REALIZING

OUR

DREAMS

**Hasan Pirkul**
Dean, School of Management

## MESSAGE FROM THE DEAN

This spring, with earth-moving work underway to prepare the site, one of our major goals is being realized: Within eighteen months, the UTD School of Management (SOM) will have a state-of-the-art building to call home. Breaking ground is a major step forward in consolidating and upgrading our resources. It's also a step forward in addressing our pressing need for classroom space and faculty offices.

As construction begins, we continue raising our share of the matching funds required by the Regents of the U.T. System in 2000 when they allocated thirty million dollars for the thirty-eight million-dollar facility. We have received generous support toward our eight million-dollar goal—with more than half the needed funds donated or pledged—and we have many corporate, alumni, and individual supporters to thank. You will find articles in this issue that report on construction, recognize contributors, and spell out details for the "Building for the Future" campaign now in progress to raise the remaining funds.

A second major goal has also been realized this spring with the announcement that our School has received full accreditation from AACSB International – The Association to Advance Collegiate Schools of Business, the premier accrediting agency and service organization for business schools. We received accreditation for our undergraduate, master's, and PhD programs in business and separately for our accounting programs. Accreditation is an important milestone. It verifies that we are providing a quality education and validates our efforts to create a model business school at UTD.

As our goals of accreditation and new facilities become reality, our faculty is gaining national and international recognition. We continue to emphasize hiring the most qualified professionals whose focus is on excellence in both teaching and research. Our efforts are paying off. The School now has a full-time faculty numbering eighty-four, and their work is being lauded at the highest levels. In the last several months, the American Finance Association awarded Professor Yexiao Xu the prestigious Smith Breeden Award, its best-paper prize, for the paper on stock volatility he wrote with colleagues at the Federal Reserve Bank, Princeton, and Harvard. The Institute of Electrical and Electronics Engineers (IEEE), Inc. elected Professor Suresh Sethi an IEEE Fellow, an honor bestowed each year on only one-tenth of one percent of its members worldwide.

Attracting and retaining a high-quality faculty is our ongoing goal, and the story in this issue on named and endowed chairs speaks to some of the challenges and opportunities involved in that enterprise. This issue also highlights initiatives by SOM faculty in their research and interaction with the business community in the story on the School's academic centers. These centers provide excellent vehicles for input from industry on topics of research that address industry's needs. In addition, they extend the School into the business community by sponsoring forums and hosting short courses, and they give students experience with real-world business issues.

The growth in our faculty reflects the rapid growth in our enrollments, which have increased by fifty percent in the last three years. This spring, our enrollment totals slightly more than forty-three hundred, making The School of Management the largest school on campus and accounting for twenty-three percent of the University's total credit hours. Such growth speaks to the quality not only of our faculty but also of the programs and opportunities we offer students. The story in this issue on SOM's student organizations and programs relates several important aspects of our efforts to provide students with the best possible management education.

With these achievements, we are at an important juncture in our quest to become one of the leading public business schools in the nation. We invite our alumni and friends to continue helping us as we work to realize our goals.

*Hasan Pirkul*

Visit our site on the worldwide web
http://som.utdallas.edu

# THE SCHOOL OF
# MANAGEMENT
## THE UNIVERSITY OF TEXAS AT DALLAS

## R E A L I Z I N G   O U R   D R E A M S

**On the Cover:**
New SOM building under construction at the corner of University Boulevard and Drive A.

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*By Helen Bond*

GROUNDBREAKING
BRINGS SOM'S
NEW HOME CLOSER
TO REALITY

Fundraising
progresses as the
concrete pours

SOM Dean Hasan Pirkul and Advisory Council Chairman Jerry Hoag on the new building site
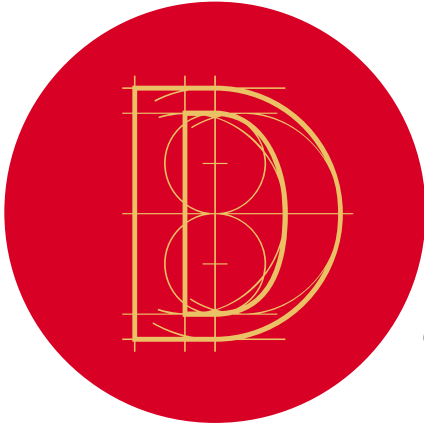
irt is flying as work begins on the new home

of The UTD School of Management (SOM).

But while fulfilling the dream is underway to meet the

School's explosive growth, the job of raising the money needed to

complete construction continues.

"We've broken ground, but our fundraising is not complete," says

Jerry Hoag, chairman of the SOM Advisory Council. "We need to

come up with an additional three million to four million dollars to

complete the building as planned by the summer of 2003."

## EVERYONE COUNTS

To accomplish this task, U.T. Dallas is turning to people it knows best: alumni, faculty, and friends. It is an effort that is paying off.

"What is pleasing is that individuals are stepping up at a time when a lot of the traditional corporate supporters are in difficult economic circumstances," says Ron Nash, chairman-elect of the Advisory Council and an alum (MS '79) of the School.

Despite the uncertain economy, UTD continues to successfully rely on corporate support for its activities. "Corporations recognize their partnerships with the University are paramount in terms of the ability to hire the highly skilled, technology-oriented workforce they need," according to Dr. Diane Seay McNulty, associate dean for SOM's external affairs and corporate development.

As a result, corporate leaders have stepped in with the financial support critical to ensure groundbreaking for the new building. For example, Fujitsu Network Communications has provided a one million-dollar corporate pledge; TXU has committed two hundred fifty thousand dollars to the fundraising campaign; Alliance Data Systems has pledged one hundred fifty thousand dollars.

The Building for the Future Fund for The School of Management is the name chosen for the effort to raise eight million dollars of the projected construction costs of thirty-eight million dollars. In the fall of 2000, the Board of Regents of The University of Texas System allocated thirty million dollars for the new facility on the condition that SOM supporters fund the re-



maining amount. As a result of donations made so far, the Regents have released the funds and have given the green light to break ground.

To date, alumni have accounted for forty percent of the four million three hundred thousand dollars raised. The largest gifts from individuals have come from SOM graduates Chuck (MS '80) and Nancy (BS '80) Davidson, who generously donated the project's first alumni gift of one million dollars, and University supporter Louis Beecherl, who gave five hundred thousand dollars. An additional significant commitment has come from SOM graduate Ann Utley (EMBA '97) and her husband, Bob Utley. Another nineteen percent has come from the financial commitments from members of the SOM faculty and Advisory Council.

## HALFWAY HOME

UTD President Dr. Franklyn Jenifer notes that fundraising is at the halfway point. "Reaching our phase one goal in this economic climate is significant, and we are confident that phase two of our fundraising efforts will be equally successful. Now that we are at the halfway point, our strategy is to reach out to alumni and other corporate friends for commitments that will enable the attainment of the construction funding goal," Dr. Jenifer says.

The School's goal is to garner participation from seventy-five percent of its alumni, according to Dr. McNulty. "Most business schools with the same level of quality as ours have a building that they can call home. Graduates from The UTD School of Management should want to leverage their degrees and have a stake in this building. The more prestigious The School of Management becomes, the more value their degree has."

When complete, the new 180,000-square-foot building will include classrooms with state-of-the-art audio and visual equipment, wireless connectivity, video-conferencing facilities, a computer lab, faculty offices, meeting rooms, and an executive education center.

"Construction of the new building is critical for the continuing growth of our School and the continuing development and quality of our programs," says SOM Dean Hasan Pirkul. "We've gotten to the point where we simply are unable to operate at the level we should operate. We are spread over five buildings on campus, and our classrooms are inadequate to do the quality job we want to do for our students. There are simply not enough classrooms and offices."

## STRONG REASONS TO PARTICIPATE

Each contribution—no matter what the amount—is valuable. Each, in effect is multiplied by the matching funds from the Regents and other sources, all of whom consider levels of support from alumni, the business community, and friends when making financial decisions.

While all funding levels are welcomed, participants in the SOM Building for the Future Fund can occupy a prominent and permanent spot in the new building with specific donation levels:

- For gifts or pledges above five thousand dollars, facility-naming opportunities are available for various areas of the building.

- With a gift or pledge of five thousand dollars, a donor's name will be engraved on a brass plaque that will be displayed on a "Wall of Honor" in the new building.

- A one thousand-dollar gift or pledge will place a donor's name permanently on a brick that will become part of a wall of donors' names that will be prominently displayed in the building.

The effort to include alumni in fundraising goals is a natural evolution of the School's progress toward becoming a top-tier management school. The SOM is the largest school at UTD. Enrollment is up fifty percent in the last three years; the

School attracts quality students who have some of the highest SAT scores in the nation. The School also has sixty percent more faculty than five years ago; SOM faculty research is proving fundamental to the creation of new knowledge in the Management field, with the School's faculty ranking fourteenth among all U.S. business schools in the number of citations they receive in scholarly research publications.

Executives should also have a vested interest in ensuring that the planned executive education wing of the new building becomes a reality. The facility, if completed as designed, would offer a quality site for alumni and corporate friends to hold events and seminars.
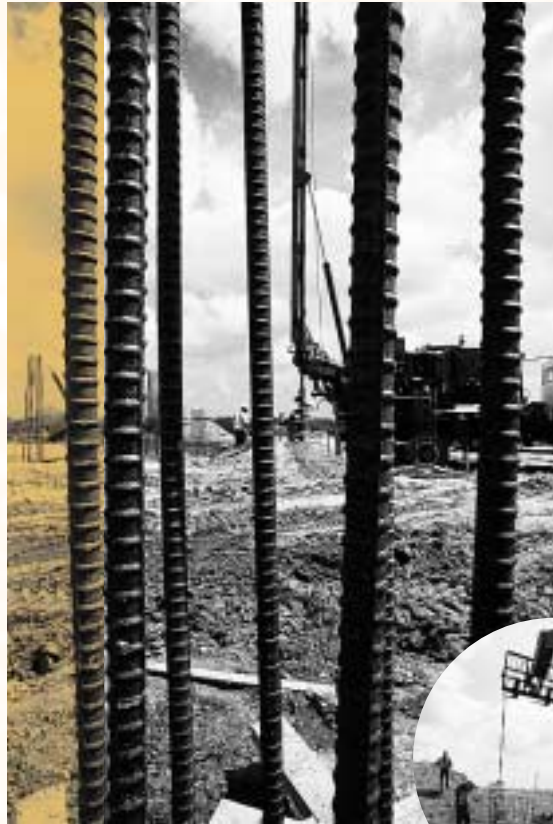
## THE NEW BUILDING: 'A KEY DRIVER IN THE CONTINUED DEVELOPMENT OF DALLAS'

The North Texas region will also benefit from the School's plans.

"This building is a key driver in the continued development of Dallas as a leading global economic center," says Mr. Hoag, vice president of the general management consulting firm A.T. Kearney, Inc. "We are also the northern anchor of the Texas Telecom Corridor, which runs between Dallas and Austin...We [UTD] have to be bigger and better."
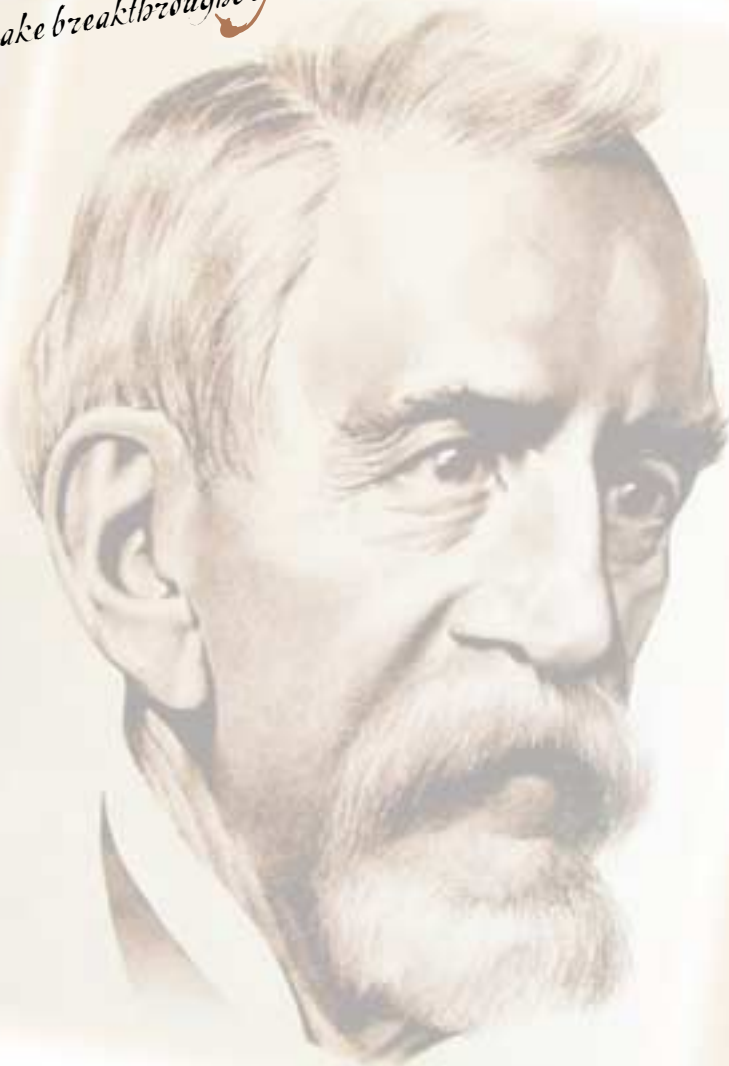
Dean Pirkul agrees. "It is very exciting. This is a milestone in the development of not only our School, but the whole University." 🏛
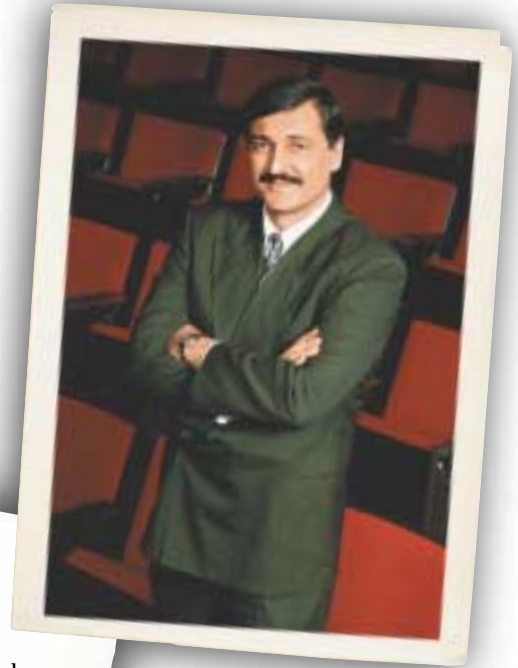
# Seats of Honor

*Professors in top-tier posts make breakthroughs in management education*

By John H. Ostdick

*U.T. Founder, Ashbel Smith*

*Dean Hasan Pirkul,*
*Caruth Professor of*
*Management Information Systems*

The formula for assembling a talented, innovative university faculty mirrors business recruiting: Providing an exemplary culture, top pay, and outstanding resources yields exceptional scholars. Universities, especially comparatively young ones like UTD and its rapidly growing School of Management (SOM), have to maximize their means for supplying such hiring inducements. Endowments, once the domain of private colleges, are becoming the linchpin that allows public universities to retain the talent needed to produce world-class programs.

Endowed funds—donations specifically earmarked to establish perpetual money sources—often carry the names of academic, business, and civic pioneers. At The School of Management, top posts—either the highly prestigious positions known as "chairs" or named professorships—honor Eugene McDermott, one of the visionaries who founded UTD; the Caruths, local business and civic giants; and Ashbel Smith, a doctor and community leader known as the father of The University of Texas.

Dean Hasan Pirkul and Drs. Frank Bass, Sureth Sethi, Rajiv Banker, and Ram Rao, are the leading SOM faculty members occupying these spots. The advancement of these UTD scholars owes much to endowment donor benevolence. Historically, such generosity can be traced as far as Plato, who gave his nephew a farm and told him to use harvest income to support faculty and students. Today, recipients usually are highly accomplished in teaching and ground-breaking research.

In The U.T. System, endowed professors receive special budgets that augment salaries and support their research.

"The endowed chair provides the funds to attract the best and brightest professors with competitive salaries and extraordinary support for research," says Dr. Hobson Wildenthal, UTD executive vice president and provost. In turn, the reputation and research of those named to endowed posts tend to attract more research funds to the University, as well as boost the morale and output of their colleagues.

Endowment donations differ from one-time gifts in that endowment monies are invested, and an annual sum is drawn from the earnings. Donors can name an endowment for the person or entity of their choice. The U.T. System has established guidelines and qualifying levels for endowments, which range from a Named Professorship to a Distinguished Chair. A Distinguished Chair, for example, requires a donation of one million dollars or more.

## Making progress

Back in the 1970s and 1980s, when UTD was a new— and not particularly wealthy—university, it found itself with relatively few truly endowed chairs, Dr. Wildenthal says. "We've made some progress in the past ten years."

The SOM sees signs of progress in the Eugene McDer-

*Dr. Frank Bass,*
*Eugene McDermott Professor of Management*

mott Professor of Management Chair, which Dr. Bass holds, and the Mabel Peters Caruth Professor of Management Information Systems Chair, which Dean Pirkul occupies. Both are fed by money in Austin invested in mutual funds, which guarantees that ongoing funding is secure.

"But we need other ways to reward more of our people," Dr. Wildenthal notes.

Another way the University addresses that need is through the Founders and Ashbel Smith Professorships. They are funded by an unrestricted internal endowment, established by founders Cecil Green, Eugene McDermott, and J. Erik Jonsson to meet UTD's ongoing financial needs. University-wide, UTD has fifteen endowed chairs, eight Ashbel Smith or Founders Professors, and ten other named professors.

"It's important to note that the professors who are here, including myself, would not be here without the endowed positions. The salary, funds, research, and prestige associated with the chair are tantamount," explains Dr. Bass, noting that Dr. Wildenthal and UTD President Franklyn Jenifer changed the focus of the University when they concentrated funding endowments on the engineering and management schools. "It was the turning point for the School."

## Dean Pirkul: A matter of academic accomplishments

Not surprisingly, the SOM faculty members honored with high-profile endowments are its most recognizable names, those who lend the School both prestige and particular skills.

Dr. Pirkul joined UTD from Ohio State University in 1996. The honor of holding the Caruth chair is especially meaningful, he says, because it was awarded as recognition of his academic accomplishments. His research specialty is topological design of communications networks, a field in which he has published, lectured, and consulted extensively.

## Dr. Frank Bass: Marketing science pioneer

Dr. Bass, a trailblazer in the evolution of the modern business school and a marketing science pioneer, holds the prestigious Eugene McDermott Professor of Management Chair. Dr. Bass, who also heads the Morris Hite Center for Product Development and Marketing Science, earned international recognition and Nobel Prize nominations for his marketing and economics work, including the celebrated "Bass Model," which tracks the distribution of durable goods.

For many years after he joined UTD from Purdue University in 1982, marketing faculty nationwide referred to the School as "Bass's shop." The native Texan, who also directs the School's PhD Programs, is currently focusing on broadband technology and its far-reaching implications for mass customization in high-velocity markets. He is building the most comprehensive database to date on new-product diffusion.

There is an overlap of research activity between the McDermott Chair and Dr. Bass's involvement with the Morris Hite Center (see *Marketing Savvy* on page 24), but the chair is devoted primarily to teaching and the PhD Programs.

"One way of measuring the reputation of UTD's programs is the extent to which top universities hire its PhD graduates," Dr. Bass says. "One of my former students at UTD (Dr. Dipak C. Jain) was appointed this year dean of the Kellogg Graduate School of Management at Northwestern University, which *Business Week* ranked as the number two U.S. business school. We've also placed PhD students at other top universities, such as Stanford, Yale, and Cornell."

## Dr. Sethi: Held in regard

Dr. Sethi, internationally recognized for applying quantitative methods to the fields of manufacturing and operations management, finance and economics, marketing, and optimization theory, is the Ashbel Smith Professor of Operations Management. Dr. Sethi, who joined the SOM from the University of Toronto in 1997, has authored four books and more than two hundred fifty articles.

"The University recognizes the importance of its chaired professors," Dr. Sethi says. "Most of them have access to everyone, including the [UTD] president. We meet with the provost regularly. We are supposed to play a bigger role in the workings of the University and the establishment of policy. At a university the size of UTD, that aspect of influence is very attractive.

"Further, it reflects on my work; when I attend conferences, other participants recognize that my university holds me in regard."

## Dr. Banker: A builder

The research of Dr. Banker, the Ashbel Smith Professor of Accounting and Information Management, focuses on the impact of information technology on communication and coordination between different units within a business, as well



Dr. Rajiv Banker,
Ashbel Smith Professor of Accounting
and Information Management

as the linking of different organizations in the value chain. Dr. Banker, who joined the SOM in 1997 from the University of Minnesota, directs SOM's Accounting and Information Management Programs.

One of his roles is to help develop the School as a major player in the management information systems arena.

"I see myself as a builder," he says. "When I came here, the accounting area had just a [few] faculty members. We now have fifteen and are recognized as one of the leaders in management accounting, information technology, and accounting information systems. We started a new PhD accounting program [in the fall of 2001] for individuals seeking training in the most advanced issues, both theoretical and applied, that organizations face in the twenty-first century."

Dr. Banker, who also considers himself a bridge between the University and the neighboring Telecom Corridor, is executive director of the new Center for Practice and Research in Software Management (see *A Study of Core Competence* on page 22), where faculty and students will collaborate on research with many high-tech companies, industry associations, and research institutions.



Dr. Suresh Sethi,
Ashbel Smith Professor of Operations Management

## Dr. Rao: 'A sense of belonging'

Dr. Ram C. Rao, Founders Professor of Marketing, joined UTD in 1983. His research investigates how firms compete and how they should formulate competitive marketing strategies, with an emphasis on pricing. Most recently he is exploring the growth of private labels and how they affect retail competition.

Like his colleagues, he finds his Founders Professorship affords him a measure of prestige, more leeway in his research, and the opportunity to attend more conferences integral to his work. Beyond that, "it offers a sense of belonging and recognition from the University in a concrete way," he says.

"We are really short of School of Management-specific endowed positions," he says. "We must add them if we are going to accelerate the program the way we want."

In 1999, Dr. Rao also helped launch an e-commerce program in the SOM to "fill the needs of the electronic commerce industry for a new kind of professional." The Internet boom created overwhelming interest in the program at that point; the industry fallout since has tempered but not quashed its momentum.

## Backing a winner

The SOM challenge, then, is to continue to build on the momentum these scholars have helped hone.

"We've done a lot, and the credit should go to the faculty and administration," Dean Pirkul says. "Our enrollments have nearly doubled, and we've hired world-class, highly regarded faculty in all fields. We've revised all of our degree programs and offered new programs that have been well accepted. We're embarking on building a new home for the School. [SOM is in the second phase of fundraising for a new structure targeted for completion by summer 2003 (see *Building for the Future* on page 2).]

"We will continue to aggressively hire new faculty," he says. "We are now reaching a critical stage, however. We have a group of outstanding young people coming up [in the faculty

*Dr. Ram Rao,*
*Founders Professor of Marketing*

ranks]. In the long run, the key to keeping these people here is to be able to provide them with endowed chairs."

To make that happen, Dean Pirkul reasons that in the next five years SOM will need ten to fifteen more chairs or professorships to maintain its strengths.

Dr. Wildenthal concurs. "We compare well against Top Twenty competition, from faculty quality and in facilities— once we get our new building constructed—but we currently are undercapitalized to recruit our next stage of faculty," he says. "The competition is intense because other schools have been so successful in developing this private financial base to supplement state funding.

"Twenty years ago, The School of Management brought in a lot of money and didn't cost too much," he continues. "Right now, the University is pouring supplemental resources into the School to keep it competitive because it is an absolutely vital ingredient to the University and the community as a whole.

"We can't grow or sustain quality on state or general endowment money indefinitely, however. Ten, twenty, thirty years down the road, the private sector has to feed the growth here. The dean has set forty million dollars as an endowment fundraising goal, and I think that's a good number.

"To be blunt, people like a winner, and UTD has only started to be a winner in the last few years."

# AACSB Lauds 'Well-managed Dramatic' Growth and Quality Faculty

By Patricia Schoch

The UTD School of Management (SOM) has been granted full accreditation of its undergraduate, master's, and doctoral programs in both business administration and accounting by the board of directors of AACSB International – The Association to Advance Collegiate Schools of Business. SOM officials received word of the accreditation April 7 at the annual AACSB International meeting in Chicago.

In announcing the AACSB International Board's action, SOM Dean Hasan Pirkul thanked University and School administrators, faculty, advisory board members, students, and staff who worked together during the five-year accreditation effort. "This is a milestone for our school," he said. "Accreditation is an important aspect as we grow and mature as a business school. It validates our programs, our faculty, our students, our involvement with the business community. It also validates our commitment to work to create a model business school at UTD."

Dean Pirkul cited a letter from Dr. John Kraft, chairman of AACSB International, that commends the SOM, especially its "remarkably well-managed dramatic growth in student credit hours, while, at the same time, upgrading the quality of faculty." SOM enrollments are now at forty-three hundred, and students are served by eighty-four full-time faculty members, a dramatic increase in both numbers in the past five years.

The letter congratulates the SOM for "embracing the technology explosion all around it in Dallas'[s] Telecom Corridor," with the creation of a specialized master's degree with tracks in e-commerce, telecommunications management, and information technology. In addition, the letter lauds the School's interdisciplinary programs, the undergraduate double major in biology and business and the Master of Science degree in Medical Management, offered in conjunction with U.T. Southwestern Medical Center. It also commends the expansion of distance learning programs, including Global MBA Online, the Global Leadership Executive MBA, and Project Management's online programs.

Dr. Varghese Jacob, SOM's associate dean for administration who headed the accreditation project, noted the process was a faculty-driven one. AACSB International's self-study process asks schools to write a formal plan mapping out how they will build on identified strengths while eliminating identified weaknesses.

Succeeding with full accreditation for the SOM "indicates we meet or exceed quality standards established by AACSB International," Dr. Jacobs said. "It's one thing to say we're providing a quality education. This process allows us to get independent verification that we are indeed providing that quality education and that we have much in place to build on."

SOM's Accounting and Information Management Programs also received concurrent independent AACSB International accreditation. The AACSB International review team praised the programs' relevance for Information Age organizations, along with their faculty and curriculums. Dr. Rajiv Banker, Accounting and Information Management Programs director, observed that accreditation will "help us attain our goal of being recognized as a global leader in accounting education, both for the traditional areas of auditing, assurance, financial planning, and taxation services, and for the more contemporary areas of consulting, information technology, and international services."

Headquartered in St. Louis, Missouri, AACSB International is a not-for-profit organization consisting of more than eight hundred educational organizations and corporations devoted to the promotion and improvement of higher education in business administration and management. Its mission is to provide global leadership in advancing management education through accreditation and by fostering international interchanges, key business linkages, sharing of best practice, and professional development.
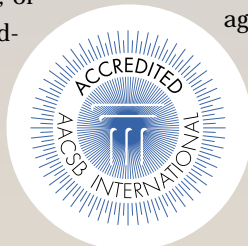
# DEVEL**O**PING PR**O**FESSI**O**NALLY

review

refresh

upgrade

BY JEANNE SPREIER

Dr. David Springate, SOM's associate dean for Executive Education (left), and R. Jay Phillips, director of SOM's Executive and Professional Development (right), confer with Dr. Constantine Konstans, associate director of Accounting and Information Management Programs, on planning many of the School's non-credit short courses.

UTD School of Management administrators couldn't help but notice the clamoring. Over the past few years, both local employees and employers have increasingly sought nontraditional ways to immediately fulfill work-related education needs. The growing demand has come not only from individuals seeking to learn skills and earn certificates that qualify them for career promotions. It has also come from corporations using professional development programs to hone in on specific skills needed by their business units or project teams. The School of Management (SOM) has responded, expanding the professional development niche of its Executive Education area.

Like the rest of the School's Executive Education lineup, UTD's Professional Development Programs target adults likely to already have a degree and at least a few years' worth of job experience. But where Exec Ed students follow the traditional path, enrolling for an extended period in credit classes to earn advanced degrees, Professional Development learners take a shorter, non-degree route, dipping in and out of noncredit courses or certificate programs to buffer or advance their careers as quickly as possible.

R. Jay Phillips, SOM's Professional Development director, says program offerings — from a few hours of classes presented at an office off campus to on-campus courses that take almost a year to complete — are "customized training for businesses within the Metroplex." Training provides solutions for people in the workplace — everyone from service representatives to highly educated professionals to business executives launching their own products or services.

Joe Carlisle, for instance, needed specialized training for his already skilled human resources staff at Fujitsu Network Communications (FNC). Through The UTD School of Management, and in association with the American Society for Training and Development, three members of his team received certification in Human Performance Technology. This coursework, over almost a year, teaches participants methods and procedures to improve employee performance.

## Fujitsu: Creating a corporate university

"Fujitsu was growing like crazy three years ago," Mr. Carlisle recalls. "There was enormous excitement and enormous growth." As FNC's Organizational Performance/Employee Development director, he was charged with creating a corporate university for employee training. His staff needed to be able to identify in Fujitsu's various business units the who, what, when, and where that such internal training might entail.

"I was overjoyed with [the courses]," he says about classes his three staffers attended. "It was one of the best deals." UTD's campus is just minutes away from Fujitsu, the price was right, and it was a good fit organizationally. "We consider UTD a partner," Mr. Carlisle says, referring to the company's relationship with the School as an SOM *Strategic Partner* company. *Strategic Partners* are local firms allied with the SOM to provide the business education their employees need to engage in high-tech, worldwide competition.

Joe Carlisle, director of Fujitsu Network Communications' Organizational Performance/Employee Development.

## SOM: Five reasons to offer these programs

Fujitsu's experience mirrors many of the reasons UTD offers these training opportunities. David Springate, SOM's associate dean for Executive Education, says Professional Development Programs fit well within the broader objective of Executive Education. He lists five points:

1. Demand exists for continuing education at all levels. "We're serving a growing market," he says.

2. These programs give the School an opportunity to work with local corporations, which is part of the SOM's mission of establishing relevance between its programs and the community around it. "We work hard to establish partnerships with local businesses," Dr. Springate notes. These programs are one way to do just that.

3. Short programs, on-site training, and the MIT Enterprise Forum all give the School valuable visibility. (Founded in 1986, the local division of the MIT forum is one of twenty-four chapters worldwide built around a core group of Massachusetts Institute of Technology graduates. Like other chapters, it promotes the formation and development of technology-oriented companies. The Professional Development division co-sponsors and hosts forum meetings on UTD's campus.)

4. Having "real world" interaction keeps the School's educators in touch with the demands and issues emerging in the workplace.

5. Professional programs also generate income that supports The School of Management's unrestricted funds. "With the state reducing budgets, we have a need to earn money," Dr. Springate says.

Mr. Phillips says recent staff reductions at Telecom Corridor companies have created cross-training demands, and inquiries come from a range of organizations. "Most of the people who are running these companies have engineering backgrounds," he says. "They've asked us to come in and help those people understand what [financial] numbers mean."

## Volvo Finance: Relating training to real-life situations

Julia Dolberry, the HR specialist at Volvo Finance North America, says the School's time-management short course given to the Richardson-based company's customer call-service employees was helpful for several reasons. "We're a very lean organization," she says, so on-site training allowed service reps the opportunity to attend the three-hour class in shifts without interrupting work in the call center.

"Jay [Phillips] and I did a lot of pre-training planning," Ms. Dolberry says. Employees kept a diary of their time use before Mr. Phillips arrived for training. The class ended up being lively and instructive, she says, with Mr. Phillips showing slides of his own, highly organized office and the office of a neighbor, which was in disarray "He said to do the hardest thing first, that way the rest of the day was a breeze," she recalls, remembering that he told call reps that only one file should be out at a time. Finish that work, put the file away, and go on to the next issue. "He did a good job relating it to our real-life situation."

Julia Dolberry, HR specialist for Volvo Finance North America

## Alcatel: Getting up to speed quickly

Immediate, comprehensive, and customized were features Rusty Shelton, vice president and general manager of the Network Services Division at Alcatel USA, wanted in training to get his professional staff up to speed in certain financial concepts after restructuring changed responsibilities in that division. "These are sharp people," Mr. Shelton says, noting that he wasn't dealing with a from-scratch proposition. "We needed to get the training going."

It went fast. Originally, Mr. Shelton was going to send about eight people to an off-site program that would have lasted four weeks — one day per week. An internal training person at Alcatel — also an SOM *Strategic Partner* company — suggested checking with The UTD School of Management. The School was very willing to accommodate Alcatel's interests, Mr. Shelton says. Through Mr. Phillips, the School developed a two-evening customized program that was delivered a week later on Alcatel's campus to more than twenty staffers. Now, many months later, these lessons still resonate. "It benefited all of them," Mr. Shelton says. And yes, he would go back to UTD for future training needs.

These training successes reflect favorably on the University in many ways. "I don't think the University's faculty has any reason not to enjoy these settings," Mr. Phillips says of professors who teach short courses. "Our faculty is very well focused on what's going on in the economy today." Faculty, in fact, often let Mr. Phillips know of their willingness to teach in the professional development seminars.

Dr. Springate says these seminars also help keep faculty members in touch with the practical issues and challenges of the work-a-day business world. "There's lots of talking — why (a concept) would work, did work, or can't work," he says.

SOM Accounting and Information Management faculty member Dr. Constantine Konstans, who has taught many professional development workshops, agrees with Dr. Springate. To see theories "work" for short-course participants is one of his most satisfying teaching experiences, Dr. Konstans says. "Also, doors are often opened to further research efforts."

Dr. Konstans adds that benefits for business organizations are many. Those that encourage regular attendance in ongoing professional development courses tend to stay abreast in a changing world, as such courses "facilitate the spirit of change," he says. Their employees gain knowledge of the most up-to-date business "tools," and learn from the coursework itself, as well as other participants in the course, often developing creative solutions for the challenges facing their companies.

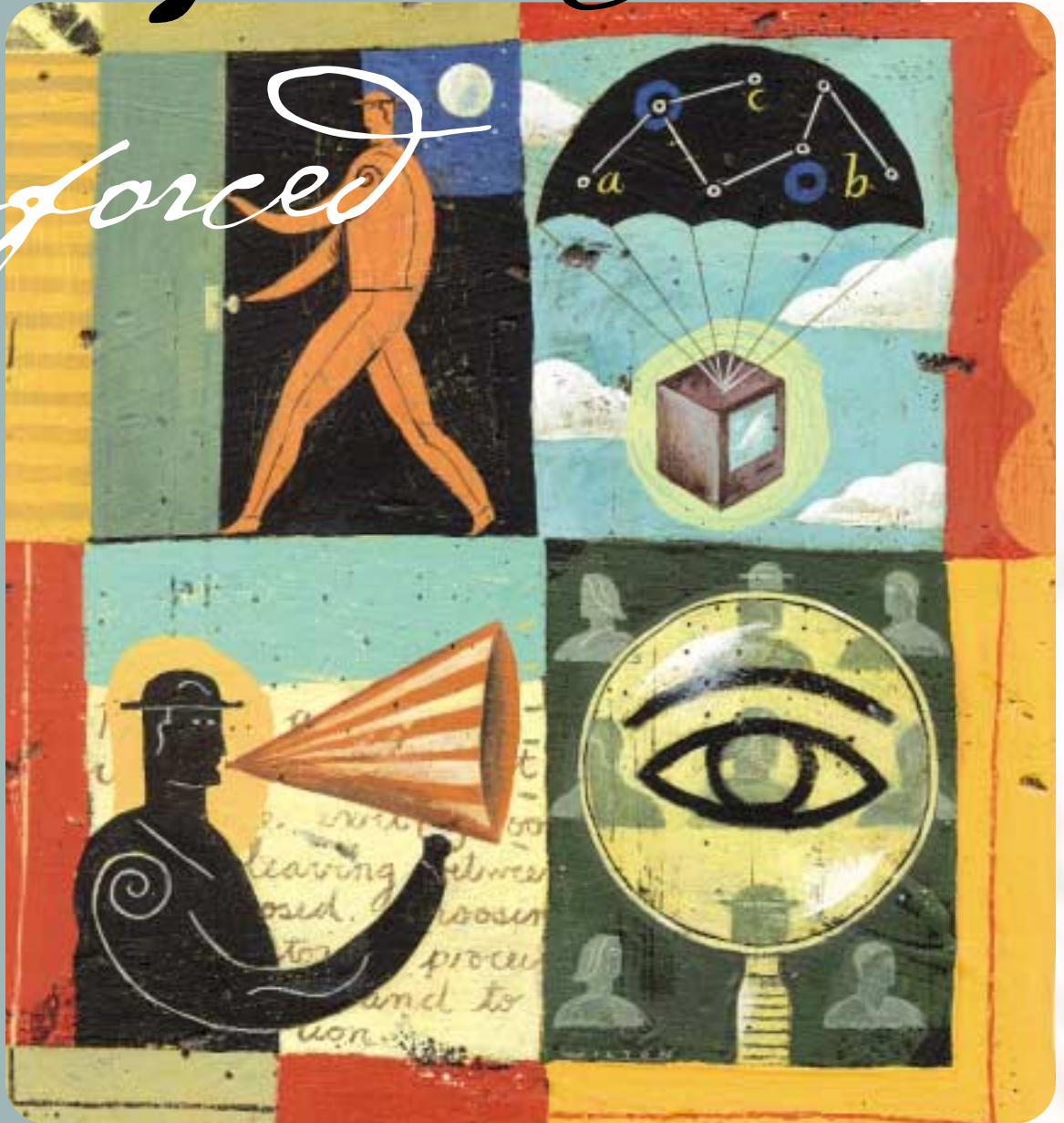And immediate benefits may extend to SOM's degree-seeking students. "For many of the events, some students are invited," Mr. Phillips says. "What a grand opportunity for them to hear people who are living what they are studying." 🏮

Rusty Shelton, vice president and general manager of the Network Services Division at Alcatel USA

# research

## reinforced



by Jeanne Spreier

*SOM's five research centers cover many topics but share the same mission: To seek and apply the newest, the brightest, the best business ideas—on campus and off*

Despite understated names and placid demeanors, The School of Management's research centers fit the category of inventive impresarios. Capitalizing on faculty talent and boldly putting forth professors' best new ideas, the centers reach beyond university walls, explore beyond conventional boundaries.

Their quest? The School of Management (SOM) centers seek business problems to solve off campus and dynamic new ideas to implement on campus. Research is both a means and an end, according to SOM Dean Hasan Pirkul. He sees the centers — these incubators for improvement — as "organizational entities to bring faculty from different areas together on one subject. You put them together because you want to foster research and to create programs — academic degree programs or short-course programs."

Altogether, The School of Management has five research centers. The oldest is the Center for International Accounting Development, which has been a change agent for decades. One of the newest is the Center for Practice and Research in Software Management, which studies such high-tech-age questions as the role of software in creating competitive advantage.

"Every center, if it's functioning properly, should have major input from industry," Dean Pirkul says. "People from industry will be advising what to study. Centers are excellent vehicles for bringing industries into the University."

Business schools around the nation have centers addressing various topics, sometimes the same issues being studied at UTD. "While centers are a common business school phenomenon, it's the level of

# *Fusion Laboratory:*
## The Center for Information Technology and Management

Dr. Michael Savoie mixes research and real-world business at this SOM testing ground

By Jeanne Spreier

With acute awareness of students' needs for hands-on experience and an astute understanding that small and mid-size businesses need a place to fuse academic research with real-world applications, Dr. Michael Savoie oversees the UTD Center for Information Technology and Management (CITM).

He knows each project the center undertakes — and there are many. He knows the skill sets, as he calls them, of each master's level student who works on projects — there may be fifty students or more each semester. He knows the equipment — hardware and software. And he knows the professionals — the fifteen faculty-in-residence, who work through the center on research projects, and the four executives-in-residence, who maintain full-time commitments in industry in addition to their volunteer work at the center.

CITM serves as an umbrella over several organizations within the center, including the E-Business Institute, the Entrepreneurship Institute, the Intellectual Property Institute, and the Institute for Privately Held, Employee-Owned Companies. Each addresses aspects of managing a company and the technology it uses to stay competitive. For instance, at the Entrepreneurship Institute, for the nominal charge of a thousand dollars, an aspiring business owner can get help through the business incubator program. The entrepreneur brings an idea to students who help develop business, marketing, and technology plans. Dr. Savoie reviews those plans and helps company executives develop presentations and speeches.

Then there's the "test bed" — twenty personal computers, networked into a software-testing facility that allows CITM partners and sponsors trial runs of new and emerging technology on work processes and organizational structure. These computers get networked, torn down, realigned, and reconfigured — if it can be conceived of, it can be done.

Companies that are center members can send their information technology (IT) people to the test bed to run software before they install it on their own system to find out how their networks will respond. "If they break something or ruin something, that's OK," Dr. Savoie says. "That's what the test bed is for." While only master's level students now work on center projects, Dr. Savoie plans to get undergraduate students involved. It's the younger, undergraduate

activities that distinguish them," Dean Pirkul says, noting that the work of SOM's centers in marketing and international accounting development have garnered long-standing recognition for their contributions. While these two have earned worldwide acclaim by focusing their attention on one topic, other SOM centers cut across disciplines, drawing in talent and ideas from disparate sources while focusing on a common topic from multiple perspectives. This is especially true of the Center for Information Technology Management, which helps entrepreneurs develop new ideas into viable business plans.

SOM centers typically offer various learning opportunities both on campus and off campus. The Morris

attitude of bold and daring inquisitiveness that he's after.

He's also after curious and dauntless sponsors. The CITM has varying levels of corporate sponsorship — ranging from the twenty-five thousand-dollar *Strategic Partner* level to the five thousand-dollar Client level — based on the scope and difficulty of project they bring to the center. Detailed information on CITM sponsorship can be found at *http://citm.utdallas.edu.*

The projects, meanwhile, meld research with real-time applications in a way that isn't possible in a classroom setting. Dr. Savoie says he personally approves all projects from outside businesses and agrees with their executives on what the scope of work will be before turning it over to student teams at the center. "We've never had enough resources to work on all the projects brought to us," Dr. Savoie says. The projects run from setting up billing systems to analyzing distance learning software. Student-led projects generally cost companies twen-

ty-five hundred dollars. Larger projects are done either as part of an overall research track or on a fee-for-service basis negotiated before the project begins.

The center also accepts a limited number of projects from nonprofit organizations at no charge.

There's more. Seminars, luncheons, newsletters, and research reports all get generated by CITM. The economic downturn hasn't slowed output, but it has affected the kind of work being done. "In 1999, almost everything we did was related to e-business," Dr. Savoie says. "Last year, nothing was a true dot.com, but all of it was tech-related. . . . While the business-to-consumer [e-commerce side] has slowed dramatically, the business-to-business side is growing."

Dr. Savoie sees the CITM as a liaison between businesses and the University, noting he started a similar center as a
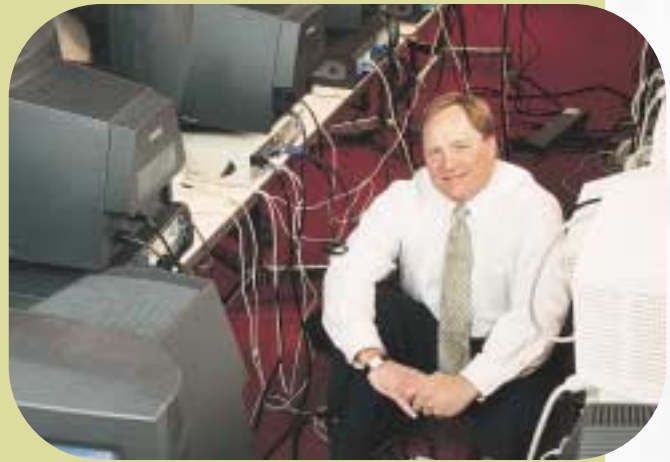
Dr. Michael Savoie in CITM's "test bed"

nonprofit organization about five years ago while a professor at the University of Dallas. His goal for this UTD center, he says, is that the University not only *be seen* as a valuable and contributing organization in the community — but that it *is.*

All this isn't to lose sight of the center's purpose. "If you are pursuing an MBA, you're looking for practical experience," Dr. Savoie says. Universities teach the theory of how to run a business. The Center for Information Technology and Management is bringing in the practical experience part of the equation, one project at a time.

Hite Center for Product Development and Marketing Science, for instance, involves advanced-degree students in its basic research activities. The knowledge garnered is brought back to the classroom as well as to industry. The Center for International Accounting Development, by contrast, is known worldwide for its month-long seminar, held annually in Richardson, for

accountants in the oil and gas business. Participants attend from around the globe, and alumni now exceed twelve hundred.

Last year saw the launch of the Accounting Center for Excellence, which will research accounting issues — such as how information is generated, aggregated, reported, and interpreted in managing operations —

# *A Study of Core Competence:*
## The Center for Practice and Research in Software Management

**New center reviews software from both makers' and users' perspectives**



Dr. Indranil Bardhan (standing) and Dr. Rajiv Banker, PRISM's co-directors

By Jeanne Spreier

A simple ranking starkly reveals why Dr. Rajiv Banker, director of SOM's Accounting and Information Management Programs, and Dr. Indranil Bardhan, assistant professor of Accounting and Information Management, began addressing software issues in a holistic way. The Milken Institute's listing of Dallas as the second-largest concentration of telecommunications companies in the nation provided them a good indicator that there would be demand for a center that studies the best ways to manage software.

"Most telecommunications companies' core competence is software," Dr. Banker says.

The goal of SOM's Center for Practice and Research in Software Management (PRISM), which Dr. Banker and Dr. Bardhan set up last fall, is to help companies that develop, operate, and maintain software systems, regardless of size. Software issues affect virtually every company these days. As with SOM's other centers, this center serves as an umbrella, pulling together experts from disciplines inside and outside the School who can address challenges that arise in the management of software systems.

To accomplish its goal, PRISM is concentrating on software products from the perspectives of companies that use these products as well as companies that make them. The center is studying the best ways for companies to manage the life cycle of the software they purchase along with developing financial evaluations of when such software needs to be replaced. Other center research assumes the point of view of software product makers, investigating questions of how such products are bundled together and how they are positioned competitively.

Dr. Banker and Dr. Bardhan note that the PRISM Center is also launching several short professional development programs on software management issues and plans to hold symposiums that provide an open forum on these issues.

with a post-Enron, forward-looking vision.

The School's centers benefit its students in many ways, Dean Pirkul says. The centers increase UTD's profile by underwriting research, sponsoring forums, and hosting short-courses, all activities that indirectly help a UTD graduate. And for those centers that do assist in corporate projects, the benefits are tangible. "If the center does outreach, if the center does projects, students participate in these projects," the dean says. "They get valuable experience. They learn what real problems are out there and how to solve them."

*These pages contain profiles of The School of Management's five centers.* ♟

# A Worldwide View:
## The Center for International Accounting Development

Dr. Adolf J.H. Enthoven brings accountants from around the globe to UTD and travels internationally to standardize accounting education

By Jeanne Spreier

The Center for International Accounting Development has been around longer than many of UTD's students have been alive. While the center's activities today don't resemble, except in mission, what they did twenty-five years ago, they still make a major impact in the oil and gas business and international accounting world.

In the mid-1970s, Dr. Adolf J.H. Enthoven was working with the World Bank, which recognized "a tremendous need in Third World countries for oil and gas management," he recalls. Later in the same decade when he agreed to come to UTD to set up the accounting department, one of his conditions was that he be allowed to establish a center to answer that need. UTD agreed and provided fifteen thousand dollars as seed money.

Now self-sustaining, and in fact turning some money back to the School, the Center for International Accounting Development has hosted more than twelve hundred oil and gas managers from around the globe at its annual one-month conference in Richardson.

Participants get training in accounting, financial management, and other aspects of the energy business.

Worldwide interest in attending the seminar hasn't changed over the years, but the topics have. These days, classes deal with market development, globalization, and other issues that weren't topical a quarter century ago.

Dr. Enthoven plans to expand the program this fall, offering an intensive one-week program for senior oil and gas financial executives. And he anticipates that, as companies cut back on travel and executives cut back on the amount of time they are willing to spend away from their operations, the center will be developing additional one-week programs to address international accounting issues.

Dr. Enthoven teaches a graduate level comparative international accounting class — this semester he has thirty students — where he shares issues he has discussed at the center. He also teaches comparative international accounting to Executive MBA students. In a nutshell, the accounting world, despite globalization of businesses, lacks an internationally recognized standard for accounting education, he says.

The result is that while U.S. accountants are driven by one set of rules — typically investor protection — accountants in other countries are keyed to other issues. Dr. Enthoven would like to see accounting education worldwide achieve a level of parity. To that end, he travels throughout the year. His trips are usually to small, emerging nations, lately Central Asian countries.

"The center gives focus to these works," Dr. Enthoven says. It also gives UTD an international face. Alumni from the oil and gas monthlong seminar live in more than fifty countries.

"These transition countries need [accounting education standards]. I don't need to go to France or Germany," he says. "But in my opinion, [these emerging countries are] where the excitement is. These are the countries that need it."

# Marketing Savvy:

## The Morris Hite Center for Product Development and Marketing Science

**Dr. Frank Bass refines his famous marketing model in a venue that gives students the chance to do basic research**
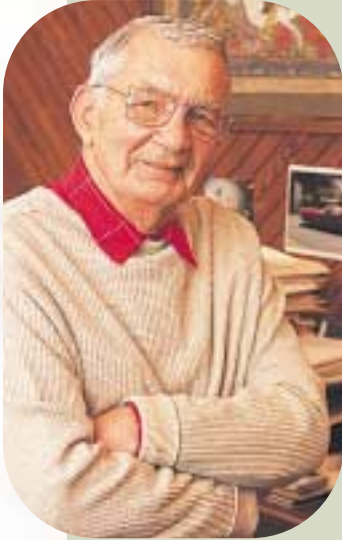
By Jeanne Spreier

Marketing, as Dr. Frank Bass will eagerly share, is a science driven by statistical analysis, sophisticated modeling, and — like every other discipline at The School of Management — research, research, research.

The Morris Hite Center for Product Development and Marketing Science was established in 1984. Two years earlier, Dr. Bass had arrived at UTD and met Morris Hite, then president and CEO of Tracy-Locke, Dallas' legendary advertising and marketing firm. "Every time there was a civic project in Dallas, he was the marketing force behind that project," Dr. Bass recalls.

Mr. Hite was involved in other projects, as well. He had lobbied the state legislature to establish The University of Texas at Dallas and had been a driving force behind marketing the 1967 bond issue that financed construction of what would eventually become Dallas-Fort Worth International Airport.

"I asked him if he would help us raise funds for a research center in marketing science," Dr. Bass recalls. Mr. Hite made a commitment, but before he could launch the project, he was killed in an auto accident in 1983. "His friends took it upon themselves to raise money for the center in his memory," Dr. Bass says. They collected one million dollars for an endowment, ensuring the center's long-term financial stability.

Dr. Bass, who came from Purdue University, where he oversaw doctoral students in marketing science, wanted to establish a similar program at UTD. The Morris Hite Center allowed him to do so, giving doctoral students an opportunity and a venue to do not only applied research but also basic research in marketing. It is a mission that has remained constant over the center's eighteen years.

While the center primarily involves doctoral students and some master's students, Dr. Bass says all students ultimately benefit from research conducted there. "Knowledge doesn't come from teachers. It comes from research," he says. "These research products create the knowledge flow that ultimately ends up in textbooks."

Much of the center's research focuses on the Bass Model, which Dr. Bass himself created in the late 1960s as he studied sales of then-new color televisions. In 1966, using differential equations, Dr. Bass decided that color TV sales would plateau in 1968. His research and opinions were roundly discounted but ultimately proved to be on-target.

The Bass Model has been extended and generalized over the years. Now, not only does it permit forecasting of how a single generation of high-technology products will be dispersed, it also allows for the forecasting of sales of multiple generations of technology. Beyond that, the model provides the basis for evaluating the policy alternatives for marketing strategies.

Recently, Dr. Bass has made forecasts about satellite television, third-generation wireless phones — those that might be called Internet phones — and personal computers.

In recent years, the Morris Hite Center has supported several research projects that involve theoretical extensions and applications of the Bass Model to technological innovations. One project was a case history

study of the application of the Bass Model in forecasting the subscriptions of DIRECTV, a satellite television company, prior to the launch of the product in 1994. Actual subscriptions were tracked and compared with forecast subscriptions for each year through 1999. The center also undertook a forecast of the growth of the third generation of cell phones; it did a theoretical study of the response to different prices using the Generalized Bass Model. And in one project, center researchers did a model and analysis of nine generations of personal computers beginning with kits in 1975 and extending through the Internet in the late 1990s.

"There are some other marketing centers, not many though," Dr. Bass says. "And the other ones are more concerned with applied research, not basic research." This goes back nearly two decades to the friends of Morris Hite, who set up the endowment that funds the center. Because of it, Dr. Bass says, the center is free to pursue research that isn't necessarily client — and thus fee — driven. And that research, ultimately, has worldwide impact. "It brings an international reputation to the University," Dr. Bass says.

# Going with the Flow:
## The Accounting Center for Excellence

Center's programs keeping financial officers up to speed on information technology

By Jeanne Spreier

"Accounting practice requires a good understanding of information technology, especially as related to information flow," says Dr. Rajiv Banker, director of SOM's Accounting and Information Management Programs.

Dr. Banker leads the recently established UTD Accounting Center for Excellence (ACE), which sponsors research and curriculum-development projects that address how information is generated, aggregated, reported, and interpreted in management operations.

Drawing on the expertise of UTD faculty, the Accounting Center for Excellence offers short programs to mid- and upper-level corporate financial officers. The programs delve into such topics as financial analysis and strategic cost management. Dr. Banker says the center also offers symposiums that "emphasize the interface between academics and industry."

Dr. Banker leads ACE as well as co-directing the School's Center for Practice and Research in Software Management (PRISM) (see *A Study of Core Competence* on page 22). For both centers, he hopes to draw on corporate financial support. "The University sees the business school as one of the major gateways to the industry around us," Dr. Banker says. "These centers provide a link [to those businesses]. This allows companies to get into the University and see us, to see our programs firsthand."

Both ACE and PRISM will receive funding through private research grants and projects, corporate support, and in-kind support from the University. Dr. Banker says doctoral students will be involved in research and projects brought to the center, bringing real-life experience to some of the School's highest-level students. ☎

# LOYALTY COUNTS

## BY HELEN BOND

I nside and outside Dallas-based Alliance Data Systems, loyalty is the utmost reward. The folks at Alliance dub it the "stickiness" factor.

As a leading provider of electronic transaction services, credit services, loyalty consulting, and database marketing—and The UTD School of Management's (SOM) newest *Strategic Partner* company—Alliance Data Systems tackles all the behind-the-scenes details to make sure its clients can build long-term relationships with their customers. Alliance manages more than 2.7 billion transactions and 72 million consumer accounts for some of North America's most recognizable retailers, financial services firms, and energy and transportation companies.

Dwayne H. Tucker says he sees Alliance Data Systems' relationship with the SOM as a natural fit with the company's focus on people needs as well as its future success. "One of the things we look for is to make sure we have enough highly capable, highly trained resources to meet our growth needs," says Mr. Tucker, Alliance Data Systems' executive vice president and chief administrative officer. "In terms of the potential talent pool, UTD . . . serves as a good vehicle to meet that need. We have hired some very strong people from UTD, and they are contributing to the success of our company."

Alliance Data Systems employs more than sixty-five

hundred associates in more than twenty locations in the United States, Canada, and New Zealand. The company takes care of everything from credit approval to customer care and bill collecting. Alliance employees also crunch all that purchasing data to help clients better understand their customers, identify new business opportunities, and enhance communications and advertising.

While some may call these outsourcing services, Alliance Data Systems considers itself a true partner in a company's effort to increase sales, attract new customers, and build bonds with existing customers who increasingly turn to credit cards and electronic payment in daily life.

The company's relationship strategy has quickly paid off. Alliance Data Systems was created through the 1996 merger of two entities acquired by the private New York investment bank Welsh, Carson, Anderson & Stowe: J.C. Penney Co.'s transaction services business, BSI Business Services, Inc., and The Limited Inc.'s credit card bank operation, World Financial Network National Bank. Today's clients read like a Wall Street blue chip panel with such names as Williams-Sonoma, Inc., The Limited, Victoria's Secret, Brylane Home, Royal Dutch/Shell, and Energy East Corporation. Alliance Data Systems also operates and markets the largest coalition loyalty program in Canada through its subsidiary, The Loyalty Group.

"Providing quality and services at a price point that is competitive is key," says Mr. Tucker. "But there is also the matter of clearly demonstrating you can expand that relationship with the customer to make them more of a long-term commitment. We call it a 'stickiness' with the customer—they are with you for the long haul."

This emphasis on loyalty also pervades the Alliance Data Systems workforce—a place where "having fun" is written in the corporate values. Recognized as an employer of choice by industry peers, Alliance Data Systems is driven by core values such as working together, building trust and relationships, creativity, and innovation. The company encourages open communication, the willingness to teach and learn, and the importance of community and industry involvement. "Fun" can range from a summer cookout served by senior management to an emphasis on health and wellness through the company's corporate fitness facility, to the rewards that come from winning an individual or team incentive contest. Work may be demanding, but a balance between family and work life is also imperative, says Mr. Tucker.

"We are very value based," he says, in that the company considers the satisfaction of its employees not only a vital part of its business model and integral to its long-term success but also directly related to shareholder value. "Simply said, it's our associates who create value for our clients and their customers. Associates [who] are highly satisfied with Alliance Data Systems will create more value for our clients than associates who are not motivated to give our company their best effort."

The company has proven to be resilient to the recent economic downturn. It has enjoyed double-digit growth in all three business segments—transaction, credit, and marketing—most recently posting a record fourth-quarter revenue rise of eighteen percent. Revenue in 2001 grew fourteen percent to 772 million dollars—proof that Alliance Data Systems is well on its way to achieve its goal to be a billion-dollar company by 2003.

Meanwhile, the Alliance Data Systems' partnership with the SOM will, Mr. Tucker predicts, contribute to long-term employee satisfaction by helping people feel the company is a place where they can develop and grow.

He also points to the close proximity of the UTD campus to the company's headquarters on Waterview Parkway—it's just across the street—and the School's strong academic programs and faculty as important assets that can help his company as it continues to expand its business.

And, he anticipates a powerful synergy between company management and faculty to brainstorm and introduce new ideas into the workplace. "Hopefully, we will serve as a place where they can test their theories. The commitment of the faculty and the School's leadership are good indicators that the SOM is on the rise. As a company on the rise, we want to associate with other like institutions that are committed to excellence and long-term success. We feel The UTD School of Management is one such institution," he says. ☎
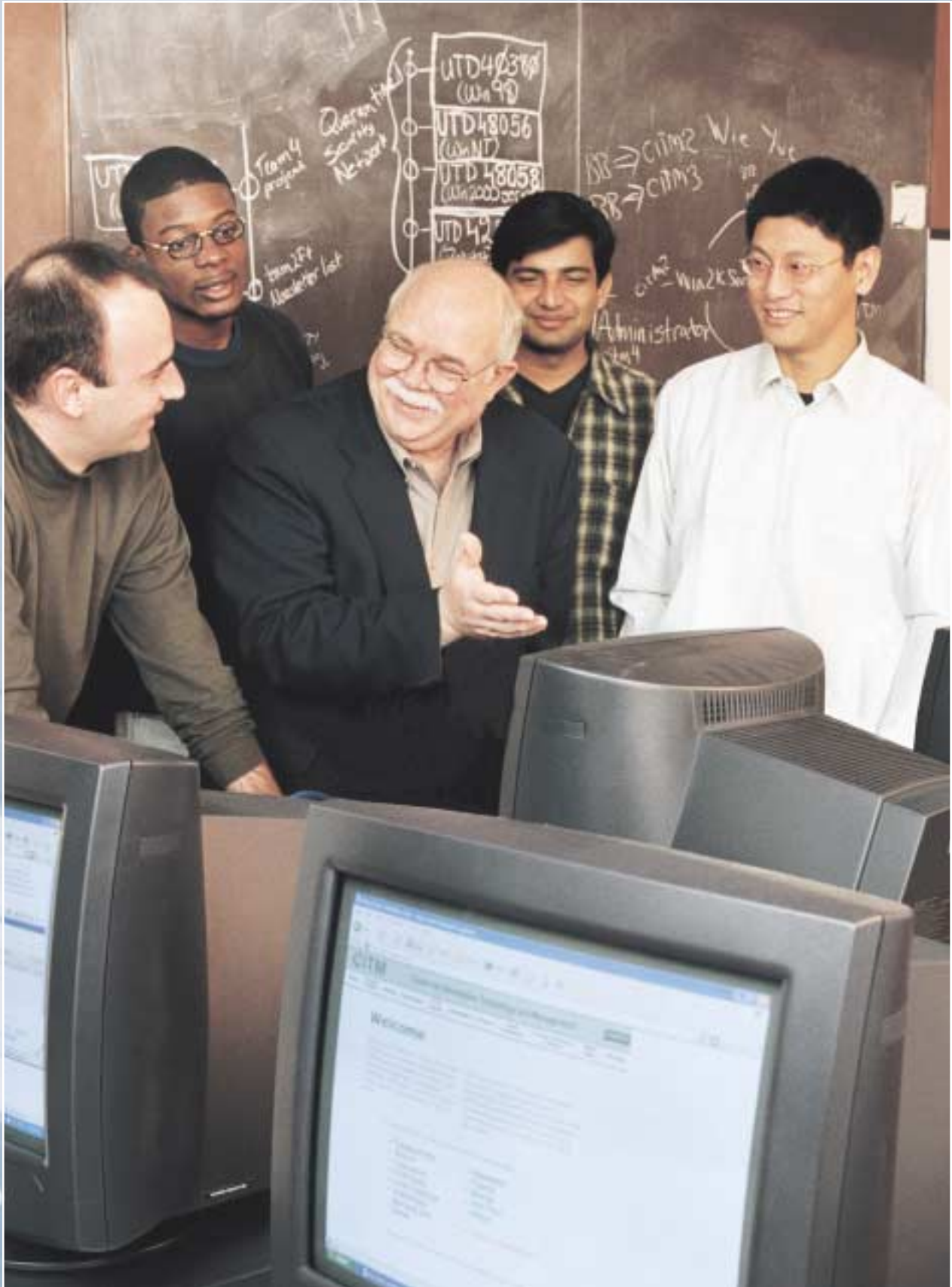
# StudeNt Networks

BUSINESS, PLEASURE, AND GROWTH PROSPECTS ABOUND
IN SOM ORGANIZATIONS DEVOTED TO BUDDING TALENTS

BY PAULA FELPS

A s part of its mission to provide a well-rounded educational and social experience, The U.T. Dallas School of Management (SOM) offers a variety of clubs and programs in which students can participate. Often camouflaged as social occasions, the programs also give participants opportunities to develop invaluable business acumen and oftentimes provide a jump-start to the future of students' careers.

As the economy regains its footing, students find participating in these programs a reassuring experience that can provide a strong boost to their résumé. Student organizations offer everything from camaraderie to tips on enhancing business skills to hands-on experience in their chosen field. At the very least, these groups give students the chance to "test their wings" in a safe environment and build more confidence. In many cases, participation leads directly to internships or employment. Ultimately, these organizations help raise the School's profile and accentuate its presence within the business community, at the same time creating personally and professionally polished students ready to join the workforce.

Facing page: Management Information Systems faculty member Richard Fisher, advisor to UTD's AITP chapter, meets with chapter members.

## Accounting Honor Society:

As the largest student organization in The School of Management, the Accounting Honor Society (AHS) is a prestigious group with strict criteria for involvement. Faculty sponsor Charles Solcher says that members must have completed at least six hours of accounting study, half of which has been taken at UTD, and must maintain an accounting grade point average of 3.25, with an overall GPA of no less than 3.0.

In return for their hard work, members receive networking opportunities with practicing accountants and enjoy an advantage in landing job interviews.

"Many firms recognize AHS members as intelligent, reliable, and hard-working," Mr. Solcher says. "The AHS reputation enhances our members' business potential."

Two major events each year help put that potential in the spotlight. Meet the Firms is an accounting career fair held each September. About twenty-five notable Metroplex employers attend. Last year's event drew more than 250 students, many of whom were invited for interviews with top-ten accounting firms and large technology companies.

Accounting Honor Society Advisor Charles Solcher and President Emily McKee

Each spring, an Internship Forum gives members the chance to meet with accounting and technology firms with the goal of earning an internship position at one of the companies.

"AHS is a well-established organization, which has very positive results for its members," Mr. Solcher says, noting that the group has been around for about two decades. "Through AHS's

events, UTD has become a more prominent name in the business community."

## Association of Information Technology Professionals:

In just one year, the membership of this young group has grown eightfold, something that its founders point to as evidence of its usefulness, evidence of the need for it.

"Our organization brings local businesses in to talk about job skills and trends in the market," says SOM student Denise Smith, officer at large who is responsible for the programs.

"Basically, they tell how you can apply your education. A lot of the speakers have helped with résumés and offered to mentor, and we hope to put together a mentor program in the near future."

In a time when news reports on the information technology (IT) industry often are dismal at best, the guest speakers provide valuable reassurance for students poised to enter the full-time workforce.

"It's been extremely helpful, because they'll say, 'These are the places you can get a job.' Every company has some sort of IT involved in it; what these programs do is make us realize a lot more options for using those skills."

The student chapter is part of a national organization, and members are given access to the professional meetings as

well. Students also have the opportunity to enter programming competitions and attend Association for Information Technology Professionals job fairs. They also have access to an online résumé board, résumé workshops, and industry tours of corporations such as EDS and Verizon.

## CENTER FOR INFORMATION TECHNOLOGY MANAGEMENT:

Putting students in a real-world environment is just part of the appeal of the Center for Information Technology Management, which is directed by Michael J. Savoie (see *Fusion Laboratory* on page 20). In this program, five teaching assistants and a number of unpaid interns from The School of Management work directly with Dr. Savoie to participate in what he calls "résumé-enhancing projects." They work with a designated executive-in-residence to create a business outsourcing project.

"In a nutshell, they get to be on a business outsourcing team with an IT focus," Dr. Savoie says. "It may be something in healthcare, ASPs [application service providers], semiconducting . . . They get to see what happens and experience every aspect of the project as if they were working for the client."

He says the experience is vital because it gives students a taste of the real world, something to which students, all too often, don't have access.

"I don't spoon-feed them; I give them a template and tell them what they're going to do, and they come back with [their plan]. They get a realistic viewpoint of what they can and cannot do."

The opportunities in the center have been so popular that they filled up last fall when introduced and have remained full — with a waiting list.

"Most people [participate] because of word of mouth," Dr. Savoie notes. "Where students are being beaten [in the job market] is [when] people coming out of universities aren't ready for the business environment. This puts them right in the middle of it."

The UTD chapter of the American Marketing Association became the newest School of Management student organization when it held its kickoff meeting in February. The group's twenty charter members elected officers (pictured left to right) Michael Fields, president; Mary Tyler, vice president-advertising

and promotions; Danalyn Long, vice president-membership; Catherine Sugarbroad, executive vice president; and James Jones, vice president-finance. Other officers are Dolores Cobos and Johnny Chang, co-vice presidents-programs, and Alessia Todde, vice president communications. All members of the executive board are students in The School of Management (SOM). Advisors are Dr. B.P.S. Murthi, associate professor of Marketing, and Dr. Steve Perkins, SOM's assistant dean for Master's Programs. About ten percent of The School of Management's forty-three hundred graduate and undergraduate students are currently specializing in marketing.

Membership is open to any UTD graduate or undergraduate student, and membership information is available on the group's website at *www.utdallas.edu/~murthi/AMACC.*

The American Marketing Association is an international professional organization for people involved in the practice, study, and teaching of marketing. It serves all levels of marketing practitioners, educators, and students and has more than forty thousand members in eighty-two countries worldwide, with nearly four hundred chapters throughout North America and Canada.

## Strayline:

MBA students in Professor Steven Phelan's entrepreneurship class can leave there with more than just a working knowledge of how to start a business; they might actually leave with the funding for it if their team competes well. Strayline is UTD's computer sciences team that vied for a spot in the Southwest Business Plan Competition, which took place in April at Rice University in Houston. The winners go on to U.T. Austin to compete in Moot Corp, which is "sort of the Super Bowl of business plan contests," according to Steve Perkins, SOM assistant dean in charge of Master's Programs.

"Basically, they take an idea from a professor and put together a business plan. They present the ideas in a way to get funding," Dr. Perkins says. "If they win (at Rice) and go to Austin, and win there, they are funded to actually start that business."

Although the UTD team did not win at Rice, they have already been contacted by two venture capitalists about developing their plan. "We may have lost the battle but won the war," Dr. Perkins says.

Even those competing teams who don't walk away with funding leave with something almost as tangible — the ability to develop a business plan. The approach is one that is becoming prevalent at both the college and industry level.

"Many companies are trying to do similar things, get business plans internally, get new ideas from their employees, and create spinoff businesses," Dr. Perkins says. "This [competition] gives students a great educational experience. It's much better



Teaching assistants and interns work with Dr. Michael Savoie in the CITM "test bed."

to get hands-on learning experience, to try it in a safe place. That's what they find here. And they might even start a real business because of it."

## PhotoNano Solutions:

Like Strayline, UTD's PhotoNano team is part of a competition of business plans. While Strayline focuses on computer sciences, competition for PhotoNano is all about information technology.

Created by the STARTech Foundation, a Richardson-based business incubator, the STARTBiz Business Plan Competition was held in late February and had both a professional and university division. The winner of the university division, which this year was SMU, has a guaranteed entry into the Southwest Business Plan Competition at Rice. The winner also receives capital, office space, and assistance to make its company grow.

"The most important thing, for us, was to get universities to look at entrepreneurship," says STARTech's CEO, Sejal Desai, a UTD School of Management alum who graduated from the Cohort MBA Program in 1999. "We want to play our part in nurturing it within universities. There's a lot of research being done in universities that never gets out. We wanted to give it an initial outlet."

PhotoNano Solutions, working with Dr. Anvar A. Zakhidov, professor of physics and part of the newly created NanoTech Institute at UTD, made it into the semifinals of the competition.

"Even if you don't win, there are venture capital people in town who go to these events," Dr. Perkins points out. "Win or not, they're still a way of taking these ideas and seeing if there are ways that UTD [students] can realize them."



Business team students (right to left) Brandt Cannici, John Hurlbert, and Ian Lim confer with advisor Dr. Steve Perkins.

*The School of Management*

# FINANCE PROFESSOR AND COAUTHORS WRITE AWARD-WINNING PAPER ON STOCK VOLATILITY

**Y**exiao Xu, assistant professor of Finance in The School of Management at The University of Texas at Dallas (UTD), has been awarded the American Finance Association's Smith Breeden best-paper prize for "Have Individual Stocks Become More Volatile? An Empirical Exploration of Idiosyncratic Risk," written with John Y. Campbell of Harvard University, Martin Lettau of the Federal Reserve Bank in New York City, and Burton G. Malkiel of Princeton University.

The Smith Breeden prizes are awarded annually for the top three papers published in *The Journal of Finance.* The prizewinner for the best paper is awarded ten thousand dollars, and the two prizes for distinguished papers earn five thousand dollars each.

*Bloomberg Financial, Business Week, Economic Institution, Financial Times, Fortune, Money, The New York Times,* and *The Wall Street Journal* have each cited the paper, which was published as the lead article in the February 2001 issue of *The Journal of Finance,* the prestigious academic publication of the finance association that appears six times yearly and focuses on scholarly research in financial economics.

Dr. Yexiao Xu

"On behalf of UTD and The School of Management, I would like to congratulate Professor Xu on achieving this award. The amount of recognition for this paper has been outstanding," says Dr. Hasan Pirkul, dean of the School.

The paper argues that despite the common feeling of increasing volatility in the stock market in the recent decade, the market has been fairly stable over the past forty years. "Investors feel there are tremendous uncertainties about individual stocks because of company specific, or idiosyncratic, risk," states Professor Xu. "In fact, idiosyncratic volatility has doubled over the past forty years. In the words of *New York Times* columnist Mark Hulbert, 'The sea is calm, the ponds are choppy.'"

This idea has very important implications for investors. Standard finance theory recommends that investors hold a diversified portfolio because they will only be rewarded for taking market risk.

"The rule of thumb in the old days was that holding a portfolio of twenty stocks was sufficient to diversify away idiosyncratic risk. This has become more difficult to achieve because idiosyncratic risk has gone up so much in the recent decade. Our results suggest that individual investors should at least hold a portfolio of fifty stocks," adds Dr. Xu.

Professor Xu graduated from Princeton University in 1996 with a PhD in economics. Prior to attending Princeton, he spent three years at Brigham Young University and received two master's degrees, one in managerial economics and one in electrical and computer engineering. At UTD, Professor Xu teaches both undergraduate and graduate corporate finance as well as a seminar in asset pricing for PhD students.

## Project Management Adds Online and International Segments

In response to requests from both industry and individual students, The University of Texas at Dallas School of Management (SOM) has launched two new offerings this spring in its innovative Project Management Program. One is an online version of Project Management Master and MBA courses, which began May 2. The other is an international study exchange, which took UTD project management students to Germany in April.

The May kickoff of the Internet version of the program's degree coursework follows the launch last fall of Project Management's non-credit professional development short courses.

The program's new study exchange is in cooperation with the University of Applied Science at Landshut, Germany. UTD Project Management students in the last phase of their master's degree curriculum participate in the international coursework program. The exchange is designed to provide students the chance to study strategic and operational aspects of companies in an international environment. It also gives them the experience of living in and studying a different culture.

The Project Management Program is

> "This type of study exchange is critical as the project management field becomes more global."
>
> — Jim Joiner,
> Project Management Program Director

the third graduate-degree curriculum the SOM has offered online since 1995.

"Our online graduate programs have served as a model for other schools and universities," says School of Management Dean Dr. Hasan Pirkul. "We have the experience, and we don't have to reinvent the wheel each time we add a new program such as this one in Project Management."

Jim Joiner, UTD's Project Management Program director, says that the international exchange will provide an invaluable dimension to the program. "This type of study exchange is critical as the project management field becomes more global. This will not be just a tour. Many of our students already work for global companies here, like Ericsson, Texas Instruments, and Alcatel," he says.

"By forming this relationship with the university in Landshut, we are able to gain access to and knowledge from some of the top companies in Germany," Mr. Joiner says. "Likewise, we offer the same caliber of contacts for them here in Dallas-Fort Worth. It is a meaningful relationship for both universities."

German students will visit The University of Texas at Dallas as part of the exchange program in October 2002. The following year, the UTD program will exchange with students from the Université des Sciences et Technologies de Lille in France. It will then alternate every other year between the German and French universities.

Both UTD's Project Management professional development and degree program, which *Project Management Network Magazine* has named to its "Best Bet" programs list worldwide, were developed in response to the needs of Dallas-area industries. The programs blend technical, leadership, and general business training to help project team leaders meet the changing needs of new corporate structures. Both are endorsed as registered education providers of the Project Management Institute.

In the online version, the program's curriculum is not changed but adapted

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## PROFESSOR SURESH SETHI NAMED IEEE FELLOW

The Institute of Electrical and Electronics Engineers (IEEE), Inc. has elected U.T. Dallas School of Management Professor Suresh Sethi to one of its top honors, naming him an IEEE Fellow. Dr. Sethi's election took effect January 1.

2001 IEEE President Joel Snyder cited Dr. Sethi's contributions in control and optimization of management and economic systems in announcing his election to the organization's highest grade of membership. IEEE selects one-tenth of one percent of its three hundred thousand members worldwide annually to fellowship status. Fellows are selected for extraordinary records of accomplishment in any of the IEEE fields of interest.

Dr. Suresh Sethi

SOM and UTD System officials met with Congressman

## "UTD in Washington"

## SOM Programs Visit Nation's Capitol

**Congressman Martin Frost of Dallas was a featured speaker during the UTD Executive MBA and Project Management Program students' trip to Washington, D.C., in January. Pictured above (left to right) are EMBA Director Dr. Jasper Arnold, "UTD in Washington" course professor Dr. Diane McNulty, Congressman Frost, UTD Project Management Program Director Jim Joiner, and Vicquar Ahmad of the U.T. System Office in Washington, who helped coordinate the trip. EMBA and Project Management students also met with congressional committee staffers, lobbyists, and officials from regulatory agencies. The course is designed to help students develop a working knowledge of how government policy impacts business as well as how the public policy process works.**

for Internet delivery. Students work in virtual teams and cohort groups. On-campus retreats are required only at the beginning and end of the first year of study.

Several completion options are available with the Project Management online degree program. Students can opt to spend twelve months preparing for the Project Management Professional (PMP) Exam, the certifying exam of the Project Management Institute. Many students opt to continue for another eleven months to earn a Master of Science degree with emphasis in Project Management. An MBA degree with a concentration in Project Management also is offered and may be obtained in an additional seven months after the MS degree.

For more information or to register for the Project Management online degree program, visit *http://som.utdallas.edu/project* or call 972-883-2656 or 972-883-2652.

## Professional Development Forums Focus on Collaboration and Teamwork

"The Power of Facilitation: We've Got to Start Meeting Like This" was the topic of a presentation by Susan Nurre, president of the Bagheri Group, at the Winter 2002 UTD Professional Devel-

opment Forum on February 28. A specialist in finding business solutions, Ms. Nurre discussed the current state of meetings, how they fail, and how to improve them. The fall forum on December 6, 2001, featured Charles (Rusty) Cone, president of Alliance Systems, whose topic, "Why One-Man Bands Don't Hit the Charts—Teamwork Initiatives in a Challenging Business Environment," focused on how a team strategy benefits companies in today's economy. The School of Management presents the Professional Development Forum quarterly at the UTD Conference Center. The forum series presents current trends and issues in employee training and professional development. For more information on the series, contact Ken Gilliam at 972-883-2204 or gilliam@utdallas.edu.



Forum speaker Susan Nurre

## Recent Cohort MBA Grad Wins Texas Business Hall of Fame Scholarship

Nicole Curtis, who received her MBA in December 2001, was one of twenty students from throughout the state of Texas to receive a five-thousand-dollar scholarship from the Texas Business Hall of Fame last fall. The students were chosen on the basis of their "entrepreneurial spirit that...[is the] future...of business in Texas," according to an announcement from the Texas Business Hall of Fame. The Houston-based Hall of Fame is the nineteen-year-old organization that honors outstanding business leaders who also have contributed to their community. The students were recognized and received their scholarships at an awards dinner October 18 in Houston. Ms. Curtis graduated from The School of Management's Cohort MBA Program.

### Jim Joiner is New Chairman of PMI Advisory Council

Jim Joiner

Jim Joiner, director of The School of Management's Project Management Program, has been elected chairman of the National Project Management Institute (PMI) Accreditation Advisory Council. The council evaluates accreditation of both degree and non-degree programs at higher education institutions around the globe.

Mr. Joiner helped organize the UTD Project Management Program in 1997. Prior to joining the University, he worked for thirty years with Texas Instruments, Inc., where he was an operations manager and held management positions in TI plants in England, Chile, Brazil, Curaçao, and France in addition to several facilities in the United States.

He is a graduate of the University of Alabama at Tuscaloosa, where he studied business and engineering.

### Accounting and Information Management to Offer New Degree Plans

Several new degree plans designed to allow specialization in the most up-to-date areas of Accounting and Information Management will be offered at both the undergraduate and graduate levels beginning the fall semester of 2002.

In announcing the curriculum changes, Dr. Rajiv Banker, director of The School of Management's Accounting and Information Management Programs, explains that students interested in careers in traditional auditing and taxation services can choose concentrations in either financial planning and analysis, assurance services, taxation services, or international services. Those interested in careers focused on contemporary issues in the information economy can select from management consulting, information management, or software management concentrations.

Dr. Banker notes that the new degree plans include several new courses as well as a refocusing of several existing courses. "This reorganized and expanded curriculum enables our students to specialize in their area of interest and become more marketable to future employers," he says.

## CAREER TIPS: DON'T FORGET THE BASICS

**T**he UTD School of Management Career Services Center makes available to both the School's alumni and current students such services as career assessments, aptitude tests, and career development counseling. The center also provides job search counseling, including tips like these from center director Judy Guyer:

Judy Guyer

☛ Don't go it alone developing your résumé — get external professional input. There is too much room for error, and you could waste valuable opportunities by providing a résumé that is not the best reflection of your talents.

☛ Be smart about interviewing. Polish your skills. Consider doing a videotaped "mock interview" to discover how others see you. The Career Services Center offers this service by appointment.

☛ Do research on any company where you will be interviewing. It is smart to do this for other companies that interest you also. Have at least two intelligent in-depth questions to ask at any interview. This will set you apart as a more desirable candidate.

☛ Don't let your talents become obsolete. Continue to expand your professional talents, network by attending professional development conferences, and stay attuned to changes in your industry.

For more information, contact Ms. Guyer at 972-883-6832 or guyer@utdallas.edu.

Wu-Fu Chen



Dr. Alan MacDiarmid

# MIT FORUM HOSTS 'INVENTORS OF THE FUTURE'

**T**he UTD School of Management's division of Executive and Professional Development played host January 17 to the MIT Forum's "A Conversation with Two Great Inventors of the Future," which featured the 2000 Nobel Laureate Dr. Alan MacDiarmid (bottom left) and entrepreneur Wu-Fu Chen (top left). Dr. MacDiarmid, who is Blanchard Professor of Chemistry at the University of Pennsylvania, shared the 2000 Nobel Prize in Chemistry with chemists Alan J. Heeger of the United States and Hideki Shirakawa of Japan for their pioneering work with synthetic materials. Dr. MacDiarmid recently joined UTD as distinguished scholar in residence, chairman of the advisory board of UTD"s NanoTech Institute, and as special science advisor to UTD President Franklyn Jenifer. Mr. Chen was elected one of the top ten entrepreneurs of 2000 by *Red Herring* magazine and has been ranked as one of the top one hundred venture investors in the United States by *Forbes* magazine. The MIT Enterprise Forum is sponsored by the Massachusetts Institute of Technology Alumnae Association. The January 17 event was also cosponsored by the Dallas-Fort Worth chapter of the Chinese Institute of Engineers/USA.

## SOM STUDENTS TAPPED FOR UTD ALUMNI ASSOCIATION RING HONOR

Two of the three graduating seniors chosen as recipients of the UTD Alumni Association's Ring Award are School of Management students. Emily McKee (left), who is graduating in May with a Master of Science degree with a concentration in Information Technology Management and Consulting, and Cara Smedley, who is graduating in May with a Bachelor of Science degree in Information Systems, both won the newly designed official UTD rings in the competition this spring. An Engineering and Computer Science student, Priscilla Cox, was the third ring winner in the alumni association contest. The purpose of the competition is to recognize students who have attained outstanding levels of academic achievement and whose contributions have made a significant impact upon the lives of the University community and the community at large. For more information on the Ring Award contest, contact Patricia Hill-Yandell, UTD alumni relations officer, at 972-883-2586 or yandell@utdallas.edu.

# A L U M N I   N O T E S

### 1980s

**Cathy Muller,** BS 1980, serves as the in-house accountant for Camozzi Pneumatics, Inc., in McKinney, Texas. Camozzi is an Italian-based global corporation that makes fittings, valves, and cylinders used in production-related air-flow machines.

**Fawaz H. Ismail,** BS 1985, was featured in "Living in America," an article in the January 7, 2002, issue of *Fortune* magazine as the chief executive officer of the largest flag-retailing business in the United States. His company, Alamo Flags, is headquartered in Falls Church, Virginia.

### 1990s

**Walter L. Sutton,** PhD 1990, an attorney with extensive experience in both the federal government and private industry, has been named special assistant to Dr. Franklyn Jenifer, president of the University. Dr. Sutton most recently served as deputy federal highway administrator in the Clinton administration. He lives in Dallas, Texas.

**G. Pat Bywaters,** MBA 1993, is chief operating officer of Trident Solutions Group. Trident is a process and strategy consulting company based in Dallas, Texas. Pat has also been volunteering as a guest lecturer for The School of Management in Dr. Constantine Konstan's Strategic Cost Management MBA class and is participating in the Cohort MBA mentoring program.

**Judith Van Norden Agrawal,** BS 1994, is the accounting manager for Add Inc, a publishing and printing company in Kenner, Louisiana, where she is responsible for all properties in the New Orleans and Baton Rouge area.

**Ed Carnes,** MBA 1994, is the director of global information technology for Sony/ATV Music Publishing LLC, in Nashville, Tennessee.

**Timothy Chaplin,** BS 1994, is an accountant with Rosewood Corporation, a hotel and resort management firm in Dallas, Texas.

**Gail Dohmann,** BS 1994, is the controller for Thompson, Coe, Cousins & Iron, LLP, a law firm specializing in, but not limited to, the insurance industry, headquartered in Dallas, Texas.

**Patti McKee,** BS 1994, chief financial officer for Community Credit Union in Plano, Texas, was recently appointed to the board of the Southwestern Automated Clearing Association – The Electronic Payments Resource.

**Joone Choe,** EMBA 1995, was recently promoted to assistant vice president for Bank of America in Dallas, Texas.

**David Permenter,** MA 1995, a unified network architect for Nortel Networks in Richardson, Texas, became a father on December 19, 2001, when his wife, Mori, gave birth to a boy, Drew Needham Permenter.

**Roseanna L. Davis,** BS 1996, is the controller for Bev Heil & Associates, Inc., an interior design firm in Dallas, Texas.

**Gregory Floyd,** EMBA 1996, has recently accepted the position of business development manager for Peregrine Systems, a worldwide information-technology and business solution company in Dallas, Texas. Greg has been participating in the Cohort MBA mentoring program for the past two years.

**Ania Nozewnik Green,** MBA 1996, is the director of admissions for graduate business programs at the University of Miami. She is the wife of David S. Green, MBA 1996.

**David S. Green,** MBA 1996, is the associate director for graduate business recruiting and admissions for the University of Miami in Florida, where he actively recruits in Latin America, the Caribbean, and Florida.

**Jackson C. Hockett,** BS 1996, is the controller for AirLogix, Inc., an independent national disease-management company specializing in chronic disease and health management in Dallas, Texas. Jason became a new father on December 31, 2001, when his wife gave birth to a boy, Riley Gavin.

### Obituary

**Gregg Wilson,** MBA 2001, died March 24 in a kayaking accident on the Trinity River in Fort Worth, Texas. He is survived by his wife, Joanna Wilson, and his two-year-old son, Kincannon Wilson. His family requests that, in lieu of gifts, donations be made to a fund set up for the benefit of his son. Donations can be made to the Kincannon Wilson Fund at any Bank One.

**Efrain Ramirez,** BS 1996, is a senior accountant for Cherry-Air, a charter air-freight service company based in Addison, Texas.

**Boriana Ilieva,** MBA 1997, is a systems analyst for Ticketmaster.com.

**Ellen H. Magnis,** MBA 1998, was recently promoted to director of the American Stroke Association in Dallas, Texas.

**William McMillian,** MBA 1998, is a senior financial analyst for AMR Corporation, an international marketing firm and the parent company of American Airlines located in Fort Worth, Texas.

**Christina Soderberg,** MBA 1998, is an information technology manager for Transplace, a transportation logistics and management company in Plano, Texas.

**Amani Armand Ballou,** MS 1999, of Carrollton, Texas, added to his family on December 21, 2001, when he and his wife, Sandrine Atte, welcomed their new daughter, Kannyen Addison Emmanuelle Ballou.

**Ben Cooper,** MBA 1999, is a performance manager with J.C. Penney in Plano, Texas.

**Sejal Desai,** MBA 1999, CEO of STARTech in Richardson, Texas, and her husband Hemang, became new parents on April 1, 2002, when Sejal gave birth to a boy, Mohan.

**Jeffrey T. Gurley,** MBA 1999, is a finance and accounting consultant for Resources Connection, an international professional services firm, in Dallas, Texas.

**Sean McNeill,** EMBA 1999, recently accepted a position as director of product marketing with Richardson, Texas-based AMX Corporation, which manufactures advanced control technology for commercial and residential markets. Sean also serves on the EMBA Alumni Board and participates in the Cohort MBA mentoring program.

**Mahesh Shetty,** EMBA 1999, recently accepted the position of operations controller for VarTec Telecom, a provider of telecommunications products and services worldwide based in Dallas, Texas. Mahesh serves on the EMBA Alumni Board.

### 2000s

**Dainen Bryant,** MBA 2000, is a business development analyst in the commercial, space, and communications services area of Boeing Co. in Richardson, Texas.

**SOM alumni gathered for various reunions and social events during the fall and winter.**

A group of alumni from the Executive MBA (EMBA) Class of '96 (A) posed under the sign in front of the historic Tujague's Restaurant during a New Orleans weekend in September to mark their five-year class reunion.

EMBA alums attended a mixer in January at the Omni Hotel in Richardson, including members of the EMBA Class of 2001 (B) and the EMBA Class of '95 (C).

Cohort MBA alumni were welcomed by SOM Dean Hasan Pirkul to a September event that marked the five-year anniversary of the Cohort Program (D). Some 130 Cohort MBA alumni, students, guests, and faculty attended the dinner at Canyon Creek Country Club in Richardson.

For information on upcoming alumni events or organizing class reunions, contact Denise Ward, SOM's director of alumni relations, at 972-883-4114 or dward@utdallas.edu.

**Accounting and Information**

**Management Alumni**

We'd like to hear from you. To learn more about all our exciting new changes, please send your contact information to Amy Bass, assistant director of Accounting and Information Management Programs, at amybass@utdallas.edu, or call 972-883-6719.

# UTD School of Management Advisory Council Welcomes Three New Members

BY BRYNN BAGOT ALLDAY

**U**TD's School of Management welcomes three new members to its Advisory Council this spring, including Terry W. Price, Spencer Stuart Dallas; Anthony "Tony" E. Good, Alliance Data Systems; and Barbara Echols, Avaya Communications. These new members offer leadership and experience from diversified technology companies and will serve as liaisons for UTD within the business community.

**Terry W. Price,** director of the Dallas office of Spencer Stuart, an international executive-search firm, brings to the council extensive general management, sales, marketing, and operations experience in both the computer and telecommunications industries. He is a core member of the firm's technology, communications, and media practice and focuses on the recruitment of CEOs, COOs, group and divisional general managers, and other senior executives. Prior to joining Spencer Stuart, Mr. Price was senior vice president of Sensormatic Electronics Corporation and president of its Worldwide Commercial/Industrial Division. He led his division from startup in 1991 to solid operation, recording more than three hundred million dollars in revenues within six years. Before joining Sensormatic, Mr.

Price was president and chief executive officer of AmeriSystems, a telecommunications service provider headquartered in Dallas.

His career began at IBM, where he earned a rapid succession of promotions in a variety of sales and marketing assignments. Following nearly ten years with IBM, he held executive positions at United Telecommunications, now Sprint Corporation, and ITT Corporation.

**Tony E. Good** is vice president of corporate communications at Alliance Data Systems, a leading provider of transaction services, credit services, and marketing services assisting retail, petroleum, utility, and financial services companies in managing critical interactions between them and their customers. Alliance Data Systems also is one of the School's newest *Strategic Partners.*

Mr. Good has spent the last two decades helping organizations become more effective in their communications with internal and external stakeholders. He has developed comprehensive communications strategies for the launch of new products, long-range corporate planning, and short-term issues. His areas of emphasis include devising communications strategies, media relations, crisis communications, financial communica-

tions, speech writing, branding, and internal communications. Mr. Good has led the communications efforts for numerous high-profile activities, such as EDS's acquisition of A.T. Kearney (1995) and EDS's split from General Motors (1996), and the initial public offering of Alliance Data Systems stock in 2001.

**Barbara Echols** serves as director of outsourcing services for the Management Services Organization of Avaya Communication, a provider of enterprise communications—including secure network infrastructures and voice and data applications—for businesses worldwide.

Mrs. Echols has been involved in business outsourcing since 1989 when she joined Tigon, an Ameritech company providing service bureau voice messaging and dedicated voice-messaging networks for large multinational customers. She joined Avaya through the acquisition of Octel and has also held leadership roles in operations and customer service as well as implementation and project management. Other past experience includes sales, contract management, and sales support focused on both domestic and international customers. Before she moved to the telecommunications industry, her early career was in the oil and gas business. ♟

# Building Fund Drive Leaders Count on Fellow Alums to Help Make SOM Great

By Paula Felps

Tones of quiet excitement edge into their voices as they speak of the focal point The UTD School of Management (SOM) building will bring for alums and current students alike. They see it as a source of pride, a chance to build something important in the pioneering spirit of North Texas's early settlers.

These are the reasons that SOM alums Mike Inman, EMBA '95, and Sean McNeill, EMBA '99, have agreed to volunteer for leadership positions in the Building for the Future fund drive to make the School's new building a reality. These particular leaders and representatives from each of SOM's seven other Executive MBA graduating classes will spearhead fundraising efforts among their fellow classmates. The drive, which will kick off in June, challenges each of the EMBA alumni classes to one hundred percent participation.

"The School of Management is at a critical point in its history," Mr. Inman says. "It has grown fast and is [now] accredited (see *SOM Earns Accreditation* on page 11); there's a lot going on there. I think [the building fund] is a great opportunity for alumni to see it grow. It's going no place but up."

Mr. McNeill agrees. "This is much like the people who originally lived in these parts. They would help each other raise a barn or build a church for the good of everyone in the community. They would label the cornerstone with something significant about the people who helped. They input value in the ef-

fort through their participation."

The fund drive offers different levels of giving. Alumni can sponsor or "buy" a brick bearing their name for a one-thousand-dollar contribution, or they can have their name engraved on a brass plaque for a five-thousand-dollar gift. Both the bricks and the plaques will be prominently displayed inside the building.

"The bricks are like individual cornerstones. . . our way to say we've lived here and worked here, and there is value here," says Mr. McNeill, who is responsible for product marketing at AMX Corporation in Richardson. AMX sells residential and commercial high-tech control systems.

The SOM also is looking to alums to enhance that value by giving larger gifts. Top-level donors will have the opportunity to name classrooms and other public spaces in the new building.

Heading into June, the School is particularly grateful to its Leadership Alumni, not only exemplary SOM graduates but also other volunteers. Besides leading solicitation efforts, this group has shown high-level commitment by generously providing large individual gifts of their own to the drive.

A key factor in being a nationally recognized university and management school is a high level of continuing alumni participation in fundraising, Dr. Diane Seay McNulty, SOM's associate dean for external affairs and corporate development, believes.

Just as the School has consistently improved the quality of its programs as part of its efforts to achieve national prominence, administrators hope alumni giving, too, will improve in a demonstration of graduates' ongoing pride and belief in their SOM education, Dr. McNulty says.

Mr. Inman, who is a managing director of Carreker Corporation, which provides software and consulting to the financial industry both in the United States and internationally, also stresses the multiple advantages of high level alumni participation in the building fund drive. The distinction between "average" and "great" universities is participation from alums, he says.

"The bottom line is, this participation can only help. Additional alumni support is important for the [School's] ranking and the quality of people it attracts," as well as for the building fund. "This is something that everyone benefits from." 🏠

Mike Inman

Sean McNeill

## 2 0 0 1 - 2 0 0 2   D O N O R   R E P O R T

Monies have been donated and pledges targeted specifically to reach the eight million dollars needed to match the U.T. System Regents' thirty million-dollar allocation. Checks can be made out to: The UTD SOM Building for the Future Fund, and sent in care of Dr. Diane S. McNulty, Associate Dean, P.O. Box 830688, JO52, Richardson, TX 75083-0688. Read about the new building in *Building for the Future* on page 2 and in *Pioneering Spirit* on page 39 of this issue.

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