

An abstract painting with a vibrant, textured background. The composition is dominated by warm colors like orange, red, and yellow, contrasted with cooler tones of blue and green. Two stylized human figures are depicted in dynamic, almost dancing poses. One figure, in the center, is wearing a red top and white pants, leaning forward. Another figure, in the lower foreground, is wearing a red hooded garment and white pants, also in a dynamic pose. The background features bold, curved lines and a sense of movement, with a large, bright yellow shape in the upper right. The overall style is expressive and modern.

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

What We Do,  
Who We Are



## MESSAGE FROM THE DEAN



**Hasan Pirkul**  
Dean, School of Management

**T**he title story of this issue, “What We Do, Who We Are,” focuses on the degree programs of The UTD School of Management and how they serve our growing and diverse student body.

We continue to increase the visibility of our programs. This spring, *U.S. News and World Report* ranked our Cohort MBA Program 62<sup>nd</sup> in the nation. This compares to the 78<sup>th</sup> place spot the same publication gave us last year—in our first year of eligibility as an AACSB-accredited school. It is important to note that there are only four business schools in Texas ranked higher. In addition, *Financial Times* ranked our Executive MBA Program among the top 34 EMBA programs in the United States and among the top 61 worldwide. We continue to update and expand our programs; two of our most recent offerings are in the areas of internal auditing and entrepreneurship.

Along with the growing visibility of our programs, our faculty has gained increased recognition. This spring, the membership of the Institute for Operations Research and Management Sciences (INFORMS) voted Dr. Frank M. Bass’s 1969 landmark paper, “New Product Growth for Model Consumer Durables,” one of the 10 most influential papers published in the 50-year history of the INFORMS journal *Management Science*. Dr. Gregory G. Dess was listed as the eighth most-cited author in the field of business management strategy, and Dr. Jane Salk joined an exclusive group of 40 scholars, worldwide, inducted into the selective International Organization Network. At the annual meeting of the Workshop in Information Technology and Systems, more papers were chosen from The UTD School of Management (SOM) than from any other university. The conference’s “best paper” award went to SOM faculty member Dr. Srinivasan Raghunathan and his co-authors, Dr. Huseyin Cavusoglu, a recent graduate of SOM’s Ph.D. program, and Hulisi Ogut, a student in our Ph.D. program. Chosen for leadership roles in their professional organizations were Dr. Diane McNulty, appointed to the board of directors of the national Public Affairs Council, and Dr. Chelliah Sriskandarajah, named associate executive director of the international society Production and Operations Management. Overall, our faculty weighs in as one of the top 20 research faculties worldwide across all journals published by the prestigious academic society INFORMS.

Our magnificent new building has also contributed to our visibility as the community has recognized this facility as a center for the exchange of ideas and information on all aspects of business. Such an exchange took place a few weeks ago when 150 leaders from the worldwide communications industry assembled here for the Global Communications Strategy Forum, organized by SOM Professor Sumit Majumdar with support from a large segment of the corporate community.

Our research centers have also been adding to our visibility. In January, more than 70 high-ranking directors and members of corporate boards attended the inaugural seminar of the Institute for Excellence in Corporate Governance. In April, more than 600 people attended an important luncheon speech by veteran statesman James A. Baker III that was co-sponsored by SOM’s Leadership Center at UTD and the World Affairs Council of Greater Dallas.

These are all signs that our school is maturing and finding its place in the national and international business education community. As we continue in our development, we thank our alumni and friends for their support and input in our quest to become one of the leading public business schools in the nation.

Best wishes,

A handwritten signature in cursive script that reads "Hasan Pirkul." The signature is written in a dark ink on a white background.

Visit our site on the worldwide web

<http://som.utdallas.edu>

# THE SCHOOL OF MANAGEMENT

THE UNIVERSITY OF TEXAS AT DALLAS

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Rick Biddenstadt  
Sean Fitzgerald  
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## ILLUSTRATION

CSA Images  
Miler Hung  
Leon Zernitsky

## WRITERS

Brynn Bagot Allday  
Paula Felps  
Kristen Hurst  
Kristine Imherr  
Steve McGregor  
John H. Ostidick  
Patricia Schoch  
Jeanne Spreier

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VOLUME 7 No. 2 SPRING 2004

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## What We Do, Who We Are

*John H. Ostidick*

There have been so many changes in such a short time at The School of Management that it can be easy to lose sight of the school's primary mission and paramount goal. The SOM is first and foremost an educational institution, and this is a rundown of all the degree programs and all their permutations that await those who seek our knowledge.

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## One for the History Books

*Kristine Imherr*

It took four years and immeasurable commitment to make a reality of the dream for a new building to house The School of Management under one roof. All those efforts were recognized in a December 3, 2003, building dedication ceremony that is commemorated here.

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## Corporate View: A Lesson for the Future

*Paula Felps*

The president and CEO of Ericsson reflects on lessons learned from and alliances strengthened by the recent telecom downturn.

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## Playing By New Rules

*John H. Ostidick*

The Nasdaq Stock Exchange's top lawyer, a former U.S. Secretary of Labor and several top executives answered the Institute for Excellence in Corporate Governance's call to investigate the impact of post-Enron regulatory changes at the institute's debut seminar.

40

## A Season of Celebration

There was not one but many grand openings for the new School of Management Building. This photo album captures highlights of the four official events marking the building's festive beginnings.



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# WHAT WE DO, WHO WE ARE



## A RUNDOWN OF SCHOOL OF MANAGEMENT BASICS

BY JOHN H. OSTDICK

**T**he assets of The University of Texas at Dallas (UTD) School of Management (SOM) prove easy to list: UTD is located in the heart of a dynamic metropolitan area; the school's curriculum readily adapts to the needs of companies here; SOM's rapidly growing faculty is tackling groundbreaking research; the university's high admission standards attract top students, and its relatively low costs in comparison to other universities' contribute to a unique educational experience, for both students preparing to make their mark on the world and professionals trying to expand their reach within it.

"Our students, admission standards and programs are of a very high quality," notes Dr. Steve Perkins, associate dean, Graduate Programs. "Faculty members such as Dr. Frank M. Bass [UTD's Eugene McDermott Professor of Management and director of The School of Management's Ph.D. Programs], our patron saint of sorts, have been highly involved in quantitative, analytical research, more than a lot of other university professors. That research, technology and analytical angle comes through in our programs."

Both faculty and advisory boards constantly evaluate and refine programs, checking them against the needs of the changing corporate landscape.



## UNDERGRADUATE DEGREES

Two undergraduate degree programs underpin all SOM curriculums: the Bachelor of Science in Business Administration and the Bachelor of Science in Accounting and Information Management.

Both degrees contain a “major requirement” of 24 hours of essential courses. In these courses, students have an opportunity to learn theories and analytical techniques that can be applied to the functional areas of business, such as finance and marketing. Students are exposed to the international dimensions of business and to social and political factors that impinge on business behavior. A capstone course in the social and political environment of business provides an integrative experience where students are challenged to solve real-world business problems.

Students are also required to take courses outside The School of Management — in communication, fine arts and humanities, behavioral and social sciences, mathematics and reasoning, and physical sciences — to broaden their educational experience in preparation for leadership roles in the modern business organization.

“We want to graduate our students with the skills necessary to attract good jobs in the changing technological society that we live in,” says Dr. Mary Chaffin, college master and associate dean, Undergraduate Programs. Many “of our students complete internships, where they get practical experience along with the academic regimen.”

### BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION

Problem-solving techniques typically used by modern businesses serve as the foundation for curriculum

designed to broadly prepare students for a business career and to lay the groundwork for further study in business administration.

Students are challenged to apply theory to reality, to use their skills and knowledge to solve complex problems that business and industry face today. Concentrated studies — “concentrations” — are offered in general business, finance or management information systems. A biotechnology management program offers a double major in business administration and biology.

Fast-track options allow qualified seniors (those with an overall grade-point average of 3.0 and approval from the director of graduate studies) to take up to 12 hours of graduate-level courses that apply toward an undergraduate degree as well as satisfy advanced-degree requirements.

### BACHELOR OF SCIENCE IN ACCOUNTING AND INFORMATION MANAGEMENT (AIM)

This degree deals with balancing concepts and pragmatic knowledge. The aim is to develop professionals who understand the role of information in organizations and financial markets; have skills to integrate financial analysis and information technology; and possess analytical and management functional area skills. Students who complete this program are ready for such careers in information-intensive organizations as information managers, consultants or financial analysts.



## GRADUATE DEGREES

The School of Management offers a full complement of postgraduate options. Degree-seekers can choose from more than a dozen master's programs as well as two Ph.D. programs. Some MBA and master's degrees, as well as non-credit career-boosting short courses, are offered through Executive Education Programs that provide convenient access to advanced learning. Professional certificate programs may satisfy others' needs.

### MASTER'S DEGREES: MBA

Of all the graduate-study choices available, the Master's in Business Administration (MBA) degree remains the most popular. In line with the trend for universities to tailor course work to fulfill individual and business needs and adapt schedules to fit individual and corporate lifestyles, SOM has developed a number of flexible MBA alternatives. These alternatives offer course work customized to fill industry's current management education gaps, train for change and stay ahead of future trends. The school now has eight MBA degree programs, including Internet op-

tions, designed to serve students with widely varying personal requirements and highly specific professional goals. In addition to its three MBA programs that charge regular tuition rates, SOM offers five executive-level MBAs designed especially for experienced senior managers through its Executive Education area.

"With nearly 1,500 students, the MBA is by far our largest graduate program," Dr. Perkins says. "All options have the same number of hours (53 total) and core requirements (29 hours)." Basic cost of regular-tuition programs is between \$12,000 and \$15,000, depending on the number of semesters a student takes to complete the degree. Executive Education options can cost as much as \$50,000 because they include in their fees the costs of special scheduling, meals, most books and materials and travel for specialized study tours that, in some cases, involve trips abroad. Electives and modes of delivery of all options differ to varying extents.



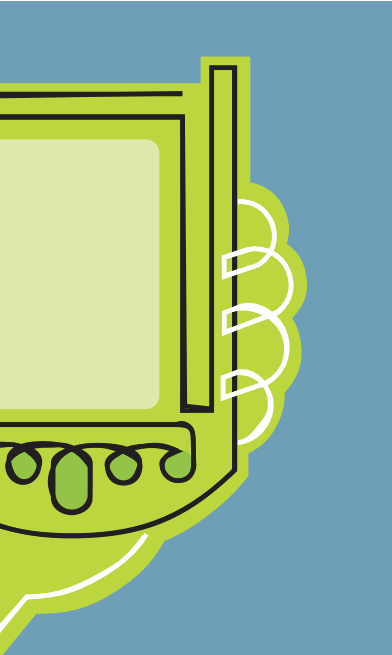
### SOM UNDERGRADUATE DEGREES

	Bachelor of Science in Business Administration	Bachelor of Arts or Bachelor of Science in Biology and Business Administration	Bachelor of Science in Accounting and Information Management (AIM)
<b>Students enrolled</b>	1,800	75	400
<b>Concentrations (specialties within each major)</b>	<ul style="list-style-type: none"> <li>• General Business</li> <li>• Finance</li> <li>• Management Information Systems</li> </ul>	Requires 44 to 46 hours of biology and 36 hours of business courses	<ul style="list-style-type: none"> <li>• Financial Analysis</li> <li>• Information Management</li> </ul>
<b>Hours required to graduate</b>	120	134 to 136	120
<b>Fast-track Combined Bachelor/Master's Degree Programs:</b> Fast-track options and hours required to earn both an undergraduate and graduate degree. (Fast-Track available only to those who plan to enroll in the SOM Professional Program for part-time students or to those who intend to pursue graduate work in biology at UTD.)	<p>B.S. with Finance concentration and M.S. in Management and Administrative Sciences 147 credit hours</p> <p>B.S. with Finance concentration and Master of Business Administration 161 credit hours</p>	B.S. in Biology and M.S. in Molecular and Cell Biology 163 credit hours	B.S. in Accounting and Information Management and M.S. in Accounting and Information Management 150 credit hours (This program is tailored to students interested in becoming CPAs.)
<b>Websites:</b>	<a href="http://som.utdallas.edu/undergrad">som.utdallas.edu/undergrad</a> <a href="http://www.utdallas.edu/student/catalog/">www.utdallas.edu/student/catalog/</a>	<a href="http://www.utdallas.edu/student/catalog/">www.utdallas.edu/student/catalog/</a>	<a href="http://som.utdallas.edu/aim">som.utdallas.edu/aim</a> <a href="http://www.utdallas.edu/student/catalog/">www.utdallas.edu/student/catalog/</a>

**Contact:**

School of Management Advising Office, 972-883-2275 | Room 2.250, SOM Building, UTD | [som.utdallas.edu/advising](http://som.utdallas.edu/advising)





**BEN GHIASI** | Marketing Coordinator,  
The Print Station | MBA 2003 | *“My graduate education in The School of Management was a valuable steppingstone in my career advancement. The MBA program at UTD provided me not only with the overall academic knowledge needed for the current business world but also with a true sense of confidence that has improved the quality of my personal life.”*



Traditional, face-to-face daily classroom instruction underlies some programs while others are keyed to seminars and retreats that meet less frequently but more intensively. International study trips are built into some curriculums while courses in the Global MBA Online, the Global Leadership Executive MBA and one of the Project Management options use audio-streaming lectures, downloadable presentations, online text-based conferences, bulletin board and e-mail exchanges, and teleconferences.

Core courses for all have been revised recently, Dr. Perkins says, “to a more back-to-basics approach, increasing the number of hours in accounting, economics and strategy, for example, while also giving the students space for electives. Companies have repeatedly told us that knowledge of these core concepts is integral to success.”

Drawing from all business disciplines, an MBA degree provides students with a broad managerial education. SOM offers three regular-tuition MBA programs, the Cohort MBA, the Professional MBA and the Global MBA Online.

#### [COHORT MBA](#)

This full-time program, started in 1996, is more concentrated and faster (16 months) than most comparable traditional programs. Students, selected from local, national and international applicants, are admitted as a group and take required classes together in a fixed sequence, with additional seminars featuring outside

speakers from companies that acclimate students to trends and real-life problems they will be facing.

UTD’s Cohort program is one of only six MBA programs in Texas included in *U.S. News and World Report’s* university rankings. Dr. Perkins notes there is substantial financial aid available to Cohort students.

#### [PROFESSIONAL MBA](#)

Designed for part-time students, most of this program’s classes meet in the evening and primarily serve employees of Dallas-Fort Worth-area companies.

Scheduling is flexible, depending on the student’s availability semester by semester — a real advantage compared to other programs. “A student may know that the spring is a real heavy time for them at work, and that fall less so, and with this flexibility he or she can adjust course work accordingly,” Dr. Perkins explains. “More than 75 percent of the students in this program are working full-time.”

Both the Professional and Cohort MBA programs host information sessions for prospective students.

#### [GLOBAL MBA ONLINE](#)

The Global MBA Online serves self-starting, computer-proficient students whose schedules prohibit traditional class meetings or who live too far from campus as well as students interested in international management and information technology.

Core and elective courses are available by distance learning, online.

“We have people from other states and countries taking these courses; these students may never touch foot on the UTD campus,” Dr. Perkins explains. “This remains a unique program. Enrollment needs to stay rather small — we have a maximum of 50 people per class, and most times it’s about 40 in these sections — so that you still get a lot of interaction between professor and student and between the students themselves, through bulletin boards and e-mails and the like.”

### MASTER’S DEGREES: EXECUTIVE EDUCATION

“We work with mid-career executives and managers to accelerate and promote their careers and to broaden and deepen their perspectives,” says Dr. Springgate, associate dean, Executive Education. “We want them to know the difference between the tactical and the strategic, and to be able to execute both. All of our programs offer flexibility to meet many career paths and time availabilities.”

The goal of Executive Education Programs at The School of Management is to change people’s lives, Dr. Springgate says. Offerings that fall under his guidance include five different MBA options and two Master of Science degree options. But he also oversees many alternatives for those who want to learn but whose time is at a premium.

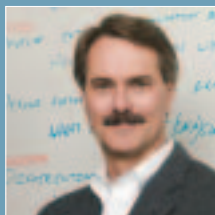
Those alternatives include non-credit and certificate-granting short courses, as well as numerous condensed professional development programs, all honed to maximize the message in a minimum amount of time. These programs are presented in a variety of formats, including workshops, seminars, conferences, custom-designed curriculum and one-on-one training. Currently offered certificate programs



Dr. Frank M. Bass, Director  
Ph.D. Programs



Dr. Mary Chaffin, Associate Dean  
Undergraduate Programs



Dr. Steve Perkins, Associate Dean  
Graduate Programs



Dr. David Springgate, Associate Dean  
Executive Education

address the topics of leadership, management, supply chain management, marketing and franchising. In addition, there are networking events and one-time, single-topic breakfast lectures meant to succinctly update professionals on the latest knowledge percolating through the business world. Dr. Springgate notes that companies can work with Executive Education to design customized training, either on-site or on-campus.

Executive Education offers numerous graduate degree programs.

### EXECUTIVE MBA (EMBA)

The Executive MBA is designed for executives or senior professionals with 10 or more years of experience who are eager to make important contributions to their organization but need to enhance their management, executive and business capabilities. The EMBA Program holds classes all day on Friday and Saturday every other week.

The program builds in a focus on individual career development, with an executive coach assigned to each student. It also uses a team-learning model that stresses real-life application around the theme “managing for change” and employs academic content fully equivalent to the school’s traditional MBA programs. In their last semester of study, each EMBA class goes on a 10-day study tour abroad that focuses on international management.

### GLOBAL LEADERSHIP EXECUTIVE MBA (GLEMBA)

Mid-level managers wanting to enhance their knowledge and leadership skills for global business operations can pursue a Global Leadership Executive MBA (GLEMBA), which is delivered via a blended format that includes both on-campus and online learning and a focus on international management.

The program, which *Forbes* magazine has ranked on its



“Best of the Web” list for three consecutive years, offers the MBA degree through individual and virtual team projects and six on-campus retreats incorporating seminars, lectures, skill-building workshops and networking opportunities, as well as a 10-day international study tour.

#### PROJECT MANAGEMENT

##### EXECUTIVE MBA AND EXECUTIVE MASTER OF SCIENCE

This program, which emphasizes managing complex projects, is one of the few of its kind in the world. It blends general business, technical, and leadership training to help project managers meet the challenging needs of new corporate structures.

Students, who meet on a three-day-a-month schedule or through online programs, receive sound preparation for the Project Management Professional Exam as they pursue either a Master of Science or an MBA degree with a concentration in project management. The curriculum for both degree plans concludes with an international study tour.

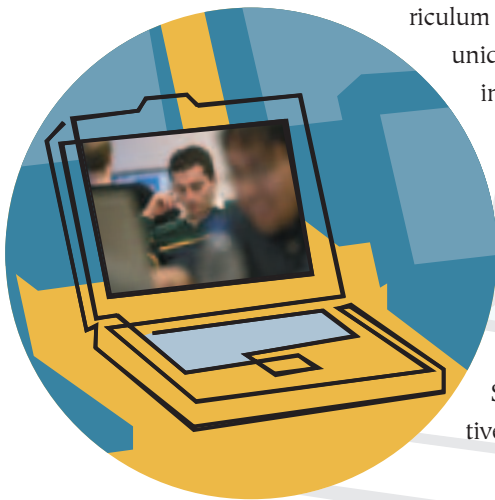
#### MEDICAL MANAGEMENT

##### EXECUTIVE MBA AND EXECUTIVE MASTER OF SCIENCE

The Alliance for Medical Management Education (AMME) Program — created to help physicians and senior healthcare administrators better understand the business side of medicine — is an innovative partnership between the SOM and The University of Texas Southwestern Medical School.

The 16-month program includes seven, four-and-one-half-day classes in Dallas and one five-day class in Washington, D.C. It is taught in an executive format —

which features an integrated curriculum tailored to the unique needs of working professionals as opposed to more traditional programs that are organized around functional disciplines — with certificate, Master of Science and Executive MBA options.



Dr. Michael Savoie gives an animated lecture before an undergraduate class.

#### OTHER MASTER'S DEGREE PROGRAMS

SOM offers other master's degree programs that differ from the MBA options. Courses in these programs, offered mainly in the evening, focus more intently on a single discipline, such as accounting or information technology. Students are able to home in on specialized studies within a discipline while earning a degree. SOM offers several Master of Science options as well as a Master of Arts in International Management.

##### MASTER OF ARTS IN INTERNATIONAL MANAGEMENT STUDIES

This degree includes trade across national boundaries, management practices within foreign nations and management on a global basis.

“Although this is a relatively small program, it is one of our oldest,” notes Dr. Perkins. “For people who are working for an international company in Dallas or who want to move into that area, the program commands a strong cultural and social flavor on doing business in other countries. Many of the courses focus on area studies — courses on Eastern Europe, for example, or the Middle East — and how to do business there.”

In the past, the school has organized study abroad

## SOM MASTER'S DEGREES

- **Master of Business Administration (MBA)**

Program Options:

- Cohort
- Professional
- Global MBA Online
- Executive MBA (EMBA)
- Global Leadership Executive MBA (GLEMBA)
- Project Management
- Medical Management Executive (AMME)

For more information and contacts, see School of Management MBA Programs on pages 10-11

- **Master of Arts in International Management**

- **Master of Science in Accounting and Information Management (AIM)**

Concentrations available in:

- Financial planning and analysis
- Audit and assurance services
- Taxation services
- International services
- Management consulting
- Information management

- **Master of Science in Information Technology (IT) Management**

Concentrations available in:

- IT management and consulting
- E-business IT
- Telecommunications management

- **Master of Science in Management and Administrative Sciences (MAS)**

Concentrations available in:

- E-commerce
- Finance
- Innovation and entrepreneurship
- Organizations and strategy
- Supply chain management

For more information on these Master of Arts and Master of Science degrees, contact the SOM Graduate Advising Office at 972-883-2750 or [som.utdallas.edu/graduate/graduate\\_masters\\_degree.htm](http://som.utdallas.edu/graduate/graduate_masters_degree.htm)

- **Master of Science in Medical Management Executive Program**

For more information contact Program Director Dr. John McCracken, 972- 883-6252 or [amme.utdallas.edu/degree/degree.htm](http://amme.utdallas.edu/degree/degree.htm)

- **Master of Science in Project Management Executive Program**

For more information contact Program Director Jim Joiner, 972-883-2652 or [som.utdallas.edu/project](http://som.utdallas.edu/project)



opportunities in Russia, China, Hong Kong, Singapore, Vietnam, Thailand, Indonesia, India and Poland. Foreign study courses, usually offered between semesters, vary in length from two to three weeks and are generally taken as part of an area studies course. Many classes for this degree may be taken via distance learning.

### MASTER OF SCIENCE IN ACCOUNTING AND INFORMATION MANAGEMENT (AIM)

This program, which has doubled its enrollment to about 400 students in the past five years, imparts a globally oriented, interdisciplinary focus, balanced with both conceptual and pragmatic approaches. AIM is a leader in developing the professional skills needed to

*DEBORAH MANICA | Ph.D. Student,  
Information Systems | “The UTD School of  
Management provides me with an encouraging  
environment to pursue my research goals. As  
a Ph.D. student, it is crucial [for me] to have  
supportive and knowledgeable faculty members  
to keep on the cutting edge. The internationally  
renowned faculty has done this, and much  
more. With the help of the SOM, I am begin-  
ning to see my dreams take shape.”*

meet fundamental core services, as identified by the Institute of Certified Public Accountants. By honing students' written and oral communication abilities and refining their research and analytical skills, the curriculum seeks to enhance decision-making abilities and instill a commitment to lifelong learning.

"We refocused the M.S. in Accounting degree a few years ago because faculty recognized that accounting was going toward using information management and information technology a lot more than it had in the past," Dr. Perkins notes. "People can still take this degree and do the CPA exam, which is still the majority use, but it is more information- and management-oriented than most M.S. in Accounting degrees.

"We see more use of computerized auditing, for instance, and there is a general need to understand how to use databases and statistics. Even as information technology itself has gone up and down in the past few years, the accounting degrees have been one of our strongest areas for people looking for jobs. Almost everyone who graduates from this program gets a job immediately."

#### MASTER OF SCIENCE IN INFORMATION TECHNOLOGY (IT) MANAGEMENT

The IT Management degree bridges the gap between the pure information technologist and the business professional.

"This degree concentrates on using information technology (IT), consulting, operating in e-business, and telecommunications — all those areas that have been strong in the Telecom Corridor here," Dr. Perkins says, noting that even in the technology sector's economic downturn, enrollment in this program has continued to be about 200. "Companies still need people trained in these basic functions," he says.

The program prepares graduates to apply information technology to business problems to create efficient and effective solutions. Students acquire not only fundamental knowledge of business management and decision making but also highly specialized professional knowledge in information systems development, IT-based business models, managerial issues in IT design and IT adoption and diffusion.

The 36-hour degree consists of 9 hours of core business courses, 12 hours of information technology foundation courses, 9 hours of concentration courses and 6 hours of approved electives.

#### MASTER OF SCIENCE IN MANAGEMENT AND ADMINISTRATIVE SCIENCES (MAS)

The MAS is a flexible degree program that provides students the opportunity for specialized education built upon a core of business courses in a specific management discipline of their choice. The specialties are





diverse: A would-be portfolio manager might concentrate his studies in investment analysis. Students interested in corporate finance might focus either on financial planning or managing financial institutions. In addition, the design and management of industrial supply chain networks falls under the MAS umbrella. This umbrella also covers degree programs for those interested in the way businesses are organized and how they strategize as well as for those curious about what it takes to be an innovator or entrepreneur.

### PH.D. DEGREES

The SOM Ph.D. Programs reflect the stature and scope of the legendary Dr. Frank M. Bass, whose achievements in-

clude development of a landmark marketing model that tracks the diffusion of durable goods. He joined SOM in 1982 and in the years since has strengthened his reputation as scholar, educator and marketing scientist.

“Our goal is to have doctoral students equal to the very best in the world,” Dr. Bass says. “That is reflected in their training and placement.” The UTD program has placed marketing graduates at “the very top business schools,” such as Northwestern (including Dr. Dipak C. Jain, dean of Northwestern’s Kellogg Graduate School of Management), Cornell, Stanford, Yale, Rice, Virginia, and the London Business School, he notes.

“We’re looking to increase that, and no doubt we will.” There are 78 students in the Management Science

### SCHOOL OF MANAGEMENT MBA PROGRAMS

The Master of Business Administration degree is the most popular of the many undergraduate and graduate degrees the school offers. Over the years, the school has formulated several alternative ways for students to earn an MBA. The school's goal is to make it possible for students to pursue their educational objectives as they best see fit.

Program Name	Program Basics	Course Highlights
<b>Cohort</b>	Full-time, daytime program   Regular tuition rates	Each class, admitted in the fall, moves together in a fixed sequence through required courses   Concentrated modules
<b>Professional</b>	Part-time, evening program   Regular tuition rates	Flexible course scheduling   Accommodates working students
<b>Global MBA Online</b>	Part-time, online program   Regular tuition rates	Courses are offered in semester-length formats that include assignments and tests   Flexible and available to Professional MBA Program students
<b>Executive MBA (EMBA)</b>	Part-time program geared to professionals with 10 or more years' work experience   Executive Education tuition rates	A class meets together all day on Fridays and Saturdays, every other week.
<b>Global Leadership Executive MBA (GLEMBA)</b>	Blended on-campus and online program geared to mid-level managers interested in global business and seeking a flexible learning environment   Executive Education tuition rates	New students meet on campus for a one-day orientation, and then each semester begins with a three-day on-campus retreat. Much of the course work is delivered online, and students use the Internet and teleconferencing to interact with professors and each other.
<b>Project Management Executive MBA</b>	Part-time program delivered on campus or online. Open to experienced managers, sponsored by their companies, who complete basic Project Management Certificate curriculum to become eligible to earn an MBA   Executive Education tuition rates	On-campus class meets once a month in a Thursday, Friday, Saturday format   Both on-campus and online courses include an international study trip
<b>Alliance for Medical Management (AMME) Executive MBA</b>	Part-time program jointly offered by the SOM and U.T. Southwestern Medical School and geared to those interested in executive management roles in healthcare organizations   Executive Education tuition rates	Students complete eight medical management courses taught in 4½-day sessions offered every two months, plus eight online general business courses.
<b>Corporate</b>	Company-sponsored part-time program at the company's location at times convenient to students   Tuition varies depending on program customization requested by the sponsoring company	Courses are selected and customized for the sponsoring company.

program and 10 in the International Management Studies program. Both programs take from three to five years to complete.

“That’s a fairly large doctoral program,” Dr. Bass notes. “Not many schools will have more than that. We’re after quality and measure that in a variety of ways — test scores of the incoming students, their grades and placement of our graduates.”

The program’s aim is to train students well in research methodology to meet the large demand from universities and businesses for high-quality Ph.Ds.

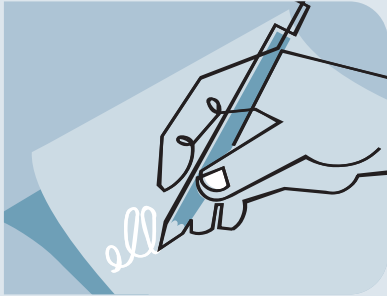
PH.D. IN INTERNATIONAL MANAGEMENT STUDIES

This program provides the opportunity to conduct research in international business. It analyzes organizations, industries and markets as interdependent systems. It focuses on organizational design and change, corporate



Length	Average Enrollment	Website:	Program Director/ Contact:
Concentrated and faster (16 months) than most comparable programs	75	<a href="http://som.utdallas.edu/cohortmba">som.utdallas.edu/cohortmba</a>	Program director: Jyoti Mallick, 972-883-6822
Most students complete the program in 2½ to 3 years.	950	<a href="http://som.utdallas.edu/professional">som.utdallas.edu/professional</a>	Dr. Steve Perkins, Associate Dean for Graduate Programs Contact: SOM Advising Office, 972-883-2750
Most students complete the program in 3 years.	200	<a href="http://som.utdallas.edu/globalmba">som.utdallas.edu/globalmba</a>	Program director: George Barnes Contact: SOM Advising Office, 972-883-2750
Course work is delivered in five semesters that take 21 months to complete.	66	<a href="http://som.utdallas.edu/emba">som.utdallas.edu/emba</a>	Program director: Dr. Jasper Arnold, 972-883-4235
Courses proceed in a fixed sequence. A 10-day international study tour caps the second year of the program   Curriculum takes 29 months to complete	84	<a href="http://som.utdallas.edu/glemba">som.utdallas.edu/glemba</a>	Program director: Dr. Anne Ferrante Contact: Sue Heiler, 973-883-2373
Certificate through MBA   MBA curriculum takes 31 months to complete	64	<a href="http://som.utdallas.edu/project">som.utdallas.edu/project</a>	Program director: Jim Joiner, 972-883-2652
Medical management courses are offered in a 16-month Executive Education MBA format.	32	<a href="http://amme.utdallas.edu">amme.utdallas.edu</a>	Program director: Dr. John McCracken, 972-883-6252
Students complete the program after earning 53 credit hours.	Varies by company	<a href="http://som.utdallas.edu/executive/executive_corp_prog.htm">som.utdallas.edu/executive/executive_corp_prog.htm</a>	Dr. David Springate, Associate Dean for Executive Education, 972-883-2647

# SOM RESEARCH CENTERS



SOM research centers work to help local and regional corporations through UTD's academic reach and research. The symbiotic relationship of real-world issues and intellectual pursuit brings together UTD faculty and students and the business community.

## **THE ACCOUNTING CENTER FOR EXCELLENCE (ACE)**

ACE sponsors research and curriculum development projects that address how information is generated, aggregated, reported and interpreted in management operations. It offers short programs that delve into such topics as financial analysis and strategic cost management.

**Director: Dr. Mark Anderson**  
Visit <http://som.utdallas.edu/ace>

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

New technologies present a challenge to our understanding of property rights and the functioning of markets. Faculty members associated with CAPRI examine the interaction of new technologies with property rights. Topics such as open-source software, digital rights management and peer-to-peer networks are under investigation.

**Director: Dr. Stan Liebowitz**  
Visit <http://som.utdallas.edu/capri>

## **THE CENTER FOR INFORMATION TECHNOLOGY MANAGEMENT (CITM)**

CITM works through internships, team projects and partnerships with the business community in its "test bed" simulation environment. Many projects focus on evaluating

best practices for incorporating new technologies into real-world activities and preparing business plans designed to meet the needs of capital investors. Using simulation, the center identifies and finds solutions for issues that may arise when new technologies are implemented, helping clients avoid higher costs and lost productivity.

**Director: Dr. Michael Savoie**  
Visit <http://citm.utdallas.edu>

## **THE CENTER FOR INTELLIGENT SUPPLY NETWORKS (C4ISN)**

The process of delivering goods and services sounds simple. Yet its vagaries can mean shortages or surpluses. C4ISN combines research by renowned faculty members, the work of bright student minds, and the supply chain challenges of regional companies to produce groundbreaking solutions.

**Director: Dr. Suresh Sethi**  
**Managing Director: Dr. Divakar Rajamani**  
Visit <http://som.utdallas.edu/c4isn>

## **CENTER FOR INTERNATIONAL ACCOUNTING DEVELOPMENT**

Created in response to the need for research, training and development in international financial management, the center disseminates, researches and develops accounting education, training and practices for transition and developing economies.

**Director: Dr. Adolf J.H. Enthoven**  
Visit <http://som.utdallas.edu/oilandgas>

## **CENTER FOR PRACTICE AND RESEARCH IN SOFTWARE MANAGEMENT (PRISM)**

Approaching software issues in a holistic manner, PRISM studies the role of software in creating competitive advantage. Experts from disciplines within and outside UTD address challenges in software systems management.

**Director: Dr. Indranil Bardhan**  
Visit <http://som.utdallas.edu/aim/prism>

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

Corporate malfeasance in the past few years and federal legislation to combat it

have increased the need for programs germane to corporate governance. The IECG and its sponsors conduct seminars and conferences to enhance the capabilities of corporate directors and senior officers to protect and promote stakeholders' interests.  
**Executive Director: Dr. Constantine Konstans**  
Visit <http://som.utdallas.edu/iecg>

## **LEADERSHIP CENTER AT UTD**

The center combines academic knowledge about leadership with the actual experience of leaders. Its premise is that leadership can be learned and improved through classical teaching imparted along with the real-life knowledge of leaders. The center offers courses, seminars and a speakers program. It supports and funds research on leadership.

**Executive Director: Jerry Hoag**  
Visit <http://som.utdallas.edu/leadership>

## **THE MORRIS HITE CENTER FOR PRODUCT DEVELOPMENT AND MARKETING SCIENCE**

Named after the late president and CEO of Dallas-based ad agency Tracy-Locke, the center has been a beacon of marketing research driven by the legendary statistical analysis and sophisticated modeling of Dr. Frank M. Bass. Here, doctoral students do not only basic but also applied marketing research.

**Director: Dr. Frank M. Bass**  
Contact Dr. Bass at 972-883-2744 or [mzjb@utdallas.edu](mailto:mzjb@utdallas.edu)

## **THE UTD PROSEN CENTER FOR BUSINESS ADVANCEMENT**

The UTD Prosen Center helps business leaders learn to execute business plans to achieve maximum results. The center offers The Five Attributes of Highly Profitable Companies Program, which teaches traits of superior leadership, sales effectiveness, operational excellence, financial management and customer loyalty, and is designed for vice presidents, directors and mid- to senior-level managers of large companies, emerging leaders of mid-size companies, high-growth companies and challenged companies seeking ways to effect change.

**Director: Robert A. Prosen**  
Visit <http://som.utdallas.edu/pcba>

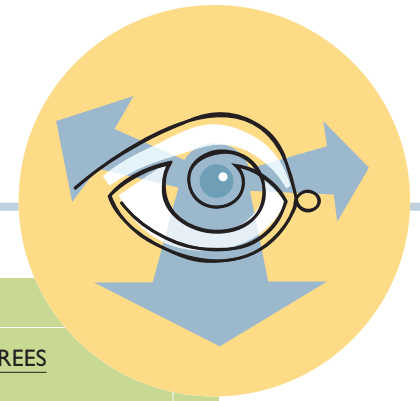


strategy, multinational management, technological and industrial development, and managerial decision making using theories and methods drawn from sociology, economics, political science, anthropology, psychology, demography, statistics and computer science.

#### PH.D. IN MANAGEMENT SCIENCE

This program allows students to conduct research in a functional business area. SOM defines Management Science as the use of economics, behavioral science, mathematics and statistics to conduct rigorous research. Management Science embraces such specializations as marketing, finance, accounting, organizational behavior, management strategy and public policy, and decision sciences. It has no clear boundaries among the various areas, places emphasis on science and is not constrained by individual disciplines. This orientation of science and integration distinguishes Management Science from other approaches to the study of management.

Both doctoral programs offer preparation for academic and/or research positions in universities, with organizations such as the World Bank, and in industry, both in the United States and abroad. ◆



#### SOM PH.D. DEGREES

##### **Management Science**

Currently, 78 students are enrolled.

Concentrations are available in:

- Accounting
- Finance
- Information Systems
- Marketing
- Operations Management

##### **International Management**

Ten students are enrolled in this program that emphasizes theoretical training and research.

##### **Contact Ph.D. Programs Director**

Dr. Frank M. Bass  
at 972-883-2745 or visit  
[som.utdallas.edu/graduate/phd](http://som.utdallas.edu/graduate/phd)



**MACARIO MAGALINDA** | B. S. Student, Information Systems | *“I switched from being a Computer Science major because, in addition to the programming concepts, I think it is to my advantage to broaden my management and business skills to succeed in the future. The SOM faculty are very willing to help their students. The new building is a terrific facility. Incorporating networking capability with the presentation equipment shows the school is ahead of the curve by using the available technology to its full advantage.”*

# One for the

## The school's new building:

Story by Kristine Imherr | Photos by Jim Reisch

*This is a wonderful day for everyone associated with UTD, for this building is a symbol of our university's continued growth and ongoing commitment to excellence.*

—UTD President Dr. Franklyn G. Jenifer

*U.T. System Regent Rita Clements (left) received thanks from UTD President Franklyn G. Jenifer after speaking at the December 3, 2003, building dedication. Dr. Jenifer, SOM Dean Dr. Hasan Pirkul (seated, left) and U.T. System Executive Vice Chancellor Dr. Teresa Sullivan (seated, right) also spoke.*



**M**omentous in every way, the formal dedication of the new School of Management Building on December 3, 2003, occasioned a gala celebration hosted by University of Texas at Dallas (UTD) President Dr. Franklyn G. Jenifer and co-hosted by School of Management (SOM) Dean Dr. Hasan Pirkul.

Guests — including University of Texas System dignitaries and other public officials, Dr. Jenifer's cabinet, deans from UTD's six other schools and SOM faculty, staff and students — gathered informally in the airy foyer outside the Charles and Nancy Davidson Auditorium prior to the event. It began at 3 P.M. and featured formal ceremonies in the auditori-

um, an informal ribbon cutting facilitated by the Richardson Chamber of Commerce, a post-dedication reception with music performed by a string quartet from the Richardson Symphony and building tours.



*A Richardson Symphony Orchestra (RSO) string quartet (seated onstage, left) welcomed guests with Mozart's Divertimento in D before UTD President Jenifer (at the podium) and (seated, left to right) Dean Pirkul, Vice Chancellor Sullivan and Regent Clements formally dedicated the new building.*

# History Books

## A matter of dedication



School of Management Dean Dr. Hasan Pirkul (left), U.T. System Regent Rita Clements and UTD President Dr. Franklyn G. Jenifer were all smiles as they gathered with other dignitaries and supporters to formally launch the new 204,000-square-foot, \$38-million SOM facility.

*This day has been a long time coming: I remind you The School of Management was founded in 1975. Clearly, we have a great deal to celebrate.*

*— Vice Chairman of the Board of Regents of the U.T. System, Regent Rita Clements*

Besides Drs. Jenifer and Pirkul, Dr. Teresa Sullivan, U.T. System executive vice chancellor for academic affairs, and Rita Clements, vice chairman of the University of Texas System Board of Regents and former first lady of Texas,

*Past SOM Advisory Council chairman and ongoing member Max D. Hopper (left) of Max D. Hopper Associates, Inc. and council member Charles M. Best, treasurer of Financial Counseling Corp., were among the 150 guests at the dedication.*

spoke at the dedication.

In welcoming remarks, Dr. Jenifer reminded everyone that Mrs. Clements and her fellow regents “played an essential role in making this building possible.” The regents allocated \$30 million toward the building’s \$38-million cost. Dr. Jenifer noted that Mrs. Clements is a member and past chairman of the regents’ Facilities Planning and Construction Committee, a group, in his words, “that does much of the behind-the-scenes work that helps make magnificent buildings like this a reality.”



*Refreshments and building tours capped the afternoon.*

*These facilities will greatly enhance the cutting-edge research that has been going on in this school, leading to even greater benefits for our state and the nation.*

*— SOM Dean Dr. Hasan Pirkul*

“Rita Clements not only worked very hard to make this new building possible,” Dr. Jenifer said, “but she also insisted from the outset that it be of high quality and style.”

In her remarks, Mrs. Clements described the “beautiful 204,000-square-foot, state-of-the-art facility” as “second to none in the Southwest.”



Gerald H. (Jerry) Hoag (left), executive director of The Leadership Center at UTD, a past SOM Advisory Council chairman and ongoing council member; Ken Meyers (center), a council member and former vice president of human resources at Ericsson Inc.; Ron Nash (back to the camera) SOM Advisory Council chairman and venture partner at InterWest Partners; and Rick Keith, assistant vice president of university advancement at UTD, conferred at the reception.



Richardson Symphony violinist Nancy Messuri was a member of the RSO string quartet that entertained guests with classical music before and after the formal ceremony.



The camera caught SOM Associate Dean for Graduate Programs Dr. Steve Perkins (center background) looking on as SOM alum Robert Hewlett Jr. (left), BS 1982, recipient of a 2001 SOM Distinguished Alumni Award, engaged in a post-dedication conversation.



*Mrs. Clements is a great friend of both education and architecture, and we are delighted to have her here with us today.*

—UTD President Dr. Franklyn G. Jenifer

Designed by the Dallas-based architectural firm of Omniplan, the building features 29 classrooms, two large computer labs, the 350-seat Davidson Auditorium, break-out spaces for undergraduate, graduate and Executive Education student groups, desktop Internet access in every classroom, wireless network access throughout, audiovisual and online learning support in every classroom, and conference rooms and

office space for all 96 of the school's faculty members.

At the dedication ceremonies, Mrs. Clements reminded the audience that the auditorium takes its name from the Houston-area couple, both SOM alums, who initiated private fundraising for the new building with their gift of \$1 million. Mr. Davidson was in attendance.

An elated Dean Pirkul preceded Mrs. Clements at the podium, where he could not emphasize enough, he said, that "this new building also has

*"Enrollment in The School [of Management] has increased more than 80 percent in the last six years — to more than 4,300 students. This robust growth is expected to continue for at least the next five years."*

— Vice Chairman of the Board of Regents of the U.T. System, Regent Rita Clements

*We recognize that this addition represents a tremendous commitment to The School of Management by many, many people. I thank all of you for the faith you have placed in us, and we pledge to do everything possible to earn your continued support.*

—SOM Dean Dr. Hasan Pirkul

SOM alum, MAS '79, and chairman of the SOM Advisory Council Ron Nash (left), venture partner at InterWest Partners, and George Brody, council member and founder and chief technology officer of GlobeRanger Corporation, conversed at the reception following the dedication.





Jo Johnson (left), SOM Advisory Council member and Western Region vice president of public relations for AT&T; Dr. Jane Salk (center), SOM associate professor, and Claire A. Lewis-Martin, advisory council member and president and CEO of Alliant Marketing Solutions, socialized at the reception in the Executive Education Center Dining Room.

SOM Dean Dr. Hasan Pirkul (second from right) enjoyed a post-dedication conversation with Max D. Hopper (left) and other guests. At the dedication, the dean said the school doubled in size over the past seven years and that with the new building, "we will continue to grow. Growth is very important to us as we still need to get larger to be competitive with the leading public business schools in the nation."



The Richardson Chamber of Commerce facilitated a ribbon cutting that was a happy high point on dedication day. Participants were (left to right) Richardson Chamber of Commerce Vice President for Economic Development Brian Fraser, Richardson City Manager Bill Keffler, UTD Executive Vice President and Provost Dr. Hobson Wildenthal, U.T. System Executive Vice Chancellor Dr. Teresa Sullivan, SOM Dean Dr. Hasan Pirkul, U.T. System Regent Rita Clements, UTD President Dr. Franklyn G. Jenifer and SOM Advisory Council Chairman Ron Nash.

meant an incredible boost to our morale and pride."

More than mere bricks and mortar, the new School of Management Building represents "the promise of tomorrow," the dean said. "And to me that promise is that The School of Management one day soon will be recognized as one of the finest schools of its kind anywhere."

Executive Vice Chancellor Sullivan

*But there actually may be a person here who is even happier than I am about the building....That person is Dr. Hasan Pirkul, dean of the Management School. This building is a product of—and a tribute to—Hasan's vision.*

— UTD President Dr. Franklyn G. Jenifer

congratulated UTD on the addition

of the facility, which is located at the southeastern corner of Drive A and University Parkway on the southeastern edge of the UTD campus. Dr. Sullivan also praised UTD and its administrators for their vision for the school, and she recognized its importance to the university and the community. ♦

*Today, as we participate in the dedication of this magnificent new facility, I thank the many good friends of U.T. Dallas—both individuals and corporations—who helped make this building possible through their generosity.*

— Vice Chairman of the Board of Regents of the U.T. System, Regent Rita Clements

*"I am absolutely delighted with this new facility, which will enable The School of Management to have a home of its own for the first time ever—as well as to meet its growing needs for many years to come and, I hope, to become one of the greatest schools of its kind anywhere," UTD President Dr. Franklyn G. Jenifer said at the dedication.*





A man in a brown suit jacket and light-colored shirt stands in a modern office. He is smiling and looking towards the camera. To his left is a glass table with a vase of yellow and red flowers. To his right is a computer monitor displaying a website. The background features a wall with a grid pattern.

# A LESSON *for the* FUTURE

As the telecommunications industry stabilizes, Ericsson's CEO reflects on the value of SOM ties in good times and bad.

*by Paula Felps*





s the economy — and the telecommunications industry — rebound, one thing is clear: key players have learned from the boom-to-bust period and will turn it into a lesson for the future.

“The downturn was beyond what anyone envisioned,” says Angel Ruiz, president and CEO of Ericsson Inc. “We would not want our industry to go through that again. If we can be successful in conveying [what we learned] to the next generation, it becomes a fantastic lesson.”

The recession of the past few years created an environment that Mr. Ruiz acknowledges was a “tough place to do business,” but the partnership between industry and education has been beneficial to both Ericsson and School of Management students at The University of Texas at Dallas.

“The kind of input and feedback we’re able to give and get is invaluable,” he says. “If both environments are secluded from one another, you can’t incorporate what is happening in the business world into your day-to-day teachings.

“And, it becomes a great resource pool for us. We see a school full of potential leaders.”

Ericsson, a global leader in mobile and broadband Internet communication, is headquartered in Stockholm, Sweden, but its North American headquarters are in Plano. The prime location in the Telecom Corridor has bolstered the company’s relationship with The University of Texas at Dallas (UTD), a union that began years ago with the university’s engineering program and has flourished with The School of Management. Like many locally based industry leaders, Mr. Ruiz sits on development boards for UTD and sees the partnership with the school as a key contributor to the company’s successful recovery as well as its long-term success.

“When you go through the kind of transition that [telecom] has been through, the management piece of the puzzle becomes very important,” Mr. Ruiz notes. “Even though the industry and the market were going through a

downturn, Ericsson in North America has tripled its customers in the last two-and-a-half years and has shown steady revenue gains. That has to be attributed to management and to the dedication of our employees.”

He says that he has a “cautiously optimistic” vision for the future of telecommunications. Mr. Ruiz is a veteran of the industry, having spent 13 years guiding operations for Ericsson, building on the decade of experience he already had when he joined the company.

“It’s still a competitive industry,” Mr. Ruiz says. “I think there still has to be some [additional] consolidation, such as we’ve just seen with Cingular and AT&T Wireless.” In mid-February, Atlanta-based Cingular Wireless announced plans to acquire Redmond, Washington-based AT&T Wireless. It has been estimated that, if joined, the new company would have 46 million customers and \$32 billion in annual revenues.

“We have seen an upturn in telecommunications in the last three to six months,” Mr. Ruiz observes, “but there are still probably too many players in the supplier and operator space.”

#### EXCITED ABOUT THE POSSIBILITIES

As the change in leadership takes place at UTD, Mr. Ruiz says he and his colleagues are excited about the possibilities that await both the school and the industry.

“[UTD President] Dr. [Franklyn] Jenifer and his staff have been very receptive to our thoughts and our ideas,” he says, noting he is hopeful that the university’s new administration will continue the initiatives, begun with Dr. Jenifer, to expand even further the interaction between the telecom industry and the university. (Dr. Jenifer, who turned 65 in March, announced his retirement last October but will remain at UTD’s helm until the U.T. System Board of Regents appoints his successor.)

Meanwhile, says Mr. Ruiz, The School of Management continues to train “the best possible candidates” for telecommunications jobs, “and that’s important for both the community and for companies like Ericsson who are based here.” ◆

# PLAYING BY NEW RULES

BY JOHN H. OSTDICK

The Institute for Excellence in Corporate Governance hosts its first seminar series on the implications of the Sarbanes-Oxley Act

A blue-ribbon panel of experts at the debut seminar of The School of Management's new Institute for Excellence in Corporate Governance (IECG) offered insights into federally legislated changes affecting the way public companies and securities markets operate and make financial reports.

Some 70 participants attended the January seminar, "Compliance and Beyond: Restoring Public Trust by Building an Effective Organization," the first in a series the institute is offering on the far-reaching impact of the Sarbanes-Oxley Act of 2002.

The keynote address at the January 20 event came from general counsel and associate vice president of the Nasdaq Stock Exchange, David A. Donohoe Jr. Mr. Donahoe outlined changes Nasdaq has made to comply with Sarbanes-Oxley and observed that "the problem of lack of vigilance had to be exposed."



David A. Donohoe Jr., general counsel and associate vice president of the Nasdaq Stock Exchange, gave the keynote address at the January 20 "Compliance and Beyond" seminar.

Other top speakers included the retired CEO and chairman of Deloitte, J. Michael Cook, and businesswoman and former U.S. Secretary of Labor Lynn Martin. Ms. Martin said she still believes "that the biggest changes that could occur in this century are going to come from business."

IECG Executive Director Dr. Constantine Konstans, who is also a School of Management professor of accounting and information management, said the seminar was intended to help companies find solutions to issues related to new rules for corporate governance.

Congress passed the Sarbanes-Oxley Act, which overhauled the ethical, legal and leadership obligations of corporate authorities, following financial scandals that included WorldCom and Houston-based Enron. In part to bolster shaken public confidence in the nation's capital markets, the act has imposed new duties—as well as significant penalties for noncompliance—on public companies

and their executives, directors, auditors, attorneys and securities analysts.

General consensus points of the seminar, a mix of panel discussions and keynote speeches, included disappointment that legislative intervention was necessary but conviction that investor trust can be restored. Participants concurred there is a critical need to educate corporate board members about the vagaries of their particular business sector. They also expressed concerns that stringent new requirements placed upon board members may reduce the number of qualified people willing to serve on boards.

In a seminar welcome, School of Management Dean Dr. Hasan Pirkul iterated the “tremendous responsibility” corporate boards have in the wake of such recent confidence-wrenching debacles as Enron and WorldCom.

**Lynn Martin: Tough talk for CEOs and boards of directors**

Former congresswoman and secretary of labor in the first Bush administration and current corporate board member Lynn Martin said that legislative intervention was necessary but noted, “If we, as businesses, had taken care of ourselves, we wouldn’t have needed Sarbanes-Oxley.

“We didn’t stand up to CEOs and Wall Street enough,” she said during the seminar’s luncheon address.

Ms. Martin serves on the boards of several public companies (see *A Seminar Who’s Who* on

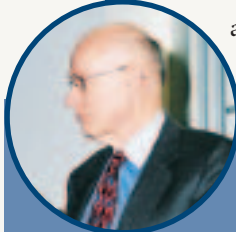


A featured seminar speaker as well as a panelist, J. Michael Cook is the retired CEO and chairman of Deloitte, one of the strategic partners of the Institute for Excellence in Corporate Governance. He continues to serve on several corporate boards.

page 23), is a member of the Council on Foreign Relations, a trustee to the Midwest Region of the Boys and Girls Clubs of America, and formerly taught at the J.L. Kellogg School of Management at Northwestern University. Her varied experience gives her unique insight, from several perspectives, into governance issues.

“I think we worry way too much about our CEOs,” she said. “What if they leave? Good-bye. I do not worry...If we can replace a president of the United States every four to eight years, could it be possible we couldn’t replace a company president?”

Ms. Martin also pointed out that despite their fiscal and financial responsibilities, boards of directors are not managers, and that one thing “we have to be careful about with the new rules is that boards not start thinking that they have the power to run the company.” Directors should, however, “be part of the strategic efforts and setting the ethos of the corporation,” she said.



A director for several companies and former CEO of FINA, Ron Haddock was a panelist for a discussion on how board members can proactively shape and direct the corporate governance process.

**David A. Donohoe Jr.: Creating standards, not just guidelines**

Nasdaq General Counsel and VP David A. Donohoe Jr. pointed out that stock markets have taken it upon themselves to adopt many measures to help bring their listed members into Sarbanes-Oxley compliance. He spelled out Nasdaq’s changes, implemented in May 2003, for the group. (For an overview of the Nasdaq changes, visit [www.nasdaq.com/about/legalcompliance.stm](http://www.nasdaq.com/about/legalcompliance.stm).)

Soon after Enron, he said, Nasdaq examined “ways we could tighten our rules to enhance the

**LYNN MARTIN:  
REALIST AND OPTIMIST**

**L**ynn Martin, former congresswoman and labor secretary under President George Bush, serves on the boards of Dreyfus Funds, Procter & Gamble Company, Ryder System, Inc. and SBC Communications Inc, and on the International Advisory Council of Coca-Cola.

The featured luncheon speaker at the first IECG seminar, she spoke on “The Role of the Director in Facilitating Change” and made it clear she thinks corporate rules apply from the top

down: “If the giants in your company ask to be exempted from ethics rules, wouldn’t somebody [say,] ‘I don’t know why, but that strikes me as a wee bit odd?’ The people at the top have to be the last exempted from anything. We all know that’s about management and leadership.”

In an afternoon panel discussion on “Moving Beyond Compliance,” Ms. Martin observed that

the process of internal board reviews—boards of directors reviewing themselves—“is becoming common currency,” and that “is a step forward.”

She expressed the wish that more Americans would serve on boards but added, “I think there will be fewer and fewer” as a result of Sarbanes-Oxley. “The demands and stakes are high, and so are the barriers. And they probably should be.”

Her view that business needs to take a leading role in society is based in part on what gov-

*Continued on page 22*

role of independent directors and shareholders in the governance of their company. We wanted to adopt significant listing standards and not just ‘best practices’ guidelines.”



Terry Connor (left), Haynes and Boone, LLP, managing partner; Dr. David Springate (center), SOM associate dean for Executive Education, and Jay Chappell, vice president of Marsh, Inc., compared notes at the seminar luncheon.

Although Nasdaq and the New York Stock Exchange took different approaches to the process, both markets still dealt with many of the same issues, including creating guidelines for shareholder approval of equity compensation, an

expanded role of independent directors, and strengthened audit committees.

“Will we restore public confidence?” Mr. Donohoe asked. “We hope so. We need people with integrity, and that’s something that comes [naturally] to most people, but we also need a structure that can help weed out those who don’t want to play within the rules. Hopefully, the structure that we’re giving issuers will help do just that.”

### The evolving board-of-directors landscape

Bill Hays, partner at IECG strategic partner firm Haynes and Boone, led a panel discussion of “The Role of the New Requirements in Enhancing Corporate Governance,” with panel members offering their personal insights into the evolving board-of-directors landscape.

Independence, education, compensation issues, the need

to define distinct roles of chief executives and directors, and the need for involved directors drove much of the discussion.

Joseph F. Hubach, senior vice president, secretary and general counsel for Texas Instruments Incorporated, noted that it can be difficult for directors to understand the vagaries of the technology areas in which his company operates, and it is incumbent on Texas Instruments to fully educate them so that they can participate in strategy discussions.



In his welcoming address, School of Management Dean Dr. Hasan Pirkul reminded seminar participants of the “tremendous responsibility” that corporate boards have.

“We spend several days of presentations plotting competitors, our business and goals so that they will have a rich understanding of the company,” he said.

Bottom line, even the best guidelines are folly if not adhered to, noted Greg Samuel, partner at Haynes and Boone. “The Enron committee policy was golden, a beautiful piece of work. The problem was, it wasn’t followed.”

### Holding to high standards

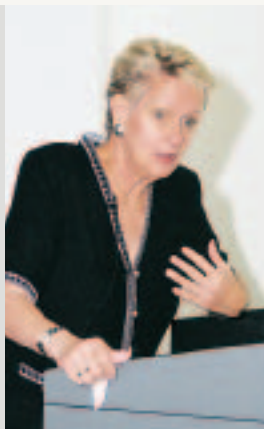
Ms. Martin joined an afternoon session that explored ways to deliver business value beyond mandatory compliance.

“I think we can ask management to hold to certain high standards,” Ms. Martin said, adding that good directors are those who are willing to question themselves. When, years ago, some boards on which she served started internal reviews, “I thought it was a pile of junk,” she said. “I was



Sherrie G. McAvoy, national director of corporate compliance and ethics services at Deloitte, one of IECG’s strategic partner companies, addressed the January 20 seminar’s closing session.

**Businesswoman** Lynn Martin, a former congresswoman and secretary of labor under the first President Bush, made it clear in her luncheon speech that she believes corporate rules apply from the top down.



**In the photo at right,** Ms. Martin posed with IECG Executive Director Dr. Constantine Konstans.

*Continued from page 21*

government already has accomplished. “The government has done much of what it can about gender, race and the kinds of differences that tear us apart,” she said. “So the thinking was that business, which would be looking at merit and end results, would be much more likely to be doing the kinds of things that I would think as Americans we wanted to do.”

But the impetus for business to take charge “has now been pushed back,” she said, “because

they don’t believe business out there anymore. It doesn’t matter how much we tell them how good we are and that these problems stemmed from but two of two billion. They count the two. When we talk today about rebuilding the confidence, whether it’s with firms, accounting, or lawyers, there is an enormous lack of belief and trust out there.”

But she remains undaunted. “I still have great confidence in us,” she said.

Her certainty is based, in part, on personal



Ron Haddock (left), Lynn Martin (center) and J. Michael Cook served as panelists at the afternoon discussion "Moving Beyond Compliance: An Opportunity for Board Members to Proactively Shape and Direct the Corporate Governance Process."



absolutely and totally wrong."

In fact, the board of review process "made me a better board member," she said.

### Business should take the lead

The final panel, led by Jay Chappell, vice president at IECG strategic partner firm Marsh, Inc., examined the impact of Sarbanes-Oxley on liability issues and the organizational and personal risk that directors and senior officers face.

In the final analysis, Ms. Martin noted that, post-Sarbanes-Oxley, businesses have more responsibility than just restoring public confidence. "Government doesn't have all the answers to the changing challenges facing our society," she noted, and business needs to take the lead in many areas.

The IECG seminars "are designed to move beyond basic compliance issues, to explore how continued investment in governance processes can increase the value of any organization to its stakeholders," Dr. Konstans said.

The next IECG event, the workshop "IT and Internal Audit for Directors, Corporate Officers and Institutional Investors," is scheduled for September 9. ♦

The debut seminar attracted more than 70 participants to hear about and discuss the impact of corporate governance changes wrought by the Sarbanes-Oxley Act of 2002.



experience. "I have said that going on boards was the fastest learning curve I've ever been on," she remarked.

"Having said that," she added, "I will say that boards, in the main, and business-men and -women do not like politicians much. And the reverse is also true."

That tension is probably useful, she noted, but only if the two sides come to really understand each other's processes

and the complexity of concerns on which they have to work together. ♦



## A SEMINAR WHO'S WHO

The strategic partners of the Institute for Excellence in Corporate Governance are co-sponsoring the series of seminars on the Sarbanes-Oxley Act that began with "Compliance and Beyond: Restoring Public Trust by Building an Effective Organization" on January 20. The strategic partners are Bank One Corporation; Deloitte; Haynes and Boone, LLP; and Marsh, Inc., and they were joined by corporate sponsors Haggar Corporation, Lennox International, Inc. and Texas Instruments Incorporated, and institutional sponsors Texas General Counsel Forum, The Nasdaq Stock Market, Inc., and Financial Executives International-Dallas Chapter.

Featured speakers were David A. Donohoe Jr., Nasdaq general counsel and associate vice president; Lynn Martin, businesswoman and former U.S. Secretary of Labor (see *Lynn Martin: Realist and Optimist* on page 21) and J. Michael Cook, retired CEO and chairman of Deloitte, board member of AT&T, Dow Chemical Company, HCA—The Healthcare Company, International Flavors & Fragrances Inc., Rockwell Automation, and an independent trustee and member of the board of The Fidelity Group of Mutual Funds.

They were joined at three panel discussions by the following roster of moderators and panelists:

### *"The Role of the New Requirements in Enhancing Corporate Governance"*

**Moderator:** Bill Hays, partner, Haynes and Boone, LLP

**Panelists:** Joseph F. Hubach, senior vice president, secretary and general counsel for Texas Instruments Incorporated • Dale V. Kesler, a director for companies including Elcor Corporation, Triad Hospitals, Snelling and Snelling, and IMCO Recycling • Dr. R.J. Potter, a director for companies including Molex, Zebra Technologies Corporation, Cree and the American National Bank, and former president and CEO of Datapoint and executive with Nortel Networks, International Harvester and Xerox • Greg Samuel, partner, Haynes and Boone, LLP

### *"Moving Beyond Compliance: An Opportunity for Board Members to Proactively Shape and Direct the Corporate Governance Process"*

**Moderator:** Jim Goodfellow, partner, Deloitte

**Panelists:** J. Michael Cook • Ron Haddock, a director of the reconstituted Enron board; Elektro; Alon Energy USA; Southwest Securities, Inc.; Adea Solutions, Inc.; SeptraDyne, and former CEO of FINA • The Honorable Lynn Martin

### *"The New Reality of Risk—Risk Management and Insurance Issues Affecting Corporate Governance"*

**Moderator:** Jay Chappell, vice president, Marsh, Inc.

**Panelists:** David Burr, assistant vice president, risk management, Burlington Northern Santa Fe Corporation • Lou Ann Layton, managing director, D&O national practice leader, Marsh, Inc. • Tom Keane, co-founder, president and COO, Corporate Diagnostics LLA.

## THREE NEW MEMBERS JOIN COUNCIL

## TRIO'S EXPERTISE WILL ADD ASSETS TO NEW SOM CENTERS

BY BRYNN BAGOT ALLDAY

Corporate misconduct scandals and absence of leadership in high-profile companies continue to make headlines. To reinforce corporate ethical standards and to provide practical solutions to governance issues, UTD's School of Management (SOM), with support from its strategic partners and corporate sponsors, recently founded The Leadership Center at UTD and The Institute for Excellence in Corporate Governance (IECG). The SOM's Advisory Council has added three new members with solid corporate expertise to help implement and further develop these new initiatives — **Russell A. Labrasca Jr.**, **Frederick A. Points** and **Sue Spradley**.

Mr. Points and Ms. Spradley represent SOM strategic partners Bank One Corporation and Nortel Networks, respectively.

**Russ Labrasca** is executive vice president and regional managing director-Southern Region for Wells Fargo Private Client Services. In addition to overseeing more than \$9 billion in assets under management, Mr. Labrasca is responsible for 416 team members across Texas and New Mexico. A three-year veteran of the company, he assumed his current role in 2001. Previously, he was senior regional sales director of the Western Division.



Russell A. Labrasca Jr.

He began his career in the securities industry in 1976 as a financial consultant, rising to senior vice president, national sales manager and national accounts director at State Street Research and Management in Boston, where he was responsible for overseeing mutual fund sales, sales management and national accounts. Mr. Labrasca has held various management and senior management positions, including director of national sales and marketing at Principal Financial Securities, Sutro & Co. and Prudential Securities.

Mr. Labrasca is the senior co-chairman of the Securities Industry Association Sales and Marketing Committee and Executive Board, and he served nine years as a trustee of the Securities Industry Institute at the Wharton School at the University of Pennsylvania.

Mr. Labrasca replaces Robert Chereck, also of Wells Fargo, on the advisory council. "Education is a top priority for Wells Fargo. In the last three years, we have donated more than \$60 million to education and educational services," Mr. Labrasca said. "I am delighted in this role to be able, in part, to contribute to the success of future executives and leaders.

It is important as a firm and as an individual to give back to our educational system."

**Frederick A. Points** joined Bank One Corporation in

1995 and serves as first vice president of Dallas Banking, working with Dallas-based corporate and commercial customers. He began his banking career in 1981 with United Oklahoma Bank in Oklahoma City. In 1985, Mr. Points moved to Dallas to work for Republic/Nations Bank. Throughout his career, he has focused on relationship management for corporate and multinational companies.

“Bank One is really stepping up its involvement with The School of Management, particularly as a strategic partner for the Institute for Excellence in Corporate Governance. I am honored to be representing Bank One on the advisory council and will offer marketplace knowledge and up-to-date expertise from the banking and finance industry as it relates to corporate governance,” Mr. Points said.

Mr. Points’ dedication to the community is evidenced by his past and present service as a board member and in other roles at the Dallas Museum of Art; Girl Scouts of Tejas Council; Leadership Dallas – Class of 2000; Outward Bound Leadership Courses; Dallas Business Committee for the Arts; Dallas OSU Alumni Association, and Dallas Zoological Society.

**Sue Spradley**, president of Wireline Networks, is in charge of cost-effective packet solutions for Nortel Networks’ voice, data and multimedia service offerings. She also works to maintain Nortel Networks leadership position in circuit technology. Previously, Ms. Spradley was president of Voice Over Internet Protocol (VoIP) for Metro and Enterprise Networks, where she oversaw delivery of Nortel Networks’ VoIP to the global market. She has held increasingly responsible management positions at Nortel Networks in sales, sales engineering, marketing, product

line management and customer service. Ms. Spradley also established and led Siemens Corporation’s product and marketing’s entry into the PCS telephone business in the United States.

Ms. Spradley is a member of the National Security Telecommunications Advisory Committee (NSTAC), which reports to the president of the United States. The committee provides industry-based analyses of and recommendations on policy and technical issues related to telecommunications, information systems, information assurance, infrastructure protection, and other national security and emergency preparedness concerns.

She also sits on several boards, including the Science Place; Inroads, Inc.; Boys and Girls Club of Richardson; Nortel Networks Women’s Executive Board, and is chairman of Nortel Networks’ Leadership Edge Council.

“Representing Nortel Networks on The School of Management Advisory Council is both an honor and an opportunity. The honor is being associated with one of the leading educational institutions in the North Texas region. The opportunity is twofold — to use the business and technology expertise of Nortel Networks in helping the UTD School of Management build a world-class reputation within and beyond the Southwest and to continue to build an outstanding talent pool for businesses in the Dallas-Forth Worth Metroplex,” Ms. Spradley said. “I’ve seen that the success of Nortel Networks is a reflection of the great talent we have in the organization, and I know other businesses will agree that the success of any company is dependent upon the talent of its people and the new ideas they bring.” ◆



Frederick A. Points



Sue Spradley

# TWO JOIN SOM FACULTY AS VISITING FULL PROFESSORS

by Jeanne Spreier



Celal Aksu

**D**r. Aksu, a visiting full professor in the Accounting and Information Management area, has two research projects under way. The first study models and forecasts firms' accounting earnings using recently developed procedures and software. The second explores the theoretical reasons for, Dr. Aksu says, "the observed superiority of simple average combinations of alternative forecasts to more sophisticated

combination methods." Dr. Aksu, who received his doctorate in accounting from Syracuse University and has taught in institutions as varied as The Wharton School of the University of Pennsylvania and Koç University in Istanbul, is teaching undergraduate and graduate cost management accounting and financial statement analysis courses at UTD. He also serves on the International Institute of Forecasters Board of Directors and is a member of the Turkish Accounting and Auditing Standards Committee.

**D**r. Lee has taught around the world—from Seoul National University in South Korea, to the Helsinki School of Economics and Business Administration in Finland, to Baruch College of the City University of New York. He brings his skills now to UTD, where as a visiting full professor he is teaching graduate accounting classes. Dr. Lee, who received his Ph.D. in accounting from the

Carlson School of Management at the University of Minnesota, is examining two topics of interest in this era of accountability: how required divestment or restrictions of consulting services would impact accounting firms and whether an auditor's independence is compromised if the auditor is providing management consulting to the same client. He says that despite plenty of news surrounding these issues, little research has been done on these topics.



Seok-Young Lee

## FACULTY NEWS

### UTD School of Management faculty members

CONTINUE TO BE RECOGNIZED AS LEADING SCHOLARS IN THEIR FIELDS—WINNING BEST PAPER AWARDS, BEING NAMED TO PRESTIGIOUS FELLOWSHIPS, BEING INVITED TO JOIN PRESTIGIOUS INTERNATIONAL ORGANIZATIONS AND PARTICIPATE AT HIGH-PROFILE FORUMS. HERE IS AN UPDATE ON SOME RECENT NOTEWORTHY ACCOLADES.

#### PROFESSOR SURESH SETHI

Professor Sethi, UTD's Ashbel Smith Professor of Operations Management and director of The School of Management's Center for Intelligent Supply Networks, recently garnered high honors from two top academic associations for research and professional achievements in his several fields of expertise.

The American Association for the Advancement of Science (AAAS) elected Professor Sethi an AAAS Fellow and recognized him in ceremonies in Seattle in February. The Institute for Opera-

tions Research and the Management Sciences (INFORMS) also named Professor Sethi a Fellow of INFORMS, an honor he accepted in ceremonies in Atlanta last October.

Internationally renowned for applying quantitative methods to manufacturing and operations management, finance, economics and marketing, Dr. Sethi has published three books and some 300 articles in a variety of fields.

He serves as departmental editor for the journal *Production and Operations Management*, senior editor of *Manufac-*





SOM operations management doctoral students who attended the 2003 INFORMS Conference in Atlanta gather with Dr. Suresh Sethi (front row, second from left) after the conference awards ceremony to help him celebrate his being named a Fellow of INFORMS.

turing and Service Operations Management and associate editor of a number of journals, including *Automatica* and *Journal of Mathematical Analysis and Application*.

AAAS is the world's largest general scientific society and publisher of the journal *Science*. The association recognized Dr. Sethi specifically for his contributions to hierarchical decisions in manufacturing, investment/consumption problems with bankruptcy, forecast horizons in dynamic optimization, and optimal control applications to management problems.

AAAS Chief Executive Officer Alan I. Leshner said AAAS Fellows are members of the association who have made distinguished efforts on behalf of the advancement of science or its applications. The AAAS Fellowship was established in 1874, and Dr. Sethi was one of 348 AAAS members, from a total membership of 140,000, the association's council elected this year to elevated status.

"AAAS and its 272 affiliates worldwide serve 10 million scientists in fields ranging from plant biology to dentistry. For a management scientist to be recognized by this prestigious body is quite rare," Dr. Sethi said. "I was greatly hon-

ored to be one of only three elected in the industrial science and technology section this year."

Offering Dr. Sethi congratulations, Dr. Hasan Pirkul, dean of The UTD School of Management, said, "His selection is yet another strong indicator of the importance of the research being pursued at UTD and of the strength and quality of The School of Management faculty."

INFORMS Executive Director Mark G. Doherty said Fellow of INFORMS awards are given "as a way of honoring our most distinguished and illustrious members."

Fellows are selected for achievement in research, the practice of operations research and/or management science, significant responsibility for applying the profession's techniques within organizations, education in the field and service to INFORMS or the profession. Dr. Sethi was one of 13 fellows elected last year from the INFORMS membership of more than 12,000.

"INFORMS is one of the most important societies in my profession, so this is very significant to me because it is a recognition by my peers," Dr. Sethi said.

Dean Pirkul, Caruth Chair and professor of Management Information Systems,

said it was significant that a second member of the school's faculty had been selected a Fellow of INFORMS in as many years. In 2002 Dr. Frank M. Bass, Eugene McDermott Professor of Management, was tapped as a Fellow of INFORMS.

Previously, Dr. Sethi has been named a fellow of the Institute of Electrical and Electronics Engineers (IEEE), the New York Academy of Sciences and the Canadian Academy of Sciences and Humanities.

## Professor Enthoven Addresses Moscow Conferees on Improving Accounting Education

School of Management Accounting Professor Dr. Adolf J.H. Enthoven traveled to Russia in January at the invitation of the Winter Conference of the International Council of Certified Accountants and Auditors. Dr. Enthoven addressed the conference, which was held in Moscow, on the work he has been carrying out to enhance accounting education and training in the former Soviet republics, the Commonwealth of Independent States (CIS).



Dr. Adolf J.H. Enthoven

**PROFESSOR GREGORY DESS**

Professor Dess, who holds the Andrew R. Cecil Endowed Chair in Applied Ethics and is coordinator of SOM's Organizations, Strategy and International Management area, has been listed as the eighth most-cited author in his field. Dr. Dess's listing appears in a ranking of the total citations for authors who have written peer-reviewed articles for major journals in management from 1981 through June 2002 by the OrgStudies Search website [www.orgstudies.org/index.php](http://www.orgstudies.org/index.php). According to the website, the 981 journal citations of Dr. Dess's articles place him as one of the top 10 "visibility" authors.

An internationally recognized expert on business management strategy, Dr. Dess joined the SOM in the fall of 2002. He is co-author, with Alex Miller, of the textbook, *Strategic Management: Creating Competitive Advantages*. He also has co-authored two practitioner-oriented books with SOM senior lecturer Dr. Joseph Picken, *Mission Critical: The*



DESS

*Seven Strategic Traps That Derail Even the Smartest Companies and Beyond* and *Productivity: How Leading-Edge Companies Achieve Superior Performance*

by *Leveraging Their Human Capital*.

Dr. Dess's primary research interests are the areas of strategic management, entrepreneurship and knowledge management. He has published refereed journal articles in such publications as *Academy of Management Journal*, *Academy of Management Review*, *Strategic Management Journal*, *Administrative Science Quarterly* and *Journal of Management*. He also has served on the editorial boards of a number of highly rated journals and recently was inducted as one of the 33 charter members of the *Academy of Management Journal's* Hall of Fame.

**INFORMATION SYSTEMS AND OPERATIONS MANAGEMENT FACULTY**

For the second time in two years, more papers were presented at the annual meeting of the Workshop in Information Technology and Systems (WITS) from UTD School of Management (SOM) faculty than from any other university. Papers to be presented at the meeting are chosen in a highly competitive process that involves rigorous peer review by workshop organizers.

Additionally, all four of the leading conference's "best paper" nominations were by SOM Information Systems and Operations Management (ISOM) faculty, former faculty or alumni. Associate Professor Srinivasan Raghunathan co-authored the winning paper, "Intrusion Detection Policies for IT Security Breaches," with Dr. Huseyin Cavusoglu of Tulane University, who received a Ph.D. from UTD in 2003, and SOM doctoral candidate Hulisi Ogut.

The workshop's other "best paper" nominations went to "Protecting Informational Assets with Firewalls at Minimum Cost," by SOM Assistant Professor Wei T. Yue and Dr. Amitava Bagchi of the Indian Institute of Management, who served as a School of Management visiting professor from 2001 to 2003; "An Integrated Planning Model of

System Development and Release," by SOM Professors Suresh Sethi and Vijay Mookerjee and Assistant Professor Yonghua Ji of the University of Alberta, another 2003 graduate of the UTD ISOM doctoral program; "Optimizing the Rotation of Developers in Extreme Programming: A Model and Comparison," by Professor Mookerjee, Associate Professor Milind Dawande and SOM doctoral student Monica Johar; and "Revenue Maximization in Web Advertisement," by Professors Mookerjee and Dawande and Assistant Professor Subodha Kumar of the University of Washington, who graduated with a Ph.D. from UTD's ISOM program in 2001.

Others from SOM who had papers presented at WITS 2003, which was held in Seattle, Washington, in December, were Professors Sumit Sarkar and Chelliah Sriskandarajah, Assistant Professors Rakesh Gupta and Suk Rhee, and doctoral candidates Zhengrui Jiang and Deborah Manica.

In addition, SOM Senior Associate Dean Dr. Varghese Jacob served as a member of one of the workshop's panels, "Journal Outlets for Technical IS Research: Do We Need a New Journal?"



Dr. Srinivasan Raghunathan

**PROFESSOR JANE SALK**

Professor Salk was inducted into the International Organization Network (ION) during its annual meeting held this year in

**SALK**

San Jose, California, February 19 to 22. ION

is an association of 40 scholars from around the world who meet annually to share and discuss the latest innovations in teaching cross-cultural management and cross-cultural research. Membership is by invitation only.

Dr. Salk is an associate professor in SOM's Organizations, Strategy and International Management faculty. She teaches undergraduate and graduate classes related to international management and leads SOM's doctoral seminar in international management. Before coming to UTD, she taught at the ESSEC Business School in France for seven years. Her research interests deal with how to connect strategic needs with the management of human resources and the development of international work teams.

**PROFESSOR STAN LIEBOWITZ**

Professor Liebowitz, a member of the finance and managerial economics faculty, was a featured presenter at an invitation-only conference in September 2003 at Harvard University in Cambridge, Massachusetts. The event, "Digital Media in Cyberspace: The Leg-

**LIEBOWITZ**

islation and Its Business Effects," showcased the conflict over intellectual property

rights in cyberspace. It was sponsored by the Berkman Center for Internet & Society at Harvard Law School and Gartner/G2, the research arm of the business consulting firm, Gartner, Inc. Dr. Liebowitz, who has conducted groundbreaking research on the economic effects of piracy on digital media, joined leading entertainment and media executives, civil liberties advocates, attorneys and scholars in the forum's debate. He participated in a "point-counterpoint" panel discussion with Cary Sherman, president of the Recording Industry Association of America, and John Perry Barlow, co-founder and vice chairman of the Electronic Frontier Foundation, the San Francisco-based group that is helping defend those being sued by the recording industry.

Dr. Liebowitz, who takes the middle position in the debate, says the recording industry has "cried wolf" with the introduction of every new technology, but that it has been harmed financially by unauthorized and uncompensated copying of music.

"I've conducted what may be the only empirical investigation on the impact of MP3 downloading of music," he says. "The results show that the downloading of songs from the Internet is causing real damage to the music industry—a decline of perhaps 25 percent or more in the sale of CDs."

However, rather than "turning a lot of kids into criminals who are not" with thousands of individual lawsuits, Dr. Liebowitz proffers a less draconian solution. "I'm in favor of digital rights management, which is technology that would prevent CDs from being copied. It might require a new generation of CD play-

ers before this approach becomes feasible," he says.

As a last resort, Dr. Liebowitz would support what is called a compulsory license. Under such a scenario, downloading of songs from the Internet would be permitted, but there would be a tax instituted on the sale of all music CDs. The tax revenue would then be distributed to various parties in the entertainment industry.

Dr. Liebowitz's acclaimed book on this subject, *Re-Thinking the Network Economy: The True Forces that Drive the Digital Marketplace*, was published in fall 2002.

**PROFESSOR CHELLIAH SRISKANDARAJAH**

SOM Operations Management Professor Chelliah Sriskandarajah has accepted an appointment to a top leadership position in the Production and Operations Management Society (POMS). Dr.

**SRISKANDARAJAH**

Sriskandarajah is now the associate executive director of the international professional society, which has some 1,000 members. In his new volunteer position, Dr. Sriskandarajah is responsible for membership activities, organization of national and international conferences, publication of the society's job bulletin and distribution of the publication, *Production and Operations Management Journal*. Dr. Sriskandarajah has been a POMS member for seven years. More information about POMS is available at [www.poms.org](http://www.poms.org).



## Five Honored for Teaching Excellence

Recipients of The School of Management's 2003 Teaching Awards are (from left) Erin M. Steffes, named outstanding teaching assistant; Dr. Laurie L. Ziegler, outstanding undergraduate teacher; Dr. Nanda Kumar, outstanding graduate teacher; Dr. Abhijit Biswas, outstanding adjunct faculty member, and Dr. Marilyn Kaplan, outstanding online teacher. The SOM Teaching Committee reviews nominations from students and selects award recipients for their outstanding teaching abilities. This is the second SOM teaching award for Dr. Ziegler, who also earned the honor in 1994. All five faculty members received a plaque recognizing their achievement and a grant of one thousand dollars. The committee also recognized two runners-up: Dr. Peter Lewin, in the undergraduate teaching category, and Ibrahim Mescioglu, in the outstanding teaching assistant category.



## INDO-AMERICAN CHAMBER OF COMMERCE HONORS DEAN PIRKUL

In October 2003, School of Management Dean Dr. Hasan Pirkul (second from left) was honored for his outstanding contribution to education at the Greater Dallas Indo-American Chamber of Commerce (GDIACC) 2003 awards banquet. The event was held at the Adam's Mark Hotel in Dallas. Pictured with Dr. Pirkul are A.K. Mago (far left), GDIACC founding chairman and SOM alum (EMBA 1999); Joel Allison (second from right), CEO of Baylor Health Care System and keynote speaker for the event; and S.R. Tayal (far right), consul general of India in Houston, who received special recognition for his contribution on behalf of the Indian community in Texas.



## Associate Dean Diane McNulty Appointed to Public Affairs Council Board

Diane S. McNulty, Ph.D., The School of Management's associate dean for external affairs and corporate development, has been appointed to the board of directors of the national Public Affairs Council in Washington, D.C.



Dr. Diane S. McNulty

The council is the leading association for public affairs professionals, with more than 500 member corporations, associations and consulting firms. It provides information, training and other resources to support members' effective participation in government, community and public relations activities at all levels.

A member of the council since 2001, Dr. McNulty previously served on a communications task force for the organization. She also serves as secretary of the board of trustees of The Science Place in Dallas, is chairman of the



board of directors of Dallas World Salute and has served as secretary of the board for the World Affairs Council of Greater Dallas. She is a member of the advisory board of the Dallas Friday Group, a nonprofit and nonpartisan organization of businesspeople that provides a forum for exchanging information on current events.

At the Greater Dallas Chamber of Commerce, she long has participated on the International Business Advisory Council and is an adjunct member of the Technology Business Council. Dr. McNulty serves on the advisory council of the Plano Sci-Tech Discovery Center. She is a past board member and auction fundraising chairman of the Dallas affiliate of the American Heart Association.

### School of Management Introduces New Endorsed Internal Audit Program

A new Endorsed Internal Audit Program at The School of Management allows graduate students in any field to add another valuable certification to their degrees.

“Right now, the demand for internal auditors is greater than it’s ever been,” says Mark Salamasick, program director and SOM Accounting and Information Management faculty member. “Even with the down economy, there was still demand for internal auditors. Now that things are picking up, and new regulations are taking effect in the wake of [the] Enron and WorldCom [scandals], there’s an even greater demand.”

Modeled after a highly successful internal audit program at Louisiana State University and endorsed by the Institute of Internal Auditors (IIA), the program prepares students for work in virtually any auditing field, including operational, technology and environmental auditing.

To receive a certificate of program

completion, students must take 12 credits of internal audit or control-related courses, including a mandatory, core internal-audit course and nine credits of electives. They also must sit for either the IIA’s Certified Internal Auditor exam or the Information Systems Audit and Control Association’s Certified Information Systems Auditor exam.

Program participants are also strongly encouraged to join the student chapter of the IIA, which offers educational and networking opportunities with major employers in the Dallas area.

The program launched in fall 2003

with six students enrolled in the core course. By spring 2004, 20 students were taking the course, and enrollment is expected to continue to grow.

With the addition of this new certification to their résumés, Mr. Salamasick says program participants stand to gain a competitive edge in the hot internal audit employment market.

“On our advisory committee, we have TXU Corporation, EDS, Southwest Airlines, Deloitte and Texas Instruments,” Mr. Salamasick says. “We expect this program to be very attractive to a lot of the bigger companies.”

#### ADMINISTRATIVE CHANGES

### NEW DIRECTOR CHOSEN FOR ACCOUNTING AND INFORMATION MANAGEMENT

**Dr.** Mark Anderson was named director of SOM’s Accounting and Information Management (AIM) area last fall. He succeeded Dr. Rajiv Banker, who left to become dean of the A. Gary Anderson Graduate School of Management at University of California Riverside.



Dr. Mark Anderson

Dr. Anderson teaches courses in financial accounting and financial statement analysis. A past recipient of the school’s Excellence in Teaching Award, he joined the faculty in 1995 as an assistant professor and was promoted to associate professor with tenure in the spring of 2003.

An innovator in accounting education adroit at quickly adapting courses to changes in the business world, the AIM area offers B.S. through Ph.D. training in management consulting and performance management, financial planning, technology services, assurance and information integrity, and international services.

In announcing Professor Anderson’s appointment, SOM Dean Dr. Hasan Pirkul says he considers the school fortunate to have someone so capable take over leadership of the AIM programs. “Mark has been a member of our faculty for nine years and in that time he has not only proven his excellent teaching skills but also his abilities as a respected researcher in his field. We appreciate his willingness, now, to lead our accounting programs to the next level of excellence.”

Professor Anderson came to the school from the University of Florida, where he completed his Ph.D. in accounting. He previously had earned a master’s degree in accounting from the University of Rochester and one in business administration from the University of Alberta. Before beginning his academic career, he qualified as a Chartered Accountant and Certified Management Accountant in Canada, where he worked at the Edmonton office of PriceWaterhouse.

Professor Anderson’s primary research interests are in accounting for employee compensation and the use of market measures of firm performance in incentive programs.

## Communications Forum Draws Top CEOs, Policymakers and Academics to UTD

Communications industry leaders and experts from both the United States and abroad gathered at The UTD School of Management (SOM) May 5-7 for the Global Communications Strategy Forum.

The forum, organized by SOM Professor of Technology Strategy Sumit Majumdar, Ph.D., offered participants the opportunity to hear influential CEOs and other senior executives, industry entrepreneurs, policymakers and academicians in the field debate the challenges the communications industry faces and the choices available to it in evolving markets.

“These debates, often about the fundamentals and based on academic, practical and industry perspectives, will aid in firms’ revitalization strategies,” Dr. Majumdar says.

The forum’s panel members included: Keith Brummer, chief technology officer (CTO), Cogent Communications; Robert Crandall, senior fellow, Brookings Institution; David Dickinson, vice president, Mobile Services, Nokia; Paula Kruger, executive vice president, Consumer Markets Group, Qwest Communications; Andrew Lombard, chief executive officer (CEO), airBand; Jamie Martinez, CEO, Last Mile Connections; W. Eric Mentzer, vice president and CTO, Communications Group, Intel; Scott Nelson, CTO, Alcatel USA; Sam Pitroda, chairman of WorldTel; C.K. Prahalad, the Harvey C. Fruehauf Professor of Business Administration and professor of corporate strategy and international business at the University of Michigan; Gordon Quinn, vice president, Strategic Technologies and Business Planning, Nortel Networks; Angel Ruiz,



Dr. Sumit Majumdar

president and CEO of Ericsson Inc., and Donald Stockdale, director of research, Federal Communications Commission.

Topics of the forum’s panels included critical concerns of the corporate officer, the evolution of digital-services markets and the technology evolution and next-generation networks.

UTD President Dr. Franklyn G. Jenifer lauded the forum’s importance to the university and the communications industry, adding that UTD recognizes the crit-

ical importance of telecommunications to the digital economy and has made telecommunications a core academic discipline and business competency.

“Located in the Telecom Corridor of North Texas, UTD was the first university in the U.S. to have an accredited telecommunications engineering degree. The telecom revolution is far from over, however, and this forum is intended to provide insights into where it may take us with the next generation of products, services and innovative new strategies,” President Jenifer said.

In his welcome message, SOM Dean Dr. Hasan Pirkul noted that in the last decade, The UTD School of Management has invested significantly in the field of telecommunications knowledge. “We are pleased to be able to present a forum that can attract the best and the brightest minds from academia, government and industry. With stimulating discussions and high-power panels, we feel this conference has something significant to offer everyone interested in the past, present or future of communications technologies.”

### Partnership Yields Award-Winning Software for Two SOM Centers

Two School of Management research centers—The Center for Intelligent Supply Networks (C4ISN) and The Center for Information Technology Management (CITM)—have entered a software-training collaboration with San Jose, California-based Agile Software Corp. Agile is donating Agile PLM (Product Lifecycle Management) software to the two centers, providing the necessary support to maintain the

software and sharing its training materials with C4ISN. Under the partnership, CITM’s network server is hosting the software and providing use of computer labs for training students to use the product.

Agile won the *Circuits Assembly* magazine 2004 Service Excellence Award in the supply chain management software category in February. Its product, Agile PLM, is designed to improve product profitability and has been used by nearly 1,200 companies worldwide.

Agile CEO Brian Staley says his company’s partnership with the SOM centers will provide an opportunity to help “incorporate the domain expertise and industry best practices companies need to improve their bottom line” in programs that The School of Management offers.

The two centers’ partnership with Agile was initiated by Paul Peck, vice president of operations for Covaro Networks, who is a member of the C4ISN industry advisory board and an Agile customer.

**AMME Awarded Texas Mental Healthcare Contract**

The Texas Department of Mental Health and Mental Retardation (MHMR) has awarded The School of Management's Alliance for Medical Management Education (AMME) a \$100,000 contract to help improve the way mental healthcare is delivered in the state.

AMME is the partnership between The UTD School of Management and The University of Texas Southwestern Medical Center at Dallas. The alliance partners developed the evidence-based approach to mental healthcare in collaboration with The University of Texas at San Antonio.

In addition to offering a graduate business program for physicians and senior healthcare administrators and sponsoring periodic national conferences on healthcare policy and regulation, AMME provides customized, on-site programs on strategy, operational improvement and financial management for healthcare agencies.

Called Benefit Design, the joint project

introduces a new way to treat people suffering from schizophrenia, major depression and bipolar disorder. "The treatment of these three disorders is a significant expense for the state of Texas, costing almost \$2 billion each year," says John McCracken, Ph.D., executive director of AMME. "Benefit Design aims to lower mental-health costs and improve outcomes."

The objectives are to reduce inappropriate variation in the diagnosis and treatment of these conditions, and to ensure that financial resources are allocated based on true service needs. Ultimately, the result will be more appropriate, consistent and cost-effective mental healthcare across Texas.

But change doesn't always come easily.

Benefit Design is a massive project that fundamentally changes the way mental-health services are delivered in Texas, "and that has created some resistance among care providers," Dr. McCracken says.

The AMME faculty members will work

with physicians and other clinicians to implement the new medication treatment algorithms at four pilot MHMR sites: Lubbock Regional, Panhandle Regional, Hill Country (Austin) and Tarrant County.

AMME's change-management faculty was chosen to tackle the challenge based on the success of its leadership, change management and conflict resolution programs. Full implementation involves three major change projects: determining patients' eligibility for ongoing treatment; implementing the new Texas Medication Algorithm, an evidence-based approach to the medication treatment of patients suffering from major mental illness; and developing and implementing a patient and family education program.

Dr. McCracken and AMME adjunct faculty member Dr. James Newstead will work on the initial phases of the project, and more faculty members will join the project as it progresses. Within the next two years, Benefit Design will be rolled out to all 39 community-based MHMR centers in the state.

EXEC ED ADVISORY COUNCIL MEETS



1



2



3

At the January meeting of the SOM Executive Education Advisory Council, (1) Dean Dr. Hasan Pirkul stressed the important role of executive education in "keeping our programs and our curriculum close to developments in the real world" as well as functioning as an effective "outreach to industry" in his welcome to the council for its first meeting in the school's new building.

(2) Council members Charles Matthews (left) and Lonnie Martin (right) shared a point with council chairman Ron Robinson before the meeting started. (3) Topping the meeting's agenda were reports and discussions of current operations and future plans for two SOM Executive Education programs, the Alliance for Medical Management Education (AMME) and the Executive MBA (EMBA) Program.



## Two SOM Publications Earn Katie Awards

Two School of Management (SOM) publications won top honors in October 2003 at the annual Press Club of Dallas Katie Awards gala, which was held at the Hotel Intercontinental in Dallas. SOM Associate Dean for External Affairs and Corporate Development Diane S. McNulty, Public Relations Director Patricia Schoch and Associate Editor Kristine Imherr received a Katie in the communications category for the Autumn 2002 and Spring 2003 issues of *MANAGEMENT*. Dr. McNulty is executive editor, and Ms. Schoch is managing editor of the magazine. A communications category Katie also went to Ms. Schoch and former SOM graphic designer Michelle Long for the Spring 2003 Cohort Résumé Book electronic brochure. The Press Club of Dallas's Katie recognizes excellence and the highest standards of achievements in journalism in a regional competition that includes a seven-state area and many categories.



Photo: Duane Stevens, Absolute Photos

## Former Secretary of State Inaugurates Leadership Center Speakers Series

In April, former United States Secretary of State James A. Baker III delivered the inaugural address in The Leadership Center at UTD's Excellence in Leadership Speakers Series. Using Winston Churchill as a prime example, Mr. Baker's speech, "World Events: Implications for Leadership," centered on two crucial attributes of successful leaders: that they have the ability to see what action is necessary in a situation and that they have the ability and courage to carry out that action. Currently serving as a presidential envoy leading international efforts to restructure and reduce Iraq's foreign debt, Mr. Baker also made the point that reducing Iraq's enormous debt is a key to the successful rebuilding of that country. The luncheon speech, which was co-sponsored by the World Affairs Council of Greater Dallas, took place at the Hyatt Regency Hotel in Dallas.

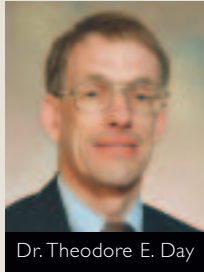
The center, part of the university's School of Management, promotes ethical leadership skills, in part, by combining practical life experiences of contemporary leaders with the existing body of knowledge in academic surroundings to create a new learning environment. The center also seeks to stimulate and fund multidisciplinary research that will advance knowledge and understanding of effective leadership.

Center Director Gerald Hoag noted that Mr. Baker's appearance directly relates to the center's mission.

"The vision behind The Leadership Center at UTD is the premise that leadership qualities and skills can be learned and improved through a systematic program of classical teaching combined with real life experiences, imparted by people who are recognized as outstanding leaders," Mr. Hoag said.



Dr. Frank M. Bass



Dr. Theodore E. Day



Dr. Gregory G. Dess



Dr. Vijay Mookerjee



Dr. S. Radhakrishnan



Dr. Suresh Sethi

## McDERMOTT LIBRARY LECTURE SERIES HIGHLIGHTS SOM RESEARCH

*Six faculty members showcase their expertise*

As part of festivities to celebrate the opening of the new School of Management (SOM) Building, UTD's 2003 Fall McDermott Library Lecture Series highlighted research by six senior SOM faculty members.

The series of three lectures, one each in September, October and November, featured presentations by two faculty members at each lecture session. The lectures were introduced by SOM Dean **Dr. Hasan Pirkul** and were free and open to the public. A reception followed each one.

Speaking at the September lecture were **Dr. Frank M. Bass**, Eugene McDermott University of Texas System Professor of Management and a leading operations research theoretician and practitioner, and **Dr. Gregory G. Dess**, who holds the Andrew R. Cecil Endowed Chair in Applied Ethics and is an internationally recognized expert on business management strategy. Professor Bass presented "The Bass Model: Overview and Historical Perspective," and Professor Dess lectured on "Leveraging Human and Other Forms of Capital: Creating Competitive Advantage."

In October, **Dr. Theodore E. Day**, the school's area coordinator for finance and managerial economics and an expert on ranking the performance of security analysts, discussed his research findings in a presentation titled "Security Analysts, Public Information and Trading Profits." Also speaking was **Dr. Suresh Radhakrishnan**, an associate professor of accounting and information management and director of research in the school's Institute for Excellence in Corporate Governance. Professor Radhakrishnan's talk was on "Valuation Impact of Law and Organization Capital."

The November lectures were presented by **Dr. Suresh Sethi**, Ashbel Smith Professor of Operations Management and director of the school's Center for Intelligent Supply Networks, and by **Dr. Vijay Mookerjee**, coordinator for the school's Information Systems area and an expert on information systems issues of e-commerce. Professor Sethi's presentation was on "Supply Networks: Challenges and Research," while Professor Mookerjee lectured on "Customer Delay at E-commerce Sites: Capacity Plan-

ning and Differentiated Service."

Both Dean Pirkul and UTD Director of Libraries Dr. Larry Sall say the lecture series presented an opportunity to showcase some of the important research going on at UTD.

"These free public lectures offered the DFW area business community the opportunity to hear firsthand some of the best academic business minds in the country," Dr. Sall explains.

Dean Pirkul says that the series gave the school an opportunity to showcase important research. "Research is an integral part of academic life. We have world-class faculty at our school, and we were happy to take the opportunity with the McDermott Library to introduce them and their research to the community."

Dr. Sall emphasizes that the McDermott Library Lecture Series is open not only to the UTD faculty, staff members and students but also to the community at large. "In this way, we hope to show the public what magnificent academic accomplishments are being made here at UTD," he says. ♦

## Campus Library Opens Satellite Facility In New SOM Building

UTD dignitaries joined McDermott Library and School of Management (SOM) personnel in January for a reception and ribbon cutting to mark the official opening of the library's satellite office located in The School of Management Building. Pictured below from left are librarian Hillary Campbell, Director of UTD Libraries Dr. Larry Sall, UTD President Dr. Franklyn G. Jenifer, SOM Dean Dr. Hasan Pirkul, UTD Executive Vice President and Provost Dr. Hobson Wildenthal, Executive Vice Provost Dr. Larry Terry and librarian Loreen Phillips. Ms. Campbell and Ms. Phillips serve as reference librarians in the satellite office.

Adjacent to the school's undergraduate and graduate student lounges, the office is equipped with catalog computers and is designed to assist students and faculty with any reference or library resource needs they may have. Hours of operation are 3:30 to 5 P.M., Mondays and Thursdays; 1 to 3 P.M., Tuesdays and Wednesdays; and Fridays by appointment.

Dr. Sall says he expects the facility will be the first of several satellite offices to open on campus. He explains that this type of outreach is a growing trend for university libraries. "Walls no longer define the McDermott Library. We want to establish these types of facilities as a service gesture to better serve UTD students and faculty, not only electronically but also with that face-to-face presence that cannot be duplicated when it comes to informing patrons of the latest services and resources that the library offers." At the event, Dr. Sall expressed his appreciation to Dean Pirkul for his enthusiasm and support for the library's outreach project.



## EXECUTIVE MBA STUDENT FEATURED IN BUSINESS MAGAZINE

Executive MBA student Jason Anderson appeared on the cover of the January 2004 *Business Solutions* magazine and was featured in a four-page article in that issue. Mr. Anderson, a first-year EMBA student, is a business unit manager of System ID Warehouse in Plano, Texas.

In the article, he discusses the rationale behind the focus on attracting and serving smaller businesses—an approach that may at first seem contrary to the more common sales tactic of targeting primarily large businesses.

"There are three downsides to targeting large customers," author Jay McCall quotes Mr. Anderson as saying. "First, you run up against a myriad of competition, which automatically lessens your chances of success. Second, the sales cycle is much longer—sometimes as much as 10 times longer than a small company's sales cycle. ... And third, the profit margins are much smaller."

By focusing on smaller businesses, Mr. Anderson says, his company has been able to establish and maintain relationships with 20,000 active customers.

*Business Solutions* magazine focuses on top management of companies that make up the distribution channel for information technology products. It is published by Corry Publishing Inc., which is based in Erie, Pennsylvania.



## Three SOM Students Receive Professional Honors

Three School of Management (SOM) MBA students, Dave Prior, Daniel Madero and Brook Barefoot, have won recognition for achievements in their fields.

**Dave Prior**, a student in the online Project Management MBA Program, has received the 2003 “Member of the Year” Award from the Project Management Institute (PMI) Information Technology & Telecommunications Specific Interest Group (IT&T SIG). Mr. Prior, who works as a senior e-commerce systems analyst for Plano-based sales and marketing company CROSSMARK, received the award in September 2003 in Baltimore at the annual PMI Global Congress North American Symposium. The award honors a member who “provides significant support to the organization and its members,” says Bob Tarne, group chairman. Mr. Prior received the award for his leadership role in a project to update the IT&T SIG website. The project’s success “has significantly increased the IT&T SIG’s ability to present and maintain a website that is relevant to our members,” Mr. Tarne says.

Mr. Prior entered the online Project Management MBA Program in 2003. He holds a Bachelor of Arts degree from Temple University in Philadelphia, Pennsylvania. He moved to Plano in 2001 from New York City. He has been a project manager since 1996, originally working in the music industry. He began producing websites in 1995 and earned his Project Management Professional certification from the Project Management Institute in 2002.

**Daniel Madero**, a Cohort MBA student who graduated with a Master of Business Administration (MBA) degree in December 2003, was one of 14 students

from throughout Texas to receive a \$5,000 scholarship from the Texas Business Hall of Fame last fall. The students were chosen because they “exemplify the entrepreneurial spirit that the foundation holds to be [the] future and continued success of business in Texas,” according to an announcement from the Houston-based Texas Business Hall of Fame. Cohort MBA Director Jyoti Mallick described Mr. Madero as “a natural entrepreneur with an established track record of developing, creating and successfully managing to profitability his own state-of-the-art foundry,” which was a self-taught business venture. Mr. Madero is currently pursuing a Master of Science degree in information technology and management at The School of Management.

In February, current MBA student **Brook Barefoot** was named one of the Dallas Association for Financial Professionals (DAFP) “Outstanding MBA Honorees” for 2004. As an honoree, he received a \$100 recognition scholarship. Mr. Barefoot was among five MBA students concentrating in finance who were nominated by their Dallas area universities for the honor based on a set of criteria that included academic achievement and overall achievement and citizenship. The DAFP Board of Directors reviewed honorees’ transcripts and curriculum vitae and also reviewed essays they had written on a general finance topic. Board members also interviewed each of the nominees and chose one to receive the organization’s “Outstanding MBA 2004” Award. Southern Methodist University student Sam Chase won the top honor along with a \$500 scholarship for his personal use and a \$1,500 scholarship for his school.



**COHORT MBA STUDENTS** Greg Mayfield (left) and Jana Hoehnel (right) received special recognition from Dean Dr. Hasan Pirkul at the SOM awards dinner in October 2003 for their help in organizing volunteers to assist with Frito Lay’s annual community campaign to collect donations for United Way. The project was part of the Cohort MBA (CMBA) student association’s community outreach program. Both Mr. Mayfield and Ms. Hoehnel also served as members of the CMBA student senate.



**ALSO AT THE 2003 SOM AWARDS DINNER**, members of UTD’s Ford F-150 Campus Launch Team were recognized for being chosen by Ford Motor Company as one of two teams of MBA students in Texas to participate in an internship that focused on marketing the 2004 edition of the classic Ford pickup truck. The UTD team—all members of SOM’s Cohort MBA Class of 2003—was chosen on the basis of a marketing plan competition that included teams from Texas A&M University, The University of Texas at Austin, Southern Methodist University, North Texas University and Texas Christian University. The other team chosen to work on the project was from the McCombs School of Business at The University of Texas at Austin. Pictured here with Jyoti Mallick, Cohort MBA Program director (fourth from left), are UTD team members (from left) Hardik Sheth, Vanessa Richards, Junchao Su, Charul Sharma and Jana Hoehnel. Not pictured are team members Richard Yang and Zhi Liu.

## SOM Serves as a Model For Modernizing Ukrainian Business School

BY PAULA FELPS

The principles taught at The School of Management are making an impact a long way from Dallas. To help spur economic development in his homeland, an administrator of the International Business Institute in Ukraine visited and studied at The School of Management last November. The University of Texas at Dallas was one of three colleges on the itinerary of Vladyslav Osadchy, deputy director of the institute. Mr. Osadchy, a former captain in the Soviet army who fought against Iraq, spent several weeks in the United States observing how business schools function and studying their curricula.

Vlad, as he asked everyone to call him, said he was particularly interested in The School of Management because of its “gentle atmosphere” and vast library resources. UTD was on his agenda because of its specialized studies in various forms of management, as well as for its strong MBA and Executive MBA curricula.

“In the classes, I spoke with professors on how they [teach], and [I] looked at the Executive [MBA] Program,” Vlad said. “It is a good university, and very productive. I am taking schedules and catalogs back with me to establish our own college in the capital of Ukraine.”

His visit was part of the four-year-old Community Connections program, a U.S. State Department program locally hosted by the World Affairs Council of Greater Dallas. The council offers internship-based training opportunities in the United States for former Soviet Republic educators,

entrepreneurs and business professionals.

“Mr. Osadchy participated in the program with a goal of establishing relationships with our higher learning institutions,” said Dagmar Fleming, Dallas director of Community Connections. She explained that the International Business Institute was established with a goal of providing Ukrainian students and entrepreneurs with U.S.-style business management training.

“As small- and medium-size businesses are growing rapidly in the former Soviet republics, the Ukrainian professionals seek new skills and training in order to grow their operations and adopt Western-style business practices,” Ms. Fleming said. In response, she said, Mr. Osadchy is trying to develop a progressive curriculum that will enhance his students’ marketability and potential for success.

Using materials from professors at The School of Management, Southern Methodist University and the University of Dallas, Mr. Osadchy will develop a new syllabus and schedule for the International Business Institute.

Still, he doesn’t expect that the courses will completely Americanize the mindset of future business leaders in Ukraine. “Your style of economy is much more aggressive than ours,” he said. “Capitalism, socialism and local conditions are more gentle over there.”

However, he acknowledged that an evolution to a more American-styled economic structure is inevitable, even though the country will retain many of its native elements. “I think it is a natural process,” he said. “Ukraine is very society-oriented, and it will always be somewhat oriented to a Russian style of economy. But times have changed.”

And with them must come a change in the way students are taught and businesses are operated. “Some professors are still trying to learn the old process, still trying to teach that way,” he said. “That is not the new reality.”

He is optimistic that his weeks spent in the United States will have broad-reaching effects on curriculum and instruction in his homeland. He said his trip also taught him more than he had anticipated. “I can see the Ukraine reality from another direction now,” he said.



Dr. David Springate (left) acted as Mr. Osadchy’s host at UTD.

## Traveling Program Director Promotes Project Management—and UTD

Jim Joiner, director of the Project Management Program at The School of Management (SOM), is traveling internationally this spring



Jim Joiner

and summer as chairman of the Project Management Institute's Global Accreditation Center. The center reviews project management degree and non-degree programs and confers accreditation to those that meet strict criteria.

The Project Management Institute (PMI) is the world's leading not-for-profit project management professional association, with more than 100,000 members in 125 countries worldwide. PMI members practice and study project management across many disciplines, including aerospace, automotive, business management, construction, engineering, financial services, information technology, pharmaceuticals and telecommunications.

In March, Mr. Joiner traveled to the

PMI Seminars World Conference in Vancouver, Canada, to provide an update on the Global Accreditation Center.

In July, he will travel to London to give a presentation to representatives of European universities about how to obtain accreditation through PMI. He also will travel to Lille, France, in August for an international project management workshop, where he will give a presentation on management and leadership to academics from around the world.

Mr. Joiner says participating in such activities is helpful in making sure the school's Project Management Program incorporates the latest developments in the field.

"Being part of this network gives UTD visibility in the international project management community," says Mr. Joiner. "It also lets me network with other academics and program managers and directors, so I can see what they're doing and hear different views that help me keep our program current."

For more information on the UTD Project Management Program, contact Mr. Joiner at 972-883-2652 or visit <http://som.utdallas.edu/project>.



## ERICSSON AND INTERVOICE MAKE DONATIONS TO SOM

At a luncheon in October 2003 in the corporate offices of Ericsson Inc., in Plano, UTD President Dr. Franklyn G. Jenifer (center) accepted two separate checks for \$100,000 each to be used for The UTD School of Management Building Fund. Ericsson CEO Angel Ruiz (left) and Intervoice chairman and CEO David Brandenburg (right) presented the gifts at the luncheon, which was also attended by School of Management Deans Hasan Pirkul, Ph.D., and Diane McNulty, Ph.D., and UTD Vice President for University Advancement Carlos Peña, among others. Mr. Ruiz invited the group to the special luncheon. Intervoice is an Ericsson customer. Mr. Ruiz and Mr. Brandenburg are both members of the UTD Development Board.



## Longtime Student Advisor Retires

A longtime member of SOM's student advising team, Beverly Ann Payne, was honored at a reception in January when she retired from a 20-year career at UTD. She spent eight of those years working as a School of Management undergraduate student advisor. At the reception, SOM Associate Dean Varghese Jacob expressed appreciation for Ms. Payne's long service to the school and its students. She also received an inscribed clock to commemorate her service.





# Season of Celebration

Four fetes marked the official unveiling of the new School of Management Building.

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Alumni and friends — new and old — of The University of Texas at Dallas gathered at a series of festivities last fall to celebrate the realization of the long-held dream of a central home for The School of Management.

The initial gathering was held September 30, 2003, when the entire community, from the Telecom Corridor and Richardson, to Dallas and all North Texas, was welcomed to the first official viewing of the facility.

Next, the presentation of the school's 2003 Distinguished Alumni Awards offered an excellent opportunity to show off the building again at the annual awards dinner October 23.

All alumni were invited to get acquainted at an event planned especially for them on November 1.

Finally, on December 3, 2003, a dedication ceremony and ribbon cutting, followed by an open house and gala reception, seemed to put the official stamp of approval on the building's opening.

Some of the events' special moments, captured in photos, are recounted here. ◆

Open House  
Sept. 30th



(1) Dean Dr. Hasan Pirkul (left) and Matt Blanton, CEO and managing partner of STARTech Early Ventures, at the dean's suite reception during the September 30 open house. (2) SOM alum Mahesh Shetty (left), EMBA 1999, and Dean Pirkul exchanged views on the various features of the new building. (3) Congratulating Dean Pirkul on the school's new facilities were (left to right) Michael Dardick, president of Granite Properties; Bill Keffler, Richardson, Texas, city manager; and Jack Bick, editor and president of *Inside Collin County Business*.



(4) Brian Fraser (right), vice president of the Richardson Chamber of Commerce Economic Development Department, and Dean Pirkul at the dean's suite reception. (5) Bob Hopkins (left), president and founder of *Philanthropy World Magazine*, and Rick Keith, UTD's assistant vice president for development. (6) SOM's Ashbel Smith Professor of Operations Management Dr. Suresh Sethi (left) greeted UTD President Dr. Franklyn G. Jenifer in the main reception area at the open house celebration. (7) First stop for the nearly 300 guests who attended the September 30 event was the registration table in the atrium reception area.



(8) SOM's Associate Dean for External Affairs and Corporate Development Dr. Diane McNulty greeted arriving guests in the atrium area. (9) UTD administrators consulted their maps of the new building before beginning a tour. From left were Dr. Larry Terry, executive vice provost; Mitzi Money, associate vice president for business affairs; Dr. Priscilla Beadle, vice provost; and UTD President Dr. Franklyn G. Jenifer. (10) Guests picked up name tags and building maps at the registration table. (11) Dalene Buhl, who retired as a manager at Southwestern Bell Communications (SBC), with SOM Associate Dean Diane McNulty and Paul Cardarella, SBC vice president for external affairs.





(12) SOM 2001 Distinguished Alum Robert Hewlett Jr. (center), BS 1982, and wife, Gloria, visited with a friend at the open house. (13) Many open house guests, including (from left) Forrest Hicks and wife, Sydney Hicks, Ph.D., and Chuck Best toured the school's new facilities before attending the reception. Mr. Best and Dr. Hicks are members of the SOM Advisory Council. (14) One of the main points of interest was the images hanging on the walls of the building's atrium and adjoining staircase. The pieces of art, a gift from Robert B. and Tammy McNew Blanton, were produced by UTD statistics professor Dr. Larry P. Amman, who has developed a method of working with satellites' large remote-sensing data sets using special image-processing routines. (15) UTD President Dr. Franklyn G. Jenifer (right) and Vice President for University Advancement Carlos Peña (left) greeted guests at the open house, including Joseph McCoy, sales manager for Tom James Company.

## SOM Distinguished Alumni Awards Dinner

Oct. 23rd



(1) UTD Executive Vice President and Provost Dr. Hobson Wildenthal addressed guests at SOM's 2003 Distinguished Alumni Awards Dinner. (2) 2003 Distinguished Alum Sam Gilliland, EMBA 1994, president and CEO of Sabre Holdings Corporation, delivered his acceptance remarks at the dinner.



(3) SOM 2002 Distinguished Alum Chuck Davidson (left), BS 1980, chats with Dean Dr. Hasan Pirkul at the event. (4) SOM's 2003 Distinguished Alums (from left) David Holmberg, EMBA 2000, president of Cole Licensed Brands; Congressman Michael Burgess, MS 2000, and Sam Gilliland, EMBA 1994, president and CEO of Sabre Holdings Corporation. (5) Monica Mago (left) and husband A.K. Mago (center) visit with SOM Senior Associate Dean Dr. Varghese Jacob. Mr. Mago earned his EMBA in 1999. (6) Mr. Gilliland (left) conversed with SOM alum Tiffany Schmidt (center), EMBA 1998, and husband, Andrew.





(7) (From left) SOM 2003 Distinguished Alum David Holmberg; Dr. John McCracken, Alliance for Medical Management (AMME) Program director; 2003 Distinguished Alum Michael Burgess; SOM Dean Dr. Hasan Pirkul; SOM Associate Dean for External Affairs and Corporate Development Dr. Diane McNulty; 2003 Distinguished Alum Sam Gilliland; and SOM Associate Dean for Executive Education Dr. David Springate. Congressman Burgess is a graduate of the AMME Program; Mr. Holmberg and Mr. Gilliland are graduates of the Executive MBA Program. (8) (From left) Dr. Springate, Congressman Burgess, who is also a medical doctor, and SOM Dean Dr. Hasan Pirkul. (9) (From left) Dean Pirkul, Mr. Gilliland and UTD President Dr. Franklyn G. Jenifer celebrated at the event. (10) Mr. Holmberg posed with Dean Pirkul and President Jenifer for a postevent photo.

Dedication Of The New  
SOM Building  
Dec. 3rd



Alumni Open House  
Nov. 1st

A giant cake decorated with a photo of the new School of Management Building greeted alumni at the November 1 Alumni Open House. SOM alums and guests toured the building and enjoyed refreshments at the event, which was held in conjunction with UTD's 2003 Homecoming festivities.



(1) At the December 3 building dedication, Ron Robinson (left), president and CEO of the Metroplex Technology Business Council, visited with U.T. System Regent and former first lady of Texas Rita Clements in the foyer outside the Charles and Nancy Davidson Auditorium before the ceremony. (2) Some 150 guests attended the dedication, which took place in the Davidson Auditorium. (3) After the ceremony, (from left) UTD President Dr. Franklyn G. Jenifer, Executive Vice President and Provost Dr. Hobson Wildenthal, U.T. System Executive Vice Chancellor Dr. Teresa Sullivan, Mrs. Clements and SOM Dean Dr. Hasan Pirkul visited as they walked toward the reception in the Executive Education Center Dining Room. (4) The Richardson Symphony Orchestra string quartet performed during the reception as well as at the dedication (see *One for the History Books* on page 14).

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

## 1980s

**Lakshmi S. (Narsi) Narasimhan**, PhD 1988, founded Paalam, Inc., an Atlanta-based software services and business-process outsourcing company in March 2003. Paalam, which means bridge in the Indian languages of Tamil and Malayalam, helps reduce costs without compromising quality by serving as prime contractor and the bridge between American clients and Indian providers. A July 30, 2003, article in *The Atlanta Journal-Constitution* profiled Narsi and Paalam.



Narsi serves on the advisory boards of six companies. He previously has served as a faculty member at Georgia Tech and Rutgers University. He is a co-founder and former board member of the Georgia Indo-American Chamber of Commerce and the founder of the Indian Professionals Network ([www.ipnatlanta.net/ipn](http://www.ipnatlanta.net/ipn)).

He has received several awards, including the Millennium Leadership Award from the Federation of Indian American Associations in Chicago, and he is a member of Atlanta's Regional Leadership Foundation.

## 1990s

**Melvin G. Alexander**, BA 1990, was named vice president and chief financial officer of Norman (Oklahoma) Regional Hospital in November of last year. A certified public accountant (CPA) and certified healthcare professional, he earned an MBA from City University in Bellevue, Washington. Melvin brings more than 12 years of healthcare management experience to his new role. In



it, he supervises the hospital's fiscal affairs and has administrative oversight in many areas, including finance, managed care, patient financial services and information technology. He previously worked as chief

financial officer at North Oaks Health System in Hammond, Louisiana.

**Syed (Sid) Khusro Qadeer**, BS 1990, is an accountant for Coppos Film, a Los Angeles-based company that specializes in creating commercials. He and his wife, Farah, married in 1996. They live in Santa Clarita, California, and Sid recently reported being enrolled in a prep course for the CPA exam.

**Karla R. Barber**, MS 1991, manager of eBusiness Solutions for Texas Instruments (TI) Incorporated in Dallas, Texas, was featured in "Success Story," a profile that appeared in the Job Center section of

the July 13, 2003, *Dallas Morning News*. Karla has 21 years of experience at Texas Instruments, where she has held positions in sales, marketing, operations and information technology (IT). She currently is an IT manager in TI's Web Services organization, responsible for developing and supporting Internet solutions.

Karla is a 2001 graduate of the Leadership Texas program and a 2003 graduate of the Leadership America program. Both offer leadership development guidance to women. She serves as treasurer of the Leadership Texas Alumni Association, which was a co-sponsor of the "Positioning Women for Corporate Boards" program at the SOM, a three-day workshop, May 17 to 19, jointly organized by The Leadership Center at UTD and SOM's Institute for Excellence in Corporate Governance.

A computer science undergraduate of the University of Vermont, Karla serves that alma mater on its School of Engineering Dean's Advisory Board. And locally, she serves on the board of Jacob's Ladder, a nonprofit focused on providing economically and/or educationally disadvantaged adults with the basic support and interpersonal skills necessary for moving toward economic self-sufficiency.

She is married and the mother of three sons ages 14, 11 and 10.

**Stephen D. Thomas**, MS 1993, was appointed in November 2003 as executive director of a new state agency in Texas overseeing homebuilding standards and a dispute resolution process for builders and homeowners. A veteran in state government, Stephen now heads the Austin-based Texas Residential Construction Commission, which came into being last September. The nine-member commission is responsible for registering all homebuilders, overseeing the state-sponsored inspection and dispute resolution process, preparing building standards and warranties, and more.

Stephen previously worked more than 18 years in various state agencies, including the Texas Department of Banking and the Texas Department of Transportation. Most recently, he had served as senior deputy director of administration and constituent services in the Office of the Governor, which included responsibilities as chief financial officer and director of human resources. He manages the day-to-day operations of the new commission and enforces its policies and rules.

**Sam Gilliland**, EMBA 1994, appointed president and chief executive officer of Sabre Holdings Corporation in December of last year, was featured in "Sharpening up at Sabre" an article on the front page of the business section in the Feb-



ruary 19, 2004, *Dallas Morning News*. The article discussed Sam's new role at the travel-commerce company and company strategy in light of the expiration in January of most federal regulations affecting central reservation systems.

Sam had previously served as executive vice president of Sabre, which is based in Southlake, Texas, and retails travel products as well as provides technology solutions to the travel industry.

In assuming his new role, Sam, who started at Sabre as a software developer in 1988, also was elected a director of the S&P 500 company. Prior to being named CEO, he was president and CEO of Travelocity, Sabre's company that specializes in online travel products and services. His other Sabre Holdings leadership responsibilities have included service as chief marketing officer; group president of the company's Airline Solutions business, and senior vice president and general manager of Sabre Business Travel Solutions, a business-to-business e-commerce unit.

Moving into the top spot at the publicly traded company, Sam said, "It's an honor and a privilege to work with so many talented people across our businesses. Through the past several years, I've been very fortunate in my career to have worked in a company where the management style allowed people to move around the organization to learn and grow."

The promotion came soon after The School of Management honored Sam last fall as a 2003 Distinguished Alumni Award recipient. A member of the inaugural class of the Executive MBA Program, he was recognized for his career success and continued work with the school. He currently lends his expertise as a member of SOM's Advisory Council.

**Roxsane Diane Richardson**

BS 1994, reported that while earning her Texas real estate license, she was working at DFW airport and preparing to relocate to the Stevens Point, Wisconsin, area—about a four-hour drive north of Chicago—for its 24-hour daycare and extended family environment. Roxsane's son, Justin, was born July 1, 2003.

**Brad Almond**, MA 1995, is currently employed by ZixCorp in Dallas, Texas, where he is vice president of investor relations and of mergers and acquisitions. ZixCorp is a publicly traded global company specializing in securing communication systems and delivering electronic prescribing tools for the healthcare industry. Brad recently returned from Japan, where he was president of Entrust Japan and managing director of Entrust Asia and Latin America. Entrust, headquartered in Dallas, is an Internet security provider that serves major financial institutions,





government agencies and large enterprises.

**Vishal Goenka**, MBA 1998, MS 1999, is a senior technical manager in the testing team for All Distance (All-D) services for AT&T Consumer Services in Morristown, New Jersey. He is married to Dr. Anamika Goenka, who is currently doing a first-year residency program at St. Barnabas Hospital in New York City. They live in Fort Lee, New Jersey.

**Christophe S. Hanckowiak**, MBA and MS 1998, is director of information systems (IS) for Socata Aircraft, Inc. based in South Florida. The company is the U.S. headquarters for EADS Socata, which offers a complete line of training, touring and business aircraft. Christophe

is responsible for the overall IS strategy of the company as well as the day-to-day IS operations. He was married to Joanne Froelich in May.

**Ellen Magnis**, MBA 1998, was promoted in October 2003 to vice president of the American Stroke Association, a division of the American Heart Association, which is based in Dallas, Texas. The promotion moves her onto the corporate management team, and her area of focus is running the stroke association.



**2000s**

**Barbara Anderson**, EMBA 2001, became a Strategic Business Unit executive for Affiliated Computer Services (ACS) in Dallas, Texas, in December 2003. In her new role, Barbara is responsible for developing, building and managing client relationships for the company, which specializes in providing business and IT-outsourcing solutions to commercial and government clients. Prior to joining ACS, she worked for Perot Systems for 10 years in numerous leadership roles for various internal and external delivery organizations. Most recently, she was the program director for Corporate Performance.

**Jenny Hamner**, MBA 2001, was profiled in an October 2003 story in the *Allen (Texas) American* for her work in organizing a charity art auction for the Allen Rotary Club. A then-new club member, she said she threw herself into the event because she believed in Rotary's efforts to provide local scholarships. After the auction, she moved on to working with the Allen Chamber of Commerce on "Celebrate Allen!" an effort to benefit local community groups.

A longtime Allen resident who graduated from Allen High School, Jenny moved her career there, too, when she became a State Farm insurance agent last May. She previously worked for a recruiting firm.

Jenny says that her MBA from UTD has had a tremendous impact on her career. In her work, she says, "I've applied many of the principles that I

learned from my classes, especially Dr. Bass's marketing [course]." She adds that the many group projects required by her degree program "gave me exposure to lots of different work styles. Those experiences have helped me develop the skills to run a successful business as well as make a contribution to my community through civic organizations."

**Matthew E. Noggle**, MBA 2002, works as an Oracle Applications financial analyst for Dallas-based Essilor of America, Inc., a leading manufacturer and distributor in the United States of optical lenses. Matthew lives in Plano, Texas, and in his spare time likes to exercise to stay fit. He also reports that he is now pursuing a second master's degree in accounting and information management at UTD.

**Steven H. Shiller**, MBA 2002, works in Dallas for Real Time Resolutions, a distressed-loan servicing and collection agency, as Internet technology (IT) team leader. His responsibilities include managing and executing IT projects, and ensuring that the company's technology aligns with its strategy and operations. He carries out his work with a team of four other networking and software specialists. In his spare time, Steven likes to play soccer and travel. His hobbies include gardening and spending time with his wife of two years, Stephanie, in their Far North Dallas home.



**Dawn Strauss**, MBA 2002, obtained her real estate license last July and began working with Keller Williams of Plano, Texas, as a realtor in August. "I do residential real estate and specialize in the Dallas, Plano, Frisco, McKinney, Allen and Richardson area,"



she reports. In conjunction with her work, she has completed a 12-week Leadership in Real Estate course.

**Nicolas Abella**, MBA 2003, became the director of cardiology and radiology services at St. Mary's Medical Center in San Francisco last August. A Philippines native who has become an American citizen, Nicolas was working as a special procedures nurse at Zale Lipshy University Hospital in Dallas when then-respiratory therapist **Butch Trego**, MBA 2001, introduced him to the Executive MBA Program at The UTD School of Management.

Just as he was earning his degree, Nicolas says, St. Mary's underwent a major administrative overhaul and "brought me in because of my energy and my MBA." He describes the job as "an accelerated opportunity from bedside manager to administrative leadership," and he says "my experience and knowledge are put to the test to improve the business and operating budget of my departments."

Located at the edge of Golden Gate Park, St. Mary's is a 147-year-old not-for-profit community hospital and medical teaching center. The 431-bed hospital is part of Catholic Healthcare West.

**Kim Vance**, MBA 2003, and her husband, Glenn, welcomed their first child, son Noah Tanner Vance, into their Dallas home last June 30. In addition to a baby, Kim also gave birth to a new business, OneStopBlinds.com, an Internet retailer of window coverings.



**OBITUARY**

**Joseph Edwin Alexander**, an honor student scheduled to receive his Bachelor of Business Administration (BBA) degree in May, died December 8, 2003, after a heart attack.

"He was loved by so many students who went to school with him; it was amazing," his widow, Rhonda Alexander, recalled recently. Also an SOM student, Rhonda is slated to earn her BBA in December.

Joseph, 53, had served as systems analyst, administrator and architect for companies such as GTE Health Systems, Aware Personnel Services, S2 Incorporated and Litton Enterprise Solutions. He was a principal in Alexander Diversified, Inc., a computer consultancy, based in Plano, Texas, and he had written three technical books on database design with his son, Geoffrey.

Rhonda said she and her husband had returned to school two years ago after the economic downturn

in the telecom industry.

An officer and lifetime member of the International Key Golden Honor Society and Sigma Alpha Lambda, Joseph also was active in the Institute of Electrical and Electronics Engineers (IEEE). He also was a master Mason and endowed member at Tarrant Lodge No. 942.

Rhonda said Joseph was looking forward to the birth of their first grandchild, a boy, this summer. Other survivors include sons Joseph and Geoffrey, daughter, Mischele, and his parents Dorothy and Joseph Alexander Sr.

Send memorial donations to St. Jude Children's Research Hospital, P.O. Box 50, Memphis, Tennessee 38101-9929; Shriners Hospitals for Children, Office of Development, International Shrine Headquarters, 2900 Rocky Point Drive, Tampa, FL 33607-1460; or to the SPCA of Texas, P.O. Box 660412, Dallas, TX 75266-9586.





# Supporters Create Business Scholarship with Engineers in Mind

by Jeanne Spreier

TERRY AND CLAIRE ROCK'S ENDOWMENT AIMS TO HELP TECHIES TRANSITION INTO MANAGEMENT

**T**erry Rock was reading business magazines when he was 18 years old. That was more than 30 years ago, before he attended South Dakota School of Mines and Technology, where he earned his mechanical engineering degree.

“An engineering degree is very, very good basic education,” says Mr. Rock, who, with his wife, recently established the Terry and Claire Rock Scholarship through The School of Management at The University of Texas at Dallas.

In 1970, he took his engineering degree to Dallas, joining Texas Instruments Incorporated. While working at TI, which he left in 1981, his initial belief, first formed in college, was reinforced. “Brilliant engineers didn’t understand the transition from technology to business,” Mr. Rock recalls.

In order to change that blind spot, this new ongoing scholarship will pay engineers or engineering students \$1,500 for a semester to pursue an advanced business degree or to work toward a dual engineering-management degree. Scholarship recipients must, Mr. Rock says, show an entrepreneurial orientation.

Claire Rock says her own business world experience mirrors this need. “I worked for an electronic engineering publication for 17 years,” she says, “so I dealt with a lot of engineers. ... For them to excel within companies ... they needed to have some kind of a business background.”

Mrs. Rock, who received her marketing degree from The College of St. Catherine in St. Paul, Minn., served as associate publisher of

*Electronic Engineering Times*, a widely distributed electronic engineering publication. She says the magazine included stories and information on computers, telecommunications and semiconductors, and many readers were engineers starting their own companies. What she saw repeatedly was that engineers, in order to make a go of their own start-ups, were returning to school to get management and business training. After gaining that knowledge, she recalls, “they really had an edge.”

Mr. Rock, a general partner for CenterPoint Ventures, a large, early stage venture capital firm in Dallas and Austin, now is looking for start-up owners who embrace both qualities — technological savvy and entrepreneurial spirit. “Great technology may or may not be great business,” he says. “You want everybody to understand the needs of the customer.”

Mr. Rock’s background showcases business acumen. After leaving TI, he went to a computer start-up, Convex Computer Corp., which built its world headquarters adjacent to UTD on land purchased from the university. In 1996, Convex was sold to Hewlett-Packard, which occupies the facility today. In addition to his work with CenterPoint, Mr. Rock serves on the boards of several information technology corporations and is a member of UTD’s School of Management Advisory Council.

Students interested in applying for the Terry and Claire Rock Scholarship should contact Dr. David Ritchey in The School of Management Advising Office at 972-883-2701. ◆



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Monies have been donated and pledges targeted specifically to reach the \$8 million needed to match the U.T. System Regents' \$30-million 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, School of Management, The University of Texas at Dallas, P.O. Box 830688, SM42, Richardson, TX 75083-0688. Read about the new building in *One for the History Books* on page 14 and in *A Season of Celebration* on page 40 of this issue.

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 INFORMATION  
 MANAGEMENT ALUMNI  
 ASSOCIATION FUND**

**INDIVIDUAL:**  
 Christina C. Cummins  
 Sharon A. Deason  
 William C. Dent  
 Gregory T. Estes  
 Alyssa G. Martin  
 Kimberly P. Poe  
 Rajeeb K. Samata  
 Lisa A. Smith  
 John S. Wechsler

**SCHOLARSHIPS**

Terry and Claire Rock Scholarship  
 Summerfield G. Roberts Foundation  
 Scholarship