



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

Our Backyard  
and Beyond

## MESSAGE FROM THE DEAN



**Hasan Pirkul**  
Dean, School of Management

In this issue, we focus on new initiatives the school is taking on several important topics, ranging from business school research to international management education to women in corporate governance.

One of our most important recent undertakings, the UTD Top 100 Business School Rankings, has received widespread favorable reaction across the country and internationally. This database — the most comprehensive of its kind ever undertaken — ranks the top 100 business schools on the basis of the research productivity of their faculty members in 22 top academic business journals, and it provides a tool for both faculty and administrators to do benchmarking against their peers. The database has drawn the interest of national and international media outlets, which recognize that research is an integral part of the work of institutions of higher education. In addition, business schools around the world have welcomed our initiative as an important measure of excellence in business education.

This spring, we have also initiated several new programs in The School of Management. The first is a new master's degree program in cooperation with our colleagues in UTD's Erik Jonsson School of Engineering and Computer Sciences. This new joint degree program, which will begin in the fall, will allow electrical engineering master's degree students to concurrently obtain a Master of Business Administration degree. We are instituting this new degree in response to requests from industry and in recognition of the tremendous need in today's world for engineers who understand their businesses from a management perspective. Another new program, begun this semester, is our Bachelor of Science in Finance degree. It is designed to help students develop the high level of quantitative skills needed to analyze financial information and the analytical foundation needed for making corporate decisions. Also, on the undergraduate level, we are starting an honors program designed to provide an enhanced educational experience for our most motivated students. The program, already popular among our best students, offers intellectually stimulating honors courses and helps students develop their networking skills, a closer interaction with faculty members and a better understanding of the Dallas business sector.

To support these expansions in our curriculum and our continued growth in enrollment, we are busy hiring new faculty. This year, our goal is to hire 10 new faculty members. The growth in faculty and enrollment is a welcome sign that we are continuing to develop into the size of school that can compete with the larger schools ahead of us in the rankings. As we go to press, our faculty is listed as 37<sup>th</sup> in North America in research productivity, while our Cohort MBA Program is ranked 64<sup>th</sup> in the nation and 35<sup>th</sup> among public business schools by *U.S. News & World Report*. Our Executive MBA is ranked 62<sup>nd</sup> in the world and 32<sup>nd</sup> in the nation by *Financial Times*. These rankings show that we are making progress toward our goal of becoming one of the leading public business schools in the United States, and we expect our continued growth to contribute to our success in reaching this goal.

As we continue with our initiatives, we thank our alumni and friends for their encouragement, and we invite their further support and input.

Best Wishes,

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

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<http://som.utdallas.edu>



# THE SCHOOL OF MANAGEMENT

THE UNIVERSITY OF TEXAS AT DALLAS

## OUR BACKYARD AND BEYOND

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**On the cover:**  
Shanghai city streets  
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# RESEARCH COUNTS

By Paula Felps

A new SOM database uses peer-reviewed published research to compute business-school rankings. SOM is 37<sup>th</sup> in North America.

Inspired by a 2002 study published in *OR/MS Today* magazine, The University of Texas at Dallas School of Management (SOM) has created a new tool for ranking research productivity in business schools.

The new system tracks research published by business school faculties around the world, then ranks the schools based on the number of articles by their faculty members. The database traces titles and author affiliations in publications back to 1990. However, the rankings are based on the number of articles published between 2000 and 2004.

Rank	University
1	University of Pennsylvania (The Wharton School)
2	Harvard University (Harvard Business School)
3	New York University (Leonard N. Stern School of Business)
4	Massachusetts Institute of Technology (Sloan School of Management)
5	Columbia University (Columbia Graduate School of Business)
6	University of California at Los Angeles (UCLA Anderson School of Management)
7	Stanford University (Graduate School of Business)
8	University of Chicago (Graduate School of Business)
9	Northwestern University (Kellogg School of Management)
10	University of Michigan at Ann Arbor (Ross School of Business)
11	University of Texas at Austin (Red McCombs School of Business)
12	University of Maryland at College Park (Robert H. Smith School of Business)
13	Duke University (The Fuqua School of Business)
14	University of Southern California (Marshall School of Business)
15	University of North Carolina at Chapel Hill (Kenan-Flagler Business School)
16	Emory University (Goizueta Business School)
17	University of Washington at Seattle (Business School)
18	Pennsylvania State University at University Park (Smeal College of Business)
19	University of Illinois at Urbana-Champaign (College of Business)
20	Carnegie Mellon University (Tepper School of Business)
21	Ohio State University (Fisher College of Business)
22	Washington University at St. Louis (Olin School of Business)
23	Indiana University at Bloomington (Kelley School of Business)
24	Purdue University (Krannert Graduate School of Management)
25	University of Minnesota at Twin Cities (Minneapolis) (Carlson School of Management)
*Rankings listed are as of April 21, 2005.	

“Initially we decided to compile the database because we wanted a tool for benchmarking for our own faculty,” SOM Dean Hasan Pirkul, Ph.D., explains. “We wanted to know where we stood amongst our peers.”

The 2002 article, which appeared in *OR/MS Today*, a bimonthly magazine for members of the Institute for Operations Research and the Management Sciences, was based on a study by two University of Connecticut researchers. James R. Marsden and Ravi Bapna measured the research productivity of business school faculties in the fields of operations management (OM) and management information systems (MIS). That study showed that between 1997 and 2002 the UTD School of Management ranked sixth worldwide.

“We looked very good in that study,” the dean says, “and we wondered how we were doing in the other fields of business. It made us want to look beyond OM and MIS.”

### Launching the Project

At Dean Pirkul’s request, the SOM’s Center for Information Technology and Management, Dr. Varghese Jacob, SOM’s senior associate dean and a professor of information systems, and Dr. Young Ryu, another member of SOM’s information systems faculty, designed and implemented the database that led to The UTD Top 100 Business School Research Rankings.

“We picked 22 leading peer-reviewed journals in all disciplines,” Dean Pirkul says. “We talked with colleagues across all disciplines to come up with which journals

should be included.”

The UTD Top 100 includes both the top 100 North American business schools and the top 100 business schools worldwide. The results of the study’s rankings appear on the

website of the Center for Information Technology and Management at [citm.utdallas.edu/utdrankings/](http://citm.utdallas.edu/utdrankings/). In those results, as of mid-April, UTD’s School of Management ranked 37<sup>th</sup> on the North American list and 40<sup>th</sup> worldwide. The Wharton School at the University of Pennsylvania and Harvard University’s Business School ranked first and second, respectively.

The project took about 18 months to complete, and it now will be an ongoing effort. Jessica Brown, assistant to Dr. Jacob, was responsible for inputting the initial information and will continue to update the research rankings as new journals are published. Dr. Jacob notes that while the database will be kept up to date on a continuing basis to allow other schools and faculty members to do their own analyses, the rankings will be announced for the most recent five-year period each year in January. UTD announced the initial rankings when the database was made public in February.

“As data comes in, we’ll input the new information and keep it updated,” Dr. Jacob says. “By and large, there were no big surprises; there are schools that you expect to be productive in research. But the database really shows research productivity across the whole business school as opposed to a specific niche, as done in the prior *OR/MS Today* study.”

### More Than Just Rankings

“This started out as something we wanted for our own use, but it has become something that everyone can use,” Dean Pirkul says. “And it’s much more than just rank-



ing; it provides a database with publications [dating back to] 1990. People can pick a range of years or a set of journals to search.”

Dean Pirkul says searches can be done by a particular name to see how well a faculty member has done in terms of research. He notes that a handful of publications rank universities annually based on their progress, “but few take into consideration the research being done by these schools. Until now, there wasn’t a comparison of rankings for research.”

He says such a resource is long overdue because faculty research plays an important role in providing students the most advanced educational experience available.

“Research is an integral part of the work of institutions of higher education,” he says. “There are many rankings, particularly of MBA programs. These rankings in themselves are important. But they often do not address this important aspect. We are trying to fill that void.”

### UTD Makes a Strong Showing

Dr. Hobson Wildenthal, executive vice president and provost of UTD, has praised the project both for its innovation and for its results.

“They had a creative, powerful idea of putting together this objective

and comprehensive survey,” he says. “As soon as Dean Pirkul told me about it, I realized it was a great idea. The results are something you can’t argue with because they’re hard facts. The whole world accepts it be-

cause the methodology is so strong.”

The fact that UTD fared so well against schools that have been around a century longer speaks volumes for the caliber of faculty on board, Dr. Wildenthal says.

“As a whole, [this study showed that] we are very strong, perhaps even stronger than we expected,” he says. “I consider this a fantastic achievement, given where we started and what we’ve had to overcome. This gives us tremendous credibility and name recognition.”

### Ongoing Benefits, Limitless Possibilities

Dr. Michael Savoie, director of CITM, and Rishi Pagnis, CITM assistant director, were part of the team compiling the information. Dr. Savoie says that the ongoing benefits of the study are impressive and valuable — not just to UTD, but to schools worldwide.

“It’s a complicated formula, and it is unique in that it isn’t just based on a single ranking. There are different criteria schools can use to see where they stand. If they want to see how they stand in a particular journal, they can do that. Or they can see how they’re ranked internationally. There are an unlimited number of possibilities and benefits.”

### Criticisms and Compliments

Response to the study overall has been very positive, but Dean Pirkul says those who compiled the rankings anticipated — and received — a few criticisms. One complaint is that the database doesn’t adjust rankings in terms of size; a school

#### UTD Top 100 North American Rankings of Business Schools

Rank	University
26	Cornell University (Samuel Curtis Johnson Graduate School of Management)
27	University of California at Berkeley (Walter A. Haas School of Business)
28	University of Wisconsin at Madison (School of Business)
29	University of California at Irvine (Graduate School of Business)
30	University of Florida (Warrington College of Business)
31	Michigan State University (The Eli Broad College of Business)
32	Arizona State University (W.P. Carey School of Business)
33	University of Rochester (William E. Simon Graduate School of Business)
34	Dartmouth College (Tuck School of Business)
35	Yale University (School of Management)
36	University of Notre Dame (Mendoza College of Business)
37	University of Texas at Dallas (School of Management)
38	Georgia State University (J. Mack Robinson School of Business)
39	Case Western Reserve University (Weatherhead School of Management)
40	University of Toronto (Joseph L. Rotman School of Management)
41	University of Utah (David Eccles School of Business)
42	Texas A&M University at College Station (Mays Business School)
43	University of Pittsburgh (The Joseph M. Katz Graduate School of Business)
44	University of British Columbia (Sauder School of Business)
45	University of Colorado at Boulder (Leeds School of Business)
46	Southern Methodist University (Edwin L. Cox School of Business)
47	University of Western Ontario (Richard Ivey School of Business)
48	Georgetown University (The McDonough School of Business)
49	Rice University (Jesse H. Jones Graduate School of Management)
50	University of Arizona (Eller College of Management)

## UTD Top 100 North American Rankings of Business Schools

Rank	University
51	University of Connecticut (School of Business)
52	Boston College (Carroll School of Management)
53	Boston University (School of Management)
54	University of Miami (School of Business)
55	Rutgers University at New Brunswick & Newark (Rutgers Business School)
56	University of South Carolina at Columbia (Moore School of Business)
57	Brigham Young University (Marriott School of Management)
58	Tulane University (A.B. Freeman School of Business)
59	McGill University (Faculty of Management)
60	University of Georgia (Terry College of Business)
61	University of Iowa (Henry B. Tippie College of Business)
62	University of Cincinnati (College of Business)
63	City University of New York, Baruch College (Zicklin School of Business)
64	University of Houston (C.T. Bauer College of Business)
65	University of California at Davis (Graduate School of Management)
66	University of Alberta (School of Business)
67	Vanderbilt University (Owen Graduate School of Management)
68	University of Oregon (Charles H. Lundquist College of Business)
69	Virginia Polytechnic Institute and State University (Pamplin College of Business)
70	University of Kentucky (Gatton College of Business and Economics)
71	University of Kansas (College of Business)
72	University of Oklahoma (Michael F. Price College of Business)
73	State University of New York at Buffalo (School of Management)
74	Florida State University (College of Business)
75	University of Virginia, McIntire (McIntire School of Commerce)



with a small faculty that has a few articles published may look less active than their larger counterparts when, proportionately, they actually have more research published.

“In the beta version, we tried to adjust for size,” Dean Pirkul explains. “The problem is, it is difficult to get and maintain an accurate faculty number for each school. As a result, we had to go with a formula that did not adjust according to size. Nonetheless, this gives you a picture of the total amount of research the school is doing.”

Some schools took issue with some of the journals the study was based on.

“Because we wanted it to be manageable, we limited it to the top journals,” the dean says. “There is always some question over which ones to include. There are possibly other journals that could be included down the road.”

### Praise and Progress

As a whole, schools have praised both the effort and the results.

“A lot of the responses we’ve received have been positive and talked about how there was a tremendous need for this,” Dean Pirkul says. “This serves us two ways: Our colleagues, worldwide, appreciate the fact that we have done this, and it also puts our name out there as a school that advances the cause of research.”

For all its high-profile benefits, however, the most important fact remains the idea that initiated the study to begin with—it provides UTD with a way to keep track of its own progress as a research powerhouse.

“What this study shows is that

we’re a strong competitor in research,” he says. “That makes it easier to recruit new, young faculty who know that research is important. This puts us out there as a school that advances the cause of research. We will be appreciated and recognized for that.” 🌱

## UTD Top 100 North American Rankings of Business Schools

Rank	University
76	Georgia Institute of Technology (College of Management)
77	University of Virginia, Darden (Darden Graduate School of Business Administration)
78	Northeastern University (College of Business Administration)
79	Louisiana State University at Baton Rouge (E.J. Ourso College of Business Administration)
80	University of Delaware (Alfred Lerner College of Business and Economics)
81	George Washington University (School of Business)
82	Washington State University at Pullman (College of Business and Economics)
83	York University (Business School)
84	Santa Clara University (Leavey School of Business)
85	Syracuse University (The Martin J. Whitman School of Management)
86	University of Calgary (Haskayne School of Business)
87	University of Colorado at Denver (Business School)
88	Temple University (The Fox School of Business and Management)
89	University of California at Riverside (A. Gary Anderson Graduate School of Management)
90	Thunderbird, American Graduate School of International Management
91	University of Illinois at Chicago (College of Business Administration)
92	American University (Kogod School of Business)
93	Wake Forest University (Babcock Graduate School of Management)
94	University of Arkansas at Fayetteville (Sam M. Walton College of Business)
95	University of Missouri at Columbia (College of Business)
96	Simon Fraser University (Faculty of Business Administration)
97	University of Central Florida at Orlando (College of Business Administration)
98	University of South Florida (College of Business Administration)
99	University of Wisconsin at Milwaukee (Business School)
100	North Carolina State University (College of Management)



# NEW RANKING SYSTEM RATES HIGH

By Paula Felps



Officials at some of the world's top business schools are praising the UTD School of Management for its new evaluation system, which ranks B-schools on the basis of published faculty research. Findings, released for the first time February 8, rank schools based on the number of articles published between 2000 and 2004.

Although the UTD Top 100 Business School Research Rankings didn't offer any big surprises, they did contribute some much-appreciated confirmation of efforts by individual schools. Dr. Hobson Wildenthal, executive vice president and provost of UTD, said that the strong methodology used to determine the rankings is part of what has made them so well received.

"The world loves rankings, but so many of them are subjective," he explained. "This is like something you would find in sports leagues; the methodology is very mathematical, and it is a good, solid system for ranking what schools are accomplishing."

Schools have shown their appreciation in e-mails sent to Dr. Hasan Pirkul, dean of The School of Management (SOM). They also have touted the results in press releases and local newspapers.

"The idea [to establish a database] is a good one to begin with, and then the judicious way it is constructed makes it very user-friendly and appealing," Dr. Wildenthal said. "For us to put something like this into place is a great achievement in itself."

Dan Smith, interim dean of the Kelley School of Business at Indiana University, praised the project and called its results "important." The Kelley School ranked 23<sup>rd</sup> in North America in research productivity in mid-April.

"It's a measure of assurance to students that if you

come to the Kelley School, you will be working with faculty who are absolutely on the leading edge," he told *The Indianapolis Star*. "That's what makes this survey important."

Jerry Lynch, associate dean of Purdue University's Krannert Graduate School of Management, also emphasized the value of the study in an interview with the newspaper.

"People who are engaged in research are demonstrating that they have an intellectual curiosity about their discipline," he said. Krannert ranked 24<sup>th</sup> in North America in mid-April.

At the Robert H. Smith School of Business at the University of Maryland, Dean Howard Frank said he was pleased both with the study's results and UTD's groundbreaking decision to take on such a task.

"The Smith School's strong ranking at No. 13 adds to the overwhelming body of evidence indicating that we have one of the strongest research institutions in the world," he said. (In March, the Smith School moved to 12<sup>th</sup> place in both North American and worldwide rankings.)

"Not only is [our] research driving the high quality of our students' educational experience, but we are helping set the course of future business practices and thought leadership for the global digital economy. I am very pleased that The University of Texas at Dallas School of Management's research rankings support what I already know to be true."

Dr. Varghese Jacob, SOM senior associate dean and professor of information systems, attributed such positive response to the fact that research is a valuable draw both for students and faculty members.

"In most schools, research is an important component," he said. "That information is something that faculty members bring into the classroom. It's valuable to be able gauge who is accomplished in specific areas of research." 🌱

By Helen Bond

*Positioning Women for Corporate Boards: The School of Management's leadership seminar for women that helps them qualify for corporate board membership*



# women ascending:

**W**omen make up close to half the workforce in corporate America and hold more than half the managerial and professional jobs, yet progress in the boardroom has not kept pace. Only 13.6 percent of board members at the largest 500 companies are women, up from 11.2 percent in 1999, according to Catalyst Inc., an advocacy group for women in business.

These lagging statistics, combined with the new era of corporate reform and a sense of duty to train top-level decision makers, are the forces behind a seminar for women that The School of Management (SOM) inaugurated in May of last year and now holds twice-yearly. The SOM hosts the two-and-a-half-day residential event, Positioning Women for Corporate Boards, in partnership with two Texas-based nonprofits, Leadership America, Inc., a national women's leadership organization, and the Leadership Texas Alumnae Associa-

tion, a network for women leaders, and with *Women's Enterprise* magazine. The goal of the certificate-granting seminar is for participants to leave well prepared to serve, well informed about how to gain the attention of those who choose board members, and confident in their skills for securing a role as a corporate director.

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#### COUNTERING MYTHS, GAINING CREDENTIALS

"Most selection committees of boards and search firms doing board searches are eager to find more quali-



Left to right:  
Seminar presenter  
Cece Smith; panelists  
(left to right) Pat  
Murray, Dale V. Kesler,  
and Bob Potter; pre-  
senter Schuyler Page  
(left) and seminar co-  
organizer Diane Seay  
McNulty, Ph.D.



## A SEAT AT THE BOARD

fied women,” says Jerry Hoag, executive director of The Leadership Center at UTD. “Our program takes women who are already in senior leadership roles and provides them with information, knowledge and insights that will make them stronger candidates for a public board position, should they be contacted.”

Taking proactive steps to increase her visibility, Gloria Rodriguez, Ph.D., signed up to attend the seminar last November. “I was featured in a newspaper in San Antonio as an executive of a \$35-million organization who is very interested, willing and able to be considered for a position on a corporate board of directors,” said Dr. Rodriguez, the founder, president and CEO of AVANCE, Inc., a San Antonio-based family support and parent-education school readiness company. “This article was countering the myth that...women [couldn’t be found] who were interested in serving on corporate boards. I attended the [SOM] conference to position myself when the opportunity arises, to better understand my role and responsibilities if it occurs, and to gain valuable information and understanding.”

Some who attend the SOM seminar arrive with nonprofit and small-business board experience already to their credit, and they come looking to make the leap to corporate boards.

And a few are like Kathy Sellers Johnson.

“I signed up for the conference because I thought it would be extremely helpful to me in my role as a new member of Blue Cross and Blue Shield of Louisiana’s corporate board,” said Ms. Sellers Johnson, owner of The Sellers Group, an Alexandria, Louisiana, public relations, marketing, human resources and training consulting services firm. “I also believed it would present an excellent networking opportunity, an impressive credential and a way for me to have greater exposure to those seeking the talent and skills I bring to a corporate board.”

### STUDYING BOARDROOM GOVERNANCE FROM THE DIRECTORS’ POINT OF VIEW

With a goal of refining the skills of participants such as Ms. Sellers Johnson and Dr. Rodriguez, the seminar agenda digs in deep at many levels. Curriculum is divided into “modules” — that is, themed units — that delve into the inner workings of boards, as viewed from the vantage of directors.

The first module, for instance, covers the analysis and interpretation of financial data from the perspective of board members, who sometimes need to ask tough questions and always need to be attuned to detecting misleading or fraudulent information.

“My expectations were met. I found the course very valuable and beneficial...I also met a dynamic group of women.

—Dr. Gloria Rodriguez, president and CEO, AVANCE, Inc.



Seminar co-organizer  
Constantine Konstans, Ph.D.



Participant Kathy  
Sellers Johnson



Participant Rebecca Szelc

That question was on Ka Cotter's mind when she signed up to attend the inaugural Positioning Women for Corporate Boards in May 2004. "I currently serve on two private corporate boards and two community/non-profit boards," says Ms. Cotter, vice chair of the Addison, Texas-based Staubach Company, a global real estate advisory firm. "The responsibility attached to serving is increasing, and I am very interested in knowing how I can be more effective and provide greater value to these organizations."

"There is a high premium today on boards for people who are...financially literate," Pat Murray, chairman of the board of Dresser, Inc., pointed out. His comments came during one follow-up discussion at the November session intended to reinforce seminar instruction.

To apply what they are taught, participants periodically divide into groups to study and critique cases of past business triumphs and fiascos. When the groups present their findings, program presenters, who are sitting directors of public corporate boards, offer constructive evaluations, buttressing underlying lessons yet again.

Besides a second financial session, which covers oversight and teaches participants how markets judge corporate value, some other seminar topics include in-depth study of corporate strategy, detailed review of board members' roles and duties, and examination of best practices in board structure and operations.

#### INCREASING EFFECTIVENESS: AT THE TOP OF EVERYONE'S AGENDA

During the kick-off luncheon for last November's seminar, venture capitalist Cece Smith, co-founder and managing general partner of Phillips-Smith-Machens Venture Partners of Dallas, Texas, advised those in the room to look for boards and companies in familiar industries and consider "how can I add value to the business?"

Some of the same ideas crossed the mind of Jean Birch of Dallas, Texas-based Brinker International. Invited to speak at the 2005 seminars, Ms. Birch first attended the seminar herself last November, she said, because "I have a strong interest in corporate governance and wanted to learn more about how to be an effective board member."

#### RETHINKING ROLES: THE ERA OF REFORM

Named in January by Brinker to serve as president of its Romano's Macaroni Grill restaurants, Ms. Birch formerly presided over Brinker's Corner Bakery Café chain. She said she also came to Positioning Women for Corporate Boards in search of "an understanding of how the recent legislation, Sarbanes-Oxley, and increase in shareholder litigation has affected the work of boards."

Enacted by Congress in the wake of the Enron and other business scandals, the Sarbanes-Oxley Act of 2002 overhauled the ethical, legal and leadership obligations of corporate authorities, topics on tap in one of

the final seminar modules. That unit not only explores the legal responsibilities and ethical standards of business decision makers, it also probes the criticisms and cultural ramifications board members may face when acting in the best interests of society.

Wrongdoing, followed by wide-sweeping reforms, has placed increased demands on directors for knowl-

“Not only did I learn important information, I met many talented women in diverse industries.—Jean Birch, president, Romano's Macaroni Grill restaurants”



“As more companies recognize the need for diversity on corporate boards, it is my hope that I am invited to sit on additional boards as a result of my UTD training and board experience.

—Kathy Sellers Johnson, vice chairman, Blue Cross and Blue Shield of Louisiana Board of Directors



edge of company operations, personal independence and accountability, Dr. Constantine Konstans, an SOM professor and executive director of the SOM's Institute for Excellence in Corporate Governance (IECG), said at the November seminar.

Catapulted by Sarbanes-Oxley, corporate governance reform promises to shake the status quo. In search of a majority of independent directors, recruiters must expand past old-boy networks for candidates, increasing the likelihood that more women will fill more key positions.

“It's been my experience serving on boards that women members often hone in on the real issue,” Dr. Konstans said. “They are good at thinking ‘outside the box’ and coming up with intuitive approaches that hit the mark.”

#### CHANGING THE FACES ON CORPORATE BOARDS

In a November session devoted to studying leadership styles and corporate cultures, Dale V. Kesler, a member of the boards of directors at Snelling and Snelling and Triad Hospitals, Inc., said the ability to maintain independence from the corporate structure and be a champion for the shareholder is vital.

That same session sparked lively discussion on the need for gender diversity. “If you've all gone to the same schools, if you've all played the same golf courses, if you all travel in the same circles, where is the new perspective?” questioned participant Rebecca Szelc, a partner in Management Solutions and Services at Deloitte & Touche USA LLP in Dallas.

Lyria F. Howland, president of the Dallas, Texas-based diversity communications agency Howland PR, called the camaraderie with other smart and ambitious women at the November seminar “inspiring.”

By program's end, Ms. Howland had discovered that

her skills and interests would be better applied to advocacy than board service. She planned to focus part of her future business efforts on helping more women secure a seat at the board table.

“If we expect to impact the current disparity, it will not be enough for women to be willing and able to serve on corporate boards,” Ms. Howland said. “The doors have to be opened. We must be strategic about using our keys and then open the doors ourselves.”

#### BUILDING A BOARDROOM RÉSUMÉ

Besides faculty from SOM, The Leadership Center at UTD and IECG, seminar speakers and panelists include board members of major companies, selection committee chairmen and search consultants.

One popular presenter is Schuyler Page, vice president of the Dallas, Texas-based management consulting firm A.T. Kearney, Inc., who leads a two-part workshop, Ensuring Personal Success. Frequently cited as a seminar highlight, the workshop succeeds, in large part, by personalizing the practical aspects of becoming a viable board candidate.

“At the end of the day, board membership is largely a function of your corporate background and experience,” Mr. Page, an executive search expert, tells his audience. And in the business world, where “perception is reality,” first impressions count, he says.

He tackles impressions, perceptions, and viability on many fronts, going over key elements of successful résumés, fine points of references and recommendations, proactive steps for launching board candidacies and preparation for interviews.

While some of what he has to say sounds familiar — echoes of “Getting a Job, 101,” perhaps — he attunes his expertise to higher-level credentials and credibility.

“From time to time people are going to ask you what you do,” said Mr. Page in Novem-



## PWCB SEMINAR WHO'S WHO

Following is a roster of presenters and panelists who have participated in Positioning Women for Corporate Boards:

**Jean Birch**, President, Romano's Macaroni Grill

**Paul Gaddis**, Professor of Organizations and Strategy, UTD School of Management

**Patti J. Geolat**, Senior Partner, Geolat and Associates, Inc.; President, National Association of Corporate Directors

**Noel Hensley**, Partner, Haynes and Boone, LLP

**Dale V. Kesler**, Former Managing Partner, Anderson Worldwide (Dallas); Director, Elcor Corpor-

ation, Triad Hospitals, Inc., CellStar and other companies

**Dr. Constantine Konstans**, Professor of Accounting and Information Management and Executive Director, UTD School of Management Institute for Excellence in Corporate Governance

**Sherrie McAvoy**, National Director of Corporate Compliance and Ethics Consulting and Leader, Mid-America Corporate Governance Practice, Deloitte

**Judith McMillin**, Mid-America Regional Partner-in-Charge,

Global Employer Solutions Practice, Deloitte

**Pat Murray**, Chairman, Dresser Inc.

**Schuyler Page**, Vice President, A.T. Kearney, Inc.

**David W. Palmlund**, Senior Partner, Highland Partners

**Dr. Hasan Pirkul**, Caruth Professor of Management Information Systems and Dean, UTD School of Management

**Bob Potter**, President, R.J. Potter Company; Director, Molex Corporation, Cree, Inc., Zebra Technologies, and other companies

**Dawn S. Richter**, Partner, Winstead Sechrest & Minick P.C.

**Dr. Suresh Radhakrishnan**, Professor of Accounting and Information Management and Director of Research, UTD School of Management Institute for Excellence in Corporate Governance

**Cece Smith**, Managing General Partner, Phillips-Smith-Machens Venture Partners

**Dr. David Springate**, Associate Professor of Finance and Associate Dean for UTD School of Management Executive Education



ber. "You need to be able to say, in clear, crisp terms what it is that you do, to leave a mental impression."

Practicing, a VP in attendance announced: "I'm a strategic manager" at a bank. "I work on setting marketing strategy."

That was her "functional introduction." She announced she was still working on a memorable lead-in, which Mr. Page had dubbed the "Merlin," that combination of words that makes whoever says them instantly unforgettable. "How about," he suggested she say: "I make people change how to do things."

### MAKING CONTACT: PERSONAL AND PROFESSIONAL

Besides personal counsel, participants gathered social benefits. "As women move up the corporate ladder, it gets increasingly difficult to take the time out to network and focus on professional development," said

Kathryn Collins, director of worldwide training for Dallas, Texas-based Texas Instruments Incorporated.

"This conference allowed me to network with a diverse group of women from all over the country and provided me with a wealth of professional development that will continue to add value as my career progresses, whether or not I'm selected for a corporate board," said Ms. Collins, who attended the May 2004 seminar.

Kathy Sellers Johnson echoed the sentiment: "I met many remarkable women. I was also pleased to learn that the 'good governance practices' I have worked within during my board service go hand in hand with the 'best practices' taught at UTD. I enjoyed the discussions on case studies, and the interaction with panelists and faculty. I found it extremely beneficial when dealing with 'real-life' board experiences."

Associate Editor Kris Imherr contributed to this story.

Participants and organizers of the November 2004 PWCB seminar



(Left to right) Jo Johnston, SOM Advisory Council member and seminar guest, Jean Birch, participant and presenter, and Rebecca Szelc, participant



“ The conference provided resources, insight, new information and interesting perspectives from others who serve on boards and who want to serve on boards.—Ka Cotter, vice chair, Staubach Company ”



# Essential Allies

*Bill Sproull, new Richardson Chamber of Commerce president, sees UTD SOM as a crucial partner in convincing businesses to relocate here. by Jeanne Spreier*

Expertise in economic development has been the core of Bill Sproull's professional career. Throughout that career, his work has involved understanding business needs and priorities, then developing synergies, establishing linkages and leveraging relationships.

That's how he has come to know that "a premier higher education institution is essential to attracting companies and businesses to Richardson." Executives and employees want to "increase their knowledge and advance their careers," he says. "And, of course, these companies are interested in hiring the talented graduates of The School of Management."

Mr. Sproull — who has directed economic development programs in Kansas City, Missouri; McKinney, Texas; and most recently for the Greater Dallas Chamber of Commerce in Dallas, Texas — is speaking from the vantage of his new responsibilities in Richardson, Texas. Last October, he became president and CEO of three organizations, the Richardson Chamber of Commerce, the Richardson Economic Development Partnership (REDP) and the Metroplex Technology Business Council (MTBC).

Each organization has a distinct mandate, but according to Mr. Sproull, The University of Texas at Dallas and The School of Management are "crucial" allies to realizing success in all his endeavors. For instance, the 60-year-old chamber is the voice of business and industry in Richardson, supporting enterprises of all kinds through membership, events, services and advocacy. The university is a chamber member — in fact, UTD's senior vice president for business affairs, Robert Lovitt, is 2005 chairman of the chamber's Economic Division and in line to be board chairman. And The School of

Management participates in and sponsors chamber events, especially those highlighting management issues.

"So we have worked closely with The School of Management to link the Executive Education Program with senior management and human resources contacts at local companies for fast-track MBAs, internships and cooperative management research projects," Mr. Sproull says.

"One of the things we're trying to do with the REDP is diversify the Richardson economy, bringing in a variety of companies in different industries so we're not as dependent on one sector."

The School of Management could establish a role in those plans. And, Mr. Sproull believes, there's a growing need to cultivate entrepreneurship in the technology fields, areas where the SOM can play a role in educating and stimulating local start-ups.

Meanwhile, the MTBC is "more than just telecom and more than Richardson," he says. Although the Richardson Chamber staffs this association for high-tech companies and provides administrative offices, the 10-year-old MTBC, which has approximately 300 members, works across North Texas and across technologies.

"We're thankful for the SOM faculty who serve in key volunteer leadership positions with the MTBC," Mr. Sproull says. "For instance, Professor David Springate, associate dean for executive education, works with the MTBC's Senior Financial Executives Forum" to develop discussions on such topics as the Sarbanes-Oxley Act of 2002 and executive ethics. Dr. Divakar Rajamani, managing director of SOM's Center for Intelligent Supply Networks, participates in the MTBC's Special Interest Group on radio frequency identification.

Mr. Sproull says he hopes to leverage the relationships that exist between The School of Management and the Richardson Chamber of Commerce, REDP and MTBC. His years of experience in building such business bridges should make those partnerships a foregone conclusion. 🌸



Bill Sproull



Top photo: The Zocalo, Mexico City's central square in front of the sixteenth-century Metropolitan Cathedral (left).  
Bottom photo: GLE MBA class on the steps of EGADE, the Tec de Monterrey Business School



BY JOHN H. OSTDICK

# BACKYARD PRIMER

ALTHOUGH GLE MBA STUDENTS  
MAY NOT HAVE TRAVELED FAR,  
THEIR STUDY TRIP TO MEXICO  
GAVE THEM GLOBAL INSIGHTS







Visitors, including the GLEMBA class, have been able to visit Los Pinos, Mexico's official presidential residence in central Mexico City, since President Vicente Fox opened it to the public in 2000.

## SOMETIMES THE MOST COMPELLING LESSONS AWAIT DISCOVERY IN WHAT WE THINK IS FAMILIAR GROUND—IN OUR BACKYARD OR JUST BEYOND.

Twenty-nine UTD students and two faculty members involved in its Global Leadership Executive MBA (GLEMBA) Program learned this lesson on regional trade during their course-ending international trip to Mexico in late September.

### EXPLORING THE AFTERMATH OF NAFTA



Most tour participants had already traveled or done business in Mexico, and they acknowledge that the country didn't rate high on the excitement scale when it was announced as their destination.

But "the trip changed my opinion," says Francisco DeKotter, a manager of specialty steels for Commercial Metals Company in Irving, Texas, who travels regularly to Mexico on business. "It also made me appreciate our political system," he says. "Although we may complain how it may not support our particular efforts seeking cheaper gas or fuel for our steel mills, when you see how a country like Mexico is struggling you can't help but realize how fortunate we are."

Those lessons were precisely what Anne Ferrante, Ph.D., director of the GLEMBA Program, had hoped for when selecting Mexico for study in wake of the 10<sup>th</sup> anniversary of the North American Free Trade Agreement (NAFTA).

"In the globalization movement in general, there is a strong school of thought that says a lot of trade and day-to-day interaction is really done regionally," Dr. Ferrante says. "So we wanted to explore the aftermath of NAFTA, what impact it has made on our 'next-door neighbor' Mexico, and try to verify the regional trade theorem."

Participants received an exhaustive briefing from David W. Eaton, trade official and professor at the EGADE School of Business at Monterrey Tec, a leading business school in Latin America. They also met with officials from PEMEX (Petróleos Mexicanos), one of the world's leading oil companies, and the Asociación de Maquiladoras, a leading private-sector alliance. They toured a modern Mattel toy manufacturing plant (operating under the Montoi name-



This page: Members of the GLEMBA group on the steps of the pyramid at Teotihuacan near Mexico City. Pictured left to right are students Cassie Robertson and Sharon Novack, GLEMBA program course director Dr. Jonathan Hochberg, and student David Little. Next page: Students in SOM's International Management Studies Program climbed the Great Wall during their trip to China this spring.



plate); Cervecería Cuauhtémoc Moctezuma, the country's most successful brewery; and the Bolsa Mexicana de Valores, the country's stock exchange. The undersecretary for international trade negotiations, Angel Villalobos Rodriguez, visited with them, as did officers of BBVA Bancomer, the country's leading private financial institution; and several lawyers doing business in Mexico. Executives with Telmex, Mexico's leading communications company, also conducted briefings and lively question-and-answer sessions.

The lessons were many, ranging from the problems associated with managing an emerging economy to dealing with vestiges of political and social dilemmas from earlier eras.

#### PRIMING FOR THE GLEMBA EXPERIENCE

While the answers were unique to Mexico, GLEMBA preparations for finding them were not. Each year, the program selects a region, country or group of countries as its academic study tour target. GLEMBA students prepare for the tour by collaboratively researching and developing a synopsis of political, economic, social and cultural history and current trends there, as well as exploring selected industries, and preparing a briefing book. During the tour, the class meets with government officials, legal representatives, multinational firms and local businesses to help translate the facts into real-life experiences.

Previous trips have included such far-flung destinations as Vietnam, Singapore, Malaysia, Hong Kong, the Czech Republic, Germany, Brazil, Poland, France, Hungary and Slovakia.

#### SEEING THE BUSINESS SPECTRUM— END TO END

In Mexico, says Jeff White, regional sales manager for Cisco Systems Inc. in Farmers Branch, Texas, "we got to see both ends of the spectrum, in terms of business efficiency. On the far left-hand side, you have companies like PEMEX, which is controlled by the government, and on the far right-hand side, you have companies like BBVA Bancomer and Mattel, which were very advanced in their business strategies."

In its visit to PEMEX, the class learned about constitutional barriers and economic hurdles involved in the debate on privatizing the nationally owned oil company. PEMEX accounts for 40 percent of the country's economy and contributes 60 percent of its revenues to the government.

"They are trying to decide whether they should be an oil company or a mechanism to fund the government," says Dr. Jonathan Hochberg, program course director for GLEMBA.

The GLEMBA students gained frank insights into Mexico's view of illegal immigration, says Jim Miller, director of ITS Project Management for Alliance Data Systems Corp. in McKinney, Texas.

"[We learned] that there are 105 million Mexican nationals," Miller says, "and then there are another 20 million Mexicans living in the United States [who] send back to their families in Mexico about \$13 million a year. The implications of that revenue stream make you see how complicated the issue of immigration is between our two countries."

#### SHOWING OPTIMISM DESPITE OBSTACLES

Mexico indeed has a massive challenge, Mr. White agrees. "There is a tremendous amount of opportunity, but there are so many issues the country has to deal with — political, tax, and energy reform, things of that nature," he says. "If it doesn't address these problems, it will end up losing out to other countries, like China for example."

The stifling quality of the country's political infrastructure was "one of the trip's most surprising revelations" for Yvonne

Briese, marketing director for North America for the beverage company Diageo. “It really holds it back from being competitive and as aggressive as I think it is capable of being,” says the Stamford, Connecticut-based Briese.

Frustration with the daunting obstacles was evident, but all hope was not dashed in country, the group noted.

“In general, the people we met ... are optimistic about the future,” says Raul Alvarez, of IVAX Diagnostics, a Miami, Florida-based company that manufactures and markets proprietary diagnostic reagents, instrumentation, and software worldwide.

Vice president of international marketing and sales, Mr. Alvarez travels in Mexico on business frequently. The GLEMBA trip underscored for him a growing pride among business and governmental officials. “They are becoming more proud of themselves, more and more nationalistic, which is providing them more motivation,” he says. “They want to show that they can succeed as a country.”

## PERSONALIZING THE LESSONS

For Dr. Ferrante, the backyard primer reverberated with her experiences half the world away. “I lived and worked in India, also a developing country that has done a lot of privatization and liberalization, and has similar problems with overpopulation, pollution and poverty,” she says.

“This trip was a reaffirmation or verification that countries that have not had capitalistic or strong democratic roots in their formation really have a whole different set of issues they have to deal with as they attempt to become global players.”

Insights like those — and the study tour itself — reinforce GLEMBA’s overall value. Students personalize their knowledge of the global business strategies they have studied and forge their own international bonds. 🌱

BY JOHN H. OSTDICK

JUST THE

# TICKET

THE FOREIGN STUDY TOURS OF THREE SOM PROGRAMS DELIVER TAILOR-MADE AGENDAS ABROAD

The School of Management’s innovative foreign study tours share a similar aim, to mold global business-savvy graduates and broaden their horizons. But each has its own curriculum and unique characteristics.

## THE EXECUTIVE MBA



The international trip that has been active the longest, the Executive MBA study tour, was launched with the program’s first class in 1992. Traveling just prior to graduation in 1994, the class used a theme, “Managing for Change.”







*This page: Project Management online students have visited Paris. Next page, top: Budapest's famous Chain Bridge over the Danube, a scenic highlight of this spring's EMBA study tour to Austria and Hungary. Next page, bottom: Faculty members Dr. Habte Woldu and George Barnes led SOM's International Management Studies tour this spring to China.*

The tour offers students a chance to apply the disciplines of management they have studied and see them applied in an international context. Dr. Arnold identifies five objectives: To appreciate cultural differences and how they affect business decisions; to understand political and economic environments of nations and their effect on business; to identify critical factors that must be understood before making financial commitment in or exporting to these countries; to understand management strategies of the companies visited; and to broaden the students' views from domestic to global.

"They return with a broader, richer view of doing business globally and have developed business contacts and friendships that will help them throughout their careers," Dr. Arnold says.

#### PROJECT MANAGEMENT

Since Jim Joiner helped organize the business degree with project management emphasis in 1997, he has sought out European partners to more fully integrate the specialized tours he has introduced into the host country's cultural and business fabric. He has also added a new twist — a reciprocal arrangement whereby students from the host country do a study session at UTD.

Mr. Joiner, who held far-flung managerial positions dur-

**"THEY RETURN WITH A BROADER, RICHER VIEW OF DOING BUSINESS GLOBALLY . . ." —DR. JASPER ARNOLD, EMBA DIRECTOR**

"It is still an important theme, but we've evolved the program to try to develop 'new executive-level mindsets,'" EMBA Program Director Dr. Jasper Arnold explains. "We want to move these people, who have a functional orientation at their companies...to adopt an executive-level, global perspective."

The students do this through intensive preparation before their tour, the final step before graduation, and a rigorous combination of foreign classroom seminars, corporate visits and culturally themed activities at their destination. The program is conducted through an association with the Grenoble École de Management of Grenoble, France, a top-ranked business school.

This spring's tour to Vienna and Budapest examined two European Union countries, Austria and Hungary, both working to adopt an open-market system. Past destinations include Helsinki, Stockholm, Paris, Grenoble, Munich, Reims, Prague, and several South American and Asian cities.

ing a 30-year tenure at Texas Instruments Incorporated, knows how important it is to understand the complexities of global business.

Pre-trip, each student is required to prepare a research report on the country to be visited, concentrating on its history, culture, government, economy, geographic details, and a detailed summary of its industry.

Mr. Joiner, who led the first UTD project management tour in April 2002, believes the continuity of his program yields a rich experience. "The students gain a great appreciation for different ways of doing things, both in companies and in the classroom, and insight into and an appreciation of other cultures," he says.

"Our study tours are for two weeks, located in the same city the entire time. We selected excellent partners who help custom-fit our foreign experience. Each year, our on-campus class goes to the University of Applied Science





at Fachhochschule in Landshut, Germany, and our online class goes to the Paris campus of the Lille Graduate School of Management, which teaches in English.”

Mr. Joiner outlines three objectives for students: to attend class and study with foreign students; to visit companies and exchange views with managers on how they operate in that country (the companies are selected according to the following criteria, with at least one from each: foreign company doing business in the United States, U.S. company branch doing business in that country, and a local enterprise); and to learn something about the local culture. His experience and involvement as chairman of the Project Management Institute’s Global Accreditation Center gives him a network of international educators with whom to discuss issues and seek opinions to keep the program focused on relevant topics.

The reciprocal program enables German students, many of whom will have participated in The School of Management (SOM) sessions in Landshut, to visit UTD. “It is extremely interesting to watch friendships that may become future business relationships develop among the students,” he says. Mr. Joiner is working to arrange a reciprocal visit to Dallas by French project management students.

### INTERNATIONAL MANAGEMENT STUDIES PROGRAM

Dr. Habte Woldu offers an insightful perspective to students in the International Management Studies Program, one that underlines the importance of its foreign study tour.

Born in Ethiopia, as a 19-year-old he migrated on a scholarship to Poland and then England, shuttling back and forth for studies. “I was also the secretary of the foreign student organization in Poland, dealing with 40 different nationalities,” he says. “That gave me a unique understanding of cultures.”

Dr. Woldu, who joined the SOM faculty almost 11 years ago, conducts tours with three classes. The agenda includes classes at destination universities, six or seven business visits

balanced among foreign, domestic and joint ventures; cultural activities; and a post-trip seminar on culture-related issues such as marketing and legal procedures.

The trips have helped Dr. Woldu establish ongoing cooperation between SOM and host universities. “Students [were] assigned topics and collected information while we were in China this spring, and they did seminar reports when we returned,” Dr. Woldu says. “Our trips generally run a little bit longer than the others.”

Students visited Beijing, Shanghai and Hangzhou while in China, which Microsoft chairman Bill Gates recently called “a brand new form of capitalism, the likely change agent” for the next two decades.

Each class destination has to fit special criteria: It has to be safe, have international capital operating within it, and



be making some discernable impact on the global economy. In the past, classes have visited post-Glasnost Russia (1995), post-apartheid South Africa (1996), the emerging Eastern European nations of Poland and the Czech Republic (1997), and a European Union transition Denmark last year.

For the first time, Dr. Woldu is conducting a second trip during the same year this summer, a return to West Africa (Ghana and Senegal). “Demand is so high we felt like we needed to add another option,” he says. He is looking to India next.

“Beyond the expertise these students develop, they form a strong bond, a kind of informal alumni network,” Dr. Woldu notes. “Afterward, they exchange information that helps them in their careers. They also forge ties with the students in the host cities, and many have stayed in each other’s respective homes. Some even travel together internationally again after completing the program.” 🌿

# InPrint

( ( A N D O N T H E A I R ) )

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## A Sampling of Recent Media Coverage of The School of Management

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Compiled by  
**Patricia Schoch**

### **The Indianapolis Star**

February 9, 2005

#### **“State’s business faculties prolific”**

The UTD Top 100 Business School Rankings database was the topic of this story that reported that the business schools at three Indiana universities — Notre Dame, Purdue and the University of Indiana — ranked 37<sup>th</sup>, 24<sup>th</sup> and 23<sup>rd</sup>, respectively, in the rankings, which were announced on February 8, 2005. In the story Daniel C. Smith, Ph.D., interim dean of Indiana University’s Kelley School of Business, said he considers the rankings significant. “It’s a

measure of assurance to students that if you come to the Kelley School you will be working with faculty who are absolutely on the leading edge. That’s what makes this survey important,” Dean Smith is quoted as saying. In the February listing, the UTD School of Management (SOM) ranked 38<sup>th</sup> (see *Research Counts* on page 2).

### **Hispanic Business Magazine**

February 2005

#### **“Making Best Practices Even Better”**

This story on recent changes in the rules on workplace diversity referred to a study of *Fortune* 500 companies by SOM Organizations, Strategy and International Management Assistant Professor Orlando C. Richard, Ph.D., and Associate Professor of Marketing B.P.S. Murthi, Ph.D. Their study “Does Race Matter Within a Multicultural Context: Alternate Modes of Theorizing and Theory Testing,” found that racial diversity appears to have positive financial impact for companies that use team structures, display aggressive growth strategies and are operating in a fluid market. The study, which is under review for publication, received the 2004 Dorothy Harlow Outstanding Paper Award for the Gender and Diversity in Organizations Division from the Academy of Management.

### **The New York Times**

November 21, 2004

#### **“Does a Free Download Equal a Lost Sale?”**

SOM Finance and Managerial Economics Professor Stan Liebowitz, Ph.D., is cited as an expert who has synthesized much of the research on peer-to-peer file sharing of copyrighted works. “I think the consensus is going to be that file sharing and downloading [are] going to be harmful to sales of music,” Dr. Liebowitz told the *Times*.

During 2004, *The New York Times* carried an earlier story quoting Dr. Liebowitz on issues related to digital copyright infringement and peer-to-peer file sharing, as did *The Washington Times*, *United Press International*, *Reuters* and *The Miami Herald.com*.

### **The Dallas Morning News**

October 25, 2004

#### **“U.S. seeing less foreign investment”**

Accounting Professor Adolf J.H. Enthoven, Ph.D., director of SOM’s Center for International Accounting Development, told the *News* that one of the reasons the United States is less competitive in foreign trade

than it once was is due to this country’s accounting rules. “The Securities and Exchange Commission requires firms selling shares on U.S. markets to use U.S. accounting rules, while the rest of the world is aligning around a different international set,” he said.

### **The Wall Street Journal**

August 12, 2004

#### **“The Informed Patient: ‘Disaster Medicine’ Becomes a Specialty”**

The Emergency Readiness Conference (ERC) 2004, held at the SOM August 9 to 12, was cited as one of the regional sources of information for healthcare professionals in the emerging medical specialty, disaster medicine. *The Journal* pointed out that the specialty “builds on traditional emergency medicine, combining emergency medical and trauma skills with crisis management and new forms of triage,” many of the issues addressed by ERC 2004.

The Fort Worth *Star-Telegram.com*, *The Associated Press*, KERA 90.1, KDFW-TV (Fox) Channel 4 and KTVT-TV (CBS) Channel 11 also carried stories related to ERC 2004.



### **Silicon Valley biz ink**

July 1, 2004

#### **“Agile Software Makes Grant to University of Texas at Dallas School of Management”**

The story announced that Agile, a San Jose, California-based company, has given its Agile product lifecycle management software to The School of Management's Center for Intelligent Supply Networks.

Papers that carried this story include the *Fort Worth Star Telegram.com*, the *Dallas Business Journal* and the *Richardson Morning News*.



### **The Dallas Morning News**

June 20, 2004

#### **“Whatever happened to...Genealogy project”**

The story notes that the Telecom Corridor Genealogy Project, which traces the history of the North Texas technology industry, is being conducted by Michael Savoie, Ph.D., director of the SOM's Center for Information Technology and Management. (For more information on the project, see “Above & Beyond IT,” *Management*, Volume 8, No. 1, Autumn 2004, page 5.)



### **The Dallas Morning News**

June 11, 2004

#### **“A stronger more agile MBA plan: Dean wants UTD's program to keep pace with the real world”**

SOM Dean Hasan Pirkul, Ph.D., was featured in this story, which quoted him as saying, “I came here to build a school from the ground up and prove that you don't have to compromise.”



### **The Manchester, England, Guardian**

May 17, 2004

#### **“The selfish diner at work and play”**

A study, “The Inefficiency of Splitting the Bill,” by SOM Assistant Professor of Marketing Erman Haruvy, Ph.D., and collaborators Uri Gneezy, Ph.D., of the University of Chicago Graduate School of Business, and Hadas Yafe of The Technion — Israel Institute of Technology, was the topic of this story. The story cites the study's premise, which uses restaurant ordering as a simple way of proving the prediction that if some costs of consumption can be shifted to other people, the individual will overconsume. The study was published in April 2004 in Volume 114, Issue 495, of *The Economic Journal*.



### **PM Network Magazine**

April 2004

#### **“Degrees of Excellence”**

In a story on the Project Management Institute's accreditation process, Jim Joiner, director of SOM's Project Management Program, said, “The major advantage of being accredited is that the process itself provides programs with improvement information. When the accreditation or approval standards are met, the prestige of having passed a rigid inspection will be obvious.” Mr. Joiner currently serves as chairperson for the Project Management Institute's Global Accreditation Center.



### **The Associated Press**

April 1, 2004

#### **“Baker Says Iraq's Debt is Unsustainable”**

Former U.S. Secretary of State James A. Baker III is quoted as saying that Iraq's debt is “simply unsustainable” and must be re-

duced before the country's economy and government can be rebuilt. Secretary Baker made the remarks to about 500 people attending a luncheon address at the Hyatt Regency Hotel in Dallas, Texas. Mr. Baker's speech was the inaugural address in The Leadership Center at UTD's Excellence in Leadership Speakers Series and was co-sponsored by the World Affairs Council of Greater Dallas. Stories reporting Mr. Baker's remarks also appeared in newspapers throughout the United States and the world, including *The Atlanta Journal-Constitution*, Atlanta, Georgia; *The Boston Globe*, Boston, Massachusetts; *The Kansas City Star*, Kansas City, Missouri; *The Mercury*, San Jose, California; the *Sarasota Herald Tribune*, Sarasota, Florida; *The Seattle Post-Intelligencer*, Seattle, Washington; the *Guardian Unlimited*, Manchester, England; and the *Gulf Daily News*, Manama, Bahrain.



### **Inside Collin County Business**

March 3, 2004

#### **“Gillani donates software to university”**

This interview with Sayed Kamal, CEO of Richardson, Texas-based consulting company Gillani, Inc., reported that Mr. Kamal's company has donated software valued at \$1.2 million to the UTD School of Management.

*The Plano Star Courier* also reported the Gillani, Inc., donation.



### **The New York Times**

February 2, 2004

#### **“New Economy: Researchers seem confident that technology has made American workers more efficient....”**

The *Times* interviewed SOM Professor of Accounting and Information Management Suresh Radhakrishnan, Ph.D., about “or-

ganization capital,” a term he coined in “The Valuation of Organization Capital,” forthcoming in 2005 in *Measuring Capital in a New Economy* (University of Chicago Press), and “The Measurement of Firm-Specific Organization Capital,” 2003 Working Paper Number 9581 (National Bureau of Economic Research), which he and New York University Professor Baruch Lev have done. “How information gets communicated and coordinated in a company can drive organization capital, so it is enhanced by information technology,” Dr. Radhakrishnan told the *Times*. The story also appeared in *The International Herald Tribune*. The Camden, New Jersey *Courier-Post*, and *Optimize Magazine* interviewed Dr. Radhakrishnan for stories about the research, as well.



### **Economist.com**

January 21, 2004

#### **“What's in the Journals, January 2004”**

The conclusions of a study by Ashutosh Prasad, Ph.D., assistant professor of marketing, and his collaborator, Vijay Mahajan, Ph.D., John P. Harbin Centennial Chair in Business at the McCombs School of Business at The University of Texas at Austin, were featured in a story that presented descriptions of what the *Economist.com* termed recent “noteworthy articles from business journals.” The study “How Many Pirates Should a Software Firm Tolerate?” points out that a small degree of software piracy can actually be advantageous because it allows information about the software to spread to more potential users. However, more widespread piracy is harmful in that it reduces “the number of paying users,” the article said. The study appeared in December 2003 in Volume 20, Number 4, of the *International Journal of Research in Marketing*. 🌿



*Presidential Appointment:*

## DR. DAVID E. DANIEL NAMED PRESIDENT OF UTD

The University of Texas System Board of Regents selected David E. Daniel, Ph.D., dean of the College of Engineering at the University of Illinois at Urbana-Champaign, as new president of The University of Texas at Dallas on February 10.

Dr. Daniel, Gutsell Professor of Civil Engineering at the University of Illinois, will succeed President Franklyn Jenifer, who is retiring, on June 1.

"The Board of Regents is delighted that Dr. Daniel has agreed to serve in this very important and demanding role," James R. Huffines, chairman of the Board of Regents, said in announcing the regents' decision. Dr. Daniel brings "a well-established record of achievement as a scientist, researcher and administrator, and he has a deep understanding and appreciation of the complex role that universities play in society, as centers of education and research, and as partners in economic development," Mr Huffines said.

Dr. Daniel earned his bachelor's, master's and doctoral degrees in civil engineering from The University of Texas at Austin. He served on the engineering faculty of UT Austin, with increasing responsibilities, from 1980 until 1996, when he moved to the University of Illinois. He was named engineering dean there in 2001.

Dr. Daniel's research expertise has focused on engineered containment systems for waste disposal and cleanup of contaminated waste disposal sites. He has won the American Society of Civil Engineers highest award for papers published in its journals and in 2000 was elected to the National Academy of Engineering.

"Dr. Daniel possesses a unique combination of talents to provide dynamic guidance for UT Dallas," UT Chancellor Mark G. Yudof said. "A distinguished scientist, teacher, administrator and fundraiser at one of the nation's leading

engineering programs, he has the breadth of experience, the knowledge, and the wisdom necessary for meeting the range of challenges facing today's universities. He is a superb choice and will be an excellent president."

UTD President Franklyn Jenifer praised the selection of Dr. Daniel as the university's next leader. "I think Dr. Daniel is an excellent choice to be the next president of UTD. His academic credentials are impeccable, and, perhaps even more important, he has the maturity, sophistication and vision needed to lead the university forward in the challenging years ahead," Dr. Jenifer said. "Dr. Daniel has excelled at his own academic discipline — engineering — and that is an area that obviously is very important to UTD. But his interests and understanding also extend to an appreciation of much broader and deeper intellectual, humanistic and philosophical issues. That is what will make him an exceptional leader and a great university president."

UT Dallas is a comprehensive university with an emphasis on engineering, business, mathematics and the sciences. It began as a research institute established by the founders of Texas Instruments Incorporated and joined the UT System in 1969.

UTD enrolls more than 14,000 students. The freshman class traditionally stands at the forefront of Texas state universities in terms of average SAT scores. The university offers a broad assortment of bachelor's, master's and doctoral degree programs.

The UT System has 15 campuses, including nine academic and six health institutions, and an annual operating budget of \$8.5 billion (FY 2005). Student enrollment exceeded 182,000 in the 2004 academic year. The UT System confers one-third of the state's undergraduate degrees and educates three-fourths of the state's healthcare professionals annually. With more than 76,000 employees, the UT System is one of the largest employers in the state. ♣



Dr. David E. Daniel

## ICDRiA Receives Two International Grants

UTD's International Center for Decision and Risk Analysis (ICDRiA) recently received grant funding from two major international organizations: The North American division of the European Aeronautic Defense and Space Company (EADS) and the European Space Agency (ESA). Formed in October 2004 by Alain Bensoussan, Ph.D., UTD Distinguished Research Professor in Operations Management, ICDRiA studies risk management as it relates to large-investment industrial projects that involve new technologies, applications and markets.

In January 2005, the center received a \$120,000 grant from EADS North America and its parent company to provide a forum for the exchange of knowledge and experience in risk management. In November 2004, the research center was awarded a \$104,800 grant by the European Space Agency (ESA) to study how risk management and decision analysis in several industry sectors might apply to the agency.

EADS is one of the largest aerospace and defense companies in the world. The EADS Group includes the aircraft manufacturer, Airbus, and the helicopter supplier, Eurocopter.

"EADS' support of Dr. Bensoussan's efforts to establish ICDRiA mirrors the global industrial strategy of EADS to expand scientific and technical cooperation with the U.S. academic and scientific communities," says Ralph D. Crosby Jr., chairman

## THE LEADERSHIP CENTER AT UTD SIGNS ACCORD WITH JAPANESE INSTITUTE

Akiyama Kenichiro (left) of the MINORI Management Research Institute in Tokyo, Japan, and Jerry Hoag, director of The School of Management's Leadership Center at UTD, signed an agreement in January for the center to help the institute establish a curriculum in leadership and management in Japan. "Issues of leadership are universal," Mr. Hoag says, noting that requests have also come from other foreign countries for materials and supervisors who can help with the teaching of courses on the topic. Padmakumar Nair, Ph.D., an SOM senior lecturer of organizations, strategy and international management and assistant director of The Leadership Center at UTD, will be overseeing the center's activities in Japan.



and chief executive officer of EADS North America.

EADS' support will enable ICDRiA to conduct comparative studies in methodological and organizational aspects of risk management, and will provide a forum for the exchange of experience and knowledge in these critical business areas, Dr. Bensoussan says.

Dr. Bensoussan, who joined the UTD faculty last summer, will conduct the 18-month European Space Agency study. The study will address management of risk in industry sectors, such as telecommunications and aeronautics, that deal with many of the same risk factors that ESA faces. Dr. Bensoussan headed the

ESA from 1999 to 2002.

"Such factors include huge capital investment, technological innovation and a high level of complexity," Dr. Bensoussan says. "Once we have gathered our data, we will assess how ESA might take more advantage of risk-management methods used in these industry sectors."

Michael Courtois, ESA's chief technical officer, says the management of risk is an important priority inherent in space exploration. "We need a stronger involvement of the academic community and more international cooperation in this field," he says.

## IECG Expands Conference Participation and Corporate Partnerships

The School of Management's Institute for Excellence in Corporate Governance (IECG) drew more than 150 corporate directors and senior officers to The School of Management last fall for a conference on strengthening the underpinnings of conscientious corporate guidance. The conference marked the first of several IECG achievements, including institute participation in two outside meetings and expansion of its institutional advisors and corporate sponsors lists.

The school's Executive Education Center hosted IECG's second annual fall conference, "Compliance and Beyond: Responsibilities of Independent Directors," held last October 28. The event focused on improving corporate governance not only to achieve compliance with laws and regulations, such as the Sarbanes-Oxley Act of 2002, but to reinforce the core system of corporate governance.

High-profile speakers included Michael S. Kesner, a Deloitte & Touche USA LLP partner; Colleen A. Sayther Cunningham, president and chief executive officer of Financial Executives International; and Dennis R. Beresford, director and chairman of the audit committee for Kimberly-Clark. Mr. Beresford is also Ernst & Young Executive Professor of Accounting in the J.M. Tull School of Accounting at the Terry College of Business at the University of Georgia.

Among many distinguished panel

members were Michael J. Halloran, chair and worldwide partner of Mercer HR Consulting; Jamie Heard, vice chairman of Institutional Shareholder Services; William McGrew, corporate governance investment officer with CalPERS (California Public Employees Retirement System); and William F. Quinn, president of AMR Investments.

### IECG STRATEGIC PARTNER COMPANIES

Each of IECG strategic partners is a service provider who lends its expertise and "injects real-world substance" into institute undertakings, according to Dr. Constantine Konstans, IECG's executive director. This relationship keeps the IECG at the forefront of corporate governance developments. The IECG's strategic partners are:

- Bank One Foundation**
- Deloitte & Touche USA LLP**
- Haynes and Boone, LLP**
- Marsh and Mercer**

"The quality of the speakers we had at this event was phenomenal," notes Constantine Konstans, Ph.D., professor of accounting and information management and IECG executive director. "These are some heavy hitters and leading consultants in their fields."

Further raising the profiles of both the IECG and UTD, Dr. Konstans re-

cently served on discussion panels at two local conferences.

At the "Best Practices for Corporate Directors" conference in Dallas in January, Dr. Konstans served on a discussion panel focused on the leadership structure of corporate boards and appropriate roles for board members. The North Texas chapter of the National Association of Corporate Directors sponsored the event.

Dr. Konstans also served on a discussion panel at the Southwestern Showcase Investor Conference, addressing "Investment Perspectives of Sarbanes-Oxley." The event, held last November in Frisco, Texas, was co-sponsored by Dallas-based investor relations consulting firm Beacon Street Group, LLC, and the Dallas Society of Financial Analysts.

The IECG recently welcomed two new institutional advisors, the Greater Dallas Chamber and The Center for American and International Law (CAIL), and three new corporate sponsors, Exxon Mobil Corporation, Kimberly-Clark Corporation and TXU Corp. These companies are leaders in their in-

dustries, with insider knowledge of the needs of directors and senior officers in the area of corporate governance, Dr. Konstans says.

Corporate sponsors lend perspective that helps IECG provide high-value programs. They review and evaluate programs developed by UTD faculty and strategic partners, and help identify and





Fall 2004 IECG conference speaker  
Deloitte partner Michael S. Kesner

recruit speakers and panelists. Existing corporate sponsors include Haggard Inc.; J.C. Penney Co., Inc.; Lennox International Inc.; The Staubach Company and Texas Instruments Incorporated.

As institutional advisors, the Greater Dallas Chamber and CAIL will provide IECG with guidance in the national and global arenas of corporate governance. Institutional

advisors alert IECG to impending changes and events broadly affecting corporate governance, help review planned programs, and provide

speakers and access to other groups.

“The Greater Dallas Chamber is a very prominent organization in Dallas and is highly respected,” Dr. Konstans says. “They bring a global dimension to projects that deal specifically with improving the workforce in Dallas.” He adds that CAIL, which is a nonprofit institution dedicated to the continued education of lawyers and law enforcement officials, will join with IECG on several initiatives aimed at serving the global community’s need for education in corporate governance.

The IECG’s other institutional advisors are Financial Executives International, the Dallas chapter of Financial Executives International, the Nasdaq Stock Exchange and the Texas General Counsel Forum.

## DR. LIEBOWITZ PARTICIPATES IN P2P CONFERENCE

Stan Liebowitz, Ph.D., professor of managerial economics in UTD’s School of Management, took part in a Federal Trade Commission Conference on peer-to-peer file sharing in Washington, D.C., last December. Dr. Liebowitz, who is also the director of UTD’s Center for the Analysis of Property Rights and Innovation (CAPRI), was a panelist in a discussion on “P2P [Peer-to-Peer] File Sharing and Music Distribution.” Peer-to-peer refers to the capability of computers to communicate and interact with one another directly without going through an intermediary, centralized device, such as a file server.

The panel discussed current business models for P2P file-sharing software companies as well as anticipated business models for the future. Other topics included the differences between P2P file-sharing technology and single-server downloading sources, the extent to which P2P file-sharing software programs compete with pay-per-download file servers, and whether P2P file-sharing lowers the cost

of music dissemination and increases music sales by increasing awareness of artists.

The panelists also discussed the effect of intentional corruption of music files on P2P networks, as well as how lessons learned from P2P music sharing can be applied to the sharing of other content, such as video.

Other panelists included Cary Sherman, president of the Recording Industry Association of America; Jonathan Potter, executive director of the Digital Media Association; Wood Newton, a songwriter with the Nashville Songwriters Association International; Koleman Strumpf of the Department of Economics at the University of North Carolina; Felix Oberholzer-Gee of the Harvard

Business School; Les Ottolenghi, president of INTENT MediaWorks, LLC, and member of the P2P Revenue Engine Project; and Sam Yagan, president of eDonkey/Metamachine.

P2P is one of many new technologies under review at CAPRI, primarily a think tank devoted to studying intellectual property rights and related issues in the digital domain.



Dr. Stan Liebowitz

**NEW SOM “BRIDGE” TO LINK BUSINESSES HERE AND ABROAD**

**H**elping small foreign companies enter U.S. markets and assisting small and mid-size U.S. companies establish themselves abroad is the focus of a new partnership between The University of Texas at Dallas (UTD) School of Management and the International Bridge for Business and Technology (IBBT), a program recently launched by a locally based international industrialist who is an SOM alum.

In announcing the partnership in March, Dr. David Springate, associate dean for executive education at The School of Management, said IBBT’s mission is to help not only both foreign and U.S. companies but also the regional economy. “The school’s partnership with IBBT will benefit the economy by helping the expansion of U.S. business in foreign countries and by giving this region early access to innovative products and solutions developed abroad,” Dr. Springate said.

With offices located in the UTD School of Management’s Executive Education Center, the partnership makes the university’s international business resources available to potential IBBT client companies. These resources include research capabilities, the school’s partner network with foreign universities and its existing industry contacts throughout the United States.

Establishment of IBBT at UTD is the idea of Masayoshi Shimizu, an entrepreneur and international industrialist who has production facilities in Japan, the United States and Europe. Mr. Shimizu graduated from UTD in 1996 with an Executive MBA degree. He was named a UTD School of Management Distinguished Alum in 2000, and he currently serves as a member of the UTD School of Management Advisory Council.

Mr. Shimizu is serving as IBBT’s managing director, while Dr. Hans-Joachim Adler, director of international business development at the UTD School of Management, is serving as chief operating officer.

Dr. Adler holds a master’s degree in engineering and electronics from the University of Darmstadt, Germany, and a Ph.D. in information processing from the University of Lyon, France. Before coming to the United States, Dr. Adler was a professor of computer sciences at the University of Giessen-Friedberg in Germany.

Mr. Shimizu said that while he was a student at UTD, he developed a unique understanding of the need that many of the North Texas region’s small companies have for international markets.

“I saw the role UTD could play in helping innovative foreign companies establish markets in the U.S. and the positive impact that would result for this area’s economy,” Mr. Shimizu said. “In addition, by locating the IBBT at UTD, I saw that we would be helping The School of Management link classroom education and real-world business practice.”

Mr. Shimizu has stipulated that any profits that come from IBBT’s activities be donated to the university’s management school.

School of Management Dean Hasan Pirkul, Ph.D., said he welcomes establishment of the IBBT and Mr. Shimizu’s intentions to donate profits to his alma mater.

“We continue to expand our programs to make the resources of the university available to the business community in innovative ways. Such programs as the IBBT help the UTD School of Management stay abreast of the latest developments in industry. We also appreciate Mr. Shimizu’s willingness, as an alumnus, to give back to the school.”

More information on IBBT is available by contacting 972-883-5921 or [IBBT@utdallas.edu](mailto:IBBT@utdallas.edu).



*Top:* Dr. Hans-Joachim Adler (left) and Masayoshi Shimizu welcomed guest Joseph Cusumano (right) to the IBBT luncheon in March at the SOM. *Center:* Luncheon guests heard presentations from SOM and IBBT representatives and several of IBBT’s customer firms. *Bottom:* At the luncheon Mr. Shimizu explained IBBT’s mission and goals.



## C4ISN Introduces New Certificate Programs and Alcatel Employee Training

The School of Management's Center for Intelligent Supply Networks (C4ISN) recently introduced three new certificate programs as well as a customized two-day workshop for high-potential Alcatel employees.

The certificate programs address interrelated areas of interest to supply chain professionals: supply chain management, product lifecycle management and sourcing management.

C4ISN has been offering a curriculum of two-day modules and site visits in which participants earn the Product Lifecycle Management (PLM) Certificate.

"A company's ability to develop innovative products, sell products that meet customer needs, be early to market and deliver robust margins throughout the entire lifecycle of a product, is an essential ingredient for success," says Dr. Divakar Rajamani, managing director of C4ISN. "The PLM certificate program looks at the entire product lifecycle, from product inception to retirement."

The Supply Chain Management Certificate program is an opportunity for students to earn this professional certificate in three months.

### CITM DIRECTOR ATTENDS GALA

In January, Dr. Michael J. Savoie (right), director of SOM's Center for Information Technology and Management (CITM), and Rishi Pagnis (left), CITM's assistant director, were guests at the Starry Night Gala hosted by Bob Hopkins (center), publisher of *Philanthropy World* magazine. The gala benefits the Philanthropy and Volunteerism in Education — PAVE Program, which is run by Philanthropy Inc., a nonprofit organization affiliated with the magazine. CITM provides computer and network support, business process management and value chain analysis services for *Philanthropy World*. The event was held at the Fairmont Hotel in Dallas, Texas.



"Globalization and outsourcing being a reality today, companies are being forced to explore better ways of managing their supply chains in order to remain competitive in a global marketplace," says Dr. Rajamani. "With the growing emphasis on supply chain management as a source of competitive advantage, this subject is receiving increased focus in the industry and in academia."

To date 32 employees from 13 companies have participated in the program.

C4ISN is also introducing an online training program for professionals anywhere in the world to complement their experience with an e-certificate in sourcing management. The program was developed in collaboration with Supply Knowledge™, an affiliate of the Institute for Supply Management, in Tempe, Arizona.

"With increasingly global operations, sourcing management has gained a strategic role, and sourcing for supply professionals must play a critical role in managing the company's bottom line and operational excellence," Dr. Rajamani says.

The Sourcing Management program requires completion of online training, assignments and quizzes over 10 months. New classes begin every month, so students can register before the 15<sup>th</sup> of any month to start the program the following month.

Additionally, C4ISN is working in partnership with Alcatel to offer a series of five to six two-day supply chain management workshops for high-potential employees. The first workshop took place in Ottawa, Canada, in February, and more workshops are scheduled throughout 2005.

"These workshops cover the fundamentals of supply chain management, tailored to critical elements that Alcatel would like to emphasize," Dr. Rajamani says. "We have been building a relationship with Alcatel over the last year and a half."



(Left to right) SOM Dean Dr. Hasan Pirkul, C4ISN Director Dr. Suresh Sethi, C4ISN certificate recipient Ali Al-Abbasi, and C4ISN Managing Director Dr. Divakar Rajamani



Dr. Zhiang "John" Lin



Haibin Yang

## PROFESSOR LIN AND STUDENT EARN 'BEST PAPER' AWARD

Dr. Zhiang "John" Lin, associate professor of organizations, strategy and international management, and doctoral student Haibin Yang recently earned "best paper" award recognition from the Academy of Management, an international professional association for management scholars. Dr. Lin submitted their work, "Interfirm Distances as Channels for External Resources: The Choice Between Alliances and Mergers & Acquisitions" to the Business Policy and Strategy Division for the academy's forthcoming annual meeting.

To compile the paper, Dr. Lin and Mr. Yang analyzed data from the U.S. computer industry over an eight-year span. They proposed in the paper that how a firm decides to choose its partners for alliances versus mergers and acquisitions may be predicted through the strategic, technical and structural distances between the firm and its potential partners.

The academy, with nearly 15,000 members in 91 countries, will gather in Honolulu, Hawaii, from August 5 to 10. The meeting theme is "A New Vision of Management in the 21<sup>st</sup> Century." After earning his doctorate this spring, Mr. Yang is scheduled to become an assistant professor at the City University of Hong Kong this summer.

view and is an adjunct professor at Richland College, Collin County Community College and the Keller Graduate School of Management. She earned her master's degree in accounting from UTD.

A popular instructor who was nominated by several students for the award, Ms. Hickman-Riggs feels that her job is to make a difference in her students' lives.

"I am representing UTD in my classes, and when my scholars go away from those classes, their knowledge has to speak to the world about me," she says. "When the students ultimately go to a place of employment, they are representing UTD and demonstrating the knowledge they've learned at our school. I want that knowledge to be second-to-none."

Criteria for the award include instructional innovation, student motivation, the pursuit of learning opportunities for students, involvement and achievements in professional and student accounting organizations, and research accomplishments and publications.

Other award recipients were Ramon Fernandez, CPA, University of St. Thomas; Karen Russom, CPA, North Harris College; and Dr. L. Murphy Smith, CPA, Texas A&M University. Each award recipient received a plaque and \$1,000.

Ms. Hickman-Riggs is also a two-time recipient of UTD's Excellence in Teaching Award, Graduate Classes, and has received several other awards for teaching excellence.

She is certified as a public accountant, forensic examiner, internal auditor, information technology professional and management accountant. She also is a diplomate of the American Board of Forensic Accountants.

### Adjunct Faculty Member Receives Outstanding Educator Award

The Texas Society of Certified Public Accountants has recognized School of Management adjunct faculty member Lil-



Liliana Hickman-Riggs

iana Hickman-Riggs as one of four recipients of its 2004 Outstanding Accounting Educator Award. The award

honors Texas accounting educators who have demonstrated excellence in teaching and who have distinguished themselves through active service to the accounting profession.

Ms. Hickman-Riggs has served as an adjunct member of UTD's accounting faculty since 1994, teaching a variety of undergraduate and graduate accounting courses. She also serves as lead instructor, regional manager and national director for BeckerConviser Professional Re-



## Dr. Enthoven Speaks at Asian-Pacific Conference



Dr. Adolf J.H. Enthoven, professor of accounting and director of the Center for International Accounting Development at UTD, served in November as a plenary session chairman at the Asian-Pacific Conference on Globalization and Reorganization of Corporate Accountability and Governance. Dr. Enthoven delivered an address titled "Globalization of Corporate Accountability and Governance." Other principal speakers represented the World Bank, the International Accounting Standards Board, and governments, industries and universities from 15 countries in the Asia-Pacific region. More than 300 people participated in the three-day event, which was held in Seoul, South Korea. The conference focused on closer coordination and cooperation of accountability and governance in accounting and financial management in the Asia-Pacific region and around the world.



Dr. Adolf J.H. Enthoven

## Professor Sethi Elected POMS Fellow

The Production and Operations Management Society (POMS) has elected Professor Suresh Sethi, Ph.D., of The School of Management at The University of Texas at Dallas to the ranks of POMS Fellow. Dr. Sethi is one of only eight POMS members, from a total membership of more than 1,000, elected to the status of fellow by the organization in 2005. He will accept his award in ceremonies in Chicago in May.



Dr. Suresh Sethi

POMS Executive Director Sushil Gupta said fellows are members of the organization who are recognized for their contributions to the field of operations management and to the organization. He said Dr. Sethi's contributions to both have been "outstanding and exceptional."

Dr. Sethi, UTD's Ashbel Smith Professor of Operations Management and director of The School of Management's Center for Intelligent Supply Networks, is internationally recognized for his work in applying quantitative methods to the fields of manufacturing and operations management, finance and economics, and marketing. He has published four books and more than 300 articles in a variety of fields.

In addition, Dr. Sethi is departmental editor for the journal *Production and Operations Management*, senior editor of *Manufacturing and Service Operations Management* and associate editor of a number of journals, including *Decision Sciences* and *Automatica*. He also has been named a fellow of the American Association for the Advancement of Science, the Institute of Electrical and Electronics Engineers, the New York Academy of Sciences, the Canadian Academy of Sciences and the Institute for Operations Research and the Management Sciences.

Of Dr. Sethi's recognition by POMS, School of Management Dean Hasan Pirkul, Ph.D., said, "We congratulate Professor Sethi for receiving this high honor from his peers. His selection indicates once again the strength and quality of The School of Management faculty and the importance of the research being pursued at UTD."

Dr. Sethi said he was very pleased by the recognition. "POMS is a premier society in the field of operations management, and I have been involved in the development of this society from its very beginning. So this election means a lot to me," he said.

## Summerfield Roberts Scholarship Winners Named

The School of Management's Scholarship Committee has selected six new part-time Professional MBA students to receive the Summerfield Roberts Scholarships for the first semester of 2005. The students are Daniel Dornback, Debra Hartman, Raghunath R. Mallepalli, Jason Kent Mahoney, Dabney Sellars and Sharad Vernekar.

Each will receive a \$1,000 scholarship, renewable for up to seven semesters, that will cover approximately half of the tuition and fees for their UTD MBA degrees.

To be eligible for the scholarships, each recipient had to meet high qualifications and be newly enrolled in the part-time Professional MBA Program. To remain eligible, students must take at least six credit hours each semester and maintain a cumulative grade point average of at least 3.0. All of the scholarship recipients are Texas residents and have high GMAT scores — averaging 640. Each completed an application and essay and submitted a letter of recommendation.

The scholarships, first awarded in the fall of 2004, are made possible by an \$88,500 grant from the Summerfield G. Roberts Foundation, named after Dallas oilman, inventor and investor Summerfield G. Roberts. For more information about the scholarship program, contact Steve Perkins, Ph.D., associate dean for Graduate Programs and the scholarship program's administrator, at 972-883-6789 or [perkins@utdallas.edu](mailto:perkins@utdallas.edu).



2004 Summerfield Roberts Scholarship winners were honored at a luncheon in October hosted by School of Management Dean Hasan Pirkul, Ph.D. Pictured with the Honorable David D. Jackson (center), president of the Summerfield G. Roberts Foundation, are scholarship winners Joseph Lindquist (left) and Thomas Nguyen.



SOM's Career Management Center brought two dozen employers together with more than 300 graduate students last fall.

## SOM Career Fair Targets Graduate Students

While UTD's campus-wide career fairs are widely attended by students and popular with employers, The School of Management's Career Management Center wanted to do more for its graduate students.

"I'd encountered a perception that most of our students were commuter students that were already employed," said Judy Guyer, director of the school's Career Management Center. "But the reality is that close to 40 percent are actually seeking employment and are not fully employed, and an additional percentage are hoping to move into different career options once they finish their degrees. I felt the community needed to know that we have several hundred folks here in any given year looking for employment opportunities."

With that in mind, the center hosted its first career fair exclusively for graduate-level business and Master's of Business Administration (MBA) students on the last day of September last year. During the three-hour event, more than 300 students visited with 24 carefully selected employers in the Executive Education wing of The School of Management.

The Career Management Center selected employers based on their need

for graduate business or MBA students for full-time positions and internships. Within a few days, at least 30 students had scheduled interviews based on contacts made at the fair.

"It was a good way for employers to showcase what they were all about, and for the students to learn about them," Ms. Guyer said. "But I think the best thing was that it raised the level of awareness in the employment sector about the large number of quality students here at UTD's School of Management."

The event averaged a 3.86 rating — on a 4.0 scale — from employers in attendance, a high approval evaluation that Ms. Guyer attributes in part to the active involvement of 35 student volunteers from the student MBA Society.

"We heard multiple times from employers that this was the best career fair they'd ever been to," Ms. Guyer says. "We think the student participation is one reason why the employers were particularly impressed."

The event was such a success that another graduate-level career fair is scheduled for September 27.

Employers interested in participating should contact the SOM Career Management Center at 972-883-6916, [somcmc@utdallas.edu](mailto:somcmc@utdallas.edu), or Ms. Guyer at 972-883-6832, [guyer@utdallas.edu](mailto:guyer@utdallas.edu).



High approval ratings for the graduate-level fair have ensured its return. A second fair is being planned for September 27.



## New Degree Offered in Finance

The School of Management (SOM) has begun offering a Bachelor of Science in Finance degree designed to train students in both the theoretical and practical aspects of financial decision making.

Authority to grant the degree was granted in December by the Texas Higher Education Coordinating Board. The new degree program is available beginning this semester.

Under the 120-semester-hour program, students are required to complete 24 credit hours of core business courses. They also must complete nine credit hours of course work on money and capital markets, investment management and applied corporate finance, and they must select an additional 12 credit hours from courses in finance, economics and accounting, depending on their interests.

The plan contains an option for eligible students to fast-track into a master's degree with a concentration in Finance. The fast-track option is open to students who have a 3.0 grade-point average and are within 30 semester hours of completing their bachelor's degree. It allows these students to take nine credit hours of graduate-level course work that count toward their bachelor's degree. These credit hours also count toward completion of either a 36-credit-hour Master of Science degree or a 53-credit-hour Master of Business Administration degree.

SOM Dean Hasan Pirkul, Ph.D., says the school decided to offer the new degree plan based on the high demand in industry for graduates with majors in Finance.

“Our goal is to help our students develop the high level of quantitative skills needed to analyze financial information and the analytical foundation needed for making corporate decisions. We also train them in investment management problem-solving skills,” Dean Pirkul says.

The school's Finance area coordinator, Dr. Ted Day, a leader in faculty efforts to develop the degree plan, says the B.S. in Finance degree will enhance the placement prospects for students interested in finance-related careers.

“The degree program gives the students a lot of flexibility to match their specialization in finance with the career interests that they develop in our program. These students are going to be getting a strong background in financial decision making, and they are going to be able to supplement their degree plans with courses that will help them prepare for professional certification programs that they may need once they're on the job, programs like the Chartered Financial Analyst or Certified Financial Planner exams,” Dr. Day says.

Along with the new undergraduate degree in Finance, the school offers Bachelor of Science degrees in Business Administration and in Accounting and Information Management. It also offers a bachelor's degree in Business Administration and Biology in conjunction with the university's Department of Molecular and Cell Biology. On the graduate level, it offers six master's programs and two programs on the doctoral level.



## SOM MAGAZINE WINS PRESS CLUB AWARD

The School of Management's semi-annual magazine *MANAGEMENT* again won top honors in September at the annual Press Club of Dallas Katie Awards gala, which was held at the Hyatt Regency Hotel in Dallas. The award went to (from left) graphic designer Dorit Suffness, executive editor Diane McNulty, Ph.D., managing editor Patricia Schoch, and associate editor Kristine Imherr (not pictured) for the Autumn 2003 and Spring 2004 issues of *MANAGEMENT*. The School of Management also received finalist honors in four other categories: Diane McNulty, Jeremy Woodhouse and Dorit Suffness for the cover of the Autumn 2003 issue of *MANAGEMENT*; Feruccio Sardella for his illustration in the Autumn 2003 issue of *MANAGEMENT*; Jeremy Woodhouse for his photography portfolio of The School of Management Building; and Julie Spanos and Alex Nestor for the Emergency Readiness Conference and Expo website. Given after a regional competition that includes a seven-state area, the Press Club of Dallas Katie Awards recognize excellence and the highest standards of achievements in journalism.



**PLAQUES ACKNOWLEDGE DONATIONS**

Steve Lyle (upper photo), director of worldwide staffing and recruiting for Texas Instruments Incorporated, stands next to a plaque outside the school's undergraduate lounge, while George Brody (lower photo, left), founder and chief technology officer at GlobeRanger Corporation, poses with Jerry Hoag, director of The Leadership Center at UTD, next to a donor plaque outside the center's offices in The School of Management Building. The plaques recognize donations made by the two men's respective companies to The School of Management Building for the Future Fund. To date, 33 such plaques have been placed in various locations in the SOM Building, with more planned to recognize additional donors. For information on contributing to The School of Management Building for the Future Fund, contact Dr. Diane McNulty, associate dean for external affairs and corporate development, The School of Management, The University of Texas at Dallas, P.O. Box 830688, SM42, Richardson, TX 75083-0688.

**SOM Students Win AITP Network Design Competition**

Two UTD School of Management seniors, Mark Hurd and Michael Hanna, beat 21 other teams in the network design competition at the Association of Information Technology Professionals (AITP) Region III Student Conference in October 2004.

The rigorously competitive event, hosted by Tarleton State University in Stephenville, Texas, included 124 teams representing 21 universities across Texas, New Mexico, Oklahoma, Arkansas, Louisiana and Mississippi. Students competed in several categories, including COBOL Programming, C++ Programming, Database Design, Java Programming, Network Design, Systems Analysis and Design, Visual Basic Programming, and Web Design.

Mr. Hurd, who serves as treasurer of

the UTD chapter of AITP, and Mr. Hanna, the chapter's information officer, teamed up for the first-place win, spending four hours designing a creative solution to a real-world network problem posed by the event's organizers. The judges deemed the two students' solution the best of 21 competing teams and awarded them a \$300 prize.

"This is a professional achievement that will help these students in many ways, from possible jobs to admission to graduate schools," says Richard Fisher, AITP-UTD chapter advisor and senior lecturer in Information Systems and Operations Management. "I'm really proud of them. The region we're in has the toughest competition in the nation. This win is a reflection on the type of university we are, and shows that we produce excellence."

Mr. Hurd and Mr. Hanna, who were

honored with a dinner and recognition by the Dallas chapter of the AITP, were scheduled to move on to the prestigious AITP national competition in Atlanta in April.



Members of the AITP-UTD chapter delegation to the competition, included (back row, left to right) Mark Hurd and David Watson; (middle row, left to right) chapter secretary Bryce Eddy, Jessica Nixon, vice president for special projects Chione Skelton and chapter advisor Richard Fisher; (front row, left to right) Michael Hanna (holding certificate), chapter president Vanessa Garcia and Lauren Butts. UTD's competitors also included chapter vice president Arzoo Rajani and past president Joseph Alphonso.



# FIRST EMBA GRADUATING CLASS CELEBRATES 10-YEAR REUNION



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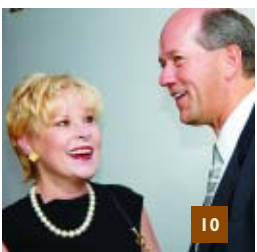


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(1) A collection of memorabilia from The University of Texas at Dallas (UTD) Executive MBA (EMBA) Class of '94 was a focal point at the class's 10-year reunion last October at the Dallas Petroleum Club. The Class of '94 is the UTD EMBA Program's first graduating class. (2) Class member Doug Gordon (left) reminisced with School of Management (SOM) Associate Dean for Executive Education David Springate, Ph.D., about the "Springate Cup." Members of the EMBA Class of '94 started the traveling trophy to recognize outstanding student performance. (3) 2004 Springate Cup recipient Mahesh Chandiramani, a member of the EMBA Class of 2006 (4) Dr. Springate and 1994 alum Rich Allen (left) look through an album of photos taken during the Class of '94's tenure on the UTD campus.



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(5) Class of '94 alums Karen Sledge (left) and Diane Larson (right) with Dr. Springate (6) Class of '94 members who attended the reunion, (left to right) Rich Allen, Diane Larson, Tim Moline, Richard Burton, Sam Gilliland, Karen Sledge, Chris Hannah, Doug Bruton and Doug Gordon (7) Richard Burton (left) and Rich Allen (8) Doug Gordon (left) and Doug Bruton (right) presented Dr. Springate with a Superman suit to acknowledge his "superhuman" efforts to build UTD's nationally ranked EMBA Program. The SOM faculty founded the program in 1992, and Dr. Springate was appointed to run it. (9) (Left to right) Diane Larson, Sam Gilliland and Tim Moline (10) SOM Associate Dean for External Affairs and Corporate Development Diane McNulty, Ph.D. (left), who has been a faculty member of the EMBA Program since its beginning, and class member Rich Allen



9



# Taking on a Partner

TALK ABOUT CLOSING THE DEAL. WHEN WENDY CORDRAY AND OLIVER CONE BECAME A TEAM TO CREATE A BUSINESS PLAN AS PART OF A CLASS ASSIGNMENT, THE PAIR NEVER IMAGINED IT WOULD LEAD TO A LASTING PARTNERSHIP. “NEVER IN A MILLION, GAZILLION YEARS,” LAUGHS WENDY.

**F**lashback to January 2001. It was the last semester at The University of Texas at Dallas School of Management for Wendy and Oliver. Both were pursuing Master of Business Administration degrees. Wendy was busy working to boost the opportunities of her undergraduate degree in hotel and restaurant management.

Oliver, a University of Oxford graduate with a degree in oriental studies, turned to UTD to expand his knowledge of the business world. Then came *the class*. On the first day of the entrepreneurship course — made up of mostly married folks — students introduced themselves and touted why they would be a good group member.

Oliver caught Wendy's eye — for more than one reason.

“He was cute,” recalled Wendy. “But my main motivation was that he said what he did all day long was read business plans. ...If he understood the good and bad of a business plan, I thought, ‘I want to be on his team’.”

For his part, Oliver, who hails from



BY HELEN BOND

Cambridge, England, couldn't refuse Wendy's business pitch. He was pleasantly amused when this outgoing and chatty classmate strolled across the room to snatch him up as a teammate, while most students simply picked people sitting next to them.

The duo began to bond over their assignment to help a start-up catering business and even had another class together. Wendy, who is from Fort Worth, Texas, suspected romance might be brewing when Oliver regularly brought her a copy of online class notes after she complained her computer was too old and slow to do the necessary searches.

"We both began to get to class earlier and stay later," says Oliver, 30. After a group gathering with classmates, their first date was the Byron Nelson golf tournament — and the two never looked back.

By the way, they got a 'B' on the entrepreneurship class project, which Wendy says was criticized because "it didn't seem realistic. It was a catering company that specialized in selling to the medical sales reps." The criticism, she says, "is ironic, since one of my friends actually turned our idea into a real business, and it has been going strong for three years now."

Wendy also reports the

course was "the only class Oliver got a 'B' in. I ruined his 4.0 [grade-point average]. I can't say the same."

By the time they got engaged in May two years ago, Wendy, 32, was ready — but she didn't know for what. Oliver had been hatching a plan for weeks, when he casually proposed a last-minute trip to San Antonio.

As the Southwest plane landed, Wendy was listening to the "welcome to San Antonio speech" over the loudspeaker when the flight attendant suddenly veered to another script penned by Oliver on a napkin: "And Oliver wants to know if Wendy will make him the happiest man in the world and marry him."

After she said "yes," the passengers clapped their approval, and the good people at Southwest met Wendy

and Oliver at the gate with champagne. Southwest chiefs Herb Kelleher and Colleen Barrett even responded to the couple's thank-you note with a wedding gift, a picture frame inscribed with the word, "Love." Southwest Airlines' first logo was a red heart, and early advertising and corporate motifs regularly included "love" in the company's message.

Oliver and Wendy were married June 5, 2004, in Dallas. These days, both are working in Dallas; Oliver is an investment officer for Bulkley Capital, and Wendy has put her management skills to work as general manager of a Good Eats restaurant.

They have fond memories of their UTD days and see parallels in the dedication it takes to get a graduate degree — which they both completed in 2001 — and build a lasting relationship.

"It shows someone's character to go to graduate school. We both know how hard it was to go to school and work [at the same time]," says Wendy. "Anyone that is doing this has got to be dedicated to something, whether that means work or marriage and family," says Wendy.

Not to mention the fact that they have a nice tale about how romance can happen when you least expect it. 🌸



## ALUMNINOTES

**1980s**

**Sarah L. Riehm**, MA 1980, serves as executive director of Angel Flight South Central (AFSC), a network of more than 1,000 volunteer pilots and drivers who help people in need of free air transportation for medical and humanitarian purposes. AFSC's staff of eight is headquartered on the runway at the Addison, Texas, airport. Each year, Angel Flight serves thousands of patients by transporting them for life-saving medical treatment.



Sarah says AFSC's primary responsibility is to arrange transportation for patients who require non-emergency medical treatment not available to them locally. AFSC also transports blood and organs, supplies free flights for children to special-needs camps and reunites families of wounded soldiers returning from active duty.

Sarah has taught international finance in The School of Management and business communications in the Cohort MBA Program.

**Michael Porter**, MBA 1986, was promoted to vice president and treasurer of the J.C. Penney Corporation, Inc., in November of last year. Michael joined the Plano, Texas-based retailer in 1986 as a financial analyst. As treasurer, his responsibilities include management of the company's capital markets and banking activities, risk management, and pension and 401-K investments. Over his career, he has had broad experience in the company's finance operations and most recently served as assistant treasurer. Michael earned an undergraduate degree in business from the University of Kansas. He resides in the Dallas area with his wife, **Jeannine Wright**, MS 1986, and three children.



**Mark A. Petrarca**, MS 1988, was named vice president of human resources and public affairs at A. O. Smith Corporation, effective January 1 of this year. The Milwaukee, Wisconsin-based manufacturer, which employs approximately 17,000 people world-

wide, makes electric motors and residential and commercial water-heating equipment. Mark is responsible for all domestic and international human resources activities, including employment, compensation and benefits, employee and labor relations, training/organizational development and succession planning. Serving as the company's official spokesman, he also directs internal and external communications, community relations and government affairs. Mark joined A. O. Smith in June 1999 as vice president of human resources for its Water Products Company. He previously worked as director of human resources for Strike Weapon Systems, a division of Raytheon Systems Company, in Lewisville, Texas, and at Texas Instruments Incorporated in Dallas, Texas. He holds a Bachelor of Science degree in industrial engineering from Bradley University in Peoria, Illinois.

**1990s**

**Paul Jackson**, MBA 1993, works in Harrisburg, Pennsylvania, as vice president of Coventry Healthcare, doing underwriting and risk management in Pennsylvania and Ohio. He lives in Hershey, Pennsylvania, with his wife, Yvonne, and their three children, Michelle, Sean and Collin.

**Ashok Krishnan**, MS 1994, was chosen from 22 applicants last August to fill a vacancy on the board of Joliet Junior College in Joliet, Illinois. He is serving as board secretary until this spring when an election will be held to fill the remaining two years of the post's current term. An information technology (IT) entrepreneur, Ashok is CEO of RTASH Inc., an IT consulting company he founded in 1998. Last year, he founded Staffing for Health (SFH), which provides contract and full-time nurses to hospitals and healthcare facilities. Previously, he served as a project manager for the Chicago Mercantile Exchange, was a senior associate and consultant for Advanced Business Consultants Inc. and was a software engineer in Dallas, Texas. Ashok also holds an MBA from the Kellogg School of Management at Northwestern University in Evanston, Illinois, as



well as a bachelor's degree from the R.V. College of Engineering in Bangalore, India. A naturalized U.S. citizen, he emigrated from India in 1992. He and his wife, Aarthi, have a son and live in Bolingbrook, Illinois.

**Paul Nichols**, BA 1995, Cohort MBA 1998, recently became director of engineering technology for the new Texas/Central U.S. office of Silicon Valley Expert Witness Group in Richardson, Texas. His responsibilities include working with law firms engaged in intellectual property or patent litigation to locate, qualify and provide technical and scientific consultants and expert witnesses. Previously, he was a co-founder of the STARTech Early Ventures business accelerator, and before then, on the operations staff on Ross Perot's presidential campaign. He also spent four years at Texas Instruments Incorporated. He is active in the Dallas Junior Chamber of Commerce, the Leadership Richardson Alumni Association, Mensa, and is a Richardson resident.

**Tiffany L. Schmitt**, EMBA 1998, and her family moved to Tyler, Texas, in August after her husband, Andrew, accepted a fulltime teaching position in the psychology department at The University of Texas at Tyler. Tiffany continues to work, via telecommuting, as a micropower contracts manager for Tyco Electronics Power Systems, Inc. of Mesquite, Texas.

**2000s**

**Rosemary Aguilar**, EMBA 2002, started in her new position August 2004 as director of professional development and curriculum of The Infinity Project at Southern Methodist University's School of Engineering in Dallas, Texas. The Infinity Project helps school districts incorporate state-of-the-art engineering and advanced technology into the high school classroom. Rosemary also is responsible for development and delivery of the professional development offered to educators who join the program. Previously, she held various senior management positions in wireless customer training and documentation divisions for Samsung Telecommunications and Nortel.





Rosemary has been active with the Dallas Women's Foundation, Dallas chapter of the Hispanic Women's Network of Texas and Women in Technology International (WITI). She received the Max Key Lifetime Achievement Award from Nortel in 1998 for her volunteer efforts with the Hispanic Women's Network of Dallas. Rosemary also received the EMBA Achievement of Excellence Award in 2002 from The School of Management.

Rosemary's personal interests and hobbies include traveling with her family and photography. She also volunteers her time at Plano Senior High School-sponsored activities. She and her husband, José, live in Plano, Texas, and have two daughters, Crystal, a senior at Texas State University, and April, a senior at Plano Senior High School.

**Dawn Strauss**, Cohort MBA 2002, and husband, Brad Strauss, welcomed their first child, Jessica Hailey, on October 4, 2004. A realtor with Keller Williams in Plano, Texas, Dawn has been selling residential real estate in Collin and Dallas counties since August 2003.

**Nicolas Abella III**, EMBA 2003, became the director of the Critical Care Service Line at St. Vincent Regional Medical Center in Santa Fe, New Mexico, in January. His duties include administrative and clinical responsibilities over the 10-bed intensive-care unit, eight-bed coronary-care unit and 12-bed progressive-care unit (PCU). Major tasks include elevating the professional standards of nursing practice by increasing clinical staff competencies, opening the cardiovascular service post-open heart program, expanding the PCU to 18 beds, and recruiting and retaining employees. Established in 1865, the 248-bed St. Vincent's Hospital is the state's oldest. The facility is a community-based, non-affiliated, not-for-profit healthcare provider serving seven counties. Nicolas previously directed Cardiology and Radiology Services at St. Mary's Medical Center in San Francisco. Before entering The School of Management, he worked as a special procedures nurse at Zale Lipshy Hospital in Dallas, Texas.

**Michael Grant**, EMBA 2003, was promoted in February 2005 to senior vice pres-



ident of internal audit and chief privacy officer of Dallas, Texas-based Wyndham International, Inc., a worldwide upscale and luxury hotel and resort chain. In addition to overseeing all of Wyndham's internal audit services and functions, he is responsible for monitoring the company's compliance with the Sarbanes-Oxley Act of 2002 and the Health Insurance Portability and Accountability Act of 1996.

Michael, who joined Wyndham in 1997, has held a number of leadership positions there, including leading the company's consolidation of 180 hotels onto a single enterprise-wide accounting system. Prior to joining Wyndham, Michael served as a regional controller for ClubCorp International's Golf Operations division and as SEC reporting manager and an internal audit director for BEI/Amresco. He also spent eight years in audit with KPMG's Boston and Dallas offices.

Michael received his undergraduate degree in accounting from The University of Texas at Austin. Additionally, he is a certified public accountant. He is also a cancer survivor, having recently been treated for prostate cancer. Michael resides in Plano, Texas, with his wife of 20 years, Elise, and two kids, Nicole, 12, and Weston, 10.

**Kathalene Harris**, EMBA 2003, is the respiratory care manager at Texas Scottish Rite Hospital for Children in Dallas, Texas, where she manages the Respiratory Care Department and consults on special research projects. She also works closely with the Muscular Dystrophy Association advocating for the respiratory needs of her patients. She has been at the hospital since 1995. She recently began teaching the Health and Legal Core Curriculum in the Dallas County Community College system at El Centro College in downtown Dallas.



In her course, she teaches pharmacology and health and wellness promotion. Kathalene participated in the Dallas County Community College "It All Begins Here" ad campaign. She lives in Dallas, travels extensively, and dotes on her nephew every opportunity she gets.

**Neil Nugent**, EMBA 2003, was promoted last December to director of Supply Chain Planning, Wood Products Division, of International Paper. Neil recently relocated to the company's operational headquarters in Memphis, Tennessee. In his new role, Neil will work closely with forest resources, manufacturing, sales and marketing while managing the beginning-to-end supply chain. He previously served as assistant sales manager as well as manager of e-business for International Paper's Wood Products Division. In Memphis, Neil's wife, Melissa, plans to take a break from her career as a graphic designer to care for their toddler daughter, Macy Jane Nugent.



**Jori Shapiro**, Cohort MBA 2003, and her husband, Todd Shapiro, recently welcomed their first child, Ella Michelle Shapiro, into their family on November 18, 2004. The Shapiros are at home in Frisco, Texas.

**Kim G. Tompkins**, EMBA 2003, was promoted to vice president of marketing of Zix Corporation in Dallas, Texas, in January. She joined the company as director of marketing in March 2004. The publicly traded company provides secure e-messaging, e-prescribing, and e-transaction applications and services. In her role, Kim is on the president's management team, where she is responsible for managing corporate marketing, public relations and analyst relations. She also supports investor relations. In promoting her, Rick Spurr, president and COO, said Kim "has dramatically raised ZixCorp's exposure in the marketplace and at the same time improved both the quality and quantity of our marketing materials and media programs."

## OBITUARY

**Nancy Perry**, EMBA 2003, died November 22, 2004, from complications following surgery. An interior and graphic designer, she had recently started her own design firm and was a member of the International Interior Design Association, the U.S. Green Building Council and the International Facility Management Association, among other professional organizations. Survivors include her husband, Bruce, daughters Kristi and Laura, sons-in-law Charlie Means and Tim Duckworth, grandchildren Charlie, Chase, and Claudia; and sister, Peggy McCart.



To honor Nancy's memory, fellow alums in the EMBA Class of 2003 have established a fund for contributions from class members and others for the purchase of a piece of art to be permanently displayed in The School of Management. Contributions are welcome. Please contact Michael Grant at [mgrant@wyndham.com](mailto:mgrant@wyndham.com) or send contributions designated for the Nancy Perry Memorial Fund to Dr. Diane Seay McNulty, associate dean for external affairs and corporate development, The UTD School of Management, P.O. Box 830688 SM42, Richardson, Texas 75083-0688.

# THE UTLEY FAMILY FOUNDATION GIVES \$350,000 TO SOM BUILDING FUND

BY KRISTEN HURST

**F**or Ann K. Utley, giving back to the university that gave her so much is simply an extension of her personal philosophy that public-private partnerships are good for every facet of society.

The Utley Family Foundation, of which Ms. Utley is chairwoman and president, recently donated \$350,000 to The School of Management building fund, helping to pay for construction of the new School of Management building that opened its doors to students in 2003.

The sole purpose of the Utley Family Foundation is to support The University of Texas at Dallas in its educational excellence and progressive vision, offering exemplary educational value to students while affording professors and administration unique and distinctive opportunities.

Ms. Utley created the foundation in 2003 to provide a long-term funding source for the university she loves, where both she and her son, Brian, earned degrees.

"I care about the university," Ms. Utley says. "UTD's focus on excellence, its exemplary professors and management staff, its research capabilities and its president have all made this university grow; and it's been exceptional. We in the Dallas area are so fortunate to have this progressive university."

Ms. Utley earned her master's degree in business administration from The School of Management through the Executive MBA Program in 1997,

after extensive undergraduate studies at various schools and a lengthy volunteer career focused on the arts, healthcare and mental retardation. She earned a Distinguished Alumni Award from The School of Management in 2000, served for many years on UTD's Development Board, and today serves on The School of Management Advisory Council.

Currently, Ms. Utley is the chief executive officer and chief financial officer of TextOrder, an Austin-based company that provides online procurement and inventory management services for textbooks, instructional materials and programs for school districts, state governments and other educational entities. She also has served as analyst for Utley Group, a private equity firm, and has been an owner of and the financial manager for Salado Galleries in Salado, Texas, for 23 years.

Before seeking her MBA at UTD, Ms. Utley served seven years as chairwoman of the board of the Texas Department of Mental Health and Mental Retardation, the state's largest agency, with a \$3.5 billion bi-annual budget and 24,000 employees. She was appointed to that job by Governor Ann Richards in 1991

and retained by Governor George W. Bush. During her tenure, she oversaw agency reform and was able to negotiate public-private partnerships that provided better service for patients and more effectively utilized state dollars.

"I'm a firm believer that the best way for public and private entities to operate is to work together to make sure that there's adequate funding and to assure excellence," Ms. Utley says.

It's this belief in public-private partnerships that served as the idea for the Utley Family Foundation, which continues to generously sup-



SOM Dean Hasan Pirkul, Ph.D. (left), Ann Utley and UTD Senior Vice President for Business Affairs Robert L. Lovitt

port UTD and The School of Management with contributions that help ensure the highest-quality educational opportunities for every student.

For more information on The School of Management Building for the Future Fund, contact Dr. Diane S. McNulty, Associate Dean, School of Management, The University of Texas at Dallas, P.O. Box 830688, SM42, Richardson, TX 75083-0688. 🍀



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Monies have been contributed 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 should 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.

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