



THE SCHOOL OF
MANAGEMENT
THE UNIVERSITY OF TEXAS AT DALLAS

LEADERSHIP

AT ALL

LEVELS

MESSAGE FROM THE DEAN



Hasan Pirkul, Ph.D.
Dean, School of Management

With the faculty, students, alumni and programs of The University of Texas at Dallas (UTD) School of Management (SOM) increasingly in leading positions, it is appropriate that this issue of *MANAGEMENT* feature the topic of leadership at all levels.

SOM faculty members are garnering increasing attention, both in this country and abroad, as leaders in their various disciplines of management research. This fall, Professor Frank Bass, Ph.D., was recognized for his groundbreaking work in marketing science with two honorary doctorates and with a research center and a chaired professorship created in his name. These came both close to home — comparatively speaking — at The Ohio State University and in such far-ranging places as the University of South Australia and the University of Groningen in the Netherlands. Also, the contributions of Professor Suresh Sethi, Ph.D., were recognized by his operations management colleagues around the world with a conference in France held in his honor. SOM's faculty continue to be recognized research leaders. This fall, *Financial Times*, the London-based international business-news paper, ranked the research productivity of our faculty 32nd worldwide. *Financial Times* arrived at that number using a broader set of top research journals — 40 in all — than the set of 22 journals SOM uses on <http://citm.utdallas.edu/utdrankings/>, its UTD Top 100 Business School Research Rankings Web site.

As national and international attention has focused on the work of the SOM faculty, 13 new members — among them five tenured full and associate professors — have joined our ranks this fall. Mike W. Peng, Ph.D., has been named UTD Provost's Distinguished Professor of Global Business Strategy, and Harold H. Zhang, Ph.D., joins us as a full professor in our Finance area. Brian Ratchford, Ph.D., currently Pepsico Chair in Consumer Research at the University of Maryland, will join the UTD School of Management as a full, named professor in December.

New associate professors are David L. Deeds, Ph.D., who specializes in issues of entrepreneurship, and Livia Markóczy, Ph.D., who is well known for her work in management and international business.

SOM continues to lead the way in its position as the largest of UTD's seven schools. This fall, our enrollment has increased to nearly 4,700 students, half of whom are at the graduate level. In addition, both SOM alumni and current students have attained prominence in a variety of ways. Of the 10 university alums chosen to receive 2005 UTD Alumni Council Achievement Awards, four are from the SOM. They are Sam Gilliland, EMBA 1994, president, CEO and chairman of the board of Sabre Holdings; Alan Halliburton, MA 1990, president of Halliburton Investor Relations; Dipak C. Jain, MS 1986, Ph.D. 1987, dean of the Kellogg School of Management at Northwestern University; and, Melendy E. Lovett, MS 1982, senior vice president of Texas Instruments (TI) Incorporated and president of TI's Educational and Productivity Solutions business. Our 2005 Cohort MBA business competition team led the way in graduate student achievement. The Cohort team placed sixth in a field of 34 from universities nationwide selected to compete in the final round of the Dell-Microsoft Marketing Case Competition, ranking ahead of teams from such schools as the Massachusetts Institute of Technology, Purdue University and the University of Michigan. At the undergraduate level, the development of leadership skills is a major focus of those students involved in the new School of Management Undergraduate Honors Program.

SOM's programs continue to be recognized as leading programs in their areas. This fall, our Executive MBA was ranked 25th in the United States by *Financial Times*. *U.S. News & World Report* ranks the school's Cohort MBA Program among the top 35 at public colleges and universities in the nation. Also, SOM was chosen by *Business Week* to participate in a survey to rank the nation's undergraduate business programs. Another area in which SOM has clearly demonstrated leadership is our distance learning programs; their enrollments are growing at an even faster rate than our regular programs. Additionally, since our last issue, our Global Leadership Executive MBA Program was listed for the fourth straight year as a "Best of the Web" program by *Forbes*, and our Project Management Program has become one of only five such programs in the world to earn accreditation from the prestigious Project Management Institute. That program has also been recognized by *Project Management Network* magazine as a "best bet" project management program, worldwide.

Accomplishments such as these assure us that we are rapidly achieving our goal of being one of the nation's leading public business schools. We thank our alumni and friends for the part they have played in these successes, and we welcome your further support and input.

Best wishes,

A handwritten signature in cursive script that reads "Hasan Pirkul".

Visit our site on the worldwide Web

<http://som.utdallas.edu>

THE SCHOOL OF MANAGEMENT

THE UNIVERSITY OF TEXAS AT DALLAS

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VOLUME 9 No. 1 AUTUMN 2005

2

Fostering Leadership at All Levels

Five stories about how the school advances leadership on campus, in the community and in the business world.

4

Wachovia Funds UTD Leadership Speakers Series

Patricia Schoch

4

Contributor Profile: Paying Attention to Leadership

Paula Felps

7

SOM Graduates Earn Achievement Awards

Paula Felps

10

Doing the Honors: Students Help Craft a New Program for Top-Tier SOM Undergrads

Jeanne Spreier

10

Off to a Good Start: A New Executive Education Academy Teaches Leadership Basics

Jeanne Spreier

12

Corporate View: Reaching Out to Stay Ahead

John H. Ostdick

Marsh Inc. and SOM's corporate governance institute are working to develop strategies and solutions for corporate governance.

21

Community View: Enhanced Visibility

Paula Felps

Greater Dallas Chamber of Commerce vice president says that Metroplex businesses are seeing SOM's value more clearly.

22

China Firsthand

John H. Ostdick

Study tour transforms SOM students' visions of a forbidding, closed society into insights of an increasingly accessible global power.



2



22

DEPARTMENTS

14 New Faculty

18 Advisory Council Update

26 Center News

28 Faculty News

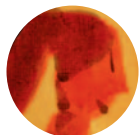
32 Program Updates

40 Alumni Notes

43 Contributors



FOSTERING LEADERSHIP AT ALL LEVELS



long-held goal of The University of Texas at Dallas (UTD) School of Management is to train, refine and encourage leaders. The belief has been that in doing so, the school enhances the very essence of leadership, honoring its value, moving it forward. The School of Management (SOM) aims to add to leadership's wisdom and impact, strength and grace.

The school recognizes there are many facets to leadership and each one needs to be carefully hewn and polished for them all to shine. Some of those facets are highlighted in the five stories presented here.

Corporate contributors whose financial largesse underwrites innovation are embodied by such supporters as Wachovia. Its recent \$200,000 gift is detailed on the following

A look at The School of Management's multifaceted efforts to attract, encourage, applaud, teach, and stay committed to leadership on campus, in the community, and in the business world.

pages. That story is followed by a profile of Wachovia's Texas president and chief operating officer, Pete Jones. The profile zeroes in on Mr. Jones' beliefs about leadership and Wachovia's decision to be a sponsor of the Excellence in Leadership Speakers Series, offered through SOM's Leadership Center at UTD.

Some positive results of SOM's efforts come to light in the story of four graduates who are among recipients this year of UTD's Alumni Council Achievement Awards. These SOM alums exemplify the leadership qualities the school hopes to instill in graduates. Another component story deals with developing leaders at the undergraduate level in the new SOM honors program. And the final story showcases how SOM's Executive Education area reaches out, through its new Leadership Academy, to nurture managers. ■■

Underwriting underscores company's emphasis on leadership as a core corporate value.

The Leadership Center at The University of Texas at Dallas (UTD) — part of The School of Management — has received a significant boost to its goal of promoting ethical, moral business leadership with a Wachovia Bank contribution of \$200,000 to fund the center's 2005-2006 speakers series.

The series features prominent leaders, scholars, government officials, business executives and others who share their experiences with UTD students, faculty, staff and the Dallas community.

As part of this year's series, retired Army General Tommy

Franks, who served as commander in chief, U.S. Central Command, in Afghanistan and Iraq, spoke on the UTD campus on Thursday, October 27. Later that day, General Franks delivered a dinner address, "Leadership, Management, ... and the Difference," at the Westin Galleria Hotel in Dallas.

The second speaker in the Wachovia Excellence in Leadership Speakers Series is well-known business researcher Jim Collins, onetime faculty member of the Stanford Graduate School of Business, whose books include *Good to Great: Why Some Companies Make the Leap and Others Don't* (Harper-Business, New York, 2001) and *Built to Last: Successful Habits*

CONTRIBUTOR PROFILE

PAYING ATTENTION TO LEADERSHIP

By Paula Felps

Good management alone won't keep a company performing at its peak, Wachovia Executive Pete Jones says.

During his years in the business world, Pete Jones has seen firsthand the changes that can result from building leaders as opposed to creating managers.

"We believe that the difference between a moderately performing company and a superiorly performing company lies in leadership," says Mr. Jones, who serves as the Dallas-Fort Worth and Texas president for Wachovia Corporation. The financial services company, fourth-largest in the United States, provides a broad range of banking, asset management, wealth management, and corporate and investment banking products and services.

"You can't be the best-performing financial company in the nation without good leadership," Mr. Jones says.

"The way you act as a leader permeates the entire team. True leaders understand how to act with their team.

Passionate about leadership

"[Leaders also] respect their team, and they are willing to become teachers. It's not enough to just hit the numbers; leaders have to get passionate."

His passion was ignited recently when he learned about the Excellence in Leadership Speakers Series at The University of Texas at Dallas (UTD). He knew it offered an opportunity Wachovia had been looking for, and Wachovia recently acted on that opportunity by donating \$200,000 to fund the 2005-2006 series. (See *Wachovia Funds UTD Leadership Speakers Series*, above.)

"Management is something that many companies



WACHOVIA

of *Visionary Companies* (HarperBusiness, New York, 1994). He is scheduled to give a lecture on April 4, 2006.

CENTER DIRECTOR: Funding raises the bar for the quality of speakers

Gerald H. (Jerry) Hoag, director of The Leadership Center at UTD, applauds Wachovia's donation and notes that the appearance of speakers of General Franks' and Mr. Collins' caliber directly relates to the center's mission.

"The vision behind The Leadership Center at UTD is the premise that leadership qualities and skills can be learned and improved through a systematic program of classical teaching combined with real-life experiences, im-

parted by people who are recognized as outstanding leaders," Mr. Hoag says. "Wachovia's generosity is making it possible for UTD and Dallas-area residents to have an opportunity to learn from the experiences of these two highly respected leaders."

WACHOVIA EXEC: Involvement achieves a corporate goal of helping the community

Pete Jones, Dallas/Fort Worth and Texas president for Wachovia Corporation, says the UTD center's Excellence in Leadership Speakers Series provides a good opportunity for the company to achieve its goal of helping every community where it does business become a "vibrant, safe, economically thriving place for people to live, work and play."

One of the nation's largest providers of financial services to retail, brokerage and corporate customers, Charlotte, North Carolina-based Wachovia established its first six locations in

Continued on page 6



Pete Jones

focus on, but it seems like leadership is often ignored," Mr. Jones says. "When we partner with an organization, it's important that they have the same goals and values as Wachovia, and leadership is an area we value."

Backing those who speak out on leadership

The Wachovia Excellence in Leadership Speakers Series is offered through The Leadership Center at UTD, which is based in The School of Management. Since it opened in the fall of 2003, the center has combined academic knowledge with true-life experiences of leaders to deliver courses, seminars and other offerings that zero in on what it takes to be an ethical and effective business leader. Speakers for the series are selected based on their representation of the center's goals and mission.

Wachovia's decision to become the presenting sponsor of the series was a natural fit, according to Gerald H. (Jerry) Hoag, the center's director.

"The goals of our center fit perfectly in terms of [Wachovia's] corporate mindset," Mr. Hoag says.

Dispelling corporate disillusionment

Mr. Jones has been with Wachovia for 23 years and is active in his community as well as in business. He heads the financial division of the annual United Way

Continued from page 5

Texas, including one in Dallas, before the end of 2004. Through 2008, Wachovia plans to open 200 branches in Texas — in Dallas, Fort Worth, Austin, Houston and San Antonio.

“We consider The Leadership Center at UTD an excellent place to invest our time, energy and resources because leadership is a subject very close to our company’s core,” Mr. Jones says. “Wachovia is committed to developing its current and future leaders as fully as possible.”

For Wachovia, the partnership is a chance not only to build the financial company’s brand but also to clarify what the organization stands for as it creates a higher profile throughout Texas.

“We are all about community support and involvement,” Mr. Jones says. “When the opportunity to do something involving leadership came up, it excited me.”

SOM DEAN: Making a Positive Impact

UTD School of Management Dean Hasan Pirkul, Ph.D., notes that it is through gestures such as Wachovia’s donation that business schools are enabled to better serve the needs of the corporate world.

“By supporting efforts to build better business leaders, Wachovia is making a positive impact that will have results far into the future,” the dean says. “The events of the last several years have shown that there is a clear need for leadership. Some leaders in business have failed spectacularly. Many corporations have changed CEOs, some multiple times. That points to the importance of the issue of leadership and the need for its further study. Through this donation, Wachovia is demonstrating its desire to be part of the solution for this important issue in American business today.” ■■



of Metropolitan Dallas campaign and is a member of the Greater Dallas Chamber of Commerce’s Economic Development Committee as well as a member of the Dallas Citizens Council.

Recent corporate downfalls, such as those experienced by companies like Enron and WorldCom, are the result of leadership gone awry and egos running out of control. Now, companies such as Wachovia find themselves with an opportunity to re-educate a disillusioned corporate world on what true leadership is. Through example, they can show how leadership can be used to build a stronger company, as well as create an internal checks-and-balances system.

“A core value of ours is respect,” Mr. Jones says. “You can’t let ego get in the way. When you do, that’s when people start doing things that have gotten so many corporations in trouble.”

Everyone has a leadership role

One of the biggest misconceptions about leadership is that it is the sole responsibility of the individuals at the company’s helm, Mr. Jones says. In reality, each and

every employee has a leadership role. “It doesn’t matter what position people hold in the company; they are in a leadership position because they can lead by example. When people understand that, they will take more pride and responsibility. It’s a chance to grow and learn — and to have more fun with what you do.”

The bottom line is, employees who have access to good leadership not only are more likely to become good leaders themselves but also will be happier and more productive.

“Negative leadership affects morale and leads to unhappy people — and that is reflected in the way they treat their customers,” Mr. Jones notes.

“People are happier when they are being led rather than managed. It’s possible for people to enjoy what they do, to have a good time at their jobs and still be successful. We strive to create that kind of environment. We aren’t perfect, but it’s something that we’re becoming better at every day.”

The first Wachovia Excellence in Leadership Speakers Series event was held October 27, when retired Army General Tommy Franks, who served as commander in chief, U.S. Central Command, in Afghanistan and Iraq, spoke at the Westin Galleria Hotel in Dallas, Texas. ■■

More information on the Wachovia Excellence in Leadership Speakers Series can be obtained at <http://som.utdallas.edu/leadership> or by contacting Mr. Hoag at 972-883-4785.

EXEMPLIFYING LEADERSHIP

By Paula Felps

UTD Alumni Council honorees include four who show leadership in their personal and professional lives.

The University of Texas at Dallas (UTD) Alumni Council bestows the Alumni Achievement Award on graduates who, through excellence in their professional and personal lives, embody the qualities and values of UTD. Recipients this year include four School of Management (SOM) graduates, who were among those honored at an Alumni Weekend gala on October 29. The SOM alums exemplify many of the leadership qualities the school seeks to instill in all its students.

Sam Gilliland

Sam Gilliland spent the early days of his career focused on technology, earning his Bachelor of Science degree in electrical engineering from the University of Kansas. He had worked at Lockheed Missiles and



Sam Gilliland

Space in Austin, Texas, developing hardware and software for land- and air-based defense systems, before joining Sabre Holdings in 1988.

“I didn’t feel like I was contributing to our business at full potential, and therefore, I decided to go back to school,” he explains. “I was looking for an executive MBA program that would round out my skills.”

He found the program at UTD, thanks to Max Hopper, then head of the Sabre program and later chairman of SOM’s Advisory Council. When Mr. Gilliland sought his advice, Mr. Hopper advised looking into SOM’s Executive MBA (EMBA) Program, then in its infancy.

“UTD was such a life-enriching experience for me, both professionally and personally,” Mr. Gilliland says. “I vowed I would continue to push myself to learn.”

A member of the inaugural class of the EMBA Program, Mr. Gilliland, who graduated in May 1994, says one of the biggest lessons he learned was that education never ends. Because of his continued work with the school, as well as his career success, he earned a School of Management Distinguished Alumni Award in 2003.

“I also learned that, no matter how hard you work, you can always work a bit harder — simply by sacrificing sleep!” he says, adding that he continues looking for ways to learn, whether on the job or in personal situations.



At Sabre, Mr. Gilliland has filled many leadership roles, including chief marketing officer, general vice president of Sabre Business Travel Solutions, and president and chief executive officer (CEO) of Travelocity, Sabre's online travel and product services offshoot. In December 2003, he was elected to Sabre's board of directors and appointed president and CEO of the corporation; the board elected him chairman last November.

Mr. Gilliland says that he continues using his UTD education on a daily basis. "My job now is all about asking the right questions, whether of my colleagues at work or of customers," he says. "And the UTD experience taught me how to ask the right questions."

Alan Halliburton

Alan Halliburton's first project after graduating from The School of Management was to form his company, Halliburton Investor Relations.

"I graduated in May of 1990 [with a master's degree in international management studies] and started my company on November 1 of that same year," he recalls. "I felt that the things I had learned at UTD had given me the education I needed to succeed."

In 15 years, Halliburton Investor Relations has grown to an operation serving 18 client companies, and a staff of more than a dozen people provides those companies full-service investor relations programs.

The courses he took gave him the ability to "hold his own" in business, he says. "When I look back on some of the courses I took at UTD, they really helped me focus on what the world is all about. Today, we do everything there is to do in dealing with the investing public, and the things I learned

at UTD are used every day in my business. It makes your job a lot more fun when you're armed with the appropriate information and material."

Mr. Halliburton selected UTD because, through his involvement with the Greater Dallas Chamber of Commerce (where he served as interim president in 1988), he had come to recognize it as a



Alan Halliburton

world-class institution.

He also says a chance meeting with one of UTD's founders, Erik Jonsson, greatly influenced his decision. "I had the opportunity to meet him and discuss some events, and everything about him was molded around quality," Mr. Halliburton says. "I felt that, if he's a guy who was instrumental in founding UTD, that was probably [a university] that I would be proud to be involved with."

He admits that location also played a part in his decision — campus is less than five minutes from his home.

"I'm very proud to be a part of UTD. It's humbling to be in such good company. It's amazing that I was able to get such a high-class education so conveniently."

Dipak C. Jain

Many of the most valuable lessons that Dipak C. Jain, Ph.D., learned during his days at UTD had little to do with his formal education and more to do with his social interaction.

"Almost immediately upon arriving in Dallas from India, my professors and peers at UTD taught me the valuable lesson of inclusion," he says. "I was extremely influenced by the welcoming UTD community. Their strong work ethic and sincere willingness to help others continues to inspire me today."

Dr. Jain, who earned his master's degree in management science in 1986 and his Ph.D. in marketing in 1987, today is applying many of those UTD philosophies in his role as dean of the Kellogg School of Management at Northwestern University in Evanston, Illinois. A member of the faculty there since 1987, he has been dean since 2001. A marketing professor who has had more than 30 articles published in leading academic journals, he is also the Sandy and Morton Goldman Professor in Entrepreneurial Studies and was appointed a foreign affairs adviser for the prime minister of Thailand in 2003.

Through example, he says, at UTD he saw firsthand



how important it was to create a sense of community between professors and students. Today, despite his duties as dean, he continues teaching, to stay connected, and, therefore, remain in touch with student needs.



Dipak C. Jain

“The UTD faculty and administration taught me the importance of being involved with the school community on every level, and that has been an inspiration for me,” Dr. Jain says. “No one can succeed alone; at the end of the day, if we consistently do our best and make decisions in the best interests of our colleagues and

institution, then we have succeeded.”

Dr. Jain, an SOM 2001 Distinguished Alumni Award recipient, believes that his experiences at UTD made him who he is today, as a leader and as a teacher. “I am eternally grateful that I was given the opportunity to study at UTD,” he says. “I believe the values practiced by the UTD School of Management are integral to achieving success. My experiences at UTD have helped me in every part of my personal and professional journey.”

Melendy E. Lovett

When Melendy E. Lovett earned her bachelor’s degree, she knew her education was far from complete. “My main interest was in continuing to improve my credentials,” she says. “So I went for a graduate degree. I wanted to have more and differentiating credentials, because I figured I would have a better chance at the career opportunities I was interested in.”

She chose UTD partly because of its location and partly because it was easier on her pocketbook than some other institutions. As it turns out, she got much more than her money’s worth.

“The most lasting learning experience I gained at UTD was how to learn from other people’s business experience and apply it to my own work,” says Ms. Lovett, who became a certified public accountant after earning her MS in accounting in 1982. “That was invaluable. ... It wasn’t just that we were learning new things, but we were learning how to apply them on the job.”

She cited the business experience of her professors as among some of the SOM’s best assets.

“They’re people who had actually been in the business world, so they had tried things firsthand, and they knew how things worked,” she says. “Instead of only textbook case studies, they gave examples of on-the-job experiences. That was very valuable.”

Ms. Lovett today is a senior vice president of Texas Instruments (TI) Incorporated and president of TI’s Educational and Productivity Solutions business. She founded an initiative at TI to help improve math and science education for girls, and she has worldwide responsibility for TI’s leadership position in math and science educational technology. She continues to have some involvement with UTD, primarily in recruiting new talent for TI.



Melendy E. Lovett

“I’m extremely impressed with what UTD has done over the last 20 years,” she says. “I think that, back in 1982, The School of Management wasn’t very well known to a lot of people. That’s changed. Now, given how much they have accomplished, it makes my decision of 20 years ago [to enroll] look much wiser.” ■■



Students help craft a new program for top-tier SOM undergrads.

Nurturing the seeds of leadership will be one goal of The School of Management’s Undergraduate Honors Program as it gets under way this fall. Juniors and seniors who participate in the honors program curriculum, and their freshman and sophomore associates, won’t be taking leadership courses specifically. But because enrollment in honors program classes is limited, students will have the opportunity for in-depth discussions that embrace leadership issues.

Dr. Mary Chaffin, SOM’s associate dean for undergraduate studies, says the new program’s selection criteria targets potential campus leaders — applicants must have held leadership positions elsewhere — and already has provided leadership opportunities and growth for several students who helped launch the honors program.

One of those is Iris Kuo, a senior getting two degrees upon graduating, one in finance, the other in arts and performance. Part of Ms. Kuo’s interest, she says, stems from her experience as a student at the Texas Academy of Math and Science, a program for high school stu-

dents at the University of North Texas. “I was used to the challenge (of classes) and the close-knit community,” Ms. Kuo recalls.

“The School of Management is sort of fragmented,” she says, noting that some students attend only in the evening, some are double majors, and some are on campus for one semester, off the next, and return the following year. She wanted a way for School of Management students to develop friendships and networking opportunities. Already a member of The University of Texas at Dallas’ Collegium V, the campuswide honors program, she expressed an interest in starting a similar program within The School of Management.

Chris Van Valkenburg, another SOM student who has been instrumental in getting the program started, agrees. “I think that the management honors program, from its inception, has been a terrific opportunity for students to gain ‘real world’ leadership abilities,” says Mr. Van Valkenburg, also a Collegium V member. “The chance to

(Left to right) SOM Undergraduate Honors Program members Iris Kuo and Jess Dunn, faculty advisor Mary Chaffin, Ph.D., and member Chris Van Valkenburg

OFF TO A GOOD START

By Jeanne Spreier



David Spivey

A new SOM Executive Education academy teaches leadership basics to novice managers seeking skills, experience and effectiveness.

New managers often are so caught up in their duties that their daily workloads don’t leave time to reflect on their growth and development as leaders. How are they doing? How should they be doing? The Leadership Academy at The School of Management (SOM) answers such questions as it helps supervisors develop leadership skills — defining those skills, figuring out which ones they already have, improving others, showing how to apply them.

The academy is a University of Texas at Dallas newcomer itself. Under the auspices of SOM’s Executive Education area, it launched earlier this year and offers seven non-credit courses, each known as a module. Participants who successfully complete

five modules earn the academy’s Certificate of Leadership.

David Spivey, the Leadership Academy’s director, offers neophytes a place to begin to hone leadership skills. First-time students attend a two-day program, The Leadership Challenge, which includes an assessment to determine where the student is in his or her understanding and execution of leadership responsibilities. The program also introduces the fundamentals of leadership, and then students learn techniques to use immediately in their work world.

Mr. Spivey says those who attend Leadership Academy sessions have very different motivations than someone who is studying for an MBA, for instance. Academy participants want information now on how to be effective leaders today, not just good managers.

“This is a come-as-you-are [program],” says David Springate, Ph.D., SOM’s associate dean for Executive Education, meaning



David Springate, Ph.D.



initialize and mold a program does not come along very often, and I knew that this opportunity was choice, especially if one has any entrepreneurial aspirations.”

Mr. Van Valkenburg and Ms. Kuo were on the Management Honors Program Council, a group of

students who organized the program and arranged recruitment. Ms. Kuo says they had expected about 30 students in this fall’s initial class. About 75 students initially enrolled in the honors program. “We were elated that it turned out so well,” Ms. Kuo says.

To be admitted to the honors program, students must be juniors or seniors with a 3.3 or higher overall grade-point average (GPA). Participants are chosen based on academic excellence, extracurricular activi-

ties, demonstrated leadership, work experience, references and an essay.

In order to graduate from the honors program, however, students must attain a 3.5 GPA and complete 15 hours of community service each semester. Jess Dunn, a senior seeking a double major in business administration and biology, is organizing that component of the program, giving her an opportunity to develop leadership skills. Ms. Dunn, who is a returning student after spending almost a decade in the workforce, has had other leadership roles — both volunteer and work-based — and saw this as a way to use some of her skills to put a new program in place. “I’ll be leaving right as the party is getting started,” she says, but adds that she is grateful for the chance to help organize the program.

Dr. Chaffin foresees a time when a leadership class becomes a component of the management honors program. But at this point, the smaller core classes, providing more opportunity for lively discussion, and the various opportunities for students to step in to help get the program organized have clearly started these students on the leadership path. ■■



there are no prerequisites or waiting lists. He notes the academy’s teachers work with managers at a basic learn-and-use level, exposing participants to the best practical leadership practices so they can apply them at work the following Monday morning.

The introductory session includes role-playing, case studies and group activities. Because each class of about 15 students draws managers from around the area — students may enroll as individuals or in groups that have been selected by their companies — participants benefit from hearing about issues surfacing in a cross-section of industries. After taking this foundation course, participants may enroll in additional two-day seminars that address specific areas of leadership, such as mentoring, communications or strategic leadership issues.

One of the academy’s goals is to dispel myths surrounding leadership, one of the most common being that leaders are born, Mr. Spivey says. “Leadership is a relationship,” Mr. Spivey says. “Management skills are about processes and procedures.”

Mr. Spivey, who earned his Executive MBA at UTD and is a graduate of Harvard’s Executive Leadership Program, points out that the missions of The School of Management’s Leadership Academy

and of The Leadership Center at UTD, which is also based at the SOM, are quite different, with the center serving business’ senior executive ranks. “The objective there is to explore and share practices at the senior executive level,” he says, noting the focus is on cutting-edge research surrounding leadership issues.

Dr. Springate adds that The Leadership Center skews toward academics and research and involves leaders at the very top of local industries. The Leadership Academy has a more pragmatic, apply-it-today approach. In the future, Dr. Springate says, the hope is that the academy and the center will rely on each other for ideas, research and clients.

The concept of the academy is not unique to universities. However, as Dr. Springate points out, The School of Management is home to two entities that concern themselves with developing leadership at multiple levels of business. “This is a reflection that we are not only devoting ourselves to developing good business leaders, but we are also taking a leading role in doing so,” he says. ■■

For more information on The Leadership Academy, visit <http://som.utdallas.edu/executive/cert/cel> or contact Mr. Spivey at 972-883-2589 or dspivey@utdallas.edu.

For Marsh Inc., partnering with The School of Management is an effective way to recognize and respond to the changing scope of corporate governance.

by John H. Ostwick

Professionally, Sally Dillenback specializes in risk — recognizing it, calculating it, countering it. Not surprisingly, then, she thinks in terms of risk assessment on and off the job, as when she notes that North Texas schools must attract the top professors and grants needed to support groundbreaking research for the regional economy to thrive.

“UTD is very focused in this area,” says Ms. Dillenback. “In the broadest educational perspective, however, we have to increase the funding for our public schools in Texas, in all educational levels. We have to find the money to attract top-level talents and adequately pay our teachers. It’s one of the most critical issues we face as an economy, and as a generation.”

Ms. Dillenback is managing director of Marsh Inc.’s Dallas operations. One of the world’s leading risk and insurance services firms, Marsh determined a few years ago that partnering with The University of Texas at Dallas (UTD) School of Management is a sound bet.

“To stay abreast of the many risk issues our clients face, we reach out to diverse resource groups that specialize in a variety of different topics,” Ms. Dillenback explains. “We got involved with the [UTD School of Management’s] Institute for Excellence in Corporate Governance (IECG) in hopes that both the corporate and academic worlds can work together to develop corporate governance strategies and solutions that will prove helpful to our clients.”

Marsh Inc. is an operating unit of Marsh & McLennan Inc., a global company that has nearly 30,000 employees and annual revenues exceeding \$5 billion. It provides risk management and consulting, and insurance program management services for public, professional and private businesses and organizations in more than 100

countries. The Dallas branch, one of 63 North American offices, is one of Marsh’s largest U.S. operations, with more than 200 colleagues.

Marsh is a strategic partner in the IECG, founded in the wake of several high-profile corporate and accounting scandals and the passage of the Sarbanes-Oxley Act in 2002. The act created new far-reaching challenges for those involved in corporate governance.

Everyone is pretty much up to speed on what Sarbanes-Oxley requires for good corporate governance, Ms. Dillenback says. “Now, we are trying to stay abreast of what the evolving issues are, what problems people are having, and what claims are developing in the wake of Sarbanes-Oxley that directors’ and officers’ insurance is not responding to.

“These are very complex matters,” and Marsh’s partnership with IECG and the school facilitates the company’s efforts to address them, she says.

Ms. Dillenback, who joined Marsh in 1992 and has directed the Dallas office since 2002, has served on The University of Texas at Dallas Development Board for almost two years. She also is a member of the Dallas Citizens Council, the North Texas Commission and the Executive Women’s Roundtable of the Greater Dallas Chamber of Commerce, organizations all focusing on the importance of higher education to the region’s economy.

“I’m impressed with the caliber of UTD students, particularly in The School of Management,” she says. “Its reputation as a top-notch school is growing. It’s paramount for board members to work within our spheres of influence to promote the school’s reputation, hopefully increasing the number of top-caliber students graduating from UTD and staying in the area.” ■■



*Reaching Out
to Stay Ahead*

Sally Dillenback, managing director
of Marsh Inc., Dallas

RECENT HIRES CONTRIBUTE TO ENVIRONMENT OF TEACHING EXCELLENCE by Jeanne Spreier

TWO FULL PROFESSORS, INCLUDING A PROVOST'S DISTINGUISHED PROFESSOR, ARE APPOINTED, AND TEN OTHER EDUCATORS JOIN THEM AT THE SCHOOL OF MANAGEMENT.

MIKE W. PENG, PH.D., PROVOST'S DISTINGUISHED PROFESSOR OF GLOBAL BUSINESS STRATEGY



Mike Peng



Dr. Peng's research and interest in global strategy issues offer insight to western businesses and an opportunity to make The University of Texas at Dallas (UTD) School of Management known throughout the world.

In 2003, Dr. Peng was named recipient of a National Science Foundation CAREER award, formerly known as a Young Investigator Award. The 2005-2006 academic year is the third year of Dr. Peng's \$423,000, five-year project. "The best thing as far as UTD — and The School of Management — is concerned is that I am able to bring over \$200,000 of funding to my new institution. This will help fund the next three years of my research at UTD," Dr. Peng says.

That research, now more than 10 years in development, focuses on emerging economies. Dr. Peng says he noticed "a tremendous disconnect between an explosive corporate interest in emerging economies, such as China, and a lack of academic in-

terest in these important areas of the world." If business schools and faculties were to be relevant, Dr. Peng decided, they "couldn't afford to ignore these important developments in the global economy."

After receiving his doctorate in business administration and strategic management from the University of Washington, Dr. Peng taught at a number of schools, including the Chinese University of Hong Kong and the University of Hawaii. Most recently, he was an associate professor at The Ohio State University. He joins The School of Management's Organizations, Strategy and International Management area and is teaching graduate-level classes in global strategy and strategic management.

HAROLD H. ZHANG, PH.D.



Harold Zhang



r. Zhang's research touches the lives of most people, with its emphasis on financial security. A full professor in The School of Management's Finance area, Dr. Zhang is especially interested in optimal investment and portfolio decisions of investors and the pricing of financial assets.

His work was honored when he received, along with his research collaborators, the 2004 TIAA-CREF Paul A. Samuelson Award for outstanding scholarly writing on lifelong financial security. That was for an article on taxable and tax-deferred investment opportunities published in the June 2004 *Journal of Finance*.

While his studies plumb topics that may not be common dinnertime conversation, the issues have real-world applications. "My research with collaborators has addressed issues such as what are the optimal trading strategies in the presence of capital gains taxes and how to optimally locate and allocate an investor's savings in the presence of taxable and tax-deferred — such as retirement

accounts — opportunities," he says.

"For many financial economists, important challenges come from trying to understand the consumption and investment behavior of investors and how the interactions of investors in financial markets form asset prices," says Dr. Zhang, who, like many at The School of Management (SOM), started his career as an engineer. He later received his doctorate degree in economics from Duke University.

Dr. Zhang comes to UTD from the University of North Carolina, where he was an associate professor. He teaches doctorate and undergraduate level courses in investments. Dr. Zhang previously was awarded the Undergraduate Economics Teaching Award while at Carnegie Mellon University.

DAVID L. DEEDS, PH.D.

Dr. Deeds looks to science to learn about business and has spent his career investigating the impact of science and research on society. He knows from a practical standpoint what he is talking about. In the mid-1980s, before earning his doctorate at the University of Washington in business policy, Dr. Deeds was co-founder and CEO of LightSpeed, an entrepreneurial venture specializing in the development, sales and support of computer-aided drafting and manufacturing systems. During his tenure, revenues grew from \$29,000 to \$1.1 million.

His curiosity in commercialization of science remains. "The challenge of understanding how new ventures, pharmaceutical



DEEDS

companies and universities could work together to realize the value from the new understanding of biological process really spurred my research," he says. At his most recent position, at Case Western Reserve University, Dr. Deeds helped create a nationally recognized program in bioscience entrepreneurship that crossed disciplinary boundaries. As an associate professor in SOM's Organizations, Strategy and International Management area, Dr. Deeds teaches an upper division undergraduate course in entrepreneurship, a graduate course in technology and innovation management and a doctoral seminar on empirical research.

LÍVIA MARKÓCZY, PH.D.

Dr. Markóczy's research involves the fundamental issues of making good choices, with the goal of improving the assessment and evaluation skills of corporate decision makers.

As an associate professor in SOM's Organizations, Strategy and International Man-



MARKÓCZY

agement area, Dr. Markóczy knows from her studies that alternatives can compete, such as when personal priorities diverge from the public good. "I feel gratified that people often make decisions that are not in their rational self-interest yet are ethically the right decisions," she says. "I am interested in understanding when people go with their self-interest or with the ethically right decision in situations when the two of these are in conflict."

After receiving her doctorate in management from Cambridge University, Dr. Markóczy worked as a research fellow at Cranfield University and most recently as associate professor of management at the University of California, Riverside. At UTD, she teaches an undergraduate course about the social and political environment of business.

ALEXANDER W. BUTLER, PH.D.

While Dr. Butler's area of research interest — the intersection of corporate finance and financial institutions — offers important lessons to large institutions, he also has been involved in improving the smaller organizations with which



BUTLER

he has been affiliated. At the University of South Florida, where Dr. Butler's last appointment was as assistant professor of finance, he initiated structured cross-disciplinary interaction among junior faculty members in the business school. "These regular but informal interactions led to collaborative research ventures across departments that would not have otherwise occurred," he says.

At The School of Management, Dr. Butler, who received his doctorate in finance from the University of Indiana, joins the Finance area as an assistant professor. His research will focus primarily on the issuance, secondary market trading and retirement of corporate and government securities. He is teaching honors business finance at the undergraduate level and money and capital markets at the graduate level.

ZHONGLAN (DI) DAI, PH.D.

Dr. Dai puts both her doctorate degrees to use as she pursues her re-

search into CEO turnover and CEO compensation. In 1994, she received a doctorate



DAI

in economics from Duke University and most recently earned another doctorate, this one in accounting from the University of North Carolina. At The School of Management, Dr. Dai serves as an assistant professor in the Accounting and Information Management area, where she teaches managerial accounting classes.

A curiosity about how firing and compensation interact to provide optimal incentive for CEOs sparked her research, Dr. Dai says. She also is looking into what determines CEO tenure and how inside succession differs from "outside" succession. All this research has immediate applications for companies questioning CEO incentives. But despite all these high-profile professional issues and challenges, Dr. Dai says the greatest achievement of her past year was "having my second child while finishing my dissertation."

VOLKAN MUSLU, PH.D.

Two areas of research interest Dr. Muslu, an assistant professor in the Accounting and Information Management area. The first is something many wonder about as they look over their latest brokerage mailings — how much of the information in financial statements do investors understand. "Specifically, I examine cash-flow implications of accruals and how they are reflected in the current



MUSLU

stock prices," Dr. Muslu says. He says this research sheds light on the predictability — or unpredictability — of future security prices, which

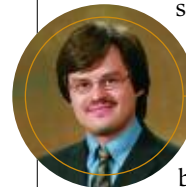
have puzzled the financial community for decades.

In addition, he plans to work on corporate governance issues, especially in relation to executive compensation and boards of directors. It is Dr. Muslu's previous work as an analyst for a mergers-and-acquisitions consulting company that brought these two issues to the forefront. "I realized the importance of financial statements for company valuation and negotiations. I also realized how companies altered and emphasized different aspects of governance mechanisms during different phases of their life cycle," he says.

Dr. Muslu, who received his doctorate in accounting and control from the Massachusetts Institute of Technology, is teaching financial accounting classes to undergraduates and MBA students.

ANDREI STRIJNEV, PH.D.

Dr. Strijnev, an assistant professor in the Marketing area, studies the effects that



STRIJNEV

consumer and corporate behavior have on each other. For him, something as simple as a quick trip to the grocery store can provide a Petri dish of decisions. Even if the stop is for nothing more than bread and milk, he is interested in which bread and which milk consumers may choose and whether they might also decide to buy some ice cream on the way out. "I am particularly interested in uncovering relationships between multiple types of decisions that consumers or firms make, and understanding how consumer behavior affects firms' [behavior] and vice versa," says Dr. Strijnev, who studies consumer and corporate behavior using economics and Bayesian statistics and econometrics.

He became interested in this field

of inquiry in graduate school at Southern Illinois University. "When I was in the MBA program, I remember one of the professors mentioning that two of the product categories that are most frequently purchased together in a grocery store are diapers and beer, which made me wonder whether this was something meaningful or purely coincidental," he says.

Dr. Strijnev, who received his doctorate in marketing from Washington University in St. Louis, teaches an undergraduate marketing class and supervises independent studies of two students working on their doctorates in marketing. In the spring, he plans to teach two doctoral seminars, one in Bayesian econometrics and one in marketing.

ALEJANDRO ZENTNER, PH.D.

At UTD, Dr. Zentner plans to continue his research into the effects of file sharing on industries producing digital goods, including music, movies and software, a topic of huge interest to students on campuses here and across the nation.

"In 2000, when I started my [doctorate], file sharing was a popular activity among students with access to high-speed Internet connections," Dr. Zentner recalls. "I thought about the potential effects on industries producing goods that were being shared online." He wonders if, in the long term, file sharing will eventually undermine intellectual property rights for digital



ZENTNER

goods and result in diminished artistic creations or fewer innovations.

Dr. Zentner recently received his doctorate in economics from the University of Chicago and joins the Finance and Managerial Economics area as an assistant professor. He

teaches managerial economics to MBA students.

FANG WU, PH.D.

Dr. Wu joins The School of Management's Marketing area as a visiting assistant professor. But she is no stranger to Texas, having received her doctorate



WU

degree in marketing from The University of Texas at Austin in 2001. For the past four years, Dr. Wu served as an assistant professor in marketing at Michigan State University.

Much of Dr. Wu's published writing has focused on e-business. Two years ago, she received an outstanding paper award from the Association for Business and Economics Research at the 2003 Global Conference on Business and Economics in London.

While her research interests include the role of marketing knowledge in innovations, organizational learning, and knowledge management in international context, Dr. Wu also has a strong interest in what goes on in the classroom. "My teaching philosophy is rooted in the belief that teaching is an ultimate form of learning," she says. Dr. Wu is teaching introduction to marketing, marketing research and marketing strategy to undergraduates.

YUANPING YING

Ms. Ying is studying something that is all around us and how people react to it. Her research interest revolves around Internet marketing, specifically consumer behavior in online-shopping environments. She says her research helps online retailers gain an understanding of customers' shopping behaviors and gives those retailers practical insights into how they might better serve their customers.

Ms. Ying is completing her Ph.D. in marketing from the University of Michigan, where she received the Milton G.



YING

and Josephine H. Kendrick Award in Marketing. She says her doctoral studies and the booming Internet economy both started at the same time. "The Internet has presented marketing researchers numerous challenges and opportunities," she says. "Internet marketing is a gold mine for me."

As a visiting assistant professor in the Marketing area, Ms. Ying is teaching principles of marketing to undergraduate students.

ROBERT L. ROBB

After 23 years of guiding, financing and running various start-up companies, Robert L. Robb will assist SOM students and staff as they explore both the academics of entrepreneurship and the practicalities of moving research-based innovations to the marketplace. Mr. Robb, who is helping in the development of a UTD entrepreneurship institute, received his master's degree in parasitology-microbiology from the University of Utah. Most recently, he was president and CEO of Quorex Pharmaceuticals, a venture-backed drug company that during his tenure moved from start-up to producing two new antibiotics in record time. Mr. Robb is a senior lecturer in SOM's



ROBB

Organizations, Strategy and International Management area as well as an adviser to UTD's Institute of Biomedical Science and Technology. ■■

NEW CHAIRMAN TO HELP COUNCIL LEVERAGE ITS LEADERSHIP

BY KRIS IMHERR

In a drive to help The School of Management (SOM) reach its goal to be one of the leading public business schools in the United States, SOM's Advisory Council is maximizing the powers of its membership. The council's 42 members, drawn from local entrepreneurs, executives and leading professionals, are concentrating on how they can better use their skills, company ties and other associations to benefit the school.

"Council members are now focusing on how they, individually and as a group, can make the most of their efforts. They are leveraging their own expertise, leveraging the SOM's offerings within their companies, leveraging their contacts to assist the SOM to develop new programs, and looking for opportunities to invest in the school," says Steve Lyle, the council's new chairman and director of worldwide staffing and recruiting for Texas Instruments Incorporated (TI).

Under Mr. Lyle's direction, each council member is taking full advantage of, as well as touting a commitment to, growth and development taking place in the school. Council members are likewise taking a fresh look at match-



Steve Lyle

ing their corporate needs and education goals to the strengths of the SOM programs and faculty.

"The council, along with the leadership of The School of Management, has developed a road map that should help keep us on track in achieving our objectives of becoming a top-tier school. . . .The council is critical to the road map," Mr. Lyle says.

Mr. Lyle stepped into his new role after former council chairperson Barbara Curry resigned in late spring. Formerly senior vice president of TXU Energy's Retail Operations, Ms. Curry left Texas after she was named senior vice president of corporate services and corporate secretary for Great Plains Energy in Kansas City, Missouri, in April.

Employed by TI for 25 years, Mr. Lyle currently ensures that the company has the talent required to maintain a leadership position within the semiconductor industry. His organization is responsible for hiring all skilled employees, ranging from manufacturing specialists, administrative personnel and technicians to engineers and executives. He also has responsibility for all expatriate activity and employee-relocation activity across the company.

“The council, along with the leadership of The School of Management, has developed a road map that should help keep us on track in achieving our objectives of becoming a top-tier school. . . .The council is critical to the road map.”

— SOM Advisory Council Chairman Steve Lyle

“Happily, Steve Lyle’s appointment [as chairman] coincides with expanding links not only between UTD and TI generally but also between The School of Management and TI particularly,” SOM Dean Hasan Pirkul, Ph.D., said in announcing the leadership change.

Three new members, **Bill Sproull**, **Gregory Louvier Sr. and Cecil G. Edwards Jr.**, have joined the council, which since the 1980s has played an active role in the school’s development, achievement and expansion.

As president and CEO of the Richardson, Texas, Chamber of Commerce, Metroplex Technology Business Council and the Richardson Economic Development Partnership since October 2004, **Bill Sproull** excels at seeding deals and growing jobs (see “Community View: Essential Allies,” *Management*, Volume 8, No. 2, Spring 2005, page 13). Mr. Sproull counts as one of his first accomplishments in those roles the December 2004 announcement that Countrywide Financial Corporation would bring 5,000 new jobs to Richardson and purchase three office buildings in Richardson’s Galatyn Park urban area.

Previously, Mr. Sproull was vice president for economic development at the Greater Dallas Chamber of Commerce. While there, he and his team recruited more than 25,000 direct jobs to the Dallas area. He took the

lead on several relocation and expansion projects, including the UTD and Texas Instruments Incorporated joint venture to build a new TI semiconductor manufacturing complex and a new UTD natural science and engineering research building.

He led the formation in early 2004 of the DFW Marketing Team, an alliance of more than 35 communities that pool resources to jointly market the DFW Metroplex for new business investment.

Earlier, Mr. Sproull presided over and was CEO of the McKinney, Texas, Economic Development Corporation. Prior to that, he served more than eight years at the Economic



Bill Sproull

Development Corporation of Kansas City, Missouri. He also worked previously for the Kansas City Corporation for Industrial Development.

A graduate of Baylor University, he received a Bachelor of Arts degree with a double major in economics and political science. He is also a graduate of the Basic Economic Development Course at the University of South Florida.

Gregory Louvier Sr. is responsible for assuring the highest standards of service quality for clients of the South Central Zone of Marsh Inc., one of the world's biggest risk and insurance services firms and an operating unit of Marsh & McLennan Companies, Inc. He serves as client executive practice leader, and he develops and implements performance standards, best practices, tools and learning curriculum for client executives.

He previously has used this expertise on The School of Management's behalf as one of Marsh's representatives at SOM's Institute for Excellence in Corporate Governance (IECG). Marsh is an IECG strategic partner.

Since joining Marsh in 1992, Mr. Louvier has filled several company roles. He now serves on the Dallas Executive Committee and is the senior relationship officer for several Dallas clients. Additionally, he is a member of the executive committee responsible for the strategic growth and management of the South Central Zone.

For the past five years he has been a lead instructor, teaching risk-management concepts for Marsh. He also has been a speaker and facilitator locally and nationally for the Risk and Insurance Management Society.

Prior to joining Marsh, he spent 14 years in the insurance brokerage industry in St. Louis, Missouri.

Mr. Louvier has a Bachelor of Science degree in vocational education from Southern Illinois University. He completed an executive leadership



Gregory Louvier Sr.

program at Arizona State University as well as numerous executive development programs at Marsh.

Cecil G. Edwards Jr. serves as commercial executive in charge of the North Texas Wholesale Bank of Wachovia Corporation, a Charlotte, North Carolina-based diversified financial services company that provides a broad range of banking, asset management, wealth management, and corporate and investment banking products and services. Based in Addison, Mr. Edwards leads Wachovia's focus on providing financial services to for-profit and not-for-profit companies with annual sales of \$25 million or more.

Prior to joining Wachovia, Mr. Edwards spent 24 years in the Dallas market with Bank of America and its Texas predecessor banks. He held several key roles during that time. Particularly relevant for his current position was time spent as a middle-market healthcare-finance team leader. The team handled financing for and provided banking services to for-profit and not-for-profit healthcare clients and prospects, including hospitals, blood banks, senior housing complexes, nursing homes and religion-affiliated social service organizations.

Mr. Edwards earned a Bachelor of Business Administration in Finance degree and an MBA from Baylor University. He is a deacon at First Baptist Church of Dallas, where he serves on the Finance Committee and co-chairs the Building Steering Committee. Mr. Edwards is past chairman of the board of trustees of both Criswell College in Dallas and the Dallas Life Foundation, which ministers to the homeless. He also has served on the boards of the Dallas-Fort Worth Health Industry Council and the Dallas Central Business District. ■■■



Cecil G. Edwards Jr.

Enhanced *Visibility*

By Paula Felps

SOM is boosting this area's workforce advantage by training future executives, chamber vice president says.

The relationship between The School of Management at The University of Texas at Dallas (UTD) and the Greater Dallas Chamber of Commerce is a mutually beneficial bond that continues deepening with time. Even so, the long-running association between the two is, in many ways, just beginning.

"From a technology point of view, the UTD School of Management has been a part of our Technology Business Council since its inception," says Sharon Venable, vice president of technology and international business development for the Greater Dallas Chamber of Commerce. "They've been instrumental in gathering data for our State of Technology reports, and they've also given in-kind support, hosted committees and offered us research assistance. They're always there to raise their hand and take on something else."

For the chamber, a nonprofit organization serving a dozen counties, such assistance has proven invaluable.

"What we've tried to do is to provide a platform for the school to be a part of our leadership groups, to be a part of . . . business all over the Dallas region," Ms. Venable says. "People now realize that UTD isn't just a part of the Telecom Corridor, it's a broad-based university that interacts with businesses all across the [DFW] Metroplex."

She says that as UTD has expanded, it has become active in programs beyond technology, such as taking on a role with workforce and education cooperative programming the chamber and its partners conduct throughout the community. Staff members from The School of Management serve on a number of chamber committees, and in return the school continues to enjoy greater visibility within Dallas' Central Business District and the broader region.

"I think that as The University of Texas at Dallas and The School of Management continue to reach their

higher goals, they will continue to become more well-known within the community," Ms. Venable says. "That relationship [between the chamber and UTD], with their growing prestige and our 95-year-old reputation, only helps strengthen the initiatives that we work together on. It's a nice marriage; we're talking about two groups with the same goals who can leverage their resources to accomplish even more."

She is among those who believe the best is yet to come, and that UTD in general and The School of Management in particular will continue reaping the rewards of their community labor.

"The broad base of the technology industry in North Texas is something that is only going to continue to grow," Ms. Venable says. "UTD is in a good location and has the talent and the educational institution in place to help prepare people for the growth that is taking place. You really can't overlook the role that The School of Management is playing in developing the leaders of tomorrow.

"I know there's a lot of emphasis on engineering, and that is important. In addition, The School of Management is educating the future technology executives in this area. And both these schools — Engineering and Management — working in concert gives us a tremendous advantage in the workforce." ■■



Sharon Venable

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International management studies students converted textbook lessons to firsthand learning in a trip that changed the unfathomable to the familiar. Experiencing for themselves the transformation of the Eastern giant, SOM students cashed in on classroom training and banked personal insight.



China

firsthand

By John H. Ostdick

The School of Management's international management studies program took a large step toward the cutting edge of world economics in the spring during an intense 11-day study tour of China. Participants returned with a unique view of the emerging global power.

"Even though we were very prepared and knew what was going on in China, we still were shocked, especially at the lightning pace of its economic development in places like Shanghai and Hangzhou," says School of Management (SOM) foreign study tours coordinator Habte Woldu, Ph.D., who joined the SOM faculty a dozen years ago. "It appears they are serious about dominating the world economy, despite concerns about where China is going to obtain the materials needed to sustain its incredible construction boom."

"It was," says Shannach Talley, an international management studies student scheduled to graduate in December, "an absolutely amazing trip. . . . In a city like Shanghai, where the construction is just unbelievable, we got the chance to look out on the expanse of growth from one of their TV towers; it looked like something being done digitally for a movie because the buildings just keep going off into the distance. Everyone asks me what it is like, and I respond that it puts Manhattan to shame."

By the time the SOM group returned, even the mainstream media had jumped on the China bandwagon, as exemplified by Newsweek's May 9 cover story heralding this as "China's Century." The China story is startling: Since the country of 1.3 billion people began to institute its first economic reforms in 1979, its economy has registered 9 percent growth per year for 25 years; more than 300 million people have moved out of poverty; and its exports to the United States have catapulted 1,600 percent in the past 15 years.

THERE'S NOTHING LIKE SEEING FOR YOURSELF

Dr. Woldu calls the spring trip, comprised of 30 students ranging from 22 to 48 years old, "one of the best ever." Ms. Talley concurs. She has some perspective, having participated in previous study tours to Poland and Denmark. The students describe the immersion in both China's business prac-



UTD study tour at Beijing University

tices and its cultural landscape as captivating. Seeing the connections helped them understand the country more fully.

"The country, the parts we saw at least, was much more open than I had anticipated, and there seemed to be a lot more personal freedom than I [had] expected," notes Renee Manton, demand planning coordinator for Frito-Lay in Dallas, Texas. "I grew up with visions of China as a forbidden, extremely closed society."

THE BOOM IS ON DESPITE MYSTERY AND RISK

In briefings, SOM travelers received valuable insights into the Chinese infrastructure, such as when a U.S.-China counsel representative told them, "If you really want to understand how Chinese business works, look at [the country's] traffic system. There are no directional signs but also few accidents. It's unstructured but fluid. The bureaucracy of Chinese business works the same way."

George Barnes, director of SOM's Global MBA Online Program and senior lecturer in international management studies, believes that his China experience will help him bring more context into the classroom. "It appears that, in spite of some problems, companies have decided that they are going to have to be in China or be left out because their competitors are going to be there," says Mr. Barnes, who joined the UTD faculty in 1987. "So what might normally be con-

cerns or stumbling blocks — such as a poor intellectual property rights environment, piracy and counterfeiting — simply become the risks of doing business there. They are even willing to do research and development there, using the well-educated, less-expensive scientific community, and cope with the probability of informational leakage and loss.”

LABOR IS CHEAP

The inexpensive labor market in China is obvious. “We asked a lot about salaries while we were there,” explains Fabio Leoni, an MBA graduate who works at Bell Agusta/Aerospace Company in Arlington, Texas. “Being an engineer, I was naturally curious about how much they made in China. We found out that a good engineer makes about \$300 a month there. So we could understand why prices at the local markets are so negotiable; when you convert the price to U.S. dollars, it’s amazingly cheap.”

BANKING NEEDS TO BULK UP

The China story has some gray linings, however, and tour participants found the country’s banking situation is tenuous. “The Chinese are going to have to come to terms with their banking situation, reform their lending practices,” Mr. Barnes notes. “It’s the least-healthy sector of the Chinese economy.”

(Left to right) Study tour coordinator Habte Woldu, Ph.D., student participant Cynthia Garcia in traditional Chinese dress, and SOM international management studies faculty member George Barnes at the foot of the Great Wall of China



Bicycle parking in Shanghai, a remnant of the old China



Drawing on pre-trip study of that economy, students asked about any concern that the yuan (local currency) was undervalued against the dollar. Several speakers acknowledged that there was pressure to let the yuan float, but they observed that its stability had contributed to China’s impressive growth.

“A more flexible currency has its trade-offs,” Mr. Barnes observes. “A revalued yuan will cause export prices to increase, perhaps cutting into the huge trade surplus with the USA, but import prices of materials and energy used by Chinese manufacturers will decrease, offsetting some of the currency realignment.”

THE PEOPLE WELCOME VISITORS WARMLY

Although language barriers were formidable, participants talk fondly of the interaction they had with the Chinese people.

“The business crowd we met, mostly ex-pats or well-spoken Chinese, were very friendly,” explains Matt Baker, an evening MBA student. “When we moved outside of those people, communication was more difficult, but those we encountered went out of their way to be nice. People would stop and stare at us on the street, but in restaurants strangers invited us to sit and eat with them, although we couldn’t communicate at all.

“One night we sat with some people who were playing a dice game; we couldn’t really decipher the rules very well, but we struggled along in good humor, and they insisted on buying us drinks. People were excited to see us wherever we went.”

CULTURE, CULTURE EVERYWHERE

The group encountered some eye-opening cultural experiences. “Climbing the Great Wall of China is an experience I’ll not forget,” says Bruce Patel, director of operations for Hawthorne Suites at Dallas/Fort Worth International Airport. “I also was surprised to see how commercialized the Buddhist temples are, and how the tours are [conducted

while people are praying]. And one of the acrobatic demonstrations we went to was really amazing — Cirque du Soleil-type feats taken to yet another level.”

The international management study tour agenda includes classes at destination universities, where host and visitors present cases on issues from both points of view; six or seven business visits balanced between foreign, domestic and joint ventures; cultural activities interacting with host students; and a post-trip seminar on such culture-related issues as marketing and legal procedures.



Left: Chinese acrobats perform in Shanghai.

Above: Ceiling design, Beijing Summer Palace

Below: (Left to right) Study tour participants Cynthia Garcia, Tracy Coe, Patel Bharat, Kimberlee Granger, Virendra Patel and Jason Gobert in Beijing

THE TRIP DELIVERS ONGOING DIVIDENDS

Renee Manton echoes sentiments expressed by many in the China group. “The Far East had never been a high interest region to me before — I’d always leaned toward Africa and Central America — but this trip served as an awakening for me, a good, enlightening experience,” she explains. “I became very intrigued with the ancient history there. I’d love to go back, and probably will.” 📌



Shanghai by night across the Huang Pu River

Annual Oil and Gas Conference Largest Ever



Kyle Bibb, senior tax planning manager for Burlington Resources, Inc., conducts a session at The University of Texas at Dallas (UTD) Center for International Accounting Development's 27th annual Advanced International Program in Oil and Gas Financial Management. The 2005 session was the most highly attended in the program's history, with 59 participants from 15 countries. During the four-week program, participants study subjects strategic to financial management in the oil and gas industry. Center director Adolf J.H. Enthoven, Ph.D., administers the program. Contact him at 972-883-2321 or enthoven@utdallas.edu.

Risk Center Awarded Two Grants; Advisory Board Named

The International Center for Decision and Risk Analysis (ICDRiA) at The University of Texas at Dallas School of Management (SOM) has been awarded two study grants totaling \$244,474 from two French agencies.

The French Atomic Energy Agency is funding a \$178,709 study focused on risk as it relates to seismic hazards and the ruin of structures. The French Ministry of Research, through the FX Conseil Foundation, has given the center \$65,765 for its research activities related to risk management.

ICDRiA's director, Alain Bensoussan, Ph.D., SOM's Distinguished Research Professor in Operations Management, founded ICDRiA a year ago. The center conducts research and serves as a forum for the exchange of knowledge on risk as it relates to large-investment industrial projects involving new technologies, applications and markets.

An ICDRiA advisory board headed by the chief executive officer of Alcatel North America, Hubert de Pesquidoux,

was created last spring. Other board members, who first met on May 4, are Gilles Delfassy, senior vice president of Texas Instruments Incorporated; Bao Yong Zheng, president of FutureWei Technologies; and Chris Rawley, a director in the Chief Risk Office at EDS.

Dr. Bensoussan's interest in problems of risk grew out of his experience heading the European Space Agency (ESA) from 1999 to 2002 and the French Space Agency from 1996 to 2003, as well as from his extensive research background.

ICDRiA has been awarded four grants since its founding. Aerospace and defense company EADS North America and its parent company, EADS, have contributed \$120,000 in support of ICDRiA's efforts, and the European Space Agency has awarded the center \$104,800 to study the way in which risk management and decision analysis performed in several industry sectors might apply to the agency.

C4ISN Grows in Partners and Programs

Growth of the Center for Intelligent Supply Networks (C4ISN) at The School

of Management is reflected in new strategic partnerships with Blockbuster and Viewlocity. Both companies have provided top-management commitment and enrolled employees in center programs.

"Michael Sherman, executive vice president and chief technology officer of Viewlocity, and Scott Frost, vice president of Supply Chain Solutions at Blockbuster, have been our biggest sponsors this year in helping with implementation" of the center's Supply Chain Management certificate program, says Divakar Rajamani, Ph.D., clinical professor and the center's managing director.

C4ISN offers several certificate programs, which are delivered in two-day modules and designed to provide fast-track completion, accommodating busy professionals.

The Lean Six Sigma certificate program focuses on significant business-process improvement. Upon successful completion, students earn "green belt" status in the Six Sigma program, which combines concepts of lean manufacturing with structured operations excellence methodology to improve performance and results.

The center's Product Lifecycle Management (PLM) certificate program gives those who already have significant professional PLM experience academic training to help increase their efficiency in learning and applying new techniques and technology. SOM "is one of very few schools offering a comprehensive certificate program in PLM," Dr. Rajamani says.

The center also offers an online certificate program in sourcing management that prepares procurement professionals to take the Certified Purchasing Manager exam offered by the Institute for Supply Management.

To alleviate scheduling conflicts, C4ISN has introduced three schedule choices: Family Friendly classes on Thursdays and Fridays, Out-of-State Friendly classes held on four to six consecutive days and Travelers Friendly classes on Fridays and Saturdays.

Roundup of CITM News

The Center for Information Technology and Management (CITM) at The School of Management (SOM) recently received two \$1,000 finalist checks in the Tech Titan Awards, an annual competition the Metroplex Technology Business Council (MTBC) of the Richardson Chamber of Commerce sponsors. Winners were announced at a banquet in August.

Founded in 1994, the MTBC fosters a supportive environment for technology companies and members of the technology community in North Texas.

Professor Michael J. Savoie, Ph.D., CITM's director, led the center to finalist spots in the Technopolis and Titan of the Future categories. The Technopolis recognition goes to a service organization or institution for outstanding leadership in bringing the technology community together. The Institute of

Electrical and Electronics Engineers won the award.

Given for the first time this year, the Titan of the Future Award recognizes educational programs designed to address the gap between technology businesses and educational institutions whose purpose is to provide qualified graduates to the technology industry. The Articulated AS Engineering Degree program at Richland College earned the award.

CITM's recognitions were not for specific projects, Professor Savoie says, but for the center's overall efforts. "Our most notable project in the MTBC community is the Telecom Corridor Genealogy Project." The center is building a database that will draw a "digital family

tree" of the telecommunication industry in Dallas.

This academic year, CITM gained two new executives in residence: Bryan Mobley, principal consultant on telecom and information technology practice for the Internet Business Solutions Group at Cisco Systems, Inc.; and Shawn Alborz, program manager for the

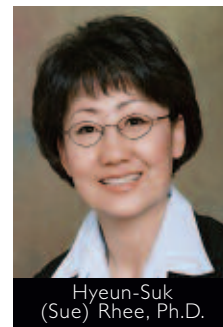
Business Process Outsourcing group at EDS, in Plano, Texas. Mr. Mobley is an SOM Executive MBA student, and Mr. Alborz is a Ph.D. candidate.

Executives in residence serve "as advisers to me and as mentors to students [working at CITM], as well as do a lot of marketing of the center," Dr. Savoie says.

Dr. Savoie also encourages SOM faculty participation and periodically recognizes those who have made substantial contributions by naming them CITM Faculty Fellows. This honor, plus a \$1,500 stipend to each recipient, recently was conferred on Young U. Ryu, Ph.D., an associate professor of information systems, and Hyeun-Suk (Sue) Rhee, Ph.D., an assistant professor of information systems and operations management. Dr. Ryu's research interests lie in data mining and artificial intelligence technologies and in computer security. Dr. Rhee's research interests include wired and wireless customer experience, human-computer interfaces and computer-mediated communication systems.



Young U. Ryu, Ph.D.



Hyeun-Suk (Sue) Rhee, Ph.D.

IECG Names First Executive in Residence

John M. Roeder (below), a retired certified public accountant and member of the board of directors at several publicly held companies, was named the first director in residence at the Institute for Excellence in Corporate Governance (IECG). The one-year appointment was announced in late June.

Mr. Roeder, who spent more than 30 years — many of them at the executive level — with the firm of Arthur Andersen, is advising the institute in such areas as research topics, program and organizational structure and fundraising. He also lectures in SOM classes and is benchmarking IECG against other corporate governance organizations nationwide.

For more on IECG, call 972-883-4925 or visit <http://som.utdallas.edu/iecg>.



MORE ACCOLADES BESTOWED ON PROFESSOR BASS

Emory University, The Ohio State University, Groningen University in the Netherlands and the University of South Australia have all recently honored SOM Professor Frank M. Bass, Ph.D., bestowing highest academic accolades on him. Each university found a distinctive way to recognize Dr. Bass, Eugene McDermott University of Texas System Professor of Management, who is considered one of the founders of marketing science.

Most recently, the University of South Australia in Adelaide announced the creation of the Ehrenberg-Bass Institute for Marketing Science, named in honor of Dr. Bass and Professor Andrew Ehrenberg of South Bank University in London. Formerly the Marketing Science Centre, the institute is devoted to the discovery and applications of trends in marketing, consumer behavior and brand performance.

The Australian university also awarded Dr. Bass an honorary doctorate, which Professor Byron Sharp, director of the newly named institute, presented at an October luncheon on the UTD campus. "Professor Bass showed that it is possible to discover scientific laws concerning buying behavior," Professor Sharp said. (Professor Ehrenberg's major contribution to marketing science is the discovery of law-like regularities in buyer behavior.)

Dr. Bass first earned international recognition with his development of the Bass Model in 1969. That mathematical model has been used to predict sales and life cycles of consumer products, from color televisions and disposable diapers to digital satellite radios. Two years ago, the research journal *Management Science* hailed his paper introducing the Bass Model as one of the most-cited research papers in the journal's 50-year history.

Another recent tribute to Dr. Bass, a leading operations

research theoretician and practitioner who has been an educator since 1957, came from the University of Groningen in the Netherlands. In September, the university created the Frank M. Bass Chair, hailing him as the founder of marketing science as an academic discipline in the Netherlands.

Dr. Bass's accomplishments also prompted The Ohio State University (OSU), where he was an associate professor from 1957 to 1961, to award him the Honorary Degree, Doctor of Business Administration, in August. OSU officials noted that he is "a prolific researcher, dedicated teacher and effective mentor [who is] without peer in sharing knowledge with subsequent generations of doctoral students who carry on his legacy of exceptional scholarship."

In June, the Institute for Operations Research and Management Sciences (INFORMS) Marketing Science Conference saluted Dr. Bass at Emory University in Atlanta with a dinner

and meeting, the Conference to Honor Frank M. Bass. The institute previously had created the Frank M. Bass Dissertation Paper Award in his name, and he won an INFORMS Fellows Award in 2002.

SOM Dean Hasan Pirkul, Ph.D., says Dr. Bass' accolades are well-deserved, "and we are pleased to see him recognized in all these ways."

Dr. Bass, a native of Cuero, Texas, received his Ph.D. from the University of Illinois, an MBA from The University of Texas at Austin and a BBA from

Southwestern University. He joined the faculty of Purdue University in 1960 and later became the Loeb Distinguished Professor of Management at Purdue's Krannert School of Management. He joined UTD in 1982.

"I feel very honored to be recognized in this way," Dr. Bass says "I was inspired by some truly great people, and I hope that I can do the same for others."



Professor Frank Bass, Ph.D., received an honorary doctorate from Ohio State University President Dr. Karen Holbrook.

Student of Dr. Stecke Wins Best Paper Award

Information systems and operations management (ISOM) Ph.D. student and teaching assistant Xuying (Daisy) Zhao (at right in photo below) won a “Best Student Paper Award” at the Portland International Conference on Management of Engineering and Technology (PICMET) and \$1,000 for Outstanding Student Paper for 2005 for her paper with her co-author and advisor, ISOM Professor Kathryn E. Stecke, Ph.D., (at left in photo). Dr. Stecke is an internationally respected scholar in the fields of flexible manufacturing and operations management. The work, “Managing the Technology of Integrating the Production and Transportation Functions in Assembly and Flow Operations,” studies optimal and near-optimal production schedules for a make-to-order manufacturing company fulfilling a commit-to-delivery order. Ms. Zhao and Dr. Stecke presented the paper at the conference in Portland, Oregon, in August. Established in 1989, PICMET, a nonprofit organization, disseminates information on technology management.



Alain Bensoussan, Ph.D.

Metin Çakanyildirim, Ph.D.

Suresh Sethi, Ph.D.

Three SOM Researchers Awarded National Science Foundation Grant

The National Science Foundation has awarded a \$200,000, three-year research grant to three School of Management (SOM) professors to study risk and decision making as they relate to uncertainties in inventory stocks, a major issue in product supply chains. Alain Bensoussan, Ph.D., Distinguished Research Professor in Operations Management; Metin Çakanyildirim, Ph.D., assistant professor of information systems and operations management, and Suresh Sethi, Ph.D., Ashbel Smith Professor of Operations Management, are principal researchers.

The study marshals the joint efforts of two SOM research centers, the Center for Intelligent Supply Networks (C4ISN) and the International Center for Decision and Risk Analysis (ICDRiA). Industry’s supply networks of goods and services — their shortages, surpluses, problems and best practices — come under the purview of C4ISN, which launched in spring 2003. Established a

year ago, ICDRiA studies risk management as it relates to large-investment industrial projects that involve new technologies, applications and markets. Dr. Bensoussan is ICDRiA’s director, and Dr. Sethi is C4ISN’s director.

Dr. Bensoussan says the mathematically based study will investigate both quantitative and qualitative uncertainties in inventories.

“The fact that this grant was awarded to us through the Division of Mathematical Sciences of the National Science Foundation is a reflection of the strength of the UTD School of Management faculty in applied mathematics, especially as it relates to matters of business and industry,” Dr. Bensoussan says.

School of Management Dean Hasan Pirkul, Ph.D., says the school’s research centers, such as ICDRiA and C4ISN, provide real value to industry by carrying out projects relevant to industry’s needs. “The findings of such investigations have real potential that could impact every step that a business goes through related to its products,” Dr. Pirkul says.

PEERS HONOR PROFESSOR SETHI



Suresh Sethi, Ph.D.

Suresh Sethi, Ph.D., Ashbel Smith Professor of Operations Management at The University of Texas at Dallas, has been recognized by his peers in several venues in the past six months, most notably with a rare occurrence in scientific circles, a conference to celebrate his 60th birthday and honor him. More than 40 people attended the conference in June in Aix en Provence, France. Several were former post-doctoral fellows and co-authors of Dr. Sethi's.

In conjunction with the conference, a book, *Optimal Control and Dynamic Games: Applications in Finance, Management Science and Economics*, was edited in Dr. Sethi's honor by Richard F. Hartl and

Christophe Deissenberg. During the event, the editors presented Dr. Sethi with the first copy of the book, which includes a number of the papers presented at the conference.

Dr. Sethi has also published two books during the last several months. He published *Average-Cost Control of Stochastic Manufacturing Systems* with co-authors Hanqin Zhang, Ph.D., and Qing Zhang, Ph.D., and *Inventory and Supply Chain Management with Forecast Updates*, with Houmin Yan, Ph.D., and Dr. Hanqin Zhang. The 324-page *Average-Cost Control of Stochastic Manufacturing Systems* is interdisciplinary in nature and sets forth a new theory showing that hierarchical decision making can result in near optimization of system goals. The 310-page *Inventory and Supply Chain Management with Forecast Updates* focuses on the issues of inventory decision making with information that is updated over time.

Also last summer, *Decision Sciences*, a journal of the Decision Sciences Institute, posted, as one of its lead stories for the journal's online homepage, an article Dr. Sethi co-wrote with Drs. Yan and Zhang. That report, "Quantity Flexibility Contracts: Optimal Decisions With Information Updates," is available at www.blackwell-synergy.com/loi/dec. It first appeared last year in the journal, which publishes research about decision making within the boundaries of an organization, as well as decisions involving inter-firm coordination. Dr. Sethi says the report focuses on studies of single and multi-period quantity flexibility contracts involving one demand forecast update in each period and a spot market.

Dr. Sethi, who received his Ph.D. in operations research from Carnegie Mellon University, came to The University of Texas at Dallas School of Management in 1997 from the University of Toronto, where he was a faculty member for more than 20 years.

Dr. Sethi has been recognized by his peers many times, including earlier this year when he was named a fellow by the Production and Operations Management Society (POMS). He was named a fellow in 2003 by the Institute for Operations Research and the Management Sciences (INFORMS); and fellow in 2003 of the American Association for the Advancement of Science (AAAS). He is also a fellow of the New York Academy of Sciences and of the Canadian Academy of the Sciences and Humanities.

International Journal Publishes Study by Dr. Enthoven of Accounting in Former Soviet Union

The *International Journal of Accounting, Auditing and Performance Evaluation*, a global scholarly publication based in the United Kingdom, in May published the most recent study on accounting changes in countries of the former Soviet Union by School of Management accounting professor Adolf J.H. Enthoven, Ph.D.

In "An International Accounting and Auditing Programme and Certification in the Russian Language," Dr. Enthoven, long an activist scholar in favor of worldwide uniform accounting principles and director of SOM's Center for International Accounting Development, not only reported on accounting practitioners in Russia but also made recommendations on instituting internationally accepted accounting standards to encourage foreign investment and the growth of a free market economy in former Soviet countries.

The study reports that there are now more than 3,300 certified accounting practitioners in Russia and its former republics. To date, according to the study, 34 accountants have earned the Certified International Professional Accountant (CIPA) designation, which is comparable to being a certified public accountant in the United States.

"The results [of the examination program to date] have been very encouraging," the study reports, noting that the CIPA exams were first given in Russia



Adolf J.H. Enthoven, Ph.D.

and its former republics in May 2002. Between then and June 2004, some 35,000 accountants took one or more of the eight individual exams that make up the CIPA program.

One aim of the CIPA program, the study says, is “to substantially raise the quality of accounting and its profession in a number of countries of the former Soviet Union through the promotion of international accounting standards, international financial reporting standards, international standards of audit and professional ethics.”

To ensure the program’s future success, the study recommends such measures as updating existing training manuals and translating them into Russian, reviewing examination preparation materials with instructors and apprising

them on how to prepare their students to sit for the exams.

Dr. Enthoven has worked as a U.S. State Department-sponsored consultant with the Russian government since 1990. Working together with the U. S. Treasury, the International Monetary Fund, the Organization for Economic Cooperation and Development and the Russian Ministry of Taxation, he developed and administered the computer-based “training the trainers” program for Russian tax inspectors. A longtime consultant to the United Nations and the World Bank, Dr. Enthoven also has organized and led courses in Russia, the Baltic countries, Ukraine, Kazakhstan and Moldova that have trained more than 1,000 accountants in the basics of international accounting principles.

SOM Hosts Displaced Tulane Professor

The School of Management (SOM) is playing host for the fall 2005 semester to Dr. Jun Zhang

(right), assistant professor of information and operations management at the A.B. Freeman School of Business at Tulane University in New Orleans, Louisiana. Dr. Zhang was displaced by the after-effects of Hurricane Katrina, which resulted in Tulane being closed for the fall semester. Pictured with Dr. Zhang is SOM’s Ashbel Smith Professor of Operations Management Suresh Sethi, Ph.D., who is a fellow scholar with Dr. Zhang in the field of supply chain management and a fellow alumni of his from Carnegie Mellon University.



MARK SALAMASICK NAMED IIA EDUCATOR OF THE YEAR

University of Texas at Dallas School of Management faculty member Mark Salamasick has been named 2005 Leon R. Radde Educator of the Year by the Institute of Internal Auditors (IIA). The award is presented each year to an individual who has made significant contributions to the advancement of internal auditing through education in colleges and universities.

Mr. Salamasick created the school’s Endorsed Internal Audit Program, which is among the fastest-growing internal audit programs in the United States, and founded an IIA student chapter at UTD. The chapter, started in 2003, boasts an enrollment of more than 70 members.

Mr. Salamasick has written several books, articles and reports and has served on a research project conducted by the IIA Research Foundation (IIARF) focusing on information technology auditing. He also delivers presentations to audit professionals both in the United States and abroad and has been consulting in Japan, Australia, England, Canada and the Netherlands to help develop programs like UTD’s in those countries.



Mark Salamasick

The UTD School of Management internal audit program is among 43 such programs at universities worldwide that the IIA has endorsed. The endorsement provides internship and research opportunities as well as an advanced internal audit curriculum.

“Receiving such recognition is both an honor and an indicator of the strength of the Endorsed Internal Audit program Mark Salamasick has established here at the UTD School of Management,” School of Management Dean Hasan Pirkul, Ph.D., says.

“Individuals like Mark Salamasick are ensuring the future success of our profession by helping ensure that tomorrow’s practitioners have the knowledge and skill they need to become valuable resources for the community,” IIA President Dave Richards says. “His dedication is commendable, and his contribution is invaluable.”

Established in 1941, the IIA has more than 100,000 members worldwide and serves as the internal audit profession’s global voice, recognized authority, acknowledged leader, principal educator and chief advocate.

PROJECT MANAGEMENT PROGRAM EARNS ACCREDITATION, HOLDS INTERNATIONAL PROJECT WORKSHOPS

The Project Management Program at The School of Management (SOM) capped a productive summer of achievement by gaining accreditation from the Project Management Institute (PMI) — one of only five such programs in the world to have done so.

The accreditation was announced September 10th, during the Project Management Institute (PMI) Global Congress in Toronto. Official recognition followed a rigorous screening process that came to a conclusion even as the Project Management Program launched a major initiative, a series of daylong on-campus workshops designed to cover all aspects of what it takes to make international projects successful.

“I’m very honored,” Jim Joiner, Project Management Program director (pictured below), says of being granted accreditation. “This gives us the ability to say that we have been examined by outside professionals, measured by their standards and found to be in compliance with their requirements. It puts us in an elite group of world-class programs.”

Mr. Joiner helped found the Project Management Program in 1997. At the time, less than 25 such programs existed worldwide; today there are more than 100.

The SOM program advanced its own worldwide perspective last spring by focusing on international projects in the “Managing Projects Across Borders” workshop series. Begun last May, “the six highly interactive sessions are addressing issues of concern to the many thousands of project and program managers in the Dallas-Fort Worth area and beyond — for example, effective communication, remote management and team collaboration and efficiency,” Mr. Joiner says. “These are issues that are challenging to project and program managers in coordinating large projects, especially when they involve teams from different countries and cultures.”



That cross-cultural, cross-country dynamics are increasingly a reality in many aspects of life — including business education — was highlighted by the accreditation announcement in Toronto, where the SOM Project Management Program shared recognition honors with the École Supérieur de Commerce in Lille, France. They are the fourth and fifth schools in the world to become accredited, joining the University of Quebec, the Stevens Institute of Technology in Hoboken, New Jersey, and Western Carolina University in Cullowhee, North Carolina.

For SOM, accreditation screening began with a self-study of the program and was followed by a report that the school submitted to the PMI Global Accreditation Center. Once approved, that report was sent to a team of professionals who conducted a site visit and then submitted a final recommendation to PMI’s Global Accreditation Center.

David Springate, Ph.D., SOM’s associate dean for Executive Education, said that the PMI site visitation committee was impressed with the program’s integrated curriculum as well as the fact that the program has a parallel online program. “With this accreditation, UTD now offers one of the very few accredited programs in the world for project management that leads to an Executive MBA degree,” Dr. Springate says.

SOM’s Project Management Program also takes pride in providing continuing education. Project management professionals who take all six “Managing Projects Across Borders” workshops will earn a professional certificate and eight professional development units (PDUs). However, the workshops may also be taken

individually. Remaining sessions are planned for January 17 and March 14, 2006. For information, please contact Judy Clothier at 972-883-2656 or judyc@utdallas.edu. Register online at <http://som.utdallas.edu/project>.



Project Management Educators from Around the World Meet at SOM

Dean Hasan Pirkul, Ph.D., welcomed 14 members of the International Project Management Educators' Union (IPMEU) to The School of Management in September. The school's Project Management Program hosted the IPMEU annual meeting, a gathering of representatives of universities around the world that have highly developed project management programs. Among other topics on the groups' agenda was a report on both the on-campus and online curriculum design of The School of Management's Project Management Program.

New Dual-degree Program Benefits Electrical Engineers

A new dual-degree program at The University of Texas at Dallas (UTD) helps electrical engineers enhance their technical education while providing them the business acumen most find necessary to operate in today's high-speed, high-pressure world. Through the program started this semester by UTD's School of Management (SOM) and Erik Jonsson School of Engineering and Computer Science, students will be able to simultaneously earn a Master of Science in Electrical Engineering degree and a Master of Business Administration (MBA) degree.

"Almost 25 percent of the more than 1,000 students in our MBA program have undergraduate degrees in engineering," says Steve Perkins, Ph.D., SOM's associate dean for graduate programs. "They are often coming back to school to either switch careers or enhance their current positions. By [our] offering the combined MSEE-MBA degree program, students can broaden their skill set beyond engineering into management."

Duncan MacFarlane, Ph.D., an electrical engineering professor and associate dean for interdisciplinary programs in the Erik Jonsson School, says the double-degree proposal came about in large part as a result of input from the university's stakeholders — students, parents and local corporations. "It's important that students get the set of skills they want," he says. "This definitely shows we're looking out for our students as well as their employers. In addition, our students and graduates are becoming increasingly interested in starting their own companies, and developing a knowledge of business practices will serve them well."

"Management skills are critical for engineers who aspire to leadership positions," says Varghese Jacob, Ph.D., SOM's senior associate dean. Dr. Jacob worked with electrical engineering and management faculty to create the combined degree program. He sees this program as particularly benefiting engineers working in start-up companies or entrepreneurial positions.

Students must be admitted to both the master's program for electrical engi-

neering and The School of Management. The MSEE and MBA combination will require 68 graduate hours beyond prerequisites. Separately, the MSEE requires 33 hours, and the MBA requires 53 hours, but taken together the program allows engineering electives to count toward the management degree and management electives to count toward the engineering degree. A student may also elect to get a Master of Arts or a Master of Science degree through The School of Management. The MS option offers various concentrations, from accounting to information technology management to entrepreneurship and finance. This option would require an additional 51 hours beyond prerequisites. "Many students attend classes part-time," Dr. Perkins says, "and we would expect them to graduate in three to four years." Students will have advisers in both The School of Management and the Erik Jonsson School.

Other universities offer similar programs, but this is the only one of its kind in North Texas. UTD officials expect about 50 students to be enrolled in the joint program at any given time.

Ph.D. Student Wins HP Award

Qi (Annabelle) Feng, a doctoral student in The School of Management's Operations Management area, has received a \$5,000 award from Hewlett-Packard, where she worked as an intern during summer 2005. Ms. Feng earned the award in recognition of an internship project that focused on mitigating the demand and supply risks in workforce planning and the development of hiring strategies. Ms. Feng is in the final

year of her doctoral program. Her research deals with inventory and supply chain management, software maintenance and development, and optimal control. Dr. Suresh Sethi, Ashbel Smith Professor of Operations Management, is serving as the chair of Ms. Feng's doctoral committee.



Qi (Annabelle) Feng

SOM Students Win Scholarships

Four School of Management (SOM) students have won scholarships and recognition from two Dallas-area professional societies.

From the Dallas-Fort Worth chapter of the American Marketing Association (AMA), Cohort MBA student **David Wedemeier** won a \$3,000 DFW AMA/Bass Scholarship, and undergraduate **Linda Tham** won a \$500 AMA/Bass Scholarship. Mr. Wedemeier is pursuing

Global MBA Online Opens Professional Production Studio

The unveiling of The School of Management's Production Studio marks the culmination of a two-year effort to provide advanced technology for creating online presentations.

"This all goes back to the school's commitment to offer online degree programs," explains George Barnes, director of the Global MBA Online Program. The School of Management began offering online courses in 1999 but found that the presentations were of varying quality.

"Without a professional studio, production could be haphazard," Mr. Barnes says. "So we began planning a studio and now have a fully operational state-of-the-art facility."

The production studio includes digital cameras, professional lighting, broadcast-quality microphones, and is acoustically treated to optimize the vocals. Technical support staff sits in an adjacent room, providing a quiet environment for professors to record their course materials.

That factor alone makes for better online materials, allowing professors to concentrate on content. They don't have to operate equipment while they're recording, and it allows them more focus on the information they're delivering, says Mr. Barnes.

Although Mr. Barnes' team visited other schools to find a production studio to emulate, they ultimately built a facility that surpassed everything they had seen. The new studio can produce streamed lectures, clips from publisher videos, "virtual chalkboard" sessions, software tutorials and more.

"Nothing that we saw out there is as sophisticated in terms of online technology and course development," Mr. Barnes says. "The School of Management has really been a pioneer in terms of online courses, and the dean was very determined to find a way to do this."



Global MBA Online teaching assistant Uk-Hyun (Jake) Cho (foreground) at the control panel with instructional designer Darren Crone at the camera and program director George Barnes in SOM's new production studio

an MBA with concentrations in marketing and international management. Ms. Tham is pursuing a bachelor of science degree in business administration. Both are members of the UTD student AMA chapter.

The DFW AMA chapter established the Bass Scholarship in 2004 in recognition of the many contributions to the field of marketing by SOM faculty member Frank M. Bass, Ph.D., who is widely regarded as a founder of the field of marketing science. Dr. Bass is Eugene McDermott University of Texas System Professor of Management. (See *More Accolades Bestowed on Professor Bass* on page 28.)

To win the scholarships, Mr. Wedemeier and Ms. Tham participated in a marketing plan contest with other members of various student AMA chapters in the DFW area. The two UTD students won the contest's two top honors.

The Dallas Association of Financial Professionals (DAFP) awarded the top prize of a \$1,200 undergraduate scholarship to **Randy G. Black**, an SOM student pursuing a bachelor of science degree in finance. Another SOM student, **Ana Johnson**, won a \$250 honorable mention award in the DAFP's "Outstanding MBA" competition. SOM Finance area faculty nominated both students to compete for the honors.

Mr. Black's entry consisted of his academic transcript, a résumé, a letter of reference, a statement of interest in becoming a professional in the financial field and a brief essay. Ms. Johnson's award was bestowed after a DAFP panel of judges reviewed essays written by contestants in the "Outstanding MBA" competition and then interviewed the finalists. Winner

of the 2005 DAFP "Outstanding MBA" competition was **Beth Coleridge** of the University of Dallas. Ms. Coleridge received a \$500 scholarship for her personal use and a \$1,500 scholarship for her school.

Cohort MBA Team a Finalist in Dell-Microsoft Competition

The University of Texas at Dallas (UTD) School of Management's Cohort MBA business competition team was among six from a field of 34 at universities nationwide to be selected to compete in the final round of the Dell-Microsoft Marketing Case Competition in Anaheim, California, in September. The other five finalist teams were from Northwestern University, which had two entries; Rice University; the University of Virginia; and Vanderbilt University. The winning team was from the Kellogg Graduate School of Management at Northwestern University. The finalists were chosen after a first round of online competition from a field that included such highly regarded schools as the Massachusetts Institute of Technology, Purdue University and the University of Michigan. Cohort MBA students on the UTD team were (below, left to right) **Anthony Gale, Seema Gupta, David Wedemeier, Alejandro Garcia** and **Visa Shanmungan**.



Summerfield Roberts Scholars Recognized

Five of The School of Management's Summerfield Roberts Scholars attended a scholarship recognition luncheon at the school last spring. They are (above, left to right) Christopher McCullough, Melody Macaluso, Jason Mahoney, Dabney Sellars and Raghunath Mallepalli. Summerfield Roberts Scholars receive a \$1,000 scholarship that is renewable for up to seven semesters. To be eligible for these scholarships, students should have high entering qualifications and be newly enrolled in the part-time Professional MBA Program. To remain eligible, students must take at least six credits hours each semester and maintain a cumulative grade point average of at least 3.0. Applicants must be Texas residents. The scholarships are made possible by an \$88,500 grant from the Summerfield G. Roberts Foundation, which is named after Dallas oilman, inventor and investor Summerfield G. Roberts. More information can be obtained by contacting Dr. Steve Perkins, associate dean for graduate programs, at 972-883-6789 or perkins@utdallas.edu.

Exec Ed Fills Niche with New Sales Management Certificate Program

Responding to requests to apply a management-school mindset to sales training, a Sales Management Certificate Program, launched by The School of Management's Executive Education Cen-

ter last summer, repeated in November and will be available online in January. The six-session program, which meets weekly in a two-hour evening class, takes participants through the essentials of building, developing, coaching and motivating a sales team. It covers skills development, motivational manage-

ment, relationship building, developing a strategic account plan, understanding customers' organizations and building strong value propositions. The classes include case studies drawn from the business experiences of U.S. corporations. Classes also feature in-depth discussions on what stra-

United Supermarkets Becomes SOM's Newest Strategic Partner

Interested in providing its executives and promising employees with continuing-education opportunities, United Supermarkets, a family owned grocery company based in Lubbock, Texas, recently went in search of a university that could answer its needs.

"We interviewed several schools around the state, and UTD was just, . . . really set up to work with the working person," the company's co-president Gantt Bumstead says. Because The School of Management (SOM) was, in his words, "flexible, amenable to what we were looking for . . . and easy to work with," United Supermarkets did more than enroll three of its vice presidents in the Executive MBA Program this fall. The company also signed on as SOM's newest strategic partner.

Strategic partners make a financial commitment to the school as well as pledge to support its efforts through involvement on the SOM Advisory Council and the university's development board. SOM reciprocates by developing customized courses and programs geared to answer the specific needs of partners.

Because this is the first strategic partnership developed under the auspices of the school's Executive Education area, SOM Dean Hasan Pirkul, Ph.D., says Phil Pirkle, vice president of human resources for United Supermarkets, has been designated as the company's representative to serve on the Executive Ed-

ucation Advisory Council. The company's appointee to SOM's schoolwide advisory council will be named later.

"We are pleased in the trust United Supermarkets is placing in us," Dean Pirkul says. The new alliance represents, he says, "a validation of our efforts to convince companies that we can design programs that make sense for them."

"We've been saying we want firms to believe in us, work with us and use our programs," says Associate Dean for Executive Education David Springate, Ph.D. This partnership offers the school the opportunity to deliver specific courses and programs, he says, "but it also offers a wonderful way to model what we could and should be doing with others."

Employing almost 7,000 people, United Supermarkets operates 47 stores across North and West Texas under three distinct brands: United Supermarkets, United Supermercado and Market Street. In the Dallas Metroplex, Market Street stores in Colleyville and McKinney offer everyday groceries as well as specialty items and gourmet products.

Mr. Bumstead, a great-grandson of company founder

H. D. Snell, presides over United Supermarkets with his brother, Matt. Gantt Bumstead says that for its part, United Supermarkets' brings a unique experiential contribution to the strategic partnership. "We've been in business 89 years, and we go about business in a certain way," he explains. "I think any time you can tap into companies that are actually sort of fighting the battle out there, especially in our industry that is brutally competitive and one that is seeing a great deal of change, I think . . . there is obviously some benefit" to sharing that in a business school setting.

Dr. Springate agrees. "Our [Center for Intelligent Supply Networks] is looking forward to working with [United Supermarkets]," he says, "because they said, 'Sure, come on out and look at our supply chain management, the way we supply our grocery stores. You can model it, you can write some cases from it.'"

The partnership also affords SOM's marketing faculty "a wonderful opportunity to work with them on some of their marketing issues," Dr. Springate says.

Likewise, Mr. Bumstead says: "I'm so excited we can partner with UTD and really give our team members an experience that they haven't been able to have — that we can grow them, challenge them. I think the more challenged they feel and the more they feel like they're growing, the more they enjoy the job."



Gantt Bumstead

tegies and actions should be taken to win sales. Participants get involved in buyer-seller scenarios that include research and preparation of a team sales presentation.

John Fowler, Executive Education's director of new initiatives, oversaw the launch of the new program. He says it fills "a niche not being covered" by other universities locally. Describing it as an executive-development program, Mr. Fowler says the value to participants of earning the certificate is that "they have opportunities to look at and understand how to build winning sales teams."

The certificate is a résumé enhancer even for those with prior experience, Mr. Fowler says, because of "the importance to show they have added to their sales training with a college-level program."

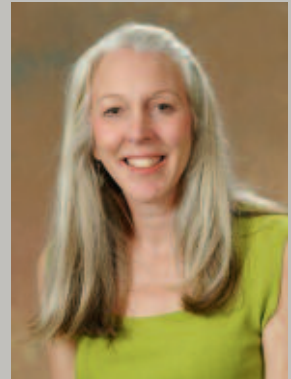
Stu Schlackman, founder and president of Competitive Excellence, an executive performance coaching firm, is lead instructor for the certificate program. Author of *Don't Just Stand There, Sell Something* (Lightning Source, Inc., 2004), Mr. Schlackman has more than 20 years' experience in corporate sales. He holds a degree in mechanical engineering from Rensselaer Polytechnic Institute and a Master of Business Administration degree from Kennedy-Western University.

His fellow instructor, Mark D. Denissen, has 24 years of sales and marketing experience with Texas Instruments Incorporated. His current role is director of Southern Area Sales. He manages 65 sales and applications professionals.

For more information on the Sales Management Certificate Program, contact Mr. Fowler at 972-883-4697 or at jfowler@utdallas.edu.

SOM Administrative Assistant Earns Campus Award

Lisa Johnson, administrative assistant in The School of Management's Advising area, has received a Celebrate Achievement: Reward Excellence (CARE) Award from the UTD Staff Council. Ms. Johnson was praised for her organizational skills and "eager personality [that] ensure that the office runs efficiently and that all visitors are greeted professionally and with a smile." Award recipients were honored in ceremonies in May. Each received a certificate and an engraved clock to commemorate their contributions to the university. The award is given to a maximum of six employees twice each year by the council and is approved by UTD President David E. Daniel to honor outstanding staff members. Fellow staff, faculty, visitors or customers of the university may make nominations.



Teaching and Staff Award Recipients Chosen

Recipients of The School of Management's 2005 Teaching and Staff Awards are (below, left to right) Michael Oliff, Ph.D., outstanding undergraduate teacher; Tracey Rockett, Ph.D., outstanding adjunct faculty member; Mark Vargus, Ph.D., outstanding undergraduate teacher; Ram Rao, Ph.D., outstanding graduate teacher; David Sanzgiri, outstanding staff; and Mary Beth Goodrich, outstanding online teacher. Not pictured is Howard Dover, who received the Outstanding Teaching Assistant Teaching Award. The SOM Teaching Committee reviews nominations from students and selects award recipients based on their outstanding teaching abilities. A separate committee made up of SOM staff members chose the recipient of the Outstanding Staff Award. All award winners received a plaque recognizing their achievement and a grant of one thousand dollars.



New Program Trains Professional Coaches Via Distance Learning

The School of Management's (SOM) Executive Education area in September began offering a new graduate-level curriculum, the Executive and Professional Coaching Program, via distance learning technology — the first university-based program in the nation to do so.

In making the coaching courses accessible by phone, computer, and high-speed Internet connection, Executive Education accommodates the schedules of busy professionals interested either in becoming certified as an executive and professional coach or in learning more about this fast-growing field.

Enrolling students have two curriculum options. Under the first, they can earn a professional certificate by completing an in-depth, 140-hour curriculum that includes a supervised coaching practicum. Certificate program graduates will be qualified to apply for professional accreditation by the International Coach Federation. Students completing this option will be eligible to earn 12 graduate-level credit hours. The second option allows students to select specific learning modules for their own professional development and continuing education purposes.

Robert Hicks, Ph.D., an executive coach, organizational psychologist and director of the new program, explains that use of advanced distance-learning technology enables students to participate interactively with instructors



Associate Dean for Executive Education David Springate, Ph.D., (center) welcomes students in the first class in SOM's graduate curriculum in executive and professional coaching at an opening reception for the new program.

and fellow students. Classes are offered in the late afternoons, early evenings, or on Saturdays.

"By offering our program via distance learning, we are able to make our classes available to people regardless of their geographic location. And our students have the opportunity to learn how to increase their coaching efficiency by using the latest technologies," Dr. Hicks says.

Dr. David Springate, associate dean for Executive Education, says the new coaching program adds an important dimension to the school's executive programs. "The most successful business people are those who have learned to maximize both their professional and their personal potentials, and they often access an executive coach to help them do so," he says of the rapidly growing coaching field. He also notes that SOM provides executive coaching to students in several of its Executive MBA programs.

Dr. Hicks says the Executive and Professional Coaching Program at UTD is designed to exceed the standards of the International Coach Federation. The program also is a member of the Graduate Schools Alliance for Executive

Coaching. Registration information can be obtained on the program's website at <http://som.utdallas.edu/coaching> or by contacting Dr. Hicks at 972-883-5900 or coaching@utdallas.edu.



Dean Signs Exchange Agreement with South Korean University

School of Management (SOM) Dean Hasan Pirkul, Ph.D. (above, left) signed a program agreement in late August between the school and the College of Business Administration, Chonnam National University, in Kwangju, South Korea. Business professor Ki H. Son (above, right), director of foreign affairs at Chonnam National University, delivered the agreement already signed by Dean Tae-Koo Kang of the College of Business Administration. According to the “2+2” agreement, a group of select undergraduate students of the College of Business Administration will complete their first two years of study in Korea, then transfer to SOM for their third and fourth years. Upon successful completion of course work satisfying both schools, students will receive one bachelor’s degree from UTD and another from the Korean university. Chonnam National University will provide summer program opportunities to SOM and other UTD students; also some faculty members will have an opportunity to teach there for a semester.

GLEMBA’s Three New Certificate Programs Offer Advanced Global Expertise

Attuned to the growing reality of worldwide competition throughout business, The School of Management’s Global Leadership Executive MBA (GLEMBA) Program in January is launching three new post-graduate certificate courses for professionals to learn, understand and then lead — at the global level — in the disciplines of market development, strategy, technology-based operations and human resources.

Each of the certificate programs is a six-month, multi-course offering that is delivered via online technologies and in classes and workshops in two on-campus weekend retreat sessions. All three programs require participants to hold an undergraduate degree and have a minimum of five years’ experience in a relevant managerial or senior position. Other requisites vary.

The 15-credit-hour Graduate Certificate of Global Strategy course is geared

to mid-level managers who hold an MBA degree or who have been working as a marketing executive. The 13-credit-hour Graduate Certificate of Global Operations course is designed for senior professionals and managers with a degree in a technical discipline. The 14-credit-hour Graduate Certificate of Global Human Resources course is aimed at mid-level human-resource managers.

Each program offers participants specialized courses leading to in-depth understanding of how globalization affects their area of business expertise. The School of Management issues a certificate of completion to those who fulfill program requirements.

“The most important benefit of these certificate programs is participants acquire and can apply critical knowledge quickly and conveniently,” GLEMBA Director Anne Ferrante, Ph.D., says.

For more information on the certificate programs, call 972-883-2373, visit <http://som.utdallas.edu/glemba>, or e-mail glemba@utdallas.edu.

SOM Career Fair Draws 75 Recruiters

Randall Christopher (right photo), a student in The School of Management’s (SOM) part-time Professional MBA Program, visits with Brenda Young, a recruiter for JPMorgan Chase, at the SOM Graduate/MBA Career Fair in September. Seventy-five recruiters representing 32 companies participated in the fair that was held in the UTD Student Union and hosted and organized by the UTD MBA Society and SOM’s Career Management Center. In all, some 300 SOM master’s level students and alumni attended.



A L U M N I N O T E S

1980s

Anchi Ku, BS 1981, immediate past chairwoman of the UTD Alumni Association Executive Committee, was one of nine Texas women honored by *Women's Enterprise* magazine and the YWCA of Metropolitan Dallas as 2005 Women of Excellence. The honorees were nominated and selected for their leadership across the state in business and civic arenas. They were feted at an awards ceremony and reception in late May at the Women's Museum in Dallas, Texas. Anchi, a senior paralegal in the Dallas office of the law firm Hunton & Williams, is a member of Leadership America, Class of 2005.



Jimmy Lai, MS 1981, is director of investor relations for Semiconductor Manufacturing International Corporation (SMIC). The China-based semiconductor company provides foundry and production services at operations in Shanghai, Tianjin and Beijing to integrated chipmakers around the world. Jimmy moved to Shanghai in 2002 when SMIC was a start-up. He then was in charge of the company's accounting operation. He moved to his current position after guiding SMIC through initial public offerings on both the New York and Hong Kong stock exchanges. He is a Texas-licensed CPA, and he previously was director of financial planning for AMX Corporation, a Richardson, Texas-based advanced control and automation technology company. He worked in accounting and finance in the Dallas-Fort Worth area for 20 years.



John S. Parigi, BS 1984, became chief financial officer of Pekin Hospital in Pekin, Illinois, in April. The 125-bed community facility employs approximately 700 people, including more than 170 physicians. John is a Texas CPA and previously owned Executive Health-

care Services, which provided interim administrative-level services to for-profit and not-for-profit hospitals around the country. His wife, Lisa Parigi, obtained her culinary degree from Wilkes Community College in Wilkesboro, North Carolina, and did an internship at The Mansion on Turtle Creek in Dallas. She now works at Bittersweet, a pastry shop and cafe, in Chicago. John and Lisa have three grown children.

Harry S. Storey, MS 1986, is executive director of Hiersche, Hayward, Drakeley & Urbach, P.C., an Addison, Texas-based law firm dealing in commercial litigation, estate planning and business law. He oversees the firm's human resources, accounting, information technology, and practice management issues.



Harry joined the firm in December 2004 after serving as the chief operating officer of a regional accounting firm in Hartford, Connecticut. Harry also has a Juris Doctor degree, is a member of the State Bar of Texas and has been active in the Association of Legal Administrators, having served on the board of directors of the Dallas and St. Louis chapters and as president of the Dallas chapter in 1996. Harry lives with his wife and five children in Plano, Texas.

1990s

Gregory D. Berman, MS 1991, was named vice president, Engineering, of Hotel Booking Solutions Incorporated, an online hotel management company based in Atlanta, Georgia, in April.

Greg has more than 17 years of experience in the development, management, marketing, and delivery of business solutions based on information technology. He has served as a senior consultant in Information Engineering for Texas Instruments Incorporated, as a consulting program manager and solutions architect for global procurement initiatives for the Coca-Cola

Company and as a partner in Albion International, Inc., a management-consulting firm. He subsequently founded Albion Connect, an Albion International spin-off company, where he served as the chief technology officer.

From 2001 to 2004, he worked for Fujitsu in positions of leadership, including vice president of sales and vice president of global mobile/wireless enterprise solutions. Immediately prior to joining Hotel Booking Solutions, Greg worked for PEAK Technologies, a provider of automatic identification/data collection systems, enterprise mobility solutions and ongoing services and support.

Greg, who received a Bachelor of Science in Operations Management degree from Auburn University, will temporarily relocate to Zell am See, Austria, to assume responsibility for the company's product development operation.

Thomas D. Madonna, MS 1994, was promoted to partner in IBM's Business Consulting Service Division, in Dallas, Texas. The division specializes in management consulting. Tom and his wife, **Kelly**



Cathleen Kenney, MA 1990, MBA 1992, live with their three children in Parker, Texas.

Lenin Adolfo Aguilar, BS 1999, is co-owner with his brother of Atlantic Financial, a Dallas, Texas-based company that sells life, health, and long-term-care insurance as well as pension plans for small businesses and schoolteachers. Lenin lives in Carrollton, Texas.

Lynn M. Davis, EMBA 1999, was named in June as chief executive of Dallas Children's Advocacy Center. The center is a collaborative effort among many local public and private agencies in the investigation, intervention and treatment of child sexual and physical abuse. Participating



agencies include the Texas Department of Family Protective Services, Child Protective Services (CPS), the Dallas Police Department, the Dallas County District Attorney's Office and Children's Medical Center. Lynn formerly was executive director of Dallas Challenge Inc., a prevention and intervention service for at-risk youths and their families, and is a past president of the North Texas Prevention Network.

2000s

Sanjay Madhav, MBA 2000, is using his business degree to help market himself as an actor in Los Angeles, California, where he moved in 2002. Using his real name as well as the stage name Jay Dylan, Sanjay has earned numerous film and television credits. He has appeared



on such TV series as *8 Simple Rules*, *Stargate 1*, and the ABC soap opera, *General Hospital*. His film credits include roles in *Transit*, *True Love* and *Love in America*. Born in London and raised in Vancouver, Canada, Sanjay earned a bachelor's degree in 1998 from Simon Fraser University in British Columbia before he came to UTD. He started acting 20 years ago and stayed involved in the film industry while in Dallas by advising local filmmakers on marketing and production. While attending UTD, he also provided e-commerce and Internet marketing consulting services to The Studios at Las Colinas.

Look for him in the film *Material Girls*, featuring Hillary Duff, due out next year. He also is writing a book on marketing for actors, which is due to be published later this year. In addition, Sanjay actively works with unions and other advocacy groups to create meaningful initiatives to enlighten producers and the general public about the under-representation of South-Asians in media.

He still visits Dallas regularly to see relatives who live in Plano, Texas. You can learn more about Sanjay at www.sanjaymadhav.com or www.JayDylan.com.

Mark Renfro, EMBA 2000, became director of techno-behavioral solutions at Cohen Brown Management Group, Inc. in December 2004. Headquartered

in Los Angeles, California, the company offers consulting and training processes and programs to the financial services industry. In his new role, Mark helps banks align their sales efforts to maximize results from their investment in sales technology/customer relationship management (CRM). He is based in Plano, Texas.

Mark previously consulted with such banks as Wells Fargo, Chase, Bank One, Washington Mutual, St. George (Australia), Westpac (Australia), Abbey National (United Kingdom), First Citizens Bank (Trinidad and Tobago) and Bancomer (Mexico). He recently spent 20 months in Australia helping a large bank maximize its CRM investment.

Richie Simmons, EMBA 2000, has been promoted to director of product line management for Vero Systems, a worldwide provider of telecommunications management and cost-reduction software. He is based in Dallas, Texas. Richie formerly was regional sales manager for Vero Systems, which he joined in 2001.

Chad Richard Hinds, MS 2001, MBA 2003, was promoted in September of last year to information technology (IT) project manager at Alcatel USA in Plano, Texas. In his new role, he manages various



Class A and B IT projects. Previously, he did installation costing and pricing for Alcatel's EF&I department in Plano, and before that, he was the plant engineer for Ecolab's chemical manufacturing facility in Garland, Texas. Chad and his wife, Barbara, reside with their dog, Pepper, in Plano.

Barbara G. Whitehorn, Cohort MBA 2001, who moved to Denton, Texas, last year, now works nearby. She is the accounting manager for the City of Corinth, Texas. Previously, she worked in Dallas, Texas, for the American Red Cross and for EmCare, an emergency room management-services company.

Joe M. Gerhart, EMBA 2000, is chief of the Fleet and Transportation Services Division in the Transportation Security Administration (TSA) of the Department of Homeland Security (DHS). Created in response to the terrorist attacks of September 11, 2001, the TSA's



mission is to protect the nation's transportation systems by ensuring freedom of movement for people and commerce. The TSA is probably best known for being responsible for security at the nation's airports. Based in Arlington, Virginia, Joe is in charge of the agency's fleet manage-

OBITUARY

Jack Don Lanham Sr., BS 1986, of Wylie, Texas, passed away August 8, after a brief battle with pulmonary fibrosis. Employed at UTD for 24 years, Jack most recently served as coordinator of special projects for the Physical Plant. Before that, he was the longtime mailroom supervisor. His employment with UTD began after serving more than 20 years in the U.S. Navy.

Survivors include his widow, Carol Lanham, also a UTD employee; his mother, Edith Marie Lanham; ex-wife, Betty; sons, Jack Jr., Dean and Cary, and their wives; three brothers and their wives; four grandsons and a granddaughter; three stepsons, a stepdaughter and five step-grandsons; and countless devoted friends.

Jack cared deeply for children and in honor of his memory, the family requests that donations be sent to the Abundant Life Church Youth Center, 2021 E. Park Blvd., Plano, TX; 972-424-4846; www.alcplano.org.



ment and transportation programs at all field locations. His tasks include developing policies, directives and acquisitions related to the fleet and to alternative-fuel vehicle programs. He formerly was vehicle program analyst at the Southwest Regional Office of the U.S. Postal Service. He is co-chair of the Interfuel Federal Agencies Committee and co-chair of the DHS Fleet Commodity Council.

Joe also is president of the Hugh O'Brian Youth Leadership North Texas Corporate Board, which seeks out, recognizes and provides lifelong leadership learning seminars, workshops and experiences for high school sophomores in the North Texas area.

Tom O'Connor, MBA 2003, joined Irving, Texas-based Thomas Group, Inc., an international, publicly traded business-consulting firm, in January. The firm, which creates and implements customized improvement strate-




gies for all facets of business enterprise, employs more than a hundred improvement experts for client projects.

Tom joined as one of those experts. He has 27 years of experience in production, operations, manufacturing and quality assurance. He has held positions in the

SOM Public Relations Director Earns Ph.D.

School of Management (SOM) Director of Public Relations and Marketing Patricia Schoch doesn't just "talk the talk" for The University of Texas at Dallas (UTD). She also has "walked the walk" — twice now — having recently earned her second UTD degree, a doctorate in humanities.

Dr. Schoch came to work for the SOM in April 1999, a year and half after completing her Master of Arts



degree in the School of Arts and Humanities. In August, that same school awarded her a Ph.D. after she successfully defended her dissertation, *Translating the Short Stories of Wilfredo Braschi: A Voice of Twentieth-Century Puerto Rico*.

"All of us heartily congratulate Pat on this achievement," SOM Dean Hasan Pirkul, Ph.D., said. "Knowing the time and effort she puts into her job, we recognize what a phenomenal accomplishment this is." — *Kris Imherr*

PCB hardware and software, military power supplies, and manufacturing industries. Prior to joining Thomas Group, he was director of operations at DNA Computing Solutions and vice president of production at Varo LLC. He also has held positions at Continental Electronics Manufacturing Company. He holds a Bachelor of Science in Physics degree from Texas A&M University.

Patricia Alcalá-Zalce, MBA 2005, joined the Dallas, Texas, office of Amdocs, an international firm that helps telecommunication companies build and retain their customer bases. Patricia works as a senior consultant in a variety of business, technology, operation and business-process improvement initiatives for major telecommunication service providers. Patricia, who lives in Plano, Texas, is an avid flower designer.

MOM AND SON GRADUATE TOGETHER

Carmen McGee, BS 2005, and **Christopher Bob Tinajero**, BS 2005, made graduation a family affair in May. More than 20 family members came from across the country to see the mother and son both receive undergraduate degrees in business administration. The family group ate at a local restaurant after the ceremony and then celebrated at a garden party the same evening.



Although Carmen and Chris started attending Collin County Community College in Plano, Texas, at different times and for different reasons, each eventually transferred into The School of Management. "Chris continued to work full time as a produce manager for Albertson's while attending college," Carmen says. "I decided to pursue my degree after being laid off from the company I worked at for 13 years, where I was a product manager."

Mom and son were never in the same class and never had the same professor for a class. "But we did take the same classes in a semester and shared books," Carmen says. "We rarely studied together," she says, "as I was in class during the day and he was in class at night for the most part. We did discuss the various projects that we had to complete and compared notes as to teaching styles and assignments."

Chris points out with pride that in order to graduate jointly, Carmen had to take a 21-hour course load — none of it in easy classes — her last semester.

After graduation Chris continued at Albertson's and was searching for a position in supply chain management. He also was considering continuing his education to earn his MBA.

Carmen was working in a training position at Alcatel and started SOM's Cohort MBA Program this fall.

2005 CONTRIBUTOR REPORT

**SCHOOL OF MANAGEMENT
STRATEGIC PARTNERS:**

Alcatel USA
Alliance Data Systems
AT&T
Deloitte & Touche USA LLP
Ericsson Inc.
Fujitsu Network Communications
Gillani, Inc.
Haynes and Boone, LLP
Intervoice, Inc.
A. T. Kearney/EDS
Marsh & McLennan Companies
(Marsh and Mercer)
Nokia
Nortel Networks
7-Eleven, Inc.
TXU
United Supermarkets, Ltd.
Wachovia Bank, N.A.

PARTNERS IN PROGRESS:**INDIVIDUAL:**

Christopher T. Abernathy
Darden B. Bateau
Tonya Y. Battles
Priscilla A. Beadle, Ph.D.
Mark A. Bellingham
Charles M. and Trudy Best
Kimble M. Bewley
Thomas A. Blake, II
Ellen M. Bond
Robert W. Bond

William D. Calkins
Scott A. Campbell
Daniel Carlson
Xiaojin Chu
Susan H. Clayton
Joyce K. Coleman
John B. Cornish
Joseph R. Elliott
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Betty Evans-Kelly
Jeanne Y. Fu
Laura W. Garrison
Arturo R. Garza
Stephanie T. Giang
Christel T. Glade
Jorge Gutierrez
Robert A. Huskerson
Thuy T. Huynh
Kristen K. Jones
Stephanie A. Keahon
Janet A. Klett
Jack J. Lamb Jr.
Stephen P. Lein
Shun-Hsiang Lin
Brenda J. Little
Charles C. Liu
Christina Lonze
Michael A. Mahfouz
Paul Merlino
Gregory S. Meyer
William T. Miller
Stephen W. Moore
Robert J. Morris

Sue B. Morris
Gloria Nelson
Carolyn L. Northcutt
Ann L. Nurre
Paul Payne
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Steve Perkins, Ph.D.
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Kimberly P. Poe
Stephen and Robin Popik
Philip L. Redmon
Robert W. Reich
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James H. Sanders Jr.
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Jyoti A. Sameshwar
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Diane M. Staacke
Tonya L. Stanton
James Stewart
Dianna M. Stiller
David A. Stratton
Nadia L. Strode
Mary Ann Sutton-Parson

Hasir H. Syed
Lynne M. Tatum
Karen Tillman
Nelson C. Tubbs
Rohan S. Ullal
Juan Weng
Douglas O. Wickey
Jefflyn W. Williamson
Mark V. Winner
Kimberly A. Zech

CORPORATE:

AT&T Foundation
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Dal-Mac Construction Company
Greater Dallas Indo-American
Chamber of Commerce
Hewlett-Packard Company
High Voltage Power Systems, Inc.
IBM
INSPEC
KPMG Consulting
Lennox International Inc.
MBI Commercial Realty Corporation
Nortel Networks
Oglebay Norton
Pfizer Foundation
Southwest Airlines
Spencer Stuart
Summit Mortgage Bankers, Inc.
Verizon Wireless
WebLink Wireless Inc.



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 Diane S. McNulty, Ph.D., Associate Dean, School of Management, The University of Texas at Dallas, P.O. Box 830688, SM42, Richardson, TX 75083-0688.

**THE SCHOOL OF
MANAGEMENT "BUILDING
FOR THE FUTURE FUND"****INDIVIDUAL:**

Arthur M. and Judith Agulnek
Kashif Akhtar
Richard C. Allen Jr. and Drew Allen
Rasmi K. Almallah
Ray Almallah
Richard F. Amsberry
Barbara J. Anderson
Forrest Alex Andrews
Anonymous
Carol A. Arland

Jasper H. Arnold, Ph.D.
Jayathirtha Asundi
George W. Aubrey
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Joseph G. Ballard
Indranil Bardhan, Ph.D.,
and Anindita Roy Bardhan
George E. Barnes
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Frank M. Bass, Ph.D.
Tonya Y. Battles

Marilyn F. Bechtol
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Ron Blair
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