



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

LOOKING

FORWARD,

LOOKING BACK



**Hasan Pirkul**  
Dean, School of Management

## MESSAGE FROM THE DEAN

The theme of this issue, "Looking Forward, Looking Back," aptly describes the juncture at which The University of Texas at Dallas (UTD) School of Management finds itself as it continues its quest to become one of the leading public business schools in the nation.

It is fitting that we should take a moment to look back as we mark the tenth anniversary of Executive Education at UT Dallas. The lead article traces the development of this important area in the School and includes reflections of current and former students and faculty as well as the observations of Dr. David Springate, SOM's associate dean for Executive Education and founder of our first executive program in 1992.

We recognize these accomplishments as important building blocks that provide the SOM a firm foundation for current and future objectives. One of these goals, construction of our new building, is fast being realized. As the building report in this issue shows, construction of the SOM's new, 204,000-square-foot facility is proceeding on schedule. We are planning to move into the state-of-the-art quarters — designed to enable us to operate at the world-class level to which we aspire — next summer.

Our new building would not have been possible without the generous support of The U.T. System Board of Regents and friends and alumni such as Nancy and Chuck Davidson, whose impressive successes we feature in this issue even as we honor them as the recipients of our 2002 Distinguished Alumni Awards.

The added space of the new building is not the only way in which the SOM is expanding. To better serve a student body that now totals more than forty-three hundred, we have added twenty-two new members to our faculty, all introduced in this issue. New members include several internationally renowned senior scholars as well as outstanding junior faculty. They are a welcome addition to the ranks of our already excellent faculty, who continue to gain national prominence. Last summer, two of our professors, Dr. Rajiv Banker and Dr. Ted Day, garnered national recognition with prestigious "best paper" awards. Dr. Banker and his co-authors earned the American Accounting Association's "Notable Contribution to Management Accounting Literature Award" for 2002. Dr. Day's co-authored paper won the prestigious "Fama/DFA Prize" as the best paper on capital markets and asset pricing published in the *Journal of Financial Economics* during 2001. These awards add to the distinction brought to the School by Dr. Yexiao Xu, who, with his co-authors, won the Smith-Breeden Prize for having the best paper published in the *Journal of Finance* during 2001.

Recognitions such as these bring well-deserved attention not only to our faculty but also to the entire SOM. Our status as a school now fully accredited by AACSB International - The Association to Advance Collegiate Schools of Business also opens new opportunities for excellence and heightened visibility. With achievements such as these, and aided by crucially important continuing support from our friends and alumni, we are making significant strides toward our goal to provide the best in management education, now and in the future.

Best wishes,

A handwritten signature in black ink that reads "Hasan Pirkul". The signature is written in a cursive, slightly slanted style.

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THE UNIVERSITY OF TEXAS AT DALLAS

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**On the Cover:**

Modern-day traffic along the Champs Elysees near the historic Arc de Triomphe in Paris. SOM has bolstered its international travel-study programs. Photo by Jeremy Woodhouse

2

**Lessons for Real Life: Ten Years of Exec Ed**

**Jeanne Spreier**

SOM's Executive Education programs celebrate a decade of filling the ongoing educational needs of experienced workers.

10

**Construction Journal: New SOM Building Set to Open in Summer 2003**

**Alex Nestor**

The new building is going up, and the news goes on. Here's a compendium of ongoing information to keep you apprised of construction developments.

12

**Alcatel Looks Beyond the Horizon**

**John H. Ostdick**

Even in a downturn, Alcatel USA stays true to its long-term commitment to UTD.

14

**Distinguished Alumni Awards**

**Paula Felps**

SOM recognizes an alumni couple who have demonstrated strength in career, community, and UTD commitments.

16

**Forging Stronger Bonds**

**John H. Ostdick**

New and improved travel-study opportunities in France and Germany give Executive MBA and Project Management students more complete views of global business.

22

**High Tech for the Long Haul**

**Paula Felps**

SOM readies for the resurgence in the local high-tech industry by offering top training in telecommunications management and information technology management and consulting.



**DEPARTMENTS**

- 26 Career Tips
- 28 New Faculty
- 34 Advisory Council Updates
- 38 Program Updates
- 44 Alumni Notes
- 45 Alumni News
- 47 Donor Profile
- 48 Donors

# Lessons for Real Life:

# 10 YEARS

By Jeanne Spreier

# of Exec Ed

PROGRAMS GEARED TO HELP EXPERIENCED MANAGERS THRIVE  
ON RELEVANCY AND QUICK RESPONSE

**EDITOR'S NOTE:** *It's been a decade drawn from real life for The School of Management's Executive Education programs. This year, Exec Ed, geared to answer the higher-education needs of experienced workers anxious to improve their skills and move up in the job market, celebrates ten years of fast-paced response, real-world immediacy, and lasting value. Benefits have accrued all around. As graduates have earned credentials and credibility, the School has learned the importance of these oxymorons: Make change a permanent part of the program; be absolute about adaptability.*

**T**

hese students aren't looking for another diploma to paper their wall, although it doesn't hurt. These students aren't demanding business theory, unless it's applicable right now. Some of these students, in fact, might not even show up on The University of Texas at Dallas campus except once every couple of months. Students in The School of Management's Executive Education programs, all people who have been out in the working world for typically ten or fifteen years or more, in fact might be some of UTD's most demanding students.

Associate Dean for Executive Education Dr. David Springate knows that — and respects it.

"We draw on that experience," says Dr. Springate of the four component curriculums that operate under his aegis. The Executive MBA (EMBA) Program appeals to seasoned managers seeking to upgrade their skills, and the Project Management Program helps project team leaders keep apace — even ahead of — changes in corporate structures and operations. Managers seeking international expertise and a flexible learning environment are drawn to the Global Leadership Executive MBA (GLEMBA) Program. There's even an Exec Ed program, the Alliance for Medical Management Education (AMME), for medical professionals to learn business skills specific to healthcare settings.

## A DECADE DRAWN FROM REAL LIFE

In all these, Dr. Springate says, "folks expect to contribute, and they expect [classes] to be relevant. Not only do they want long-term relevance, but they want relevance next week, next month." These students need professors who can think on their feet, who aren't doctrine-driven, who can keep the class focused on the day's topic while incorporating real-life challenges. That might include a student observing, after a textbook discussion: "Our company tried that two years ago, and it didn't work."

Academia can have what in the business world is a deathly long change cycle, sometimes taking as long as ten years to switch program requirements. But Dr. Springate says UTD's Executive Education offerings are much more nimble than that. "Each program has graduates who we talk to. They are not shy about what they like and don't like." The youth of Executive Ed-



Dr. David Springate (top photo), associate dean for Executive Education; Jim Joiner (at left in center photo), director of the SOM Project Management Program, with two of his students, Troy Daugherty and Skip Masters; Dr. Jasper Arnold (bottom photo), director of the EMBA Program.



**Class of 1994** The first Exec Ed class at UTD (top photo) on the steps of the International Management Center in Budapest, Hungary; Dr. David Springate (second from right in center photo) and class members in Prague, Czech Republic; class members (bottom photo) confer during a company visit. The first class convened in September 1992.



ucation at UTD — this year it celebrates its tenth anniversary — gives the program its flexibility. “We don’t have a long enough history to have institutionalized the program,” Dr. Springate says.

### EMBA:

#### GIVING ‘EM THAT ‘GOT-TO-KNOW’ SUBSET

That has allowed for some remarkably quick responses to the demands of business execs looking for advanced degrees.

In all the Executive Education programs, the two driving issues are a potential student’s lack of flexible time coupled with a thirst for additional education, percolating under the demand for information readily usable today. “Adults want to learn things that are relevant to them,” says Dr. Jasper Arnold, head of UTD’s largest Executive Education offering, its EMBA Program. “They are not too interested in learning stuff that they can’t put into action right now.”

Exec Ed addresses the students’ need for immediate relevance by incorporating team assignments and an international component throughout its curriculum. Students grouped together in teams that change from course to

course and semester to semester usually find corollary benefits in their mini-assemblies. Cultural diversity stands out and is appreciated for the horizons it broadens; clear communication and productivity gain new respect; networking, negotiating, and bonding offer useful subtexts. Global aspects of business are interwoven into course topics whenever possible. Three of the programs — EMBA, Project Management, and GLEMBA — follow this up with an international trip project, and team efforts also go into preparations for the classes’ ten-day travel tours abroad.

In the twenty-one month EMBA Program, students work on team projects each semester. In addition, as a class, they take a domestic trip as well as the international tour. This strategy is well-planned for students, most of whom are in their 30s and 40s with a decade or more of corporate experience. “Our Exec MBA Program gives knowledge but also know-how,” Dr. Arnold says, “[and] the skills to put it in play.... There’s a got-to-know subset of knowledge and some that’s-nice-to-know.

“What we have to do is give them the got-to-know stuff.”

### PROJECT MANAGEMENT:

#### A NEW TWIST ON A CAREER FROM NOAH’S TIME

Jim Joiner, head of the Exec Ed’s Project Management Program, hands out the “got-to-know” in a program he began just five years ago in response to needs of local companies. The needs existed in companies like Raytheon, where work strategies are based on the project management ethic exemplified in team efforts. This year, because of demands from potential students who couldn’t attend the monthly three-day sessions required of Project Management students, Mr. Joiner instituted an online program. It kicked

**Class of 1996** Students and faculty members (top photo) at a Texas Instruments facility in Hong Kong; class members (bottom photo) experience the judicial point of view in the state Court of Criminal Appeals chambers in Austin.



off this past spring with nine students.

There isn't a job in this nation, Mr. Joiner says, that doesn't require some amount of project management sensibility. "Project management has been around since Noah's time," he says. "But in the past, it was kind of an engineering thing."

Mr. Joiner retired from Texas Instruments after a thirty-one-year career there. After one year at home, he knew he needed to do something else. He hooked up with Dr. Springate to upgrade the School's eighteen-hour certificate program in project management.

"It really needed to be a degree program," Mr. Joiner says. Response to that need was immediate, and options

of completing either a Master of Science degree or an MBA were added to the certificate program.

**GLEMBA:**

**FLEXIBLE, PORTABLE, AND GLOBAL, TOO**

Dr. Anne Ferrante oversees another Executive Education offering, the Global Leadership Executive MBA (GLEMBA) Program. GLEMBA allows students to do the vast majority of their coursework online. "The main issue for most [GLEMBA students] is they need flexibility and portability," Dr. Ferrante says. "The driver of that is travel. That is the number one reason they can't commit to a Friday-Saturday program."

Don't think matchbook-cover diploma mill, however. Think about how people already operate in the business world. Their team members are in corporate offices across the nation, or even the world; teleconferencing is routine;



**Class of 1995** EMBA Student Ross Lyle (top photo) was among class members who visited a Soviet-era aircraft factory in Prague, Czech Republic; class members (center photo) pose at the graduation reception at the Grand Kempinski Hotel in Dallas; class members Matt Bosch (left) and Meade Monger (right) with an embassy official (at center in bottom photo) at the U.S. Embassy in Budapest, Hungary.

**Class of 1998** Class members and faculty members (top photo) on the steps of the TXU subsidiary in Santiago, Chile; class members (bottom photo) pose at the graduation reception at the Westin Galleria Hotel in Dallas.



and, for some, they need the ability to attend a program regardless of where they live. GLEMBA allows students to be anywhere and requires them to be on the Richardson campus just once a quarter.

The global focus of this program, Dr. Ferrante says, answers needs that people can't possibly know as they enter the workforce in their early 20s. Thus GLEMBA students are returning students who find themselves employed in an industry with global reach or plans, and they find they need more international management knowledge. "We are giving extra-heavy doses of economics at the macro and micro level," she says, in addition to "skill building that goes with the knowledge set."

### AMME:

### A TRUE MIX OF MANAGEMENT AND MEDICINE

This overall flexibility has allowed Executive Education to develop programs to address very specific needs in advanced learning. John McCracken, a UTD faculty member whose doctorate is in finance, oversees a strategic partnership between UTD and U.T. Southwestern Medical School. That partnership developed a graduate business degree program specifically designed for physicians and senior health-care administrators in management roles in medicine. The program, the Alliance for Medical Management Education (AMME), targets those overseeing a large clinic or practice, heading a hospital department, or working in private industry in a medicine-related field.

"About 95 percent of doctors want to practice clinical medicine and want to leave the business side alone," Dr. McCracken says. "About 5 percent are natural leaders. They aspire to a leadership role." It's a finite number of potential students, Dr. McCracken knows, but those who come for the Medical Management Executive MBA know



**Class of 1997** Dr. David Springate (left) and EMBA faculty member Dr. David Ford (top photo) outside the China-Europe International Business School on the EMBA trip to Shanghai, China; class member Darla Ripley (left) and DeWayne Nelon (right) with Dr. Springate (center photo) in the Japanese countryside; Ms. Ripley and class member Shaunna Holloway (bottom photo) on the tour bus in Japan.





**Class of 1999** In Frankfurt, Germany, the EMBA class (top photo) visits the offices of Arthur Andersen; EMBA class members (center photo) at the Brandenburg Gate in Berlin; Project Management students (bottom photo) work on a group project.

it's what they need. And, he says, UTD offers one of the only programs nationwide that is not simply a reconstituted MBA program. "It's a true joint venture between the medical school and the business school," he says.

Mark G Ewell, an anesthesiologist now working in Laredo, Texas, is wrapping up his AMME Program studies. "There's been a leadership void among physicians," says Dr. Ewell, who only realized after years of training that more than just clinical skills were needed to be a good physician.

"I don't think [the AMME Program] has changed my clinical skills.... But there is a nonclinical skill set, too," he says. Especially in areas of conflict resolution, he now understands the dynamics and roles involved, using a business model approach. The program "has been a plus for my professional development and my personal development. I only wish I'd done this earlier."

### SAM GILLILAND:

### TEN YEARS' WORTH OF CREDIBILITY

One executive who did do it earlier is Sam Gilliland, now president and CEO of Travelocity.com, the Fort Worth-based travel marketing and transaction company. He joined UTD's first Exec MBA class ten years ago. His education was in electrical engineering, but as he moved up in Sabre, Travelocity's parent company, he saw some blanks in his knowledge base. "I felt I needed a foundation in basic business principles," he says. "It's not that the technical track was unfulfilling to me. I was having a great time.... The [Exec MBA] Program [helped] me in solving problems that were outside my technical background."

The results, as he looks back, were twofold. It built his confidence, and, he says, "my contribution had more credibility."

### USEFUL IN BOOMS-AND IN BUSTS

Dr. Arnold expects EMBA enrollment, now at ninety-one students, to remain stable despite economic uncertainties.

"During recession times, people go back to school because they feel insecure," he says. "During boom times, they go back to gain new skills. There's pressure in both the boom and bust phase."

That certainly holds true for Laura Sellers, an EMBA student who expects to graduate in May. She started her program while at one Internet-dependent firm, lost that job, got student loans to fund her tuition, went ahead with her education plans, and then had some additional job upheavals in the shaky Internet environment. Worried that finding another position would be difficult when potential employers learned she needed every other Friday off to attend EMBA classes, she toyed with the idea of dropping out.

**Class of 2000** EMBA class members John Fleming and Joe Matarese bargain with a street merchant (top photo) in Hanoi, Vietnam; class members (bottom photo) pose at the U.S. Embassy in Ho Chi Minh City, formerly known as Saigon.



Instead, the fact that she was enrolled helped her land her current position as vice president for marketing at Trintech, an Irish software and services company with its U.S. headquarters in Dallas. "It impressed [my future boss] that I was doing this. It was an asset for me. It helped me get this job."

Ready to change, able to adapt, Ms. Sellers epitomizes the character of most Executive Education students and the essence of the programs themselves. Just as the future isn't a lock, the programs aren't locked in, either.

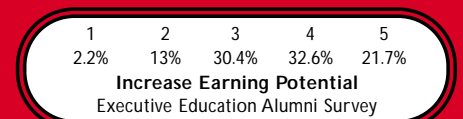
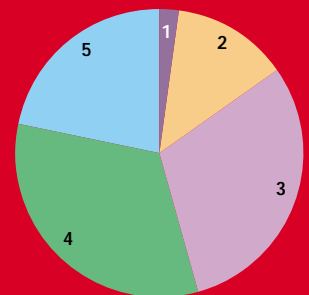
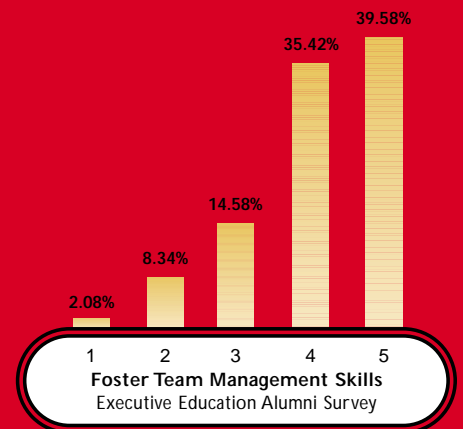
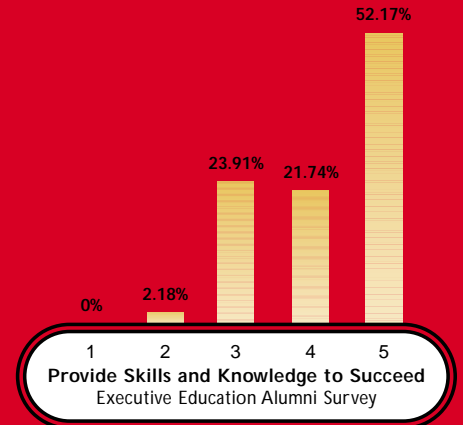
It's all a matter relevancy, after all; especially in Executive Education. ▶

**Class of 2001** Members of the GLE MBA Amazon study tour (top photo); EMBA class members (center photo) meet at their opening retreat at Garrett Creek Ranch in September 1999 and (bottom photo) on the steps of the United States Supreme Court Building in Washington, D.C.



## Exec Ed Survey Report:

This summer, as we approached the tenth anniversary of Executive Education at UTD, we surveyed our alumni to find out how successful our programs have been in achieving their objectives. The charts below reflect positive feedback we received. Those surveyed were asked to rate their experiences on a 5-point scale with 1=Not at All and 5=Extremely Well.



The average annual salary increase within five years of graduation from the executive MBA program ranges from \$32,000 to \$45,000.

# We asked our alumni in what ways the skills and knowledge they gained in their UTD Executive Education program changed their business careers. Here's what they said:

"...The UTD program gave me a different perspective on things and the way to handle business situations." – **Charles M. Prowant**, MBA 2002, Project Management, market area manager, Ericsson

"The UTD program has given me a greater awareness of the entire business environment. With this greater awareness, I see opportunities in my day-to-day business activities that were simply overlooked in the past. When the opportunities surface, I move strategically and confidently, taking full advantage of the circumstances." – **John J. Grothe**, GLE MBA 2001, account manager, Warren Electric Group

"...Added broader corporate/organizational perspective and context to the individual and small-group work that is my specialty." – **Kim Sawyer**, MS 2002, ODCM, executive

coach/business facilitator,  
The Wealth Source

"... My training has enabled me to direct my group with more authority and expertise while still wearing the same white coat they do." – **E.A. (Andy) Clark**, AMME 2000, medical director, Diagnostic Clinic

"Not only am I able to recognize significant opportunities as I market myself based on having an MBA, but I am also in a better position to recognize needs of and enhance business operations of companies with which I interface." – **Patricia Gorman**, EMBA 1997, Business Development, Pegasus Texas Construction LP

"The program made me realize the value of globalization. I have a job that involves a German parent company and customers and suppliers that operate in all regions of the world... As a company, our ability

to operate and function globally is a strategic advantage over competitors in our industry."

– **Charles Calhoun**, EMBA 1996, director sales and marketing-U.S., Kraiburg TPE Corporation

"The Executive MBA program has given me the confidence to believe in myself and follow my own path, pace, and theme..." – **Esther M. Bauer**, EMBA 1995, EB Writers Inc.

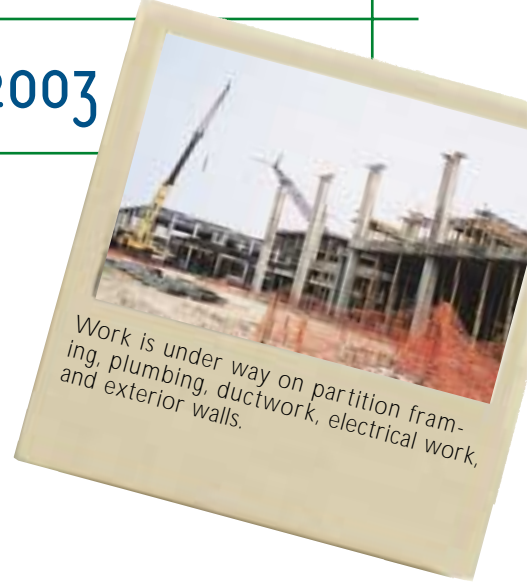
"The knowledge that I gained helped me to better understand some issues that earlier were being decided only on my gut feelings. It helped put some methodology to the process of thinking through some complex management issues." – **Satish Kirtikar**, EMBA 1998, president, ACTIA Corporation

"... Going to school again opened up my mind to new ideas and a new way of thinking. The education helped me formalize my practical experiences in business. I attribute my increase in earnings, in part, to the education I received at UTD." – **George W. Aubrey**, EMBA 1997, vice president, Kabira Technologies, Inc.

# CONSTRUCTION JOURNAL:

## NEW SOM BUILDING SET TO OPEN IN SUMMER 2003

By Alex Nestor, SOM Webmaster



04/25/02



05/20/02



06/12/02





The forms for the columns consist of hinged rectangular tubes. These forms are lowered into place by a crane and clamped around a "cage" of rebar. Workers use a movable scaffold to guide two or more cubic yards of concrete into each form. The forms are removed after about twenty-four hours.



The pouring of concrete usually begins at 3 a.m. Each pour consumes from two hundred sixty to four hundred cubic yards. Workers are able to stand on the concrete by 7 a.m. to begin their finishing work on the surface.

## SOM BUILDING CONSTRUCTION FACTOIDS

- 29 classrooms
- 2 large computer labs
- 350-seat auditorium
- Space for undergraduate, graduate, and Executive Education students to gather
- Desktop Internet access in every classroom
- Wireless network access throughout the building
- Audiovisual and distance learning support in every classroom
- Conference rooms and office space
- On-site advising
- Total cubic yards of excavated soil: 30,250

- Total square feet of flooring: 203,837
- Total linear feet of drilled piers: 3,561
- Total cubic yards of concrete: 24,976
- Total pounds of reinforcing steel bars [rebar]: 2,650,000
- Total linear miles of cabling and wire: 189
- Total pounds of ductwork: 204,000
- Total gallons of paint: 4,500
- Total number of doorways: 560
- Total classroom seats: 1,515
- [View floorplans on page 46](#)



06/24/02



07/11/02



08/13/02



# Alcatel: Looking Beyond Present Horizons

A belief in the future fuels the communications network company's commitment to UTD in good times — and bad



The need to invest in innovative thinking and research is even more critical during down times than in gravy times, says Rajiv Shah, vice president of research and network strategy at Alcatel USA, who directs and manages the activities of Alcatel's Corporate Research Center in Plano and is part of the company's global research and innovation management team.

"A lot of people will scale back on investments during bad times," Mr. Shah says. "We as a company have always earmarked a certain portion of our investment to be sent to universities and other institutions outside Alcatel for long-term research. The purpose is to be able to look beyond the present horizon, to come up with new things."

Alcatel is a communications network giant based in France, with U.S. headquarters in Plano. In the throes of a wrenching industry slump, Alcatel and its competitors have significantly cut costs and scaled back their workforces. Yet, Alcatel, a longtime corporate friend of The University of Texas at Dallas (UTD), recognizes the importance of nurturing its academic and research partners. As part of that support, it is donating equipment to the University's new School of Management building, scheduled for completion in summer 2003.

While the gift is critical to The UTD School of Management's continued growth, Alcatel's loyalty is deeper and represents a longer-term commitment than the actual equipment donation.

UTD is one of three U.S. educational partners (MCNC in Raleigh, North Carolina, and the Sarnoff Corporation in Princeton, New Jersey, are the other two) in the Alcatel Research Partner Program. The program promotes closer long-term relationships with key universities and research institutes to reinforce innovation efforts and sharpen the company's competitive edge. UTD President Franklyn Jenifer and Mr. Shah of Alcatel signed the Alcatel-UTD Research Framework Agreement in March; Mr. Shah directs the steering committee overseeing the program.

Alcatel also has a number of international educational partners, including France's Institut National de Recherche en Informatique et en Automatique (INRIA) — the country's leading research center in computer science and control — and the Heinrich-Hertz-Institut, the leading German

research institute in photonic networks.

There are three components to the Alcatel program: research collaboration, where the company and its research partners share information about future technologies and mutually challenge their respective visions of the future; mobility, training, and education that involves the exchange of researchers and students; and incubation and start-up programs, currently stifled by industry conditions.

"Traditionally, we have done these partnerships with a university's engineering and computer science departments, but we feel there are opportunities with UTD's School of Management," says Mr. Shah, who joined Alcatel in April 2001. Prior to that, he worked for MCI WorldCom for five years, spent seventeen years at Texas Instruments Incorporated, and spent two years at the California Institute of Technology as a Dr. Chaim Weizmann Post-Doctoral Research Fellow. He has a Master's degree and PhD in Electrical Engineering from Rice University and an Executive MBA from Southern Methodist University.

"Working with universities strengthens our out-of-the-box thinking," he says.

Mr. Shah stresses UTD's importance to the heavily concentrated Telecom Corridor in Richardson-Plano. "Over the years, [UTD] has tremendously improved the quality of students coming in, areas of pursuits, and the programs it offers. No one in the country has a better environment, in my view, for success."

One of the keys to that success is shaping innovative minds capable of overcoming business hurdles such as those that face the telecom sector today.

"What's going to get this industry out of these doldrums are new engines of growth — new types of ideas and user services, and a higher concentration of broadband access," Mr. Shah says.

It's the very type of incubating, innovative ideas found within UTD's School of Management that Alcatel Research Partnerships are all about.

*A frequent contributor to MANAGEMENT, Dallas-based writer John H. Ostidick writes for many national publications.*



# SUCCESS STORIES

## 2

## DISTINGUISHED ALUMNI AWARDS

BY PAULA FELPS

*The University of Texas at Dallas School of Management annually honors alumni who have made a marked difference in the world, achieved a high degree of success in their careers, been involved in their community, or demonstrated an ongoing commitment to The School of Management. This year's honorees fit all four categories. Working together in a personal partnership that began during their UTD student days, they epitomize the generous spirit of SOM alums. Their one-million-dollar, four-year pledge to support the new School of Management building helps ensure SOM's future quality as well as inspires future giving. The UTD School of Management's Distinguished Alumni for 2002 are Chuck, MS 1980, and Nancy Davidson, BS 1980.*





NANCY AND CHUCK DAVIDSON

“Alumni support is expected before others will open up their pocketbook.”

—Nancy Davidson

The two became a couple at UTD, where Chuck earned his Master of Science degree in Management and Administrative Sciences in 1980, the same year that Nancy Gundy earned her Bachelor of Science degree in Business and Public Administration. They married a year later, and Nancy’s career relocated as Chuck took a series of positions with subsidiaries of Atlantic Ritchfield Co. His large-scale business vision has led him to the role of chairman, president, and CEO of Noble Affiliates, Inc., one of the nation’s leading independent energy companies. Nancy, now a mother, devotes her attention to volunteering, community, and family.

“At home, I do the details so Chuck can be ‘the big-picture’ guy,” she explains. “When my son was younger, I volunteered in his computer lab or classroom. We believe in supporting organizations that have different needs.”

That makes their experiences, and involvement, very diverse. Nancy is active in animal welfare volunteer work, and she and Chuck underwrite nonprofit spay-neuter services for feral cats.

“We believe in supporting many organizations that have important needs,” Nancy explains. “Also, we’ve found that the experiences we have in supporting and being involved in these organizations enrich our lives.”

That involvement begins at the civic level and embraces higher education. Chuck says it’s all part of giving back from a life that has been richly rewarded. He is active in several industry trade organizations, serves as vice chairman of the Domestic Petroleum Council, serves on the UTD Advisory Board, and is involved with several Houston community or-

ganizations, including the Boy Scouts of America and the Society for the Performing Arts. He has provided support for numerous United Way campaigns as well.

“I feel very fortunate to have been able to grow to the position where I can be the leader of a public company, to have the opportunity to build the culture and see the employees become successful in a very challenging industry,” he notes. “But there’s no question; I could not have moved to the level I’m at without UTD. The things I learned were critical to understanding the process and making better strategic decisions.”

Knowing how they have benefited from the skills they acquired at UTD makes the Davidsons eager to share with others. They have hosted alumni receptions in Houston and not only support the School both financially and verbally but also encourage others to do the same. It is something they view as both an opportunity and a responsibility. “The School of Management needs strong alumni support to increase state funding and giving by individuals and corporations,” Nancy points out. “Alumni support is expected before others will open up their pocketbook.”

And, Chuck adds, it helps build a brighter future — not only for UTD but also for the business climate as a whole. “Everyone needs to reflect and make an honest appraisal of how much of an impact the education they received at UTD has had on the rest of their lives,” he says. “We want other students to have that same experience. The School’s growth has not gone unnoticed, and it’s important that everyone who has been a part of it continues to support it.” ▶

The Gothic architecture of Munich's town hall provided a backdrop for UTD Project Management students, (from left) Rick Thompson, Mehrdad Farjadian, Clint Hennen, Glenn Graves, Dennis Gibson, Jeff Ecker, and Suzanne Greever, on their study tour in Germany.



# FORGING STRONGER BONDS

By John H. Ostdick

SOM strengthens educational ties in Europe by fortifying travel studies in France and Germany

UTD's innovative executive-degree programs forge international bonds. Trips that Executive MBA (EMBA) and Project Management Program classes take to cap off their School of Management studies offer broader and more complete insights into global business strategies.

## FRENCH LESSONS

In the spring, fifty EMBA students — an entourage of classmates in diverse disciplines that ranged from consumer-product industries to financial concerns, from healthcare to telecommunications — spent four days in Grenoble, France. They attended European business briefings and visited with local company executives, then proceeded to similar functions in Munich, Germany, and Paris before returning home. In Grenoble, the students visited Caterpillar, Alma Software, STMicroelectronics, Xerox, and the French grocery store chain Carrefour. Munich sessions included Siemens and General Electric Deutschland.



Christopher Cripps (left), of the Grenoble Graduate School of Business, played host to UTD Executive MBA faculty members Jasper Arnold (second from left), Diane McNulty, and Constantine Konstans (right) during the EMBA trip to France.

The international experience is intended to give students an understanding of how business is conducted in each country.

Because dining constitutes an integral aspect of doing business in France, along the way the group had a meal at Château de Sassenage, a 17th century castle. They also lunched at a restaurant in the French countryside and took time to explore another major feature of the region, the Caves of Choranche, an hour outside Grenoble.

An international trip concludes the EMBA Program; it is an opportunity for students to see

the disciplines of management they have studied applied in an international context. Dr. Jasper Arnold, director of the Executive MBA Program, identifies five learning objectives of these trips: To appreciate cultural differences of the United States and other countries and how they affect business decisions; to understand political and economic environments of nations and their effect on business; to identify critical factors that must be understood before making financial commitments in or exporting to these countries; to understand management strategies of companies visited; and to broaden the students' views from domestic to global.

“One of the things that struck me was how the students took note of things in both countries that had business significance,” Dr. Arnold says. “I saw them applying what they had learned in the classroom in very real ways, especially the differences in marketing and selling to consumers. They noticed that people drove small cars in Paris relative to the cars in Germany, for example, and made the connection that a marketing message would need to be very different in each country.”

## COMBINING RESOURCES IN GRENoble

Grenoble — an industrial center on the Isère River, surrounded by three ranges of the Alps — serves as a leading center for French technology. Its urban population of 415,000 includes about fifty thousand students at its university, Groupe ESC Grenoble, which dates to the 14th century. About 10 percent of those students are foreign. The city is perhaps best known internationally as the 1968 host city for the Winter Olympic Games.

“For about six years now, ESC has been hosting U.S. executive MBA programs, basically doing a turnkey trip that includes hotels, sightseeing, meals, company visits, and campus lectures,” Dr. Arnold says. “In the past, we’ve made all those arrangements ourselves, but a local source is much more effective at arranging the type of management contacts needed for

useful company visits. ESC also provided academics who were well versed in the European business culture. The combination of resources made for an excellent quality learning experience for our students.”

“The UTD students were fun to be around,” says Christopher Cripps, associate dean of international affairs and executive education at the Grenoble Graduate School of Business, a part of Groupe ESC Grenoble. “They asked well-informed, excellent questions. The local executive hosts told us how pleased they were to have been able to receive such a group.”

Mr. Cripps, an American living in France for thirteen years, has been associated with the Grenoble business school since 1989.

## OPENING DIFFERENT DOORS

The trip opened different doors for each of the students, who kept detailed travel journals, which Dr. Arnold reviewed once back home.

Rosemary Aguilar, who is director of development services at GTCI, Inc., says she gained a much better understanding of how the European Union works and some of its inter-union struggles and challenges — especially intriguing for her, as she currently concentrates on Asian markets in her job.

Street view in Munich, where the UTD EMBA students visited with company officials from G.E. Deutschland and the multinational company, Siemens.



Members of the EMBA Class of 2002 pose at the Château de Sassenage, a 17th century castle in Grenoble. They are (back row, from left) David Braeutigum, Ken Hollingsworth, Larry Solomon, Dan Kimmel, Chuck Gaume, and (front row, from left) Janice Hollar, Greg Lockhart, and Paul DeFrain.



Just seeing the culture firsthand is helpful, Ms. Aguilar notes.

“Where we tend to work at a very fast pace in North America, the atmosphere is very different over there,” she says. “If the shopkeeper has to run an errand, he or she simply closes up shop. You seldom see that here in urban areas. Understanding the mindset is important.”

Grenoble provided a marvelous snapshot of French culture, says Dawn Schomer, an environmental safety consultant manager at Texas Instruments. “The city was easy to get your arms around, and the people were extremely open and friendly,” she says.

Ms. Schomer cites a session with Allen Bouveret of Alma Software, a French technology firm, and the European Union briefing as being particularly inspiring.

Although Larry Solomon, senior vice president of human resources at Dr Pepper, had a different perspective and experience than many of his classmates, the EMBA sojourn brought him valuable lessons just the same. Originally

Project Management students (from left) Mehrdad Farjadian, Glenn Graves, and Michael Richardson pose for a photo in the countryside between Munich and Salzburg, Germany. Visits to both cities were included on their study tour.



from South Africa, Mr. Solomon lived in Paris for two years and spent three years in London in a job that called for worldwide travel before he came to Dallas. Hence, the international exposure was not new to him.

“What was most intriguing for me, however, was taking some of the program materials and thinking of them in the context of different cultures, businesses, and environments.”

Next year’s EMBA trip also will utilize the ESC connection, Dr. Arnold says. Stops in Geneva, Barcelona, and Paris are under consideration.

Before coming to UTD in 1997 to help organize the innovative program, which blends technical, leadership, and general business training to help team leaders in corporate environments, Mr. Joiner held managerial positions across the globe during a thirty-year career at Texas Instruments. He understands well the importance of international perspectives in shaping the scope of the program’s curriculum.

As Ms. Greever recalls, Mr. Joiner called her a few days after they had lunch. “He said if I could get unanimous consensus from the students in the class, we could do it,” she says, laughing. “That wasn’t a real hard sell for me. It took all of about five minutes.”

Months later, Ms. Greever and her classmates became the first seventeen UTD Project Management students to close out their studies in Landshut, a sociable, attractive city of about 59,000 in the German state of Bavaria. They spent two weeks visiting companies, attending joint classes with German students, getting in-depth briefings about the evolving European Union, and managing some sightseeing sojourns into Munich, about an hour away.

Rather than hopping from one location to

## MANAGING GERMANY

A casual lunchtime discussion last winter between student Suzanne Greever, special project officer at the Lake Granbury Medical Center, and Project Management Program Director Jim Joiner gave birth to an international component in the SOM’s Project Management Program.

The Project Management students’ tour included a visit to the Texas Instruments, Deutschland, facility in Freising.



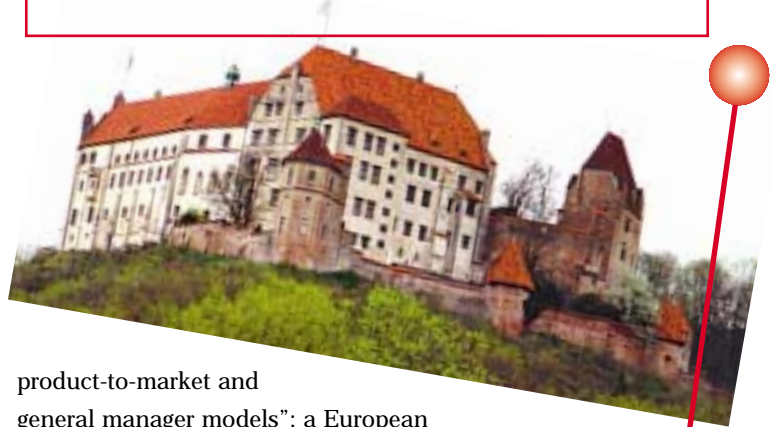
another, Mr. Joiner says he specifically wanted to find a local partner university that could help organize pertinent lectures and company visits. "We wanted to give our students a concentrated cultural experience and a different classroom perspective," Mr. Joiner says. "The University of Applied Science [at Fachhochschule Landshut, a public institution of about twenty-five hundred students] offered us that opportunity."

Landshut is a "picture postcard town" and provided a good base for the program, Ms. Greever says, noting that the joint sessions with German master students' strategic management classes proved academically fruitful. "You had to check some preconceived notions at the door, slow down, and listen," she says, "and realize there is more than one way to go about your work."

Glenn Graves, a director of business operations for Nortel Networks' wireless products group hoped to gain cultural insights into German-U.S. business practices and structures, and learn how each introduced products and identified customer demographics.

Mr. Graves, who previously had been stationed in Germany for two years, noted that his expectations were fulfilled especially by sessions with chief executives of Sedlbauer AG "who offered a no-nonsense approach," and Texas Instruments Europe, who "outlined intriguing

Castle Trausnitz, built in 1204, stands on a hill overlooking Landshut, the German city where UTD Project Management students headquartered their tour.

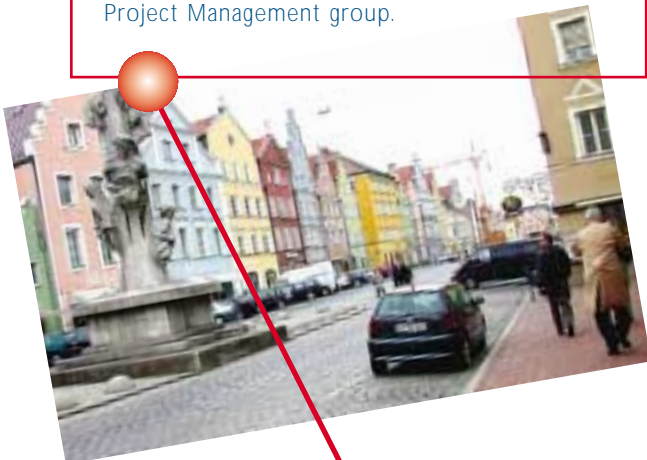


product-to-market and general manager models"; a European Union presentation by instructor Dr. Jorg Sonnabend; and an overview of the German banking system.

Mr. Joiner plans to foster the Landshut relationship. "The biggest surprise of this enterprise was the way my students, even those who already had significant international experience, bonded with their German counterparts," he says.

In a reciprocal program, German students visited UTD in September, getting a taste of American corporate culture and business theory. Next year, Mr. Joiner's class will visit a French university. Then alternating-year visits between the two countries will begin.

Downtown Landshut. The city is home to The University of Applied Science at Fachhochschule, Landshut, the school that hosted UTD's Project Management group.



## FINAL LESSON

Forging such ongoing European educational relationships will strengthen both curriculums and further enhance UTD's global standing, both program directors say.

The world may indeed be getting smaller, but that just means the scope of the global manager's perspective has to become broader, and the challenge for academic programs is more formidable. Last spring, participants agree, firsthand application helped lower some of the hurdles for both these classes of executive students. ▶

# HIGH TECH FOR THE LONG HAUL

BY PAULA FELPS

SOM displays its high-tech confidence by creating new and improved telecommunications management and information systems specializations

ven as the high-tech industry struggles to regain its footing after recent high-profile stumbles, The University of Texas at Dallas (UTD) School of Management is strengthening the ranks as the industry regroups.

“Being so close to the Telecom Cor-

ridor, our location allows us to achieve significant synergies with the likes of Nortel Networks, Ericsson, Alcatel USA, and others,” says Dr. Rakesh Gupta, a professor in The School of Management’s (SOM) Information Systems area. Besides proximity, SOM makes the most of faculty ingenuity and course innovation, so Dr. Gupta adds: “Due to all of these reasons, we will be very

well positioned to take advantage of the coming rebound in our economy.”

Prime among innovations are two complements of courses that allow students to specialize in telecommunications management or information technology (IT) management and consulting. Students become eligible to enroll in specialized telecom management and IT courses as they complete a core of basic business courses that includes accounting, economics, and applied statistics.

Beyond the core, both specialties require their students to take Database Management Systems and Telecommunications. Thereafter, the required course loads diverge. Telecom Management students

must take Advanced Telecommunications, Analysis and Design of Telecom Networks, and Legal and Regulatory Issues in Telecommunications. IT students sign up for Systems Analysis and Project Management, Systems Re-Engineering Project, and Enterprise Resource Computing. After acquiring one of these powerful blends of skill sets for a high-tech world, both telecom management and IT majors finish their degree work by drawing from some thirty elective classes to complete the last nine credit hours.

Despite the widely publicized downturn in the telecom and tech industries, those enrolled in these innovative courses see them as invaluable.



"I do believe that [the telecommunication management specialization] will give me an edge in the job market," says student Lila Foroutan. "It has introduced me to network design tools, network management, topology and the structure of telecom networks, telecom protocols, and industry standards, [all of] which are an essential part of becoming a network engineer or telecommunications manager."

## RELEVANT FOR NOW — AND LATER

Such courses are the brainchild of a group of the School's Information Systems faculty, including Varghese Jacob, Vijay Mookerjee, Sumit Sarkar, Srinivasan Raghunathan, and Young Ryu. Dr. Sarkar, one of the early faculty proponents, notes that the courses are designed to meet the ongoing needs of the telecom and IT industries.

"Before we made any decisions on what the courses should contain, we sat down with several members

of the School's Advisory Council from the telecom industry. We knew we had to find out what the current and future needs of the industry are. We also visited with students so we could get their perspective. We designed the courses based on input from both sources. We wanted what we taught to be relevant, something that would meet industry's needs right away as well as in the future," Dr. Sarkar explains.

SOM introduced the two specializations three years ago along with another portfolio of classes that allows graduate students to specialize in e-commerce (See "e-commerce," *Management* Volume 3, No. 1, Autumn 1999, 23-25.)

Dr. Gupta, who was instrumental in the program's development, has taught a number of the new courses, including one that gave an overview of the field of telecommunications during the summer 2002 semester. His support of the program's creation stemmed from the extensive research he has conducted in telecommunications during the past eight years.

"Both the technologies involved and the applications they enable are tremendously powerful in the globalized environment of today," he points out. "As these technologies proliferate, there is a significant need for managers to familiarize themselves with the regulations, legal aspects, e-commerce, and potential benefits of their use."

Dr. Gupta notes that high-tech programs at other universities have been tremendously successful, and while they may have launched before UTD's program, The School of Management houses its own unique set of strengths.

"Where we score over others is in our strongly research-focused faculty [and] leadership; our dean is one of the pre-eminent telecom network design researchers," he says, adding that the School's location contributes to the courses' success as well.

## FEELING GOOD ABOUT THE FUTURE

Dr. Gupta isn't alone in his confidence in what lies ahead for the industry. Students see the skills they're learning now as an investment in tools needed when the slowdown ends.

"I definitely feel there is a very bright future in telecommunications," says Darrell McClanahan, telecommunications manager for the city



Professor Rakesh Gupta (left) advises his telecommunications student, Haga Zahid.



Students Girma Moges (left) and Lila Foroutan (center) confer with Network Analysis and Design instructor Woody Wu (right).

“WE WANTED WHAT WE TAUGHT TO BE RELEVANT, SOMETHING THAT WOULD MEET INDUSTRY’S NEEDS RIGHT AWAY AS WELL AS IN THE FUTURE.” — DR. Sumit Sarkar

of Garland and an SOM student specializing in telecommunications management. He took Dr. Gupta’s telecommunications course last summer, and it brightened his outlook for the industry.

“The potential and benefit are just too great to remain untapped. Demand will continue, and scientific developments will continue to reduce cost [of services], making it more affordable.”

Mr. McClanahan had already enrolled in an MBA program at UTD when he discovered the Master of Science degree specialization in telecommunications. He says the program was exactly what he was looking for.

“I plan to continue my career in telecommunications,” he explains. “I

am using this training to improve my skills. My plans are to get involved in new applications of technology. I want to be involved in the future of telecommunications.”

### TEACHING FLEXIBILITY FOR SURVIVAL

Even as the present seems uncertain, the future is keeping class enrollment and enthusiasm strong. Woody Wu, owner of a small high-tech company in the Telecom Corridor, teaches another of the new courses, Network Analysis and Design. Mr. Wu says that although the course is designed for students in today’s telecom market, it can help them better prepare for the future.

“It helps them to be more flexible [so they] can survive in today’s telecom market,” he says. “It makes them more open-minded.”

### REGAINING SURE FOOTING

Mr. Wu uses the business case method in his class, which is organized into learning teams. “The learning

teams must decide the customer requirements. [Teaching this way] helps students [learn to] decide what may be the best strategy for short-term or long-term network design. And companies need good strategies to make and save money.”

The course provides both theory and practical knowledge and skills needed to compete in today’s marketplace. Mr. Wu says the School’s location in the Telecom Corridor only adds to the value and quality of education, as both instructors and students working in the industry are available to share their knowledge and experience.

That creates the ability to provide detailed, specific courses for the telecom and high-tech sector, something that student Lila Foroutan couldn’t find at other schools. She enrolled in UTD’s telecommunications management courses after taking other classes elsewhere.

“None had entailed designing or managing a telecom network,” says Ms. Foroutan, one of Mr. Wu’s students last summer. “I felt that this course would help tie everything I had learned together.”

Like most students in the program, Ms. Foroutan believes that the hard knocks suffered by high technology in

recent months are merely a dismal footnote in its long-term success story. As the industry regains surer footing, professionals who have continued honing their high-tech skills will find themselves at a distinct advantage.

“I believe that the recent downturn in the telecom industry is only temporary, and telecommunications will continue to become more and more important,” she points out. “This has been a good opportunity to enhance my skills, . . . increasing my chances of getting a job in the telecom industry.”

## SOM CARRIES ON

The downturn definitely is not shaking the confidence — or determination — of School officials. Hasan Pirkul, dean of The School of Management, says that the temporary slowdown will not affect the long-term success of the program.

“We believe that technology and telecom will come back strong, and there will be a shortage of qualified

employees as a result of massive layoffs and people leaving the [high-tech] sector and this region,” he says. “Our programs will be popular again, and will indeed play a critical role in meeting the new demand that will emerge as a result.”

He points to the demand from students and area companies, which led to the development of the graduate-level high-tech specializations. SOM’s development of the courses is a natural outgrowth of trends in the high-tech sector, he says.

Those who are enrolled agree that the program provides more than they signed up for. They are confident it is only a matter of time before they are put in advantageous positions to use the array of skills gained from the classes.

Ms. Foroutan says she has gleaned unexpected benefits from her classes, such as learning to keep current on the latest trends in technology and learning how to assess their impact, benefits, and future position.

Mr. McClanahan, likewise, feels that the program has far exceeded his expectations and has better prepared him to face industry ups and downs.

Telecommunications plays a major role in a wide range of applications, he says, and he has “benefited from the challenge to assimilate the diversity. I find it stimulating and challenging to keep pace with the new developments.

“Telecommunications today is very different from telecommunications a year or two ago, and I think the professors. . . are very involved with those changes and are keen to pass new ideas on to their students. They are enthusiastic and excited about the future of telecommunications.” ▶

Dr. Rakesh Gupta explains the finer points of telecommunications to students in his class.



# Out of Work But on the Job:

BY KRISTEN HURST

EXECUTIVE SUCCESS IN OVERCOMING UNEMPLOYMENT



Alan Stein, career placement services director at PricewaterhouseCoopers, tells executives who find themselves out of work to use their strategy skills and treat their job search as a campaign to sell a product or service.

Using a job is stressful for anyone. But for executives, it can also be an abrupt introduction to an unknown and frightening world. When they are forced to leave tight-knit upper-management teams, many — whose work has always found *them* — suddenly find themselves hunting for jobs in a rocky economic climate.

“When we meet somebody, we all ask, ‘What do you do?’ When the answer goes away, it’s an awkward question [for] a lot of people,” says Alan Stein, career placement services

director at PricewaterhouseCoopers. Mr. Stein helps PwC clients and other companies fill senior financial positions with PwC alumni and friends of the firm — a service provided by many public accounting firms. “With executives, what they do may be so ingrained in their lives that they also suffer a loss of identity, and it’s a significant loss to them. From a social perspective, the fall is greater” than for the lower-level worker whose self-image may not be so wrapped up in their professional lives.

On the other hand, the skills that executives use daily in their work, such as strategy development, can give them special advantages in a job search. They should use those skills to develop the search for their new position as if it were a campaign to sell a product or service, Mr. Stein says.

Stephen Konstans, president of the retained search firm Konstans Executive Resources, helps companies find and recruit qualified candidates for executive positions. He suggests that executives start by soul-searching with a spouse or trusted friend, asking, “Where do I want to go with my career? What kind of industry do I enjoy working in? What are my best skills? What’s best for my family?”

One of the things Stephen Konstans, president of Konstans Executive Resources, advises his clients to do is to tell everyone in their network not just that they need a job, but exactly what position and industry they're looking for.



As Mr. Stein experienced with his own job search several years ago, being open to a different career path can pay off. When he declined a cross-country company move for his job as a national staffing manager, he realized that the outplacement field was a natural fit for his skills. After several months of consulting for outplacement companies, he transitioned into that field. Mr. Konstans had a similar experience when he changed from public accounting to recruitment, a people-oriented realm, that turned out to be a better fit for his personality.

Once executives have developed a plan of where to go and how to get there, they should tell everyone in their network exactly what position and industry they're looking for, Mr. Konstans says. Strengthening connections — with friends, former associates, and members of professional and civic organizations — is critical before, during, and after the job search. Executive job searchers should develop a list of target companies, researching them through

newspapers, business journals, and the Internet, and they should try to find out if anyone they know knows someone at those companies.

In addition, they shouldn't be afraid to drop names because it's one of the best ways to get a busy professional's attention. "You instantaneously become a known quantity versus being a stranger," Mr. Stein says.

Both experts agree that executives who are job searching should take advantage of outplacement services offered by their former company. Such services can help them fine-tune their résumé and develop a job-search campaign. If their company doesn't offer outplacement help, they shouldn't hesitate to look to private companies, workforce commissions, university career placement offices, and corporate recruiters for help.

Both men also say that job hunting should be a full-time job. "I liken job searches more to farming than hunting," Mr. Konstans says. "With farming, you have to plant the seeds, water them, and nurture those sprouts

as they develop. People want instant gratification, but typically, [they're] not going to get it." Mr. Stein tells executives to expect a six-to twelve-month search, pointing out that "even in a good economy, there are only so many positions at the top."

Mr. Stein and Mr. Konstans note that too many executives rush into the job search without any focus, try to sell themselves at a bargain rate, talk negatively about their former employer, or become aggressive and pushy. Because the mindset they had to develop in their former top-level position often leads to a highly developed ego, some executives fall into the trap of sitting by the phone, sure that their reputations will bring unsolicited calls for their next job. But, the experts say, that's one of the biggest mistakes a job-hunting executive can make.

The candidates who are successful focus on where they're trying to go; maintain a good attitude; and are out there every day, working the job market, says Mr. Stein. ▶

# BY LEAPS AND BOUNDS

NEW ACADEMIC YEAR BRINGS

TWENTY-TWO NEW ADDITIONS TO THE FACULTY, INCLUDING A PRESTIGIOUS ENDOWED PROFESSORSHIP

Introduction by Steve McGregor | Profiles by Jeanne Spreier



TWENTY-TWO NEW FACULTY MEMBERS, INCLUDING FIFTEEN WHO ARE TENURED OR TENURE-TRACK, ARE BRINGING NEW IDEAS AND EXPERIENCE TO THE SCHOOL OF MANAGEMENT THIS FALL.

## NOTED RESEARCHER APPOINTED TO ANDREW R. CECIL ENDOWED CHAIR

Dr. Gregory G. Dess, an internationally recognized expert on business management strategy, joined The School of Management this fall. A full professor in the Organization, Strategy, and International Management area, Dr. Dess occupies the prestigious Andrew R. Cecil Endowed Chair.

“Greg Dess is an outstanding addition to a very talented group of faculty..., many of whom have achieved national and international recognition,” Dean Dr. Hasan Pirkul says. “We are both fortunate and delighted that he has joined us. By recruiting the very best educators and researchers, and offering cutting-edge programs..., UTD will continue to deliver high-quality, high-value management education to its students.”

Most recently, Dr. Dess held the Carol Martin Gatton Endowed Chair

in Leadership and Strategic Management at the University of Kentucky. For the past several years, he served as a visiting professor of management at the Chinese University of Hong Kong and at the Norwegian School of Management. He served at the Tuck School of Business at Dartmouth College as well. He has been a Fulbright Scholar at the University of Oporto in Portugal.

Dr. Dess is co-author of the textbook *Strategic Management*. He also recently co-authored two practitioner-oriented books, *Mission Critical: Avoiding Common Strategic Traps*, and *Beyond Productivity: How Leading-Edge Companies Achieve Superior Performance by Leveraging Their Human Capital*.

His primary research interests lie in strategic management, entrepreneurship, and knowledge management. He has published more than thirty refereed journal articles and has served on the editorial boards of several highly

rated journals. He was recently inducted as a charter member of the *Academy of Management Journal's* Hall of Fame.

Dr. Dess received his Bachelor of Industrial and Systems Engineering degree from Georgia Tech, his MBA degree from Georgia State University, and his PhD in Business Administration from the University of Washington.

The chair to which Dr. Dess has been appointed is named in honor of the late Dr. Andrew R. Cecil for his long-standing support of education and UTD. The chair recognizes an outstanding scholar who epitomizes Dr. Cecil's commitment to the basic principles of ethics. Dr. Cecil, a past president of the Southwestern Legal Foundation, is also remembered in an annual lecture series at UTD that addresses the topic of ethical values in a free society.

— S.M.

## SOM WELCOMES THREE ADDITIONAL FULL PROFESSORS

**SUMIT MAJUMDAR**

If the topic is telecommunications, Dr. Sumit Majumdar will know the issue at hand, whether it's pricing decisions, investment strategies, regulatory impacts on companies' performance, or a host of other concerns. "I have been working on strategy issues in the telecommunications sector generally for the past decade," says Dr. Majumdar. A full professor of Managerial Economics and Strategy, he received his doctorate in strategic management and organization from the University of Minnesota. "The issues that I am interested in deal with firms' actual activities and behavior.... My research has been heavily grounded in the analysis of firms' data, and this has always involved close connections and collaborations with firms," he says. At UTD, Dr. Majumdar expects to establish ties with local companies, as he did most recently as chairman of strategic management at the University of London. He says he is leaving behind "a range of company connections that have been mutually beneficial in generating research

ideas as well as solutions to corporate problems." Among graduate-level classes he will be teaching are telecommunications strategy and industrial organization.

**MICHAEL OLIFF**

Dr. Oliff has seen the inner workings of a multitude of global companies and has an acute sense of the issues these corporations face. He is interested in researching those topics during his tenure as a visiting professor of Information Systems and Operations Management. "My research focuses on the question, 'What keeps dominant companies dominant?'" says Dr. Oliff, who received his PhD in management science from Clemson University. He wants to know how companies create value with customers, build distinctive competencies, and establish high-performance teams. Dr. Oliff previously was director and executive committee member of IMD in Lausanne, Switzerland, where he managed that institute's research and development program. It included seventy-five pro-



fessionals, ten institutional projects, and forty educational programs. While at IMD, Dr. Oliff directed the Manufacturing 2000 R&D Program that enlisted support from twenty corporations, including Audi, BP, Nokia, Sony, and IBM. He is also founder and president of The Phoenix Performance Group, a Dallas-based corporate development company. At UTD, Dr. Oliff is teaching graduate and executive level classes that include business strategy and change management.

**KATHRYN STECKE**

Joining the Information Systems and Operations Management faculty



at UTD's School of Management, Dr. Kathryn Stecke arrives from the University of Michigan, where she had been associate professor of operations management since 1985. While there, Dr. Stecke also held a number of short-term assignments at universities overseas, including in Australia, Hungary, and Hong Kong. At UTD, she will continue her research in an

*Continued on next page*

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area that first caught her attention when she was a doctoral student at Purdue University. “There are many types of various operational problems associated with highly automated flexible manufacturing systems,” she says. “Solving these would help companies better and more efficiently use their very capital-intensive equipment.” Dr. Stecke started working toward her industrial engineering PhD by looking at specific problems. “As the systems become more advanced, the problems companies need to address evolve. Different approaches to solve problems are needed for different types of these automated systems.” A full professor, Dr. Stecke is teaching a core MBA operations management class and is offering a new graduate level elective on flexible manufacturing strategies.

**CHRIS KIRBY**

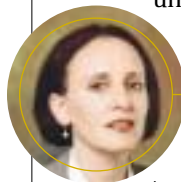


KIRBY

Dr. Kirby’s research is of interest to anyone worried about recent stock market returns. “I’m currently investigating the effect of time-varying volatility on portfolio selection and hedging decisions,” says the School’s new associate professor in Finance. “This has the potential to yield new insights on how portfolio managers can exploit volatility models to improve their investment performance.” A recent paper he wrote, “The Economic Value of Volatility Timing,” was nominated for the 2001 best paper prize at the *Journal of Finance*. The winner of that prize was fellow SOM

professor, Yexiao Xu. Dr. Kirby, who received his PhD in business administration from Duke University, returns to UTD after a two-and-a-half-year stint at the University of New South Wales in Australia. He is teaching classes in investment management at undergraduate and graduate levels.

**JANE SALK**



SALK

While trying to determine the underlying reasons for dissatisfaction and conflict at a joint British-Italian venture, Dr. Salk became fascinated with a culture’s influence on organizations. “Individuals (in that venture) stubbornly stuck to their expectations and styles even when they acknowledged it was probably ineffective,” she recalls. That experience guides her current research interests, which deal with how to connect strategic needs with the management of human resources and the development of international work teams. Since 1995, she has been teaching at ESSEC Business School in France. At UTD, Dr. Salk, who received her doctorate in management at MIT, is an associate professor in Organization, Strategy, and International Management. She teaches undergraduate and graduate classes related to international management and leads SOM’s doctoral seminar in international management.

**JAYATIRTHA ASUNDI**

When Dr. Asundi was working as a software engineer, before he began

graduate school, he noticed an interesting practice that piqued his curiosity. Software engineers, via their design decisions,



ASUNDI

were making economic decisions that impacted their companies. But these impacts were unknown or hidden to their managers. “This problem highlighted the need for interdisciplinary work to address [it],” he says. As an Information Systems assistant professor, Dr. Asundi will focus his research on understanding decision-making in organizations that use and develop information systems, and he hopes to tie technical issues with economic and organizational issues. Dr. Asundi, who received his doctorate from Carnegie Mellon University’s Department of Engineering and Public Policy, teaches graduate and undergraduate courses related to software.

**OCTAVIAN V. CARARE**



CARARE

Dr. Carare is interested in auctions, specifically online auctions, and how to use data from those auctions to determine product demand. “My undergraduate degree is in electrical engineering,” says Dr. Carare, who received his doctorate in economics from Rutgers University. “I have been looking at ways in which engineering and economics may interact. The design, analysis, and implementation of auctions — Internet auc-



tions in particular — put both engineering and economics to work.” Dr. Carare, an assistant professor in the Managerial Economics area, is teaching managerial economics to graduate and undergraduate students. He anticipates teaching classes in the future on the economics of information and economics of the Internet.

### SUJOY CHAKRAVARTY

Coming to UTD with a special passion for teaching, Dr. Chakravarty is leading undergraduate students through their first course in management information systems. “More than any awards I

CHAKRAVARTY



have received,” says Dr. Chakravarty, an Information Systems assistant professor, “I feel the energy from class discussion and learning something new every day has helped both my students and me grow.” He last taught at Purdue University, where he received his doctorate in economics. Dr. Chakravarty’s interest in the economics of information, goods, and services will guide his future research. “This field is hard to characterize in the [same] way one can for a bricks-and-mortar economy....These new paradigms in thinking pose a challenge for scholars.”

### KUTSAL DOGAN

Kutsal Dogan returns to The School of Management as an Information Systems assistant professor. Several years ago, Dr. Dogan started his doc-

toral studies here. Later, he completed them at the University of Florida, where he received a PhD in decision and information sciences. Back at UTD, his research will

DOGAN



focus on analytical modeling of electronic commerce and information systems. “My research aims to improve a firm’s pricing decisions,” he says. Dr. Dogan’s undergraduate degree in management engineering was “quite quantitative and, surprisingly, very research oriented,” he recalls. This nurtured in him a strong interest in research. Students in his undergraduate and graduate level classes at UTD will be happy to learn that while at the University of Florida, Dr. Dogan received high teaching evaluations that led to his appointment to the business college’s teaching committee.

### MARK LAPLANTE

Mutual funds continue to be the means by which most Americans invest in the stock market. “The mutual fund industry continues to grow in terms of the number of funds and investors,” says Dr. LaPlante, an assistant professor of Finance, who received his doctorate in finance and business economics at the University of Washington. “Research that attempts to assess

LAPLANTE



the behavior and performance of this industry can have a real impact on how individuals allocate their investment dol-

lars.” Dr. LaPlante, who will focus his research on investment strategies and performance of mutual funds, says this represents a clear intersection between financial theory and the actual practice of highly trained people. At UTD, Dr. LaPlante initially is teaching undergraduate classes in business finance.

### SEUNG-HYUN LEE

There’s nothing like a heated debate to get an investigation moving. Dr. Lee had several of those with colleagues who “blindly argued,” he says, “that it is not worthwhile to study a dead economy.” Dr. Lee, an assistant professor in Organization, Strategy, and International Management, dis-

agrees, believing there is

LEE



much to learn from analyzing the recent Asian economic crisis and why some companies continue to perform well, despite tumultuous times. He also wants to know “why some companies performing well in one environment cannot sustain their performance level in a different environment.” With a doctorate in international business and strategic management from Ohio State University, Dr. Lee is an assistant professor teaching undergraduate international business classes.

### SYAM MENON

Dr. Menon, an assistant professor in Information Systems, will be researching telecommunications

network design, particularly applications that involve using optimization techniques. “I



MENON

became interested in this topic after reading research in the area,” Dr. Menon says. With his training in large-scale optimization, it was a natural area for him to study. Dr. Menon most recently was an assistant professor at Oklahoma State University, where he not only was on the faculty recruitment committee but also was part of a task force that designed that school’s MBA courses in information technology. He received his doctorate from the University of Chicago’s Graduate School of Business and teaches graduate level classes in telecommunications and network design.

**MARK VARGUS**

Dr. Vargus’ research is particularly timely, as even a casual reader of a newspaper’s business pages will note.



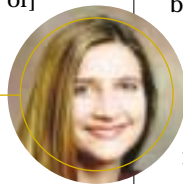
VARGUS

“I examine the role of executives’ stock-based incentives on their firm’s accounting choices,” says Dr. Vargus, who received his PhD in accounting from The Wharton School of the University of Pennsylvania. “Some of my current projects examine whether insider trading is related to firms’ earnings quality, the timing of special charges, and financial distress.” This line of research, says the assistant professor of Accounting and Information Management, taps into his training in

finance and accounting. Dr. Vargus comes to UTD from the University of Southern California. He is teaching introductory financial accounting classes.

**DAVINA VORA**

Davina Vora’s research interest dovetails with [the concerns of] global companies that are



VORA

looking to retain their top talent. “My research can help companies better understand what motivates employees to remain in a company or division, be committed to it, and perform well,” says Ms. Vora, whose doctorate from the University of South Carolina will be in international business and organizational behavior. Ms. Vora is particularly interested in dual organizational identification, that is, feeling a personal connection to two organizational units. “This topic fascinates me because of the multiplicity of identifications that can exist,” says Ms. Vora, an assistant professor in Organization, Strategy, and International Management. She is teaching graduate and undergraduate classes in international business and international management.

**QIN ZHANG**



ZHANG

Any person making a purchase of just about any item could be the topic of Dr. Qin Zhang’s research. “I study the effect of con-

sumers’ expectations about future prices of brands on their current purchase decisions — whether, what, and how much to buy,” says Dr. Zhang, who earned her doctorate in marketing from Washington University in St. Louis. Her undergraduate degree in economics emphasized both quantitative and qualitative skills, she says, spurring her interest in marketing. As an assistant professor in Marketing, Dr. Zhang is teaching undergraduate classes in marketing management.

**ERTUNGA OZELKAN**

Dr. Ozelkan understands that timing is everything. In his most recent position, as customer service manager



OZELKAN

at i2 Technologies in Irving, Texas, he ensured that i2 customers received the correct training at the optimal time in order to get maximum benefits from the company’s software. At UTD this fall, where he is a visiting assistant professor in Operations Management, he is teaching operations management and research classes as well as supply-chain management. Dr. Ozelkan received his doctorate in systems and industrial engineering from the University of Arizona.

. . .

**HANS-JOACHIM ADLER**

For the past four years, Senior Lecturer Hans-Joachim Adler has worked with large international technology firms. He knows what

issues must be addressed for companies to compete in a worldwide arena. “I will be working on an international technology (IT) marketing program that will enable businesses of any

ADLER



size to compete successfully in a global market,” says Dr. Adler, who received his doctorate in information processing from the University of Lyon in France. Dr. Adler found that, in recent years, companies have focused on technology without developing a professional marketing plan that communicates to customers the benefits of their product or service. In The School of Management’s Information Systems and Operations Management area, Dr. Adler teaches IT and telecommunications classes at both graduate and undergraduate levels.

**ARTHUR AGULNEK**

After working more than thirty years with tax-related issues, Mr. Agulnek brings his vast experience and knowledge to students who are taking classes with him through the Accounting and Information Management area. Before retiring as a tax partner in Ernst & Young LLP’s southwest area office, Mr. Agulnek worked with

AGULNEK



clients on international tax issues and advised executives on financial and tax implications of global transfers. Moving

to the classroom as a senior lecturer is a natural transition, Mr. Agulnek says. “I was always involved in the firm’s education programs and had responsibility for developing both in-house and outside programs. . . . [After retiring,] I wanted to spend some time doing something I was interested in but never had the time to do.”

**TIFFANY BORTZ**

Ms. Bortz, a visiting senior lecturer in the Accounting and Information Management area, has real-world experience to share

BORTZ



with her School of Management students. As an audit manager with PricewaterhouseCoopers LLP, she planned and coordinated all phases of an audit, supervised staff, handled clients from telecommunications, financial, and not-for-profit areas, and worked with SEC requirements and reporting. Ms. Bortz, a CPA, is teaching undergraduate accounting classes and a graduate-level financial reporting course this fall.

**MARY BETH GOODRICH**

Mary Beth Goodrich lives the classes she teaches for the Accounting and Information Management area. As an auditor for the past five years with Citigroup, Ms. Goodrich has done risk assessments, audit scope development and planning, fraud investigations, and a multitude of special projects, including those

involving Internet-linked software dealing with

GOODRICH



human resources, benefits, and payroll. Ms. Goodrich received an MBA with a concentration on internal auditing from Louisiana State University. As a senior lecturer at UTD, she uses her real-world experience when teaching various undergraduate accounting classes.

**ANISHKA OLSZTYNSKA**

Dr. Olsztynska, a visiting senior lecturer from Poland, will be able to address issues of marketing and management in the emerging economies of Eastern Europe. She is particularly interested in internal marketing. “While cooperating with several companies [that] operate in the Polish market, I noticed that they searched for new knowledge that they

OLSZTYNSKA



could use to motivate their employees to be more customer-oriented,” she says. “Using a marketing-like approach toward employees is becoming crucial in the rapidly changing world.” Dr. Olsztynska, who received her doctorate in management and marketing from the Poznan University of Economics in Poland, is teaching undergraduate classes in organizational behavior and international marketing. ▶

## SOM Advisory Council WELCOMES

# New Leadership, New Vision, and Two New Members

BY BRYNN BAGOT ALLDAY



With fundraising well under way for the new School of Management (SOM) building, it is a time of transition and tremendous growth for both the University and the School. The SOM Advisory Council must also grow and evolve. Positive changes are under way with a plan created by new council chairman Ron Nash.

Mr. Nash, a principal at InterWest Partners, a venture capital firm investing in high-tech start-ups, takes over leadership of the advisory council, after having served the forty-three-member group as well as UTD in many capacities. Most recently, he has spearheaded fundraising efforts for the School's new building.

Mr. Nash began his career with Electronic Data Systems in 1973 and held leadership positions with several other telecommunications companies until he retired from Perot Systems,



SOM's New Advisory Council  
Chairman Ron Nash

where he last served as senior vice president of European operations.

Mr. Nash earned a master's degree in Management and Administrative Sciences from UTD in 1979, and he received The School of Management's Distinguished Alumni Award in 2000. Additionally, he serves on the Executive Committee of the UTD Development Board. "I am proud of UTD and

what it has been able to achieve," he says. "I am also excited to be helping the University in a time where it is growing so fast and so well."

Much of the SOM's future growth will come from the vision of Mr. Nash and his fellow advisory council members. His tenure will focus on several key areas. First and foremost, the council will concentrate on completing the fund drive for the new SOM building, slated for completion in summer 2003. Mr. Nash is also promoting a broader membership in the council, including: recruiting members from a wide range of industries as well as small start-up companies, more UTD alumni, and business people from various parts of the DFW Metroplex. Current membership consists predominantly of representatives from corporations in the Telecom Corridor and other Richardson and Plano companies.

Mr. Nash would also like to change

the format of the advisory council meetings to include presentations from SOM faculty members and group discussions on the School's curriculum, and he is thinking of trying an afternoon, instead of early-morning, meeting time for one or more of the advisory council's sessions. He hopes to increase meeting attendance, increase the commitment of members to support the School with their time, expertise, and financial gifts, and increase the prestige of being an SOM Advisory Council member. He also wants to allow more input from members, provide more social opportunities for members to get to know each other, and allow the council to provide a vision for the School as a special project team for the dean.

Mr. Nash would like to leverage the School's positive momentum by continuing to expand communications about the SOM and what it has to offer to telecom and other industries. The University is, in his opinion, an under-appreciated asset for Dallas and is situated in the hottest business-technology area in town. Its focus on business, engineering, and communications technology is powering one of the main economic engines in Dallas — technology. In addition, Mr. Nash points out, UTD has produced and greatly enhanced talent in technology companies throughout the Metroplex.

A long-term goal of the council will be to implement an endowment campaign to raise fifty million dollars to endow chaired professorships, fund research for younger faculty members, pay for travel and further educational opportunities for faculty, and provide scholarships. This campaign will kick off after the building fund drive is complete.

"It is my hope The School of Management will be named in the top

twenty-five [business schools] in the United States in the next few years, and we will aim even higher — for the top ten," Mr. Nash adds. "For a new school, this will be a huge accomplishment, and we have the opportunity to achieve this."

This fall, the advisory council also welcomes two new members, one representing Ericsson and the other from Santera Systems.



**Jill Annette Little** is vice president of people and culture for Ericsson, the Swedish global telecom leader in wireless, Internet, and mobile systems. Ms. Little was recently promoted to this position and manages the human resources function for more than twenty thousand Ericsson employees in the United States, Canada, and Latin America. Prior to her promotion, she served as vice president of people and culture for Latin America. Before joining Ericsson in 2001, Ms. Little was vice president of human resources and international human resources vice president for America Online, Inc. Her other work experience includes positions as human resources director of the Americas hub for The Coca-Cola Company in San Juan, Puerto Rico; regional director of human resources, Andean Countries, for Bristol-Myers Squibb Company in

Lima, Peru, and Caracas, Venezuela; and numerous responsibilities in her five years with Chiquita Brands International, Inc. Early in her career, she held various positions in corporate staffing and benefits with Bank of America and Texas Instruments.



**Claire A. Lewis-Martin** has more than fifteen years experience in the telecommunications industry. Before joining Santera Systems, she served as vice president of marketing for Alcatel USA, where she managed the overall marketing efforts for Alcatel in the United States. Prior to that, Ms. Lewis-Martin was vice president of marketing for Splitrock Services, Inc., a wholesale, integrated services provider in Houston, offering dial and dedicated Internet access services, web hosting, IP VPN service, and virtual ISP services. She also served as vice president of marketing at NetworkTwo, a telecom start-up. Her experience includes six years at MCI, where she led marketing efforts to launch MCI's first Internet service, as well as MCI's first ATM service. In addition, she has worked in the enterprise sector and held a variety of telecommunications management positions, including network operations, network design, and international network design and planning. ▶

# Accounting and Information Management Advisors Aid Students and Contribute to Program's Trend-Defying Growth

EXPANDING MENTOR PROGRAM AND OFFERING STUDENTS MORE OPPORTUNITIES

ARE IMPORTANT TO INCOMING CHAIRWOMAN

BY BRYNN BAGOT ALLDAY



UTD's accounting courses are professional programs, "so it is important to maintain a connection to the accounting industry and business community," says Dr. Rajiv D. Banker, director of SOM's Accounting and Information Management programs.

That's why in 1995 the Accounting and Information Management (AIM) area established an advisory board, now known as the Executive Advisory Council. The council's thirty-one members include senior partners in accounting firms, senior financial and information management executives, and leaders from management consulting firms.

The mission of the council is to provide input into AIM programs, establish relationships with businesses, and nurture those relationships to ensure ongoing cooperation and development between AIM and the business world. Internships, student hires, executive programs, guest speakers, collaborative research projects, and joint investment in program development result from these connections.

"The [AIM] Executive Advisory Council allows us to stay current and connected with the accounting field, including the latest innovations and future opportunities," Dr. Banker says.

Council members offer extensive knowledge, expertise, and numerous opportunities to students. On top of current trends, the council suggests curricula changes and introduces innovations to provide cutting-edge programs for students. Recently, the council started a mentor program. Participating council members work closely with students and help them gain access to and knowledge of the business community. For the mentors, this direct connection with students lays the groundwork to recruit accounting interns dur-

ing students' UTD years and to find job candidates after they graduate. Another key role of the council is to provide input into research efforts and offer feedback on presentations for research grants.

## AIMING TO DO AN EVEN BETTER JOB

Cynthia (Cindi) Keith is council chairwoman for the 2002-2003 term. Ms. Keith has been a member of the council for two years. She graduated from UTD with a Bachelor of Science degree in accounting in 1988 and was the first alumna to join the Executive Advisory Council. With more than thirteen years of auditing and accounting experience, she has been with PricewaterhouseCoopers since she graduated. In her career at PricewaterhouseCoopers, she has worked with such notable companies as Fujitsu-ICL Systems, Inc., Samsung Telecommunications, DocuCorp International, Netensity, PowerUp Networks, and StarTech Ventures. Ms. Keith is a member of the Texas Society of Certified Public Accountants, the American Institute of Certified Public Accountants, and the Richardson Chamber of Commerce, and serves on the board of the Entrepreneurs Foundation of North Texas.

Ms. Keith has worked with a variety of clients in the high-technology and manufacturing sectors, including public and private companies. She also possesses extensive experience in business and accounting practices surrounding the public offering process. Prior to joining PricewaterhouseCoopers' technology practice, she spent five years in the entrepreneurial advisory services group, helping growing businesses reach their goals.

“I am very excited about our plans for this year and am proud of the council,” Ms. Keith says. “Our membership includes a good blend of people from the Dallas business community. With this broad knowledge and expertise from the accounting industry, we will be able to do an even better job of showing students different sectors of the business world. We want to show them how to apply what they learn in the program to their future careers.”

**‘BUCKING A TREND’**

Along with Dr. Banker and the council, Ms. Keith has established several primary goals for this year. First, the council aims to develop a new strategic plan for courses and

Council Chairwoman Cynthia (Cindi) Keith



programs currently offered to students. The council also seeks to expand the mentor program by getting more members to participate and provide students more opportunities and greater exposure to the accounting industry. And the council wants to make sure the community hears more about AIM programs and their growth at UTD in contrast to declining enrollments at other universities across the nation.

“We are bucking the trend with UTD’s growth, because many other programs have shrunk as much as 10 percent over the last three years,” Dr. Banker says. “The word is getting out, and our visibility is growing. We have new areas of concentration and offer more relevant, innovative courses, such as Information Management and Financial Analysis.”

Dr. Banker maintains that declining enrollments are contributing to a growing shortage of qualified workers. He attributes this decline, in part, to the fact that many programs have lost touch with current trends and topics in contrast to the Accounting and Information Management programs at UTD, where accounting industry developments and innovations play an ongoing and integral role in course studies.

Accounting firms interested in council participation should contact Amy Troutman at 972-883-6719 or amybass@utdallas.edu. ▶

**A ROLL CALL OF THE MEMBERS**

Current members of the Executive Advisory Council are:

<u>Member</u>	<u>Company</u>
Pamela Arora	Perot Systems
George Y. Banks	Grant Thornton
Bill Brown	Mary Kay Corp.
Beth Bull	Texas Instruments Incorporated
Jeri K. Calle	KPMG LLP
Dan Chestnut	KPMG LLP
Chris Christensen	Cap Gemini Ernst & Young
Jerry Gaither	Weaver and Tidwell, L.L.P.
Gwen Gilbert	Dallas Pump Service & Supply Co., Inc.
Steve Goldberg	Alcatel USA
Cynthia (Cindi) Keith	PricewaterhouseCoopers
Gary C. Kelly	Southwest Airlines Co.
Donald Key	Ernst & Young
Ben D. Kohnle	Andersen LLP
Keith Krzeminski	EDS Corp.
Jack Lamb	Intuit
Marvin M. Lane Jr.	Texas Instruments Incorporated
Richard Lemmon	TXU
Paul Mason	Fujitsu-ICL Systems, Inc.
Randall S. O'Hare	PricewaterhouseCoopers
John Olsson	Austin Industries, Inc.
Robert C. Qualls	Haggar Clothing Co.
Vicki A. Roberts	Centex Corp.
Sandy Rothe	Deloitte & Touche
Sal Saggese	J.C. Penney Company, Inc.
Mark Salamasick	Bank of America
Steve J. Sanders	RSM McGladrey, Inc.
Douglas A. Scott	Nortel Networks
Janet Smith	Travis Wolff & Co.
Hans Erik Vestberg	Ericsson, Inc.
James Youngblood	Lane Gorman Trubitt, L.L. P.

## THREE SOM PROFESSORS EARN 'BEST PAPER' AWARDS



Rajiv Banker



Theodore E. Day



Yexiao Xu

Two UTD School of Management (SOM) professors garnered national recognition with prestigious “best paper” awards last summer, bringing to three the number of SOM faculty who have received top-level acclaim since January.

In August, Professor Rajiv Banker and his co-authors earned the American Accounting Association’s “Notable Contribution to Management Accounting Literature Award” for 2002. The award recognizes research that makes an exceptional contribution to accounting theory and knowledge.

In June, a paper co-authored by Professor Theodore E. Day, the School’s coordinator for Finance and Managerial Economics, won the “Fama/DFA Prize” as the best paper on capital markets and asset pricing published in the *Journal of Financial Economics* during 2001. The award is named in honor of Eugene Fama of the University of Chicago. One of the “intellectual fathers” of modern research in finance during the mid-1960s, he remains an active researcher.

Last January, another member of the SOM Finance faculty, Professor Yexiao Xu, and his co-authors won the prestigious Smith-Breedon Prize for having the best paper published in the *Journal of Finance* during 2001. That paper, “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, has since been widely cited in the financial, business, and general press.

The paper by Dr. Banker, UTD’s Ashbel Smith Professor of Accounting and Information Management and director of the School’s Accounting and Information Management programs, analyzes data from the hospitality industry and finds that non-financial measures of a company’s performance — such as customer satisfaction — are leading indicators of the company’s future financial performance. It also documents that managers’ compensation plans that include incentives linked to increasing customer satisfaction result in an overall positive impact on a company’s future financial performance. Dr. Banker’s co-authors on the work, “An Empirical Investigation of an Incentive Plan that Includes Nonfinancial Performance Measures,” are Gordon Potter of Cornell University and Dhinu Srinivasan of the University of Pittsburgh. Their paper was published in January 2000 in *The Accounting Review*.

Professor Day’s paper, “Following the Leader: A Study of Individual Analysts’ Earnings Forecasts,” was co-authored by Rick A. Cooper of Harris Investment Management Company, Chicago, and Craig M. Lewis of the Owen Graduate School of Management at Vanderbilt University in Nashville. The paper, published in autumn 2001, develops and tests procedures for ranking the performance of security analysts based on the timeliness of their earnings forecasts.



## Professional Development Forum Explores Job Satisfaction

Organizational and educational psychologist Dr. Robert Hicks was the featured speaker at The School of Management's Professional Development Forum Sept. 6.



Dr. Robert Hicks

Dr. Hicks's topic was creating work environments that promote high employee performance and job satisfaction. On June 5, the School's summer Professional Development Forum featured presentations by Dr. William W. Lee, director of performance technology at American Airlines Flagship University, and Karen M. Hopkins of WKMH Consulting.

## Visiting Faculty Serve GLEMBA From Around the World

SOM's Global Leadership Executive MBA (GLEMBA) Program, which offers an online executive MBA designed especially for senior managers, has added a third distinguished visiting scholar from overseas to its faculty.

Dr. Alan M. Rugman, a global economist in the Strategic College of Oxford University in England, is teaching in GLEMBA's international management segment. Dr. Rugman, who also holds the L. Leslie Waters Chair in International Business at Indiana University's Kelley School of Business, joins Dr. Johnny Johansson and Dr. Philippe Lasserre as a GLEMBA visiting scholar. Dr. Johansson is the McCrane/Shaker Professor in International Business and Marketing at Georgetown University in Washington,

D.C., and Dr. Lasserre is professor of Strategy and Asian Business at the French University, INSEAD. All three teach from their current locations in GLEMBA's online classes.

GLEMBA Director Dr. Anne Ferrante explains that the visiting scholars bring an important dimension to the program, which concentrates on international management. "GLEMBA's blended learning model, which includes online and on-campus course delivery, enables faculty to teach and students to learn no matter where they work or live. Since the program's inception, GLEMBA students have had the opportunity to meet and take courses taught by faculty who are distinguished scholars in international business."

Dr. Ferrante adds that including program faculty who are well-known experts from foreign countries allows students to experience different perspectives of business around the globe. This fosters a "global mindset, which is an essential competency for conducting international business," she says.

Dr. Johansson, who is Swedish, and Dr. Rugman, who is British, are conducting an interactive seminar at the beginning of the international segment of GLEMBA's curriculum. Dr. Lasserre, who is French and teaches from INSEAD's Singapore campus, serves GLEMBA's students as an International Business Management professor. The three visiting professors also present sessions during GLEMBA's quarterly retreats on The University of Texas at Dallas campus.

Dr. Ferrante plans to continue expanding GLEMBA's distinguished visiting faculty program. "The online education model is conducive to this sort of thing. These people can join our faculty without having to leave their countries because, like our students, they don't have to physically move to be here."



Dr. Jacob and Jerry Hoag

## Appreciation Awards Given at Advisory Council Meeting

At the SOM Advisory Council's meeting in May, Council Chairman Jerry Hoag (right, in photo above) presented Senior Associate Dean Varghese Jacob with a special plaque of recognition for Dr. Jacob's work in leading the School's initiative to win accreditation by AACSB International – The Association to Advance Collegiate Schools of Business. The School became fully accredited by AACSB International in April. Because the May meeting was Mr. Hoag's last as council chairman, SOM Dean Hasan Pirkul presented him with several gifts of appreciation for his service to the School during his three-year term.

Dean Pirkul and Jerry Hoag



## DEAN'S ADMINISTRATIVE TEAM GROWS TO ACCOMMODATE GROWTH AND PLANS FOR NEW BUILDING



Dr. Varghese Jacob



Dr. Mary Chaffin



David Ritchey

UTD School of Management (SOM) Dean Hasan Pirkul this fall increased the size of his administrative team in order to make plans for the new building the School will occupy next summer and to address both new and ongoing challenges the School faces as its enrollment continues to grow.

Dean Pirkul named Professor Varghese Jacob to the post of senior associate dean for administration of the SOM, with responsibility for academic programs, operations, and infrastructure. In Dr. Jacob's previous position as associate dean for administration, he led SOM's initiative for accreditation by AACSB International – The Association to Advance Collegiate Schools of Business. The School became fully accredited by AACSB International last April.

Dean Pirkul also named two additional assistant deans to the School's administrative team. They are Dr. Mary Chaffin, who will continue her responsibilities as college master of undergraduate programs, and David Ritchey, who has been serving as director of the SOM's advising services. In his new position, Mr. Ritchey will work closely with Dr. Jacob and be responsible for managing the School's day-to-day operations as well as infrastructure, including technology.

Dean Pirkul notes that the School is now much larger than when he became dean six years ago. "The recent accreditation process and our just-completed strategic planning process both pointed to a number of new and ongoing challenges we must face as we go forward. I believe the time is right to make these changes."

SOM administrative team members continuing in their current positions are Dr. Diane McNulty, associate dean for external affairs and corporate development; Dr. David Springate, associate dean for Executive Education; and Dr. Steve Perkins, assistant dean for master's programs.

### German Students Visit UTD as Project Management Exchange Program Begins

Eleven Project Management students and two faculty members from The University of Applied Science at Fachhochschule Landshut in Landshut, Germany, visited The University of Texas at Dallas (UTD) and toured the facilities of several North Texas companies in September.

The visit was part of a reciprocal program with The UTD School of Management's innovative Project Management Program, whose classes visited the German university last April.

During their two-week German tour, the UTD graduate students, led by Project Management Program Director Jim Joiner, visited companies, attended joint classes with German students, and received in-depth briefings on the workings of the European Union.

On their Dallas-area tour, the German students heard presentations at the Federal Reserve Bank on the U.S. monetary system and at the offices of Fidelity Investments on doing business with the United States. The students visited the facilities of Telecom Corridor companies Ericsson, Nortel Networks, and Texas Instruments, as well as Bell Heli-

copter in Fort Worth. They also attended Project Management classes at UTD.

Mr. Joiner has announced that in 2003, the UTD Project Management Program will establish a similar reciprocal study program with a French university, the Université des Sciences et Technologies de Lille. Then alternating-year visits between the French and German universities will begin.

The international exchange provides an invaluable dimension to UTD's Project Management Program, Mr. Joiner notes. "This type of study exchange is critical as the project management field becomes more global," he says.

### New UTD Marketing Association Launches with Lecture by Professor Bass

The School of Management's acclaimed marketing and economics expert, Professor Frank M. Bass, discussed his landmark "Bass Model" of predicting consumer buying patterns of specific products at a September lecture hosted by the newly formed American Marketing Association Collegiate Chapter at UTD. A reception followed the presentation, which was free and open to the public. Both events were held at the UTD Conference Center.

The Bass Model — which has earned Dr. Bass international recognition, major awards, and Nobel Prize nominations —

is a mathematical model used to predict the sales and life cycles of various consumer products, including color television sets in the 1960s, wireless telephones and disposable diapers in the 1980s, and, more recently, digital satellite radio. Dr. Bass is the Eugene McDermott University of Texas System Professor of Management in UTD's School of Management and director of the School's doctoral programs.

A native of Cuero, Texas, Dr. Bass received a PhD from the University of Illinois, an MBA degree from The University of Texas at Austin, and a Bachelor's of Business Administration degree from Southwestern University. In 1960, he joined the faculty of Pur-

due University and later became the Loeb Distinguished Professor of Management at Purdue's Krannert School of Management.

After twenty-one years at

Purdue, Dr. Bass joined UTD in 1982 as a marketing professor. In addition to being a member of the UTD faculty, Dr. Bass does consulting work for a number of leading companies in the Dallas-Fort-Worth area.



Dr. Frank M. Bass



### DIANE MCNULTY EARNS HEART ASSOCIATION RECOGNITION

Dr. Diane S. McNulty, The UTD School of Management's associate dean for external affairs and corporate development, has received the Distinguished Service Award from the American Heart Association (AHA) Dallas division, for her long service to the organization. One of the founders of the Women's Heart Guild of the AHA's Dallas division, she currently serves on the Board of Directors. She has held the offices of chairman of the Côtes du Coeur 2001, secretary of the board, and president of the Women's Guild for the organization. The AHA has also named a cardiac research grant for Dr. McNulty for one year at The University of Texas Southwestern Medical School at Dallas.

Professor Ford Fosters  
Executive Leadership In  
Post-Soviet Countries



Dr. David Ford with Chairman of the EastWest Institute Board of Directors and former President of Finland Martti Ahtisaari at a reception at the Central Eurasian Leadership Alliance in Istanbul in July.

SOM Professor David Ford traveled to Istanbul, Turkey, in July to serve as a facilitator at the first-ever meeting of the Central Eurasian Leadership Alliance (CELA). The leadership conference brought together thirty-eight participants from eight post-Soviet countries for a program of lectures, case studies, simulations, and breakout groups, all on the topic of "Executive Leadership." Held at Koç University in Istanbul, the meeting was co-sponsored by EastWest Institute (EWI) and the Society of International Business Fellows (SIBF). The meeting, aimed at promoting cooperation between East and West, was designed especially for mid-career professionals in Central Eurasia. Participants were from Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Armenia, and Uzbekistan. In addition to The University of Texas at Dallas, other U.S. universities represented on the meeting's faculty included Babson College, Harvard University, and Virginia Commonwealth University. Participants heard presentations from Chairman of the EWI Board of Directors, Martti Ahtisaari, a former president of Finland who also served a term as president of the European Union and later as a mediator in Bosnia and Africa, and from Armen Sarkissian, former prime minister of Armenia, who is also an entrepreneur and scholar. The EWI is an international non-profit organization that works to defuse tensions, strengthen democracy, and develop free enterprise while fostering cooperation across borders in Eastern Europe, Russia, and Central Eurasia. SIBF is a private, nonprofit organization comprised of five hundred senior business, professional, and academic leaders who have significant international experience. Professor Ford was one of twelve SIBF members, all from the United States, who served as facilitators for the meeting.

Five Faculty Members  
Recognized for Teaching  
Excellence

Four faculty members and a teaching assistant have received The UTD School of Management's teaching awards for 2002. The four faculty members are Dr. Rakesh Gupta, assistant professor of Information Systems; Dr. Charles Solcher, a senior lecturer in Accounting and Business

Law; Dr. Habte Woldu, lecturer in International Management, and Ms. Liliana Hickman-Riggs, adjunct faculty member in Accounting and Information Management. The SOM Teaching Committee reviews nominations from students and selects faculty members for their outstanding teaching abilities. Dr. Gupta and Ms. Hickman-Riggs were recognized for teaching excellence in gradu-

ate-level classes, and Dr. Solcher was recognized for his work with undergraduate classes. Dr. Woldu won his award for outstanding online teaching. The same committee also awarded PhD candidate Tony Chen the outstanding teaching assistant award. All five faculty members received a plaque recognizing their achievement and a grant of one thousand dollars.



Dr. Rakesh Gupta



Dr. Charles Solcher



Dr. Habte Woldu



Ms. Liliana Hickman-Riggs

## AACSB Accreditation Celebration



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**SOM faculty and staff and their families gathered for a picnic** May 18 at Story Book Ranch, near McKinney, at the invitation of Dean Hasan Pirkul to celebrate the School's accreditation by AACSB International — The Association to Advance Collegiate Schools of Business. Stephany Xu (1), daughter of Professor and Mrs. Yexiao Xu, joined in the festivities along with Professor Rajiv Banker (2, left) and Dean Pirkul (2, right). Mrs. Pirkul (3, center), here with Professor Sue Rhee (right) and Andrea Sethi, wife of Professor Suresh Sethi, also enjoyed the fun. Professors Orlando Richard (4) and Varghese Jacob (5) took part in picnic games, which included a tug of war (6), while Professor B. P.S. Murthi and his wife, Padma (7), looked on.

A L U M N I N O T E S

1980s

**Jefflyn W. Ellison**, BS 1984, is the founder and owner of Jefflyn & Co. Commercial Real Estate located in Dallas, Texas.

**Jon Riggs**, BS 1985, is the owner of 1st Home Mortgage in Richardson, Texas.

**Jeri K. Calle**, BS 1986, is partner in charge of university relations for KPMG LLP in Dallas, Texas. Jeri serves on SOM's Accounting and Information Management Executive Advisory Council.

**Linda C. Lee**, BS 1986, recently accepted the position of controller of the United Way for Metropolitan Dallas (Texas). Linda is a certified public accountant and has been elected to serve on the executive board of the UTD Alumni Association for the 2002-2004 term.

**Cynthia A. Keith**, BS 1988, is a partner in the assurance and business advisory services area of PricewaterhouseCoopers, LLP, in Dallas, Texas. She was named chairperson of SOM's Accounting and Information Management Executive Advisory Council in April 2002.

**Kimberly P. Poe**, MS 1988, BS 1987, is a senior manager at Nortel Networks in Richardson, Texas, in the accounting and services area. Kim is a certified public accountant and is the newest member of SOM's Accounting and Information Management Alumni Advisory Board.

**Kay L. Keck**, PhD 1989, has been named vice president for student services and program support for Thunderbird, The American Graduate School of International Management, in Glendale, Arizona. In her new position, Dr. Keck oversees the broad range of departments that are responsible for student life beyond the classroom.

1990s

**Jack J. Lamb**, BS 1990, is the electronic filing group manager in Dallas, Texas, for Intuit, a small-business and personal finance software company, among whose best-known products is Quicken. Jack serves on SOM's Accounting and Information Management Executive Advisory Council.

**Chet A. Baker**, MS 1991, is the global program manager for the Dutch company Teleplan International N.V., a global provider of after-sales services to the information technology (IT) and communications industry. He is based in Louisville, Kentucky.

**Jeanne A. Bayless**, MS 1991, has been an investment partner at Star Ventures, a Munich, Germany-based venture capital firm, since January 2002. Jeanne is located in Dallas, Texas.

**Scott C. Farber**, MBA 1993, has joined Grubb & Ellis as senior vice president in the company's investment group and is based in Dallas, Texas. Grubb & Ellis is a leading provider of integrated real estate services.



**Linnet F. Deily**, MA 1976, ambassador and deputy U.S. trade representative to the World Trade Organization (WTO), received UTD School of Management Associate Dean Diane McNulty at WTO offices in Geneva, Switzerland, in April to hear updates of recent SOM developments. Dr. McNulty was in Europe with the School's Executive MBA class for its international studies tour in France.

**Paul E. Pergande**, MBA 1993, is a senior mechanical engineer for Applied Science Fiction in Austin, Texas. Applied Science Fiction is an innovator, developer, and licensor of proprietary imaging technologies that optimize and enhance the digitization process of photographic images. He is also co-holder of fourteen patents developed when he was employed with Ford Global Technologies, Inc. Paul is also a new father. His wife, Laura, gave birth to a daughter, Lydia Ann, on March 21.

**M. Sam Gilliland**, EMBA 1994, has been named president and CEO of Travelocity.com, a database-driven travel marketing and transaction company located in Fort Worth, Texas. Sam has served on the board of directors of Travelocity since 2000 and prior to this appointment was vice president at Sabre Holdings Corporation, Travelocity's parent company.

**David M. Scott**, MBA 1994, is the director of process improvement for Goodman Manufacturing Company, a privately held air conditioning, heating, and appliance manufacturer, located in Houston, Texas.

**Matthew L. Bosch**, EMBA 1995, was recently named senior vice president and chief financial officer of LandSafe in Plano, Texas. LandSafe provides real estate closing services and is a subsidiary of Countrywide Mortgage. Matt is a certified public accountant and serves on the SOM's Accounting and Information Management Alumni Advisory Board.

**G. Todd Estes**, BS 1995, is a senior federal tax consultant in the technology, info-communication, and entertainment group with PricewaterhouseCoopers, LLP in Dallas, Texas. He is a frequent speaker at PwC training functions as well as a guest speaker to freshman and senior UTD accounting students. Todd is a certified public accountant and serves as chairman of the SOM Accounting and Information Management Alumni Advisory Board.

**Rajeeb K. Samanta**, MBA 1995, is a senior financial analyst in the corporate financial plan-

ning and analysis group of Electronic Data Systems Corporation in Plano, Texas. Rajeeb is a certified public accountant and a chartered accountant from India. He serves on SOM's Accounting and Information Management Alumni Advisory Board.

**Alyssa G. Martin**, MBA 1996, BS 1991, is department head of the business solutions group at Weaver and Tidwell, L.L.P. in Dallas, Texas, and was named a partner in June 2002. She primarily works in the area of business consulting and technology services with middle-market companies. Alyssa is a certified public accountant and serves on SOM's Accounting and Information Management Alumni Advisory Board.

**George W. Aubrey**, EMBA 1997, has accepted the position of vice president of sales with Kabira Technologies, Inc., a provider of software solutions for convergent network services. George is based in Dallas, Texas.

**DeWayne A. Nelson**, EMBA 1997, has been named president, North America, at CMG Wireless Data Solutions, a global leader in competitive-edge messaging solutions. Based in Addison, Texas, DeWayne, a twenty-year telecommunications veteran, has assumed responsibility for all of the company's North American operations.

**Stephen M. Bliss**, EMBA 1998, has accepted the position of president of the Army and Navy Academy, a military boarding school in Carlsbad, California. In a thirty-year Army career, Steve rose to the rank of brigadier general. His postings included service as assistant division commander (support), 10th Mountain Division (Light Infantry) and commander, Defense Fuel Supply Center, Defense Logistics Agency.

**Laura W. Garrison**, EMBA 1999, is a strategic planning consultant for Blockbuster Inc., a leading renter of videos, DVDs, and video games, located in Dallas, Texas. Her responsibilities include developing and recommending strategic initiatives and researching potential acquisitions.

**Scott Snorton Jr.**, BS 1999, is the finance and

business operations manager for Texas Instruments Incorporated in Richardson, Texas. He has been elected to serve on the executive board of the UTD Alumni Association for the 2002-2004 term.

2000s

**Deborah K. Blackstone**, MBA 2000, BS 1994, has been promoted to vice president of operations for Richardson-based USDATA Corporation, which supplies industrial automation software. In her new role, Deborah is responsible for USDATA's business systems, information

technology, product manufacturing, and legal administration.

**C. Collette Cummins**, MBA 2000, is a senior associate in the assurance department of Grant Thornton, LLP, in Dallas, Texas. She is a certified public accountant and serves as secretary for SOM's Accounting and Information Management Alumni Advisory Board.

**Floyd L. Norvell**, BS 2001, has been elected to serve on the executive board of the UTD Alumni Association for the 2002-2004 term.

**Stellan Öhrn**, EMBA 2001, is co-founder and

president of the US division of APIS US, Inc., Training and Seminars, in Plano, Texas. The company offers technical training for engineers and non-engineers within the IT and telecommunications industry.

**Robert Reich**, EMBA 2002, has taken the position of director of dealer development with Sea Ray Boats, a division of Brunswick Corporation, in Knoxville, Tennessee. Sea Ray manufactures pleasure boats, including ski boats, offshore boats, and party cats.

SOM ALUMNI REUNIONS AND SOCIAL EVENTS



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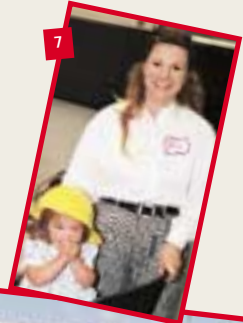
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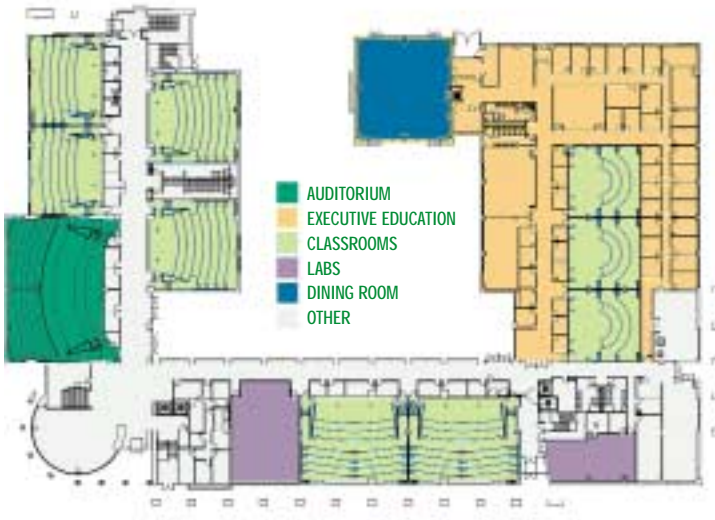
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Spring and summer events drew alumni and friends. More than 250 attended the August 23 Cohort MBA Alumni Reunion at Richardson's Radisson Hotel, including Class of '03 Cohort students and spouses (1). Dean Hasan Pirkul (2) welcomed everyone. Alums on the organizing committee (3) received certificates of appreciation. The EMBA Class of '96 (4) mixed May 15 in Addison. On June 20, SOM Alumni Director Denise Ward (5, left) and several SOM alums on the UTD Executive Alumni Board met at a UTD mixer at the Dallas Museum of Art. UTD Executive Alumni Board members (6) attended a June 2 event that included a tour of the SOM building site. EMBA '98 alum Tiffany Schmitt (7) brought daughter, Hailey. SOM Advisory Council members also attended, including past chairman Jerry Hoag (8, left), pictured with Dean Pirkul.

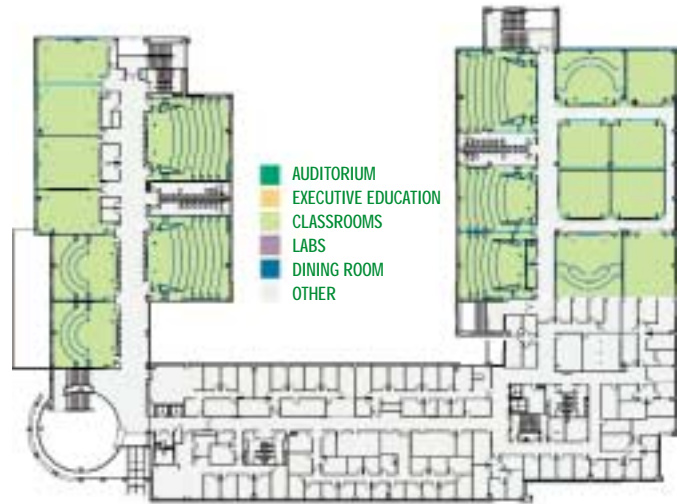
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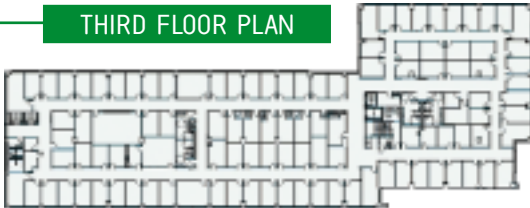
# CONSTRUCTION JOURNAL

Opportunities exist at several levels for donors to name rooms and public spaces in the new SOM building. For more information, please contact Dr. Diane S. McNulty, associate dean, at 972-883-2741 or [Dmcnulty@utdallas.edu](mailto:Dmcnulty@utdallas.edu).

SECOND FLOOR PLAN



THIRD FLOOR PLAN



FOURTH FLOOR PLAN



08/29/02



09/17/02



For more building construction progress news, please visit: <http://som.utdallas.edu>



## SOM FACULTY BACKS NEW BUILDING BY CONTRIBUTING TO FUND DRIVE

More than a third of Management's teachers have made a donation to help make the School's new home a reality.

BY PAULA FELPS

Originally planned for 180,000 square feet, the new SOM building is now estimated to total 204,000 square feet when completed next summer. Savings on materials and labor due to favorable construction market conditions have made the additional space — all devoted to classrooms — possible. More importantly, SOM faculty, staff, and students will, for the first time in many years, all fit under one roof.

Dr. Orlando Richard, assistant professor of Management and the School's PhD Programs coordinator, says faculty participation in the fund drive also shows how deeply the faculty believes in the School's vision. Dr. Richard notes that UTD's support of junior fac-

Academic institutions traditionally rely on alumni and corporate support for fundraising efforts. But the new School of Management (SOM) building fund drive is attracting support from a special sector — its faculty. While faculty giving is not without precedent, the level of support from the SOM faculty is noteworthy, with more than a third of the School's professors participating.

When completed, the new building will provide 204,000 square feet of classrooms, offices, conference and meeting rooms, and an executive education center. Cost of the new facility is thirty-eight million dollars.

To date, SOM faculty members have donated more than thirty-eight thousand dollars. Such backing is unusual, if not unprecedented, and it underscores the unique bond that faculty members have with the School.

"I think that the substantial participation by the faculty indicates that the faculty is committed to The School of Management and its future as a leading school," explains Professor Frank Bass, who holds the U.T. System Eugene McDermott Professor of Management Chair and is a former SOM dean.

"In addition to providing needed space and classroom technology, the new building will be of symbolic importance in signaling the commitment of the University to develop a first-rate, nationally recognized School of Management," he says.

ulty, as well as its commitment to both women and minority representation, make it even more inviting to members of the academic community.

"I believe the faculty is, overall, excited about the new building, and [as a result] stronger bridges are being created across departments," he says.

"The support shows that the faculty believe they are directly tied to UTD's success. They believe that an investment in UTD today will provide a much larger return to themselves individually and to the entire collective body."

"My investment denotes my loyalty to the School," he adds, "and signifies my confidence in the direction the administration is leading us."

Dr. Laurie Ziegler, senior lecturer in Organizations, Strategy, and International Management, echoes her colleagues' comments. "This show of support highlights UTD's growth," she adds, noting that faculty participation is an indicator of the importance of the School in the continued success of the University.

During her decade at UTD, Dr. Ziegler has watched The School of Management change and grow, maturing into a leadership position among public business schools. "We are in an exciting period of growth, and the addition of a new building will help ensure the continued development of the School, its faculty, and its students." ▶



Dr. Orlando Richard, Dr. Laurie Ziegler,  
and Dr. Frank Bass

## 2 0 0 2 - 2 0 0 3 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 for construction of the new School of Management building. Checks can be made out to: The School of Management 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 *Construction Journal* on page 10 and in *SOM Faculty Backs New Building* on page 47 of this issue.

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