$600 million line of credit. This year, the company expanded nationwide to 44 branch locations and reached

nearly \$1 billion in portfolio size. In September 2012, Exeter was scheduled to execute its second asset-backed securitization of the year and close on an expanded line of credit that will surpass \$1 billion. "The investment by Blackstone," Daniel says, "was one of the largest private-equity deals in the region in 2011."

Daniel has more than 14 years of experience in credit modeling, auto finance and risk management. He is a frequent conference speaker and writes a regular feature for a major industry publication. Prior

to Exeter, he was senior vice president of risk management for AmeriCredit Corp. He resides in Keller, Texas, with his wife, Dawn, and their three daughters.

**Yifan (Frank) Li**, MS 1994, has been chief financial officer of China Zenix Auto International Ltd., one of the largest manufacturers of wheels for commercial vehicles in China, since December 2010. A Certified Public Accountant since 1995, Frank has nearly two decades of financial management and capital market experience in both the United States and China.

Prior to joining China Zenix Auto, he was the CFO of Standard Water Ltd., in China, provider of comprehensive environmental solutions, focusing on municipal wastewater treatment projects. Frank also served as CFO of Time Share Media, a leading Chinese outdoor media and advertising company.

He co-founded China Network eXchange, a B2B e-commerce platform, and served as a director and CFO from 2005 to 2007. In 2003, he was recruited by Shanghai's municipal government and served as



deputy general manager of treasury and finance of Shanghai Pudong Development Bank. Before that, he served on JPMorgan Global Mergers and Acquisitions' team in New York. Between 1993 and 1998,

he was manager of corporate development at Marcus Cable, a large U.S. cable-television operator that subsequently merged with Charter Communications.

Active in social and community services, Frank volunteers for and has served on the volunteer committee of Junior Achievement China. He was the president of The University of Chicago Booth Shanghai alumni club, and he founded Shanghai MBA Network, an association of top U.S. business schools' alumni organizations in Shanghai.

Frank is married to Dr. **Jiahong (Joanne) Yin**, a PhD 1999 alumna of the UT Dallas School of Behavioral and Brain Sciences, and they have two children. Frank earned an MS in business from The University of Chicago's Booth School of Business and a BS in world economy from Fudan University.

**Karen Sledge**, EMBA 1994, is the vice president and controller in the Broadcast Communications Systems business of Harris Corporation, an international communications and information-technology company. She was a member of the first UT Dallas Executive MBA graduating class.

She was included in the 10th annual list of Women Worth Watching in *Profiles in Diversity Journal*. (She was one of 131 business representatives whose names were submitted for recognition by

their employers.) In her essay, which appeared in the journal, Karen encouraged relationship building: "It's essential to have a trusted group to help advance your career and improve your leadership abilities, from those who sponsor your initiatives to others you can turn to with tough questions."

Her responsibilities include overseeing strategic planning, financial reporting and forecasting for the Harris Broadcast Communications Systems business. She previously was vice president of finance at Avaya. She also spent more than 20 years at Nortel Networks. A Certified Public Accountant, she earned a BS in business administration from Baylor University.

**Alan Haase**, MBA 1998, is president and CEO of AGC Aerospace & Defense Composites and Aerostructures Group, a private-equity firm that is based in Oklahoma City and specializes in investing and operating aerospace and defense firms.

In his career, Alan has led the growth and turnarounds of more than 10 multinational and Fortune 500 businesses. Prior to AGC, he was president and CEO of TMC Aerospace, which provided state-of-the-art insulation, acoustics, advanced composites, plastics, textiles, as well as repair services, for the interior of aircraft. He has more than 20 years of global leadership experience in technology management, turnarounds, start-ups, and manufacturing multinational sales and acquisitions. He has held advisory roles at the Canadian Space Agency, and consults with many Wall Street firms on industry trends, company valuations and performance in the high-tech world.

Alan also lectures frequently on aerospace, electrical engineering and wireless communications. He led a team to create the Centre for Wireless Communications, a comprehensive graduate program in wireless communication, at the University of Waterloo in Ontario, Canada. He was also part of the leadership team involved in the Center for Advanced Telecommunications Systems and Services at UT Dallas, a program that performs forward-looking research and development in wireless and optical networking.

Alan earned a BS in electrical engineering from Lawrence Technological University and an MS in electrical engineering from Southern Methodist University.

**Lynn M. Davis**, EMBA 1999, president and CEO of the Dallas Children's Advocacy Center since 2005, works to improve the lives of children who are victims



of abuse. He oversees the executive team and is responsible for the direction of the center, which is opening a new \$11 million facility in East Dallas this December. *The Dallas*

*Business Journal* recently reported that the new center will be 56,000 square feet, four times larger than the current space. Lynn told the *DBJ* that more than 30,000 cases of child abuse are reported each year in Dallas County, and that of those, the advocacy center handles the most serious cases, about 2,500.

Before joining the DCAC, he served for 16 years as president and CEO of Dallas Challenge Inc., a nonprofit substance-abuse organization. Prior to his tenure as president, he was the organization's director of community services and a counselor. Lynn also has been an adjunct professor at UT Arlington and the University of North Texas. He is on the statewide board of Children's Advocacy Centers of Texas. He has been a member of the executive committee of the Mesquite ISD Education Foundation and the Sunnyvale ISD Education Foundation. Lynn has been married to Lisa for 25 years, and they have two children, Matthew and Tyler. He earned a BA from the University of Pittsburgh and an MS from the University of North Texas.

**Sejal Desai**, MBA 1999, was recently hired by Entrepreneurs for North Texas (EFNT) as a community involvement strategist.



She works with member companies to define strategic community-involvement programs designed to align business objectives with social goals. EFNT is a program of the Communities Foundation of Texas.

Sejal also is founder and CEO of SevaYatra, a social-venture company that provides short-term service-project opportunities for people, universities and corporations with nonprofits in India.

Previously, Sejal was a principal at MHT Partners, a boutique investment bank based in Dallas. She also was a co-founder and principal of the Richardson-based STARTech Early Ventures, which invested in technology ventures in Texas. She also co-founded and sold a hands-on science education business called Mad Science of Denton County.

Before that, she was a manager in the corporate advisory services division for Ernst and Young in Mumbai, India. She began her career at D.J. Shukla and Company, where she handled taxes and audits for domestic corporations.

She has served on the boards of thinkIndia Foundation, the Dallas Assembly and Texans Credit Union. She is a graduate of Leadership Richardson. She also co-founded the Dallas chapter of the American India Foundation and serves on its leadership council as well as its education advisory council at the national level.

## 2000s

**R. Carter Pate**, MS 2003, is the CEO of MV Transportation Inc. in Dallas, one of the largest privately owned passenger transportation contracting firms based in the United States. MV Transportation employs more than 16,000 transit professionals and operates more than 200 paratransit (transportation for seniors and the disabled) routes, including



Medicaid contracts in 28 states as well as in Canada and Saudi Arabia.

Prior to joining MV in the summer of 2011, Carter was the global and U.S. managing partner for the Capital Projects, Infrastructure and Government practice at PricewaterhouseCoopers. Before that, he was the founding partner of Pate, Winters and Stone Inc., which provided consulting services in crisis management, turnarounds and bankruptcies of public companies. He co-authored (with Harlan Platt) the 2002 book, *The Phoenix Effect: Nine Revitalizing Strategies No Company Can Do Without*, which is used in business-school curriculums. He earned his BS in accounting from Greensboro College in North Carolina.

Carter lives in Dallas with his wife of 35 years, Angela. They have three grown sons and one granddaughter.

**Ching-Jung (Iris) Kuo**, BS and BA, 2007, is a reporter in Houston, where she covers the oil industry for Argus Media, an energy intelligence and analysis news company. Iris was staff writer and then editor of the campus newspaper, *The UTD Mercury*. She had several internships in Texas and Washington, D.C., and worked as a news assistant for *The Wall Street Journal* in Hong Kong. Following graduation, she freelanced and wrote for the *Houston Chronicle* and was the lead Greenbeat writer for *VentureBeat*, a business and technology site. Her work has been syndicated with NYTimes.com and Reuters.

**David G. Rubin**, EMBA 2007, was named director of sales for North America for Luminus Devices Inc. in 2011. The company is known as a leader in LED technology. David is responsible for managing sales for direct and distribution customers in the markets served by Luminus, which include general lighting, entertainment lighting, displays and signage and ultraviolet applications.

Prior to Luminus, he was president of Everlight Americas, where he helped increase sales in the LED market while holding full profit-and-loss responsibility. He also served as senior vice president of sales and marketing at Brinkman Corporation, where he was involved with the commercial portable LED lighting

business. Before that, he worked with the Lighting Science Group, developing LED products. David is a member of the Illuminating Engineering Society. He earned his BA from The University of Texas at Austin. He lives in Lewisville.

**Maria Islam-Meredith**, BS in biochemistry 2009, MS 2011, is entering the University of Washington Medical School this fall. As a UT Dallas undergrad, she was a member of Student Government, led the local chapter of Amnesty International and participated in undergraduate Moot Court. While a graduate student, she combined her interests in healthcare administration and reform in her work as the president of the pre-professional Healthcare Management Club. She was a student member in the North Texas chapter of the American College of Healthcare Executives.

In 2011, Maria went to Washington, D.C., where she was a member of the prestigious University of Texas Archer Graduate Program in Public Policy. As part of her fellowship, she interned at the District of Columbia Department of Health Primary Care Bureau. She subsequently interned at Unity Health Care, Washington, D.C.'s largest federally qualified health center. She looks forward to pursuing a career in medicine with a focus on underserved populations and community healthcare.

**Monica Moffitt**, MBA 2009, is the founder of Tianfen Consulting, a cultural consulting company that assists small- to medium-size businesses in the Asian and American markets. Her company helps educate



these businesses with everything from professional protocol to strategy. Tianfen also assists high net-worth people in Asia about how to take advantage of the EB-5 visa for immigrant investors, a method

of obtaining a green card based on the investment of at least \$1 million in the United States and the creation of at least 10 jobs.

Tianfen is based in Plano, Texas, but it accepts and works with clients from all over the world, Monica says. She adds that their next goal is to tap into Brazilian markets.

Before she embarked on her consulting business, Monica worked for an international IT firm, CA Technologies (formerly Computer Associates). She earned a BA in East Asian studies and Chinese from Vanderbilt University.

In her spare time, Monica gives back to the com-



2012 CONTRIBUTOR REPORT

munity as vice president of Habitat for Humanity's South Collin County affiliate. She says she enjoys baking and photography and is a columnist for AGBeat (<http://agbeat.com/author/monica/>), where she writes on business news and cultural issues.

**William Boren**, a 2010 alumnus of the Entrepreneurship Development Series of the Institute for Innovation and Entrepreneurship at UT Dallas, founded Online Video Solutions ([www.onlinevideosolutions.net](http://www.onlinevideosolutions.net)) while enrolled in the program. The following year, he was the student entrepreneur speaker at IIE's fifth anniversary celebration.

In May of this year, William won a Blue Ribbon Small Business Award from the U.S. Chamber of Commerce in the Dream Big program sponsored by Sam's Club. He was one of 75 small-business owners from across the nation honored in Washington, D.C., with the award, which recognizes innovative business practices and contributions to the community. A resident of Flower Mound, Texas, William was nominated for the award by the Chamber of Commerce there.

William says his company has done a lot to help local education. In one case, Online Video Solutions developed an eLearning platform on workplace safety education for a U.S. government organiza-

tion to support 400 school districts with more than 500,000 students.

**Naveed Meghani**, BS 2010, is working with Citigroup, supporting its credit-card business within its Global Consumer Technology Organization. He says the relationships he formed while at UT Dallas helped him secure his job. "I had interviewed with Citi during my undergraduate career, and despite deferring my offer from them, I was able to leverage the rapport I had built with the recruiter, which in turned helped me obtain my current position."

Previously he worked for Deloitte Consulting as an analyst for two years. Again, he says he learned about the position during his senior year when Deloitte was recruiting on the UT Dallas campus. He says his UT Dallas classes and the internships he had with Merrill Lynch and JPMorgan Chase helped prepare him for his current job.

**Chad Bruce**, MBA 2011, is CEO at Adhesives Plus Inc., which distributes adhesives and adhesive-application equipment around the globe. Clients use his adhesives to make their own product or package their



products for shipping. Founded by his parents, Diane and Ken Bruce in 1981, the company got its start in the Bruces' garage. Today the company is located in a 6,600-square-foot office and warehouse space in Plano, Texas. Chad was recognized by the *Collin County Business Press* as one of the top "Forty Under Forty" business people in 2012. He earned a BS and BSE in 2001 from the University of Kansas.

**Molly Cain**, MBA 2011, was featured in the "40 Under Forty" section of the August 24-30, 2012, issue of the *Dallas Business Journal*. She is CEO and



editor-in-chief of GlassHeel.com, a women's career, lifestyle and networking site she launched in 2011. She also is an award-winning communicator and humor columnist who has contributed to many publications, including *Forbes* magazine. Molly got her start in public relations, which evolved into an internal communications role at a variety of companies including Comerica Bank, where she is vice president of retail. She resides in Dallas with her two retired racing greyhounds and occasional foster dogs. She earned a BS in journalism from Texas A&M University.

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OBITUARY

**Robert (Bob) E. Hewlett Jr.**, BS 1981, died August 27, 2012. Bob, 81, of Dallas, was an avid UT Dallas supporter. He earned the School of Management's Distinguished Alumni Award in 2001 for mentoring MBA students. In 2009, the university's Green and Orange Award recognized his volunteer service to the UT Dallas Alumni Association, both as a member of its executive committee and as its historian. Born in Fort Stockton, Texas,



Bob graduated from Ingleside (Texas) High School. He served in the U.S. Air Force during the Korean War and later served in the Office of Special Investigations. Bob started his career in the oil and gas business in 1959. In 1961 he went to work for Placid Oil Company and became a plant superintendent in Campti, Louisiana. He later helped develop oil-and-gas business in the North Sea, the Netherlands. He retired as manager of the gas department in 1989. Active in the Hunt Oil Retirees, he was a member of the Park Cities Presbyterian Church. Survivors include his wife of 62 years, Gloria; sons Robert E. Hewlett III and his wife, Tracy, and retired Lt.

Col. Jeffrey Martin Hewlett and his wife, Grace; five grandchildren; his siblings, Billy Hewlett, Sue Davis and Francis Ussery; other relatives and a host of friends. Memorials may be made to the Bosque County (Texas) Memorial Museum, 301 S. Ave. Q, Clifton, Texas, 76634. **Paula Ann Jourde**, MA 1994, died June 22, 2012. Born exactly 45 years earlier on June 22, 1967, she worked in telecommunications as a CPA for Enertia Software. Prior to that, she was director of client relations for Enertia. Paula Ann was a 1985 graduate of Plano (Texas) East Senior High School and earned her BS from Texas A&M University in 1990. She is sur-



vived by her parents, John and Maureen Jourde of Frisco, Texas; her brother, John Michael Jourde, and his wife, Molly, of Denver; niece and nephews Mary, Austin and Jack; and many family members stretching from Texas to Florida to New England. Her father says she traveled extensively for her job and loved animals, especially her dog, Beau. The family requests that memorials be made in her honor at the SPCA ([www.sPCA.org](http://www.sPCA.org)), 214-461-1815.



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