

THE SCHOOL OF MANAGEMENT

THE UNIVERSITY OF TEXAS AT DALLAS

VOLUME 13 No. 1 AUTUMN 2009

works in progress





Hasan Pirkul
Dean, School of Management

MESSAGE FROM THE DEAN

Nearly everywhere you turn at UT Dallas these days, there are works in progress. In the new campus residence hall, some of our freshmen have created the first School of Management Living Learning Community. They eat in a new Dining Hall adjoining the Student Union and by next fall will be using the \$27 million, four-story Student Services Building, going up now between the hall and the union. A new Math Science and Engineering Teaching Learning Center also is under construction. Renovation of Founders Hall, one of the oldest buildings on campus, is in full swing. A privately funded beautification project is updating landscaping, adding new water features and installing pedestrian malls. UT Dallas is becoming a dramatically different place, and the SOM Building will be at the gateway to this modern campus.

We are proud to be here and proud of our latest rankings. *BusinessWeek* magazine standings place the Executive MBA Program at No. 22 worldwide and the Professional Part-Time MBA Program at No. 24 in polls, making each No. 1 in its category among public universities in Texas. Other rankings also reflect that The School of Management is a highly competitive and influential institution. *Financial Times* has ranked the school's Executive MBA Program No. 1 among public universities in Texas, and *U.S. News & World Report* has ranked the Full-Time MBA Program among the nation's top 50.

Recently, The School of Management has taken a leadership role in hosting several regional, national and international meetings. The school welcomed deans and administrators from more than 75 programs nationwide when the 16th Annual Part-Time MBA Conference convened here. We were honored to preside over this distinctive forum. Earlier this fall, the Institute for Excellence in Corporate Governance, one of the school's centers of excellence, held its seventh successful national conference. Conferees examined the political and economic perspectives of corporate governance from Main Street to Wall Street to Capitol Hill. In early October, the school's Center

for Internal Auditing welcomed more than 130 internal audit students, faculty and audit practitioners from the around the world to the Internal Auditing Education Partnership's annual retreat, a networking and leadership conference. About 300 adult professionals and college-age participants attended a conference that The School of Management hosted in late October in conjunction with the Association for Information Technology Professionals. UT Dallas teams made a clean sweep of the conference's graduate-level application development contest, finishing in first, second and third place.

I am pleased that the school this academic year welcomes 14 outstanding new faculty members, eight of them tenure-track professors. Their arrival significantly boosts teaching strength in the Accounting and Information Management area and in the Organizations, Strategy and International Management area. The Operations Management area also gains significant research expertise. Often, new professors tell me, they are drawn here by an environment they find innovative and research-oriented.

Demand for our programs remains strong. Undergraduate and master's enrollment is up 9 percent over five years. The statistics show that interest in the Master of Science degree programs in finance, healthcare management and supply chain management is on the upsurge. On a schoolwide basis, credit hours are up 27 percent from five years ago.

As ever, our students benefit from our excellent faculty and programs, which continue to gain acclaim. Most recently, the SOM-based Institute of Innovation and Entrepreneurship at UT Dallas earned an award from its university peers for outstanding contributions to advancing the discipline of entrepreneurship. At a symposium in Moscow in June, Professor Suresh P. Sethi and his co-authors won a best-paper award for their research on cooperative advertising in supply chains. Dr. Sethi also gave a major address in Indonesia and delivered a keynote conference speech in Bali within the last year. After a round of speaking engagements this fall that began at Harvard University, Professor Mike W. Peng, an international strategic management authority, celebrated the production of five new editions of four books he has written on global business. That celebration, an authors' reception here on campus, also honored Professor Alain Bensoussan. He served as guest editor of a special volume of the *Handbook of Numerical Analysis*. Dr. Bensoussan and Professor Kathryn E. Stecke achieved prestigious honors by being named Fellows of leading professional societies.

Texas Governor Rick Perry unofficially kicked off the celebration this academic year of the 40th anniversary of UT Dallas when he came to campus in June. He was here to sign into law legislation to help UT Dallas and six other public universities elevate their status from "emerging" to "nationally recognized" research institutions. The new law created the Texas Research Incentive Program — TRIP — which made available \$50 million in state matching funds. UT Dallas raised more than \$16.8 million to be matched — second only to Texas Tech University. The School of Management Advisory Council provided leadership in this initiative by raising funds to create a new named professorship.

Visible and vocal among staunch UT Dallas supporters in this successful effort were School of Management alums Charles and Nancy Davidson, profiled in this issue as ongoing contributors with sustained belief in the value of research and in the value of the school.

In the contributions of our friends, in the remarkable changes on campus and in the educational transformation of our students, we find much to celebrate. As we do, we congratulate you, our alumni and friends, for helping bring us so far forward in four short decades. We will continue to inspire your support, which remains crucial to our quest for excellence.

Best wishes,

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

Visit our site on the worldwide Web

<http://som.utdallas.edu>

THE SCHOOL OF MANAGEMENT

THE UNIVERSITY OF TEXAS AT DALLAS

WORKS IN PROGRESS

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On the cover: Aerial view of UT Dallas, taken September 28, 2009, looking north on University Parkway from Campbell Road. Photo by Aerial Photography Inc. and courtesy of Austin Commercial, LP.

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Experience Counts

Lisa Tanner

Students in the Full-Time MBA Program gave and gained in internships last summer. The interns' skills helped companies that employed them move forward — sometimes on new launches and critical projects. For the students, the work led to enhanced skill sets that make an attractive addition to résumés and post-graduation job prospects.



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Mallika P. Rao and Jill Glass

The Institute for Innovation and Entrepreneurship at UT Dallas introduced high school students in the first Innovation Opportunity Camp to the creative excitement and detailed follow-through needed to launch a new business.



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Distinguished Alumni 2009

Three School of Management graduates now number among the other exemplary alums that UT Dallas has honored for professional achievements and demonstrated pride in the university.

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Coming attractions in the school's atrium are a media wall of 12 television monitors and a new electronic ticker.

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Donna Steph Rian

The down economy has this big group of the school's boosters reaching out to companies to keep SOM internships and job offers on the upswing.

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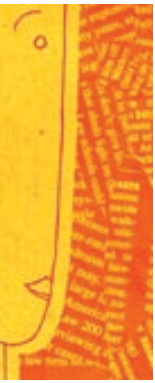
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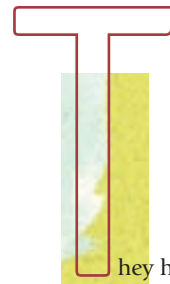
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Experience Counts

Which is why, in a down economy, Full-Time MBA students see internships as a way to move up in the job market. By Lisa Tanner

“Xilong provided six weeks of dedicated resources, at just the right time.”
— Glenda Shelby



They have analyzed market valuations for large institutional investors, handled pandemic preparedness plans and helped create business plans for startup companies.

Through internships, students in The School of Management’s Full-Time MBA Program have broadened their experience and skills, improving their résumés for the job hunt following their December graduation.

Internships give students a chance to distinguish themselves, an important leg up in today’s challenging employment climate. And because many companies are operating with leaner staffs, the highly skilled students help their employers accomplish projects that wouldn’t get completed without their hard work, applying their expertise to mission-critical work.

SOM administrators have urged advisory council member companies and other businesses to think about the ways interns can help company projects move forward, Judy Guyer, director

Intern Xilong Li (left) and his mentor Glenda Shelby (above), SOM Advisory Council member and Accor Hospitality NA vice president of diversity, human resources, training and service



of the school's Career Management Center, says. "An eight- or 12-week project can make a huge difference in what a company can get done," especially when the project is completed by MBA students, who possess high skill sets, Ms. Guyer says. "They're very quick on the uptake. They can be mini-consultants, and are a lot less expensive for the company."

Traditionally, about half of interns receive job offers from their internship companies.

Lining up internships for all students who needed them proved more challenging this past summer than during stronger economic times, Dr. Monica Powell, assistant dean for the Full-Time MBA Program, says. But the effort offered

a "unique opportunity for a partnership between industry and education," to work together to match a student's skills with a company's needs. Students in the intensive, 16-month program adeptly handled the rigorous curriculum and took what they were learning in the classroom and applied it to their internship jobs, Dr. Powell says.

Vital Roles

The tasks they handled were often crucial to their employers.

Xilong Li, 39, worked for hotel operator Accor Hospitality NA, updating a pandemic preparedness plan to include responses for handling the H1N1 virus. Mr. Li, previously a researcher at

It's one thing to study, and another to apply what you are studying to your first job in the United States. It's good to learn how things are done here. I'd done class projects, but this was my first work in an industry setting.

— Shwetha Prabhu



UT Southwestern Medical Center in Dallas, holds a doctorate in clinical veterinary medicine from Gansu Agricultural University in China; so his background helped the hotel company enhance its plans for addressing the swine flu.

For Mr. Li, the benefit of the internship was a chance to learn about the risk-management field and gain valuable experience working in a corporate setting. "Working in research is totally different than working in the business environment," Mr. Li says. He believes the experience will strengthen his résumé for post-graduation job hunting in the corporate sector.

His help "couldn't have come at a better time," as the H1N1 virus became a top-of-mind concern for many businesses, including Accor Hospitality, Glenda Shelby, an SOM Advisory Council member who is Accor's vice president of diversity, human resources, training and service, says. "Xilong provided six weeks of dedicated resources, at just the right time," says Ms.

Shelby, who praises his willingness to learn about the hospitality industry in his quest to do the best work possible. "He was very committed to the work, excited and passionate about it and became one of the team."

Benefits on Both Sides

Enrolling in the Full-Time MBA Program was so important to Kathleen Macek Thomas that she moved to Dallas the day after her wedding, leaving her new husband behind in Austin. She had earned a bachelor's degree in accounting, owned a restaurant and handled accounting and tax issues for her business and others. But she was looking for a career change to the finance arena and wanted to finish her MBA as quickly as possible.

During her internship at JPMorgan, which will continue until December, Ms. Thomas, 31, serves as a fund accounting specialist, which includes analyzing the daily investment return rates for institutional clients whose investments total hundreds of billions of dollars. "It is exciting to be looking at those amounts," and learn about the business of a financial



Kathleen Macek Thomas interned at JPMorgan.



Shwetha Prabhu (right) with David R. Marlow, vice president of sales and marketing at ClientCentric Solutions LLC

giant, Ms. Thomas says, quite a step up from the small private firms where she has previously worked.

Ms. Thomas is a “good fit” for the work and is doing “extremely well,” bringing more extensive work experience to the position than many interns possess, which is significant benefit, Benjamin Hildebrand, assistant vice president for JP-Morgan Fund Accounting in Dallas, says.

‘A Huge Help’


Full-time MBA student Shwetha Prabhu, 24, earned an undergraduate degree in engineering in India and was working as a software engineer there when she decided to enroll in the program. The goal was to round out her skills to help land a marketing job with a technology company.

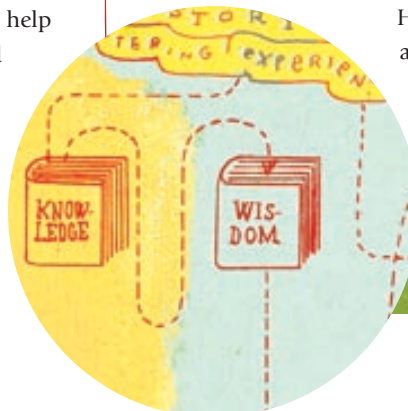
Working on a comprehensive business plan that will help ClientCentric Solutions LLC grow its customer base and potentially land investment capital allowed Ms. Prabhu to use her analytical skills in real business situations.

“It’s one thing to study, and another to apply what you are studying to your first job in the United States,” Ms. Prabhu says. “It’s good to learn how

things are done here. I’d done class projects, but this was my first work in an industry setting.”

Ms. Prabhu’s research will help ClientCentric Solutions as it spins off from its founding company, law firm Haynes and Boone LLP. The company has developed a Web site used for the due diligence required in real estate transactions. “Shwetha was a huge help to me,” David R. Marlow, vice president of sales and marketing, says. “I would have had to do this myself, which means I would not have had the time to call on customers.” The work was critical, both in giving the company a business plan to follow and to provide information, such as research on the company’s competitors, which will be needed to answer questions from potential investors, Mr. Marlow says.

Having an MBA student intern was a great experience for the company, Mr. Marlow adds. “I was thrilled to have someone, and the timing could not have been better.” 



Bright Ideas

High-school entrepreneurs learn to make the most of clever business ideas at the first IIE Innovation Opportunity Summer Camp.



A

t the center of a long hall in The School of Management, two teenage girls sit at a table eating lunch. “Do you know how to get into the music industry?” Kalissa Armstrong asks Lilleat McClendon. “I want to own my own record company someday, and I don’t know how to start.”

It is a few days into Innovation Opportunity Camp, a project that the Institute for Innovation and Entrepreneurship (IIE) at UT Dallas has organized. The Texas Instruments Foundation is underwriting the development and the operation of the camp for three years through a grant of \$182,400.

The girls wear name tags and drink lemonade. Ms. Armstrong’s high school is in the Dallas Independent School District; Ms. McClendon’s is in Plano. They represent a guiding principle of the two-week day camp: to bring together kids from varying backgrounds and show them what it takes to start a successful business.

Both girls speak matter-of-factly. Ms. Armstrong is shy. She nods at her companion’s advice to get an internship and focus on experience. “Play whatever instrument you can — the trumpet, the piano,” Ms. McClendon says. “If you want to be in the music business, you’ve got to know music.”

confections she bakes but customers do-it-yourself decorate, earned her a fully paid trip to New York in October.

Her idea also earned her free admission to Innovation Opportunity Camp. IIE organizers allotted a significant portion of the TI grant — some of which has been set aside to pay camp mentors and buy student lunches — to cover student scholarships. Ms. Armstrong was awarded full tuition “because she shows so much promise,” Nancy Hong, IIE’s assistant director, says.

Determined to attend, Ms. Armstrong rides a bus, a DART train and another bus to campus and reverses the process to go home. “She hasn’t missed a day,” Ms. Hong says.

Ms. Armstrong is the only student from her school at the camp. Nearly half the 23 campers are from Plano, and three go to private schools. Between spurts of mingling, students repeatedly touch base with others like themselves — those from the same school or of the same ethnicity. Ms. Armstrong and Ms. McClendon are the only black students in the mix of Hispanic, white and Asian kids, and during lunchtime, the two often sit together.

Ms. McClendon believes in the practical power of education. She says her mother recently found a better job after going back

At left, clockwise from the top: Dr. Joseph C. Picken, IIE executive director, coaches the campers. (Left to right) Lyndsi Morgan, Dhiren Parbhoo and Chase McConville confer. (Left to right) Stephanie Rodriguez, Kalissa Armstrong and Jeremy Chang try a team exercise. Elise Pedigo makes a point in her elevator speech | At right: Consultant Alex B. Ramsey reinforces a message about public-speaking techniques. | Lower right: Sona Chandra makes a sales pitch.



Ms. Armstrong adjusts her glasses. She wears trendy black frames. “I don’t know how to get an internship,” she says. “What is an internship exactly?”

Ms. McClendon takes her through the steps. Any company would be glad for free labor during the summer months, she assures her friend. She need only ask.

Attending the camp was not a sure thing for either girl. Ms. Armstrong, a rising junior at David W. Carter High School in south Oak Cliff, didn’t know how she would get to and from campus. Her family only recently moved to Dallas, and her mom couldn’t leave work long enough to shuttle her back and forth.

But the camp was something she very much wanted to do. Earlier this year, Ms. Armstrong won a spot in the National Youth Entrepreneurship Challenge 2009. Her idea for “Kalissa’s Kakes,”

to school. “You need that degree or you won’t get anywhere,” she tells Kalissa Armstrong.

As she climbs the staircase to a lecture hall, Ms. McClendon is in pain. Turned slightly into each other, her knees cause problems on uneven ground. “But they’re going to get fixed soon,” she says. She was scheduled to undergo surgery that was postponed because the date conflicted with camp. “It’s really cool being here, because I’m getting a lot of ideas,” she says.





Clockwise from top left: Jeremy Chang's presentation amuses his fellow campers. Nick Wassmer takes to the tabletop during his elevator speech. Lyndsi Morgan (left) tries on a body suit in a "field trip" to the UT Dallas Motion Capture Lab.



here to teach how to effectively pitch an idea to investors. She says repeating this exercise can help. "You have to control your

Engaging: A Left-Brain, Right-Brain Challenge

At the far end of the hall, Greenhill School student Daniel Borejdo entertains a group of boys. A lanky teen with nervous energy and a mass of curly hair, he established himself as a clever improviser from the start.

When guest lecturer Alex B. Ramsey, a Dallas management and leadership consultant who is founder and president of LodeStar Universal, challenges students to mime a banal action while describing a memory from vacation, Mr. Borejdo is the first to volunteer.

She gives him three options: pretend-paint a wall, wash a car or make a bed.

"I've never made a bed," he says, "so...." The students laugh, and he is up, dipping an imaginary brush into a can at his side and swinging his hand in steady strides, his back to the audience.

He recounts a flight to Orlando. "In the first-class cabin, they give you warm nuts," he says. "I thought that was amazing."

The point is to engage both the left and right sides of the brain, Ms. Ramsey says. A specialist in public-speaking techniques, she is

movement and your content," she explains. "It's like trying to write nicely with your left hand when you're right-handed."

Mr. Borejdo's paint strokes stay rhythmic as he talks, and he doesn't pause. When he is finished, everyone applauds.

"Daniel has made this look easy," Ms. Ramsey says. "And it really isn't."

Going Up: Perfecting Their Pitch

Ms. Ramsey's instruction is part of a schedule filled with meetings, budgets and business plans. The students also learn about angel investors, price-earnings ratios, supply and demand, teamwork and marketing.

TI Foundation has not sponsored a program of this nature before, Steve Lyle, manager of Diversity and Workforce Development at Texas Instruments Incorporated, says of the grant the Dallas-based tech giant's nonprofit arm has given IIE. "The whole idea is to ensure that students understand at an early age how to create an idea and take it to market."

Throughout the camp, the students work in teams under the direc-

tion of UT Dallas student mentors to develop a business idea, polish their presentation skills and deliver the ideas to a panel of judges in an “elevator pitch” competition and a business-plan competition.

Funding is essential to most business startups, and many investors believe that entrepreneurs should be able to describe their ideas within the span of a one-minute elevator ride. To perfect a product sales pitch, each camper works on an “elevator speech” that includes such key elements as their company’s name, the problem their product solves, how it provides a better solution than any alternatives and the kind of customer they are targeting.

Instruction includes pitfalls the pitchmen should avoid, such as “no cussing,” camper Nick Wassmer of Shawnee Mission, Kansas, says, and “no ‘uhms, likes or buts.’ ”

Judges rate each student’s content and delivery — how clear, enthusiastic and compelling each presentation is — and the overall impression each speech makes.

At one point an enthusiastic Mr. Wassmer, working on behalf of the fictitious — and facetiously named — False Advertising, leaps atop a table to endorse his team’s Indoor Product Locator, a GPS-style system for self-contained settings like malls.

His leap is a bound toward success; he wins first place — and \$50.

Reaching the Top: Selling Their Business Plan

Ranging from “Shox,” socks with changeable insoles, to the Atlas Universal Translator, a portable, digital language decipherer, the products prove to be shining examples of creative thinking. Drawing on newly acquired know-how, each of the five teams gives a 15-minute PowerPoint presentation that outlines its business goals, market opportunities, production costs and return on investments. The teams also identify competitors and describe marketing plans.

The judges sing praises. “I like the confidence, enthusiasm and

passion you have about what you’re doing. When you’re selling, that enthusiasm will carry you through,” judge Robert Robb, IIE’s director of venture development, says.

In the end, the Atlas Global Translator team wins, earning each of its four members \$75.

“The kids did a fantastic job. They were all really good and had some great ideas. When the presentations were finished, the judges took an hour and a half to decide the winners. It was a really, really tough decision,” Dr. Joseph C. Picken, IIE’s executive director, says.

In keeping with its forward outlook, the camp has a long-range purpose: to produce future UT Dallas students and TI employees. But in the moment, it is all about providing a great experience for the students — motivating and encouraging them to consider careers in innovation and entrepreneurship.

“We do need pure engineers, but we clearly want our engineers to have business perspective,” Steve Lyle says.

TI, a prominent player in semiconductors that develops and sells its own technology, routinely hires UT Dallas graduates and invests in preparing young talent for eventual recruitment.

Established in 2006 as a collaborative initiative of all seven schools at UT Dallas, IIE focuses on innovation, entrepreneurship and facilitating commercial development of new technologies. IIE’s positioning at the intersection of disciplines serves TI’s needs better than a pure department would, Mr. Lyle says. “We are primarily interested in the fact that the engineering school and The School of Management are part of that.

“We see a very strong need to have people come out of UT Dallas with a good set of balanced skills. The summer camp just starts reinforcing that early.” ☀



To read more about the IIE Innovation Opportunity Camp, visit the IIE Web site at <http://innovation.utdallas.edu/>



Above right: IIE Executive Director Joe Picken awards competition cash to (left to right) Alana Hopper, Glenda Castro and Lilleat McClendon. Below right: Consultant Alex B. Ramsey shows how to incorporate movement into presentations. At left: Stephanie Rodriguez demonstrates she has paid attention to Ms. Ramsey.





SUCCESS STORIES

DISTINGUISHED ALUMNI AWARDS

Accomplishments and service of three School of Management graduates have earned them the highest accolades UT Dallas confers on former students. Two received Distinguished Alumni Awards, and a third accepted the Green and Orange Award at a gala last spring to honor them and four more recipients from other UT Dallas schools. • Recognized for their professional achievements and demonstrated pride in the university, David L. Holmberg, MBA 2000; and Texas State Representative Jerry A. Madden, M.S. 1978, picked up Distinguished Alumni honors at the March 28 ceremony. • Robert E. Hewlett Jr., B.S. 1982, earned the Green and Orange Award — named for the university's colors — which pays tribute to an individual who has provided exceptional volunteer service to UT Dallas or its alumni association.



David L. Holmberg (left) with UT Dallas President Dr. David E. Daniel

David L. Holmberg's career has advanced steadily since he completed SOM's Executive MBA Program. Earlier honors include one of the school's Distinguished Alumni Awards, which he received in 2003.

A past executive vice president of Zale Corporation in the United States and president of Zale's Canada, he also previously served as president of Cole Licensed Brands and executive vice president of operations for Jo-Ann Stores, Inc.

Now CEO and chairman of the board of Eye Care Centers of America in San Antonio and president and CEO of the optical chain's Pennsylvania-based parent, HVHC Inc., Mr. Holmberg expressed enthusiastic appreciation for his UT Dallas award. "First off, I'm very humbled, very honored and truly grateful" to have been named a recipient, he said in a telephone interview.

"I got an excellent education there," he said about The School of Management and added that every day, he calls upon problem-solving skills and core disciplines he learned as a student.

Mr. Holmberg also commented on the impact the school and his latest award have had on his father.

Although the elder Mr. Holmberg, a Columbus, Ohio, resident, couldn't attend the gala, a Dallas family friend sent him a newspaper clipping about his son's achieve-

ment. "He was quite moved," David Holmberg said.

He explained that his father, an electrical engineer, "missed out on the opportunity for formal education," when he left high school during World War II to enlist in the Merchant Marines. Subsequently, he was drafted into the Army during the Korean War.

Because of that experience, his father "always emphasized, 'Go to school; go to school; go to school!'" David Holmberg said.

"I can't tell you how proud he was that I had gone back to UTD and gotten my MBA degree."

As for the alumni honor, Mr. Holmberg said, "I couldn't have given him a bigger or better present."

UT Dallas graduate Brian McCall, a Texas state representative serving Plano, gifted fellow alum and fellow representative **Jerry A. Madden** with an announcement about the Distinguished Alumni Awards on the floor of the Texas House last spring. That led to many congratulatory remarks and "a lot of favorable comments," Representative Madden remembered in a phone interview.

First elected to the Texas Legislature in 1992, Representative Madden serves Collin County residents in District 67. The vice chairman of the House Corrections Committee, he also is a member of the House Judiciary and Civil Jurisprudence Committee. *Texas Monthly* magazine recognized him in 2007 as one of the 10 Best Legislators, *Capitol Insider* named him to the "First Team" of performers in the 80th Texas Legislature. In July, he became chairman



Texas State Representative Jerry A. Madden (center) with present and past UT Dallas Student Government leaders. At left are current officers Remsen Jennings, SG vice president and an SOM student, and Diana Kao, SG president. At right are immediate past SG VP Grace Bielawski and past SG President Steven Rosson, also an SOM student.



First Green and Orange Award recipient Anchi H. Ku (left), an SOM alum (B.S. 1981), with 2009 award recipient Robert E. Hewlett Jr.

My School of Management education “prepared me in many ways for the kind of leadership style and strategy I use every day.”

– State Representative Jerry A. Madden

of the Law and Criminal Justice Committee of the National Council of State Legislatures.

At the awards celebration Representative Madden showed affinity for law-making colleagues when he gravitated to UT Dallas Student Government leaders in attendance. “We reach out to UTD and try to give students opportunities every chance we get,” he said of his district office’s relationship with the university.

Looking back on his student days, he said he never could have imagined that he would one day be leading efforts to help UT Dallas gain Tier-One status, find funding or advance the work of such scientists as Sandra Bond Chapman, Ph.D., director of the university’s BrainHealth Center.

Imagining his younger self trying to envision this current reality, he said, “I know I would have laughed.”

But he recognizes now that his School of Management education “prepared me in many ways for the kind of leadership style and strategy I use every day.” The business-process and analysis tools he learned gave him the basis, he said, to help steward public resources. “The school taught me to think in the manner of a problem solver using statistical skills.”

Robert E. Hewlett Jr., B.S. 1982, earned the Green and Orange Award — named for the university’s colors — which pays tribute to an individual who has provided exceptional volunteer service to UT Dallas or its alumni association. “I keep it on the wall in the living room where everybody can see it,” Mr. Hewlett said.

Although now retired, Mr. Hewlett worked more than three decades in the oil and gas industry, and compliments on his recognition, he said, have included “many comments and congratulations from the Hunt Oil retirees’ organization,” a group he served as both president and treasurer.

Other warm wishes included “a letter of congratulations from my former Air Force wing commander and his wife, who live in California,” he said. In the 1950s, Mr. Hewlett served in the U.S. Air Force as a special agent in the Office of Special Investigations.

Mr. Hewlett received one of SOM’s Distinguished Alumni Awards in 2001 for mentoring students in the Full-Time MBA Program. He also has served the UT Dallas Alumni Association, both as a member of its executive committee and as its historian. ⚙️



UT Dallas this year honored (from left to right) Green and Orange Award winners Robert E. Hewlett Jr. (SOM B.S. 1982) and James R. Hellums (School of Engineering and Computer Science, Ph.D. 2000) and Distinguished Alumni Jerry A. Madden (SOM M.S. 1978), Dr. Cynthia Sherry (B.S. 1978) and David L. Holmberg (SOM MBA 2000), who stand with UT Dallas President David E. Daniel and fellow Distinguished Alums Christopher Progler (School of Engineering and Computer Science, Ph.D. 1997) and Dr. Aziz Sancar (Ph.D. 1977).

Getting the Big Picture

BY PAUL FEIPS

Stay tuned:

The School of Management is getting a media wall and LED ticker.

While sports fans are oohing and ahing over the 72-foot-high, four-sided monitor at the new Cowboys Stadium, School of Management students are looking forward to having a super-size monitor of their own to brag about. The big-screen TV actually will be a media wall consisting of a dozen monitors and will soon take up residence in the atrium of The School of Management building. An “unveiling” to commemorate the new technology’s arrival and the 40th anniversary of UT Dallas is being planned.

The 46-inch Samsung monitors will be displayed four across and three high, creating a large and impressive wall. Each monitor can be programmed for a specific station, or all can be used together to create one large image.

“The monitors will be seamless, with as little trim as possible, so they can be viewed as one screen as well as individual screens,” says Diane Seay McNulty, Ph.D., SOM’s associate dean for external affairs and corporate development. “Some of the monitors will be programmed with student information, and each can have a ticker running across the bottom of the screen with additional information.”

She also says she could see using the media wall to air football or soccer games on weekends.

At the same time, the SOM building will also get an LED stock ticker, funded in large part by Symon Communications, a Plano-based company that provides hardware and software for digital signage. The ticker, which will be about 14 feet long and several feet high, will carry current stock market information. Symon will also provide technical training for staff who schedule content.

“Every dean and business leader in America wants their students and employees to be informed about the ongoing operations of their enterprise and the business marketplace they operate within,” Charles H. Ansley, president and CEO of Symon and a member of SOM’s Advisory Council, says.

“When you mix that operational and market information with news, weather and sports, everyone’s knowledge is improved — along with being up to date about the world around them.”

He says Symon’s systems are used by nearly 80 percent of

all Fortune 100 companies. “We think UTD students deserve the same level of information flow,” he says.

The arrival of the media wall and ticker will fulfill a vision of the SOM Advisory Council’s Special Projects Committee and Dean Hasan Pirkul, Dean McNulty says. However, the project has evolved beyond its original goals.

“One thing led to another, and several other individuals have stepped up to help,” she says, chief among them Mr. Ansley.

Samsung is donating all 12 monitors, plus four mobile charging stations. The stations, which can be used to charge cell phones, laptops and other electronic equipment, are already located in The School of Management building.

“These are relatively new products that are currently not in



Charles H. Ansley, president and CEO of Symon and a member of SOM’s Advisory Council

any other universities in Texas,” Dean McNulty says.

SOM Advisory Council member company Austin Industries is donating installation and electrical work.

Mr. Ansley says that the presence of such technology goes beyond impressive appearances. “With the software system’s wide range of capabilities, the new technology should be a very positive influence on the impression that everyone has of The School of Management,” he says. 🌞

PLACING STUDENTS A PRIORITY

Chairman is reaching out to employers to create new jobs and internships.

BY DONNA STEPH RIAN

Diverse and wide-ranging ambassadors for The School of Management...

That is the role **Terry Conner** envisions SOM's Advisory Council embodying, as the group of experienced executives "sells" the school's programs, curricula and students to the Dallas-Fort Worth business community.

As the council's chairman, Mr. Conner, managing partner in the Dallas-based law firm of Haynes and Boone, LLP, has high aspirations in addressing what he considers the 37-member group's most significant objective. "One of our principal responsibilities is to be almost 'missionaries' in getting the message of excellence out into the business community regarding The School of Management and what it offers in terms of resources relevant to today's business needs — including providing outstanding and highly qualified students and faculty."

Mr. Conner envisions the council helping influence and shape curriculum so that it directly answers business requirements. To meet this goal, the council — working hand-in-hand with regional business leaders — strives to stay abreast of the "pulse" of the business community and the characteristics it desires in future employees, he says.



Terry Conner

Congruently, by providing employees that "match" local companies' demands, Mr. Conner hopes the council can persuade regional businesses to carve out new internships and jobs for students, assisting them in gaining valuable experience that will translate into future career opportunities.

"An overarching theme of the council is placement of students, particularly in today's economy," Mr. Conner says. "The council will work to find ways...to reach out to employers who have a real interest in the kinds of students the school has, and to introduce the SOM to those employers."

NEW ADVISORY COUNCIL MEMBERS

Two new members recently joined SOM's Advisory Council, which historically has played a vital role in the school's expansion, development and achievement.

Skip Moore leads the technology, media and telecommunications practice in the Mid-America region of Deloitte Services LP, where he has been a partner 21 years. In this role, Mr. Moore is responsible for the consulting firm's service delivery to technology, media and telecommunications clients, as well as main-

“I quickly came to appreciate the strong relationships that UTD maintains with the business community. ... From Deloitte’s perspective, the investments we have made with the SOM have paid major dividends in terms of the value we have seen in return.”

— Skip Moore



Skip Moore

taining relationships with venture capital firms and other sources of private equity. After a three-year hiatus during which he focused on helping the SOM-based Institute for Excellence in Corporate Governance, he returns to the advisory council for a second term.

“I have maintained connections at UTD during my absence, and I know that many exciting things are happening at UTD’s SOM,” Mr.

Moore says. “I look forward to getting back into the thick of things and contributing to the SOM’s business outreach programs.”

He initially became involved with UT Dallas in 2000. “When I arrived in Dallas, I quickly came to appreciate the strong relationships that UTD maintains with the business community. I was especially impressed with the SOM’s understanding that these relationships are a ‘two-way street.’ From Deloitte’s perspective, the investments we have made with the SOM have paid major dividends in terms of the value we have seen in return.”

Bobby C. Chang also joins the advisory council. An independent marketing and strategic planning consultant, Mr. Chang

holds three master’s degrees from UT Dallas, two from The School of Management. He also holds an MBA from the University of Southern California, a master of computer science and engineering degree from Southern Methodist University and a bachelor’s degree from Taiwan’s Tunghai University.

“I have worked in the areas of corporate strategy, scenario planning, marketing, business development, competitive analysis, mergers and acquisitions, [research-and-development] management, and human relations in the telecommunications, IT, semiconductor and media industries in more than 60 countries in Asia, Europe and American regions,” Mr. Chang says. “What I hope to bring to the council is a wide variety of multidisciplinary experience and background.”

He most recently served as vice president of strategic planning and business development at Huawei Technologies in Richardson. Prior to that, he served in a variety of executive positions at ACS in Dallas; SMIC in Shanghai; Lenovo Computer Group in Beijing; Chorum Technologies in Richardson; and Ericsson in both Stockholm and Richardson. 



Bobby C. Chang

The way employees from different cultures respond to work anxieties intrigues one professor. The impact of IT on healthcare fascinates two others.



Dr. David L. Ford Jr., Mark Thouin and Indranil Bardhan unveil results of recent research in this regular feature that showcases scholarly expertise of School of Management faculty members. Their abstracts reveal the potential significance and practical applications of their studies.

Coping With Workplace Stress

ORGANIZATIONAL STRESS, PSYCHOLOGICAL STRAIN AND WORK OUTCOMES IN SIX NATIONAL CONTEXTS: A CLOSER LOOK AT THE MODERATING INFLUENCES OF COPING STYLES AND DECISION LATITUDE

By Dr. David L. Ford Jr., Dr. Rabi Bhagat, Dr. Balaji Krishnan and Dr. Karen Moustafa Leonard

Professor Ford is interested in organizational behavior across cultures, and his areas of expertise include international business, leadership development, quality of work life, and effective foundations of interpersonal dynamics. The following abstract is based on a research article by Dr. Ford and his colleagues, Professor Rabi Bhagat and Associate Professor Balaji Krishnan of the University of Memphis and Assistant Professor Karen Moustafa Leonard of Indiana University-Purdue University Fort Wayne. The article is in press at *Cross Cultural Management: An International Journal*.

This study investigated the moderating effects of (a) problem-focused coping, (b) emotion-focused coping, and (c) decision latitude, on the relationship between three fac-

ets of role stress (that is, role ambiguity, role conflict, role overload) and psychological strain in six national contexts. The objective of the research was to examine the relative efficacy of each moderator for ameliorating the level of psychological strain experienced by professional workers in six countries that differed on the cultural dimension of individualism-collectivism. Problem-focused coping involves proactive efforts to reduce or manage distress associated with the stress experience (for example, active problem-solving, information-seeking efforts or behavioral efforts directed at managing distress). Emotion-focused coping involves intrapsychic efforts to reduce or manage distress (for example, intellectualization, social isolation, suppression, optimistic comparison or restricted expectations). Decision latitude is the amount of discretion or control that an individual has or is permitted to have by the organization in meeting her or his job demands.

The results indicated that problem-focused coping and decision latitude were better at reducing the level of expe-



rienced psychological strain under conditions of high role stress in the two individualistic countries in the study (New Zealand and the United States), while emotion-focused coping was a better moderator in the collectivistic countries of Japan and Spain. None of the three moderators had a significant effect on the role stress-psychological strain relationships in Germany and South Africa — the two countries in the study that had scores in midrange of the individualism-collectivism continuum. These findings suggest that employees with different collectivist orientations may adopt different frames of reference when evaluating their workplace, which, in turn, influences the extent to which they experience distress when the work environment becomes stressful.

Research that examines the predictive efficacies of various culture-specific coping styles is quite important in this era of globalization. It has been known for some time that non-Western and collectivistic societies cope with work and personal life stresses using strategies and methods that are not necessarily found or regarded as effective in Western cultures. Our future work in this area will attempt to incorporate these perspectives in order to grasp the complete significance of culture-specific roots of coping in different national contexts. A different version of the study, involving an expanded set of countries and additional predictor and outcome variables, was presented in August at the 2009 Academy of Management Meeting in Chicago.

Does IT Help or Hinder Hospital Patient Care?

THE EFFECT OF INFORMATION SYSTEMS ON THE QUALITY AND COST OF HEALTHCARE: A LONGITUDINAL STUDY OF U.S. HOSPITALS

By Dr. Mark Thouin and Dr. Indranil Bardhan

Associate Professor Bardhan recently returned from a sabbatical in Dallas at UT Southwestern Medical School, where the Department of Clinical Sciences gave him a grant to study healthcare informatics. That discipline employs computer and information sciences to optimize the acquisition and use of healthcare data. He also studied the application of emerging information technologies (ITs) for clinical care and research. Dr. Bardhan teaches an SOM course on healthcare informatics. His research and teaching often focus on healthcare ITs, their role in improving the effectiveness and quality of patient care, and costs associated with healthcare systems in the United States.

Recently, he co-authored an article with Dr. Mark Thouin, director of SOM's management information systems

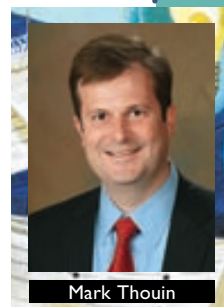
program. Dr. Thouin's research specialty is evaluating the clinical and administrative value of healthcare ITs, a topic he has researched for five years. The two professors' work will appear in the *Proceedings of the Thirtieth International Conference on Information Systems, December 2009*. The conference will be held in Phoenix. For a copy of their paper, contact bardhan@utdallas.edu.

Understanding factors affecting the efficiency of clinical healthcare is of critical importance because healthcare-provider processes directly affect patient outcomes. This study focuses on the adoption and use of hospital information systems and their impact on the quality and costs associated with delivery of patient care. We examined the effect of clinical and administrative information technology (IT) use on hospital financial performance, thereby providing insight into the relationship between IT costs and quality of healthcare processes.

We obtained archival data on hospital IT usage and combined it with data on hospital quality-of-care processes to analyze a panel of 2,848 U.S. hospitals across a three-year period. Specifically, we studied the impact of clinical and administrative IT usage on four patient-care processes: *treatment of acute myocardial infarction, heart failure and pneumonia, and prevention of surgical infection*. The hospital information systems in our study represented four functional processes: *clinical, financial, administration and human-resource management*. We used hospital operating expense per bed as a proxy for operating costs associated with the hospital.

Preliminary results indicate a positive impact of clinical information systems, patient-scheduling applications and human-resource-management information systems on the quality of patient-care processes. The quality of all four processes increased as the usage of hospital IT increased. However, the increased quality came at a cost, because clinical- and patient-scheduling systems usage was associated with increased operating expenses.

Another significant finding was that not-for-profit hospitals have higher quality processes for treating heart attack, heart failure and pneumonia, and for preventing surgical infection than for-profit hospitals. However, for-profit hospitals experience significantly lower costs than not-for-profit hospitals, thus providing evidence of the effect of profit motives on operational expenses per bed. Our findings have significant policy implications as they demonstrate the cost-quality tradeoff associated with the use of IT in hospitals. 🌟



Mark Thouin



Indranil Bardhan

WELCOME ADDITIONS

NEW SOM FACULTY MEMBERS SHARE APPROVAL FOR AND FIND SATISFACTION IN THEIR CLASSROOM EXPERIENCE.

by Jeanne Spreier

GANESH JANAKIRAMAN

An associate professor in operations management, Ganesh Janakiraman is teaching graduate classes in that field. “I often learn from students about applications based on their varied professional experiences,” Dr. Janakiraman says. “Also, teaching provides a strong motivation to think about concepts from a broader perspective than the perspective that research in a focused discipline — or sub-discipline — offers.”

Most recently an assistant professor at New



JANAKIRAMAN

York University’s Stern School of Business, Dr. Janakiraman taught both MBA and doctoral students. Each year for the past five years, he taught Competitive Advantage from Operations, a core operations class.

Dr. Janakiraman received his Ph.D. in operations research from Cornell University. His research focuses on inventory and supply chain management.

ÖZALP ÖZER

Özalp Özer joins the Operations Management area as an associate professor after serving as assistant professor in management science and engineering at Stanford University and then associate professor in industrial engineering and operations research at Columbia University. Dr. Özer, who holds a doctorate in

industrial engineering and operations research from Columbia, serves in various editorial capacities on five professional journals

ÖZER



and is secretary of the Production and Operations Management Society.

He is teaching about information-enabled supply chains. “I like *absolutely* everything about teaching and interacting with courteous, curious, driven and dedicated students,” he says. He has received teaching awards at both Columbia and Stanford and mentored graduate students.

Dr. Özer researches the impact of technology and information on new-product development, production, marketing and distribution of goods and services, management and coordination of supply chains and pricing management.



REBECCA FILES

Rebecca Files joins the Accounting and Information Management area as an assistant professor after earning her doctorate in accounting at Texas A&M University.



FILES

Dr. Files achieved academic and athletic honors as a volleyball player at Texas A&M, where she was named

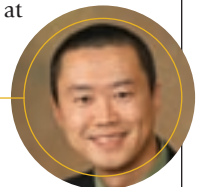
the Bill Erwin Female Scholar-Athlete of the Year in 2003 and earned the Big XII Conference Postgraduate Scholarship in 2004. Later, she was awarded the Mays Business School Regent’s Fellowship and Ernst & Young Doctoral Fellowship.

Until receiving her doctorate, Dr. Files had been a teaching assistant and researcher at Mays Business School, where she focused on voluntary disclosures and earnings restatements.

She is teaching undergraduate accounting classes. “I really enjoy finding ways to make class interesting and exciting. Learning should be fun,” she says, “so I try to bring that attitude to the classroom every day. I also love getting to know each of my students. I think I learn as much from them as they do from me.”

XIANJUN GENG

Joining the Information Systems area as an assistant professor, Xianjun Geng is teaching undergraduate introductory courses in information systems management. Dr. Geng, who earned his Ph.D. in management information systems at The University of Texas at Austin, comes from the



GENG

University of Washington’s Foster School of Business, where he received several “Undergraduate Instructor of the Quarter” awards.

His research includes the impact of

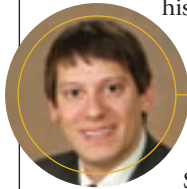
Internet pricing, and trust and security in the digital economy. "I am especially interested in how Internet-enabled [information technology] transforms consumer behavior and firm strategy," he says. "IT and the Internet are revolutionizing our business and our way of living. For example, now I cannot imagine hitting a road trip without my Android phone."

He says he wants to "stimulate students to think over critical IT issues in a fun and often intuitive way."

TODD KRAVET

An accounting and information management assistant professor, Todd Kravet worked as an auditor and accountant for several years. Dr. Kravet, who earned

his CPA in New York, was awarded his Ph.D. in



KRAVET

accounting from Foster School of Business at the University of Washington.

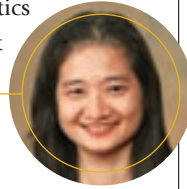
Previously, he was senior auditor for a mid-size New York City accounting firm, then moved to Philip Morris USA in New York as a senior financial accountant. This work led to subsequent studies. "I became interested in financial accounting while working as an auditor...I learned how financial reporting is an integral part of capital markets, and I think understanding the role that financial reporting plays is an extremely important area of study," he says.

Dr. Kravet is teaching undergraduates financial accounting. "What I like about teaching is when students tell me they understand the importance of accounting in all aspects of business. I feel great satisfaction when former students contact me about how what they learned during my class has helped them make better decisions in their career."

ELIZABETH LIM

Given Dr. Lim's undergraduate degrees in molecular genetics and biochemistry, it might

LIM



seem her career would be in a lab. Instead, after earning an MBA, she moved into business studies and received her doctorate in strategic management from the University of Connecticut.

Dr. Lim's research focuses on three broad areas: strategic management, entrepreneurship and research methods. She says these areas are "cutting edge, novel and interesting."

As an assistant professor in the Organizations, Strategy and International Management area, Dr. Lim is teaching an undergraduate strategic management capstone course.

ROBERTO RAGOZZINO

Roberto Ragozzino, an assistant professor of organizations, strategy and international management, comes from the University

RAGOZZINO



of Illinois at Chicago.

"My research is in the area of corporate strategy and entrepreneurship," Dr. Ragozzino, who received his Ph.D. in business policy and strategy from Ohio State University, says. "I have a background in finance and have always been interested in firms' corporate development activities. My graduate training in strategy has allowed me to further my early interests, and eventually it has led me to pursue my current research agenda."

He is teaching a capstone strategy course for undergraduates. "The class I teach requires students to dig deep into

what they have previously learned and attempt to apply their knowledge to address unstructured business problems," Dr. Ragozzino says. "If they are committed to learning and getting the most out of the course, the results can be very fulfilling for me and the students."

UPENDER SUBRAMANIAN

Assistant Marketing Professor Upender Subramanian says that after he earned his MBA, he moved to the private sector, working in technology, specifically with semiconductors and in telecom,

SUBRAMANIAN



doing business planning and strategy.

From that experience, Dr.

Subramanian developed an interest in his area of research — how companies that provide complementary products and services structure their relationship to gain advantage over their rivals.

Dr. Subramanian received his Ph.D. from the University of Pennsylvania's Wharton School, where his dissertation focused on competitive strategies in wireless markets. He says he likes "working with a bright, inquisitive and energetic group of future managers" and is teaching the undergraduate Principles of Marketing class.



SHAWN ALBORZ

Shawn Alborz, an adjunct at The School of Management for the past three years (one year winning the outstanding

ALBORZ



adjunct faculty award), joins the faculty full time

in a dual role as senior lecturer in information systems and operations management and director of operations management programs.

Dr. Alborz spent two decades in private industry before earning his Ph.D. in management information systems from the University of Melbourne.

"My primary qualitative research interests are [information technology] outsourcing and strategic management of organizations," Dr. Alborz says. "I have also specific interests in project management, the influence of technology and contemporary management concepts on business operations and E-commerce."

This fall, Dr. Alborz is teaching undergraduate classes: one in product management, the other an introduction to management information systems.

DAN BOCHSLER

A senior lecturer in organizations, strategy and international management, Dan Bochsler is teaching undergraduate classes in organizational behavior and in strategic management while developing graduate online classes in entrepreneurial marketing and strategy.

He also is working with the Institute for Innovation and Entrepreneurship (IIE), a UT Dallas center of excellence housed in The School of Management, to develop cross-disciplinary academic studies and extend the reach of IIE in the community and region.

Mr. Bochsler, who holds an MBA from the University of Houston, previously taught at UT Tyler.



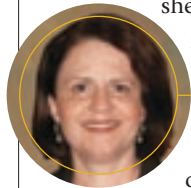
BOCHSLER

He has had a 30-year career in the aerospace, defense, computer technology and energy fields. Since 2006, he has been a board member of the Alliance for Higher Education's North Texas

Regional Center for Innovation and Commercialization (NTXRCIC). This organization administers the state's Emerging Technology Fund efforts in North Texas.

MARIA HASENHUTTL

A doctoral alumna of The School of Management, Maria Hasenhuttl returns as a senior lecturer in organizations, strategy and international management. "I love everything about teaching,"



HASENHUTTL

she says. "It is particularly rewarding when I find out that, because of my classes, students have become more interested in a topic, or when students tell me that now they finally understand certain concepts." She is teaching undergraduate classes in strategic management and organizational behavior.

Dr. Hasenhuttl's research focuses on the impact powerful people have on society, specifically on corporate governance. "Everyone is in one way or another affected by what goes on in the top management suite of corporations," she says.

JENNIFER JOHNSON

Jennifer Johnson has broad corporate experience, most recently as information technology finance manager at Dr Pepper Snapple Group, where she was part of the merger team that brought together Dr Pepper and Cadbury Schweppes. She joins The School of Management as a senior lecturer in accounting and information management. A CPA in Texas, she earned her undergraduate and master's degrees in accounting from Texas A&M University. She was honored as the Young CPA of the Year by the Dallas CPA Society in 2005 for her work on implementing

the Free CPE (Continuing Professional Education) Day.

Ms. Johnson is teaching undergraduate accounting classes. "I like to hear the stu-



JOHNSON

dents' stories about where they are from and what their dreams are," she says. "When I was in school, I learned so much more from my professors and advisers than just what was in the textbook....Not everyone I teach will become an accountant, but I hope they all continue to grow and develop as productive members of society and future leaders."

JACKIE KIMZEY

More than two decades ago, Jackie Kimzey engaged the entrepreneurial part of his brain to launch ProNet Inc., where he served as chairman and CEO of the wireless technology startup. In



KIMZEY

1987, the company went public and is now traded on Nasdaq.

After leaving ProNet in 1997, he worked as CEO for other high-tech companies and since 1999 has been a general partner with Sevin Rosen Funds, a venture capital firm.

Mr. Kimzey, who earned his MBA from the University of Dallas in 1977, previously has taught at the University of Arkansas, Southern Methodist University and Dallas County Community Colleges.

A senior lecturer in organizations, strategy and international management, he is teaching undergraduate and graduate School of Management students who take his entrepreneurship classes.

MADISON PEDIGO

With almost 30 years of experience in a variety of roles at Texas Instruments, Madison (Matt) Pedigo, a senior lecturer in organizations, strategy and international management, offers students not only a window into the workings of corporate life at one of the nation's most highly regarded tech companies but also a wealth of experience to draw on as he

teaches undergraduate and graduate level courses in entrepreneurship and finance.

"My last assignment at TI was to lead the negotiation for TI's acquisition of Luminary Micro, a semiconductor company located in Austin," he says. He also has worked with TI in Defense Systems and Electronics, as a financial analyst and, for more than a decade, in TI's Venture Capital Program.

Mr. Pedigo earned an MBA at The University of Texas at Austin, has one patent

PEDIGO



issued and another two filed, is a CPA in Texas and a member of the state's Emerging Technology Committee.

FACULTY NEWS

NEW ASSISTANT DEAN PERSONIFIES EXECUTIVE EDUCATION ATTRIBUTES AND VALUE

A new assistant dean at The School of Management, Tom Henderson in many ways personifies the Executive Education area, which hired him to take charge of business development.

Credentialed with experience in culturally diverse and commercially complex settings, Mr. Henderson brings a portfolio brimming with useful resources — such as fluency in Portuguese and Spanish — to his new role. Those language skills derive from his early background; he grew up in São Paulo, Brazil. His career start as a commodities trader in coffee also seems a natural outgrowth of that upbringing.

But Mr. Henderson switched to academia, and he now specializes in establishing and maintaining corporate relationships. "You must get connected and stay connected, in part to serve the education needs of students who some day may be working for these companies," he says, "but also to serve the executive education needs that companies have."

A strong believer that Executive Education builds mutually beneficial relationships, Mr. Henderson is convinced that such connections "lead to talent development across companies." And Exec Ed "offerings and capabilities help individual organizations solve specific business issues and challenges," he says.

Mr. Henderson previously worked at the University of Wisconsin

School of Business, where he served as the director of the Strategic Leadership Institute and led corporate customized programs. At the Thunderbird School of Global Management in Arizona, he served as an assistant vice president for corporate learning and led the Thunderbird International Consortia program. At the New York City-based American Management Association, he spearheaded joint ventures and strategic alliances with a number of Latin American training institutions.

Mr. Henderson earned a Bachelor of Arts degree in history from Hobart College in Geneva, N.Y., and a Master of Science degree in international management from Boston College. He also completed courses in money and banking, international banking and international economics at the New York Institute of Finance.



Tom Henderson



Phil Sanchez III

New Executive MBA Program Director Concentrates on Leaders and Legacies

Because research has shown that between 65 percent and 95 percent of businesses fail to implement their corporate game plans, The School of Management has started a course designed to help Executive MBA students succeed at company-strategy follow-through.

The new Enterprise Transformation class fits

the personal strategy of Phil Sanchez III for delivering an Executive MBA experience with an entrepreneurial viewpoint of education. That viewpoint “thinks innovatively, *is* innovative and stretches beyond corporate boundaries,” Mr. Sanchez, SOM’s new Executive MBA Program director, says.

He succeeds the late Professor Jasper H. Arnold III, whom he describes as “a great colleague and innovator.”

Mr. Sanchez arrived in August, drawn, he says, by the opportunity to “assist the EMBA program grow.”

Mr. Sanchez came from Baylor University, where he served

16 years, most recently as director of its Executive MBA program. Instrumental in beginning Baylor’s program in Dallas in 1993, he also established its campus in Austin. He has extensive experience in curriculum review, program development and strategic development.

He earned both B.S. and MBA degrees from Tarleton State University in Stephenville, Texas.

For more information go to <http://som.utdallas.edu/graduate/eced/execMba/index.php>

EMBA Administrator Awarded Fulbright Scholarship

Dr. Jonathan M. Hochberg, associate director of the Executive MBA Program and a senior lecturer, was recently awarded a Fulbright Scholarship by the United States Department of State and the J. William Fulbright Foreign Scholarship Board. Next April and May, he will conduct lectures and short courses in financial analysis and international corporate finance for MBA students in the School of Business at the Krakow University of Economics in Poland.



Jonathan M. Hochberg

SOM Professors Participate in Commemorative Events

UT Dallas turns 40 this year, and a series of 40 lectures, **40@40**, will help mark the university’s fourth decade as a UT System institution. Each lecture features a campus expert in an hourlong talk in the McDermott Library that is free and open to the public. • Participating School of Management faculty members are: **Yexiao Xu**, speaking on firm-specific risk in stock investing; **Peter Petrik**, on

Europe’s transformation and business impact since the Cold War’s end; **Rachel Croson**, on the behavioral revolution in economics; **Ram Rao** on marketing, **Jim Joiner** on project management education, **Kannan Ramanathan** on quality management, and **Mike W. Peng** on the rise of Asia in global competition. • Most lectures begin at 4 p.m. For dates and more information, consult the Comet Calendar at www.utdallas.edu/calendar/.



PIONEERING WORK ON NEW-PRODUCT DESIGN PROCESS BRINGS AWARD TO DISTINGUISHED PROFESSOR

Power tools and toothbrushes have helped School of Management Professor Brian T. Ratchford and colleagues achieve breakthrough results in improving the new-product design process.

In search of effective ways for designers to incorporate consumers' subjective preferences in the creation of new products, Dr. Ratchford, Dr. Lan Luo of the University of Southern California and Dr. P.K. Kannan of the University of Maryland, used customer-ready product prototypes in marketing studies. Testing with portable construction power grinders, then an array of toothbrushes in a subsequent study, they linked such unchangeable "objective" product attributes as price, size and weight to such "subjective" perceived characteristics as power, effectiveness and ergonomic comfort.

"Industrial designers and marketing researchers have long recognized that consumers' perceptions of subjective characteristics exert an important influence on their product evaluations," the research trio noted.

"We used a statistical method to account for" relationships between objective and subjective qualities, Dr. Ratchford, the Charles and Nancy Davidson Distinguished Professor of Marketing, says. The method is innovative, he says, because it provides a way to incorporate subjective reactions into quantitative forecasts of demand.

Relying on this methodology, the researchers developed the first formal model that inventors and engineers

can use to better understand causal relationships between objective attributes and subjective perceptions.

The model gives designers insights into how attributes and perceptions jointly influence buyers' purchase decisions. The model also more accurately predicts consumer choices than older, traditional consumer-preference models.

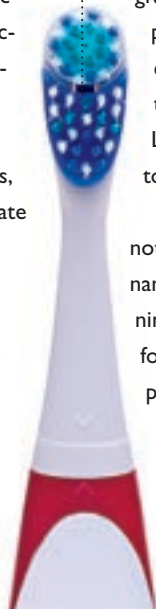
The Marketing Research Special Interest Group (MRSIG) of the American Marketing Association honored Drs. Ratchford, Luo and Kannan's research article with the 2009 Lehmann Award. The article, "Incorporating Subjective Characteristics in Product Design and Evaluations," appeared in the April 2008 *Journal of Marketing Research* (Vol. 45, No. 2, pages 182 to 194).

Bestowed annually, the Lehmann Award is given to the best dissertation-based article published in the *Journal of Marketing Science* or *Journal of Marketing Research* in the previous two years. Co-author Lan Luo used the study for one of her doctoral dissertation essays.

In announcing the award, the MRSIG noted that Dr. Ratchford, Luo and Kannan's study "marked an important beginning in using a quantitative model to formally address the qualitative aspects of product design and valuations."



Brian T. Ratchford



Math Society Names SOM Expert a Charter Fellow

The Society for Industrial and Applied Mathematics (SIAM), a leading international professional group of mathematical and computational scientists, has named School of Management Professor Alain Bensoussan one of its charter fellows.

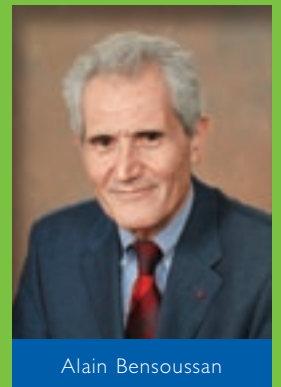
Dr. Bensoussan, Distinguished Research Professor and director of SOM's International Center for Decision and Risk Analysis, is one of 183 members in the inaugural class of the Fellows Program. It recognizes SIAM members in academia, government and industry for distinguished contributions to applied math and computational science.

The honor recognizes Dr. Bensoussan's major contributions to control theory, particularly stochastic control. Dr. Bensoussan, who chaired the European Space Agency from 1999 to 2002, joined The School of Management in 2004. He currently focuses his research on risk and decision analysis. He earned a Ph.D. in mathematics from the University of Paris.

"This new fellowship recognition will be very useful in drawing attention to our community," Dr. Bensoussan said. "I am, of course, very honored and happy to

be a member of this list since I have been working in this field from the beginning of my career. I am happy also if it helps my university and all my colleagues and students."

Starting in 2010, SIAM anticipates fellowships granted annually will total about 0.3 percent of its membership — now 12,000. The organization honored the new fellows in July during its annual meeting. The list of 2009 SIAM Fellows can be found at <http://fellows.siam.org>.



Alain Bensoussan



Gregory G. Dess

ACADEMY OF MANAGEMENT HONORS BUSINESS-STRATEGY EXPERT'S RESEARCH

While many businesses have come and gone during the last decade, School of Management Professor Gregory G. Dess' landmark research paper describing perfect-pitch entrepreneurship has weathered the test of time, laying the groundwork for future inquiry.

The Entrepreneurship Division of the Academy of Management awarded Dr. Dess, an internationally recognized business-strategy expert who holds the Andrew R. Cecil Endowed Chair in Applied Ethics, and co-author G. Thomas (Tom) Lumpkin the Foundational Award at its August IDEA Awards dinner in Chicago. The annual gathering recognizes work considered foundational, leading or promising.

The organization recognized Drs. Dess and Lumpkin, professor of entrepreneurship at Syracuse University, for a paper published in the *Academy of Management Review* in 1996 for its "classic and highly influential contribution to entrepreneurship research that serves as a legacy for scholarly work in the field."

The paper, "Clarifying the Entrepreneurial Orientation Construct and Linking It to Performance," explores relationships between a firm's entrepreneurial behavior and performance by explaining how five primary dimensions — innovation, risk-taking, proactiveness, competitive aggressiveness and autonomy — combine with particular business practices to create high performance.

Given the many sophisticated quantita-

tive modeling and analytical techniques available that have led to excellent empirical papers, Dr. Dess says, "we're just pleased that they did give some consideration to a purely theoretical paper."

Although prior work argued that entrepreneurship is an essential feature of high-performing firms, earlier researchers were unable to synthesize the link between entrepreneurship and performance.

Dr. Dess came to UT Dallas in 2002, from the University of Kentucky, where he held the Carol Martin Gatton Endowed Chair in Leadership and Strategic Management. In addition to strategic management, his primary research interests center on entrepreneurship and knowledge management.

Ashbel Smith Professor Named INFORMS Fellow

School of Management Professor Kathryn E. Stecke has achieved one of the top honors the Institute for Operations Research and the Management Sciences (INFORMS) bestows, having recently been elected an INFORMS Fellow.

Dr. Stecke, Ashbel Smith Professor of Operations Management, is one of only 11 fellows chosen this year from INFORMS' worldwide membership of 10,000. A professional society focused on operations research, INFORMS reserves the Fellow Award for

members who have made significant contributions to advancing the field, including service to the profession and to the institute.

Dr. Stecke was cited for "contributions to research on flexible manufacturing and supply chains, and for her contributions to OR/MS, particularly by creating opportunities for others in her field to disseminate their research in conferences and journals."

She received the accolade October 12 in San Diego at the INFORMS annual meeting.

Long an active INFORMS member, Dr. Stecke has

served as chairman of national and international meetings and served two terms on the organization's board of directors.

INFORMS named her a co-recipient of its distinguished service award, the Kimball Medal, last year. The organization also has recognized her paper, "Formulation and Solution of Nonlinear Integer Production Planning Problems for Flexible Systems" as one of the 50 most influential published in the journal *Management Science* (Vol. 29, No. 3, pp. 273-288, March 1983) during the past 50 years.



Kathryn E. Stecke

SOM PROFESSOR DEVELOPING GAME TO HELP STUDENTS COPE AT COLLEGE

Dr. Michael J. Savoie, director of The School of Management's Center for Information Technology and Management, and his design team have received a \$250,000 grant to create an interactive online game to help acquaint students — and their parents — with campus life.

"We want to develop a game adaptable for new students at any of [The University of Texas] campuses to help them acclimate to the culture of campus," Dr. Savoie says.

A UT System initiative, Transforming Undergraduate Education, is investing \$2.5 million in Dr. Savoie's proposal and 10 others. The competitively awarded grants fund creation of new teaching materials to increase student access to and success in higher education while also reducing instructional costs or increasing cost efficiency.

The game rolls out in fall 2010. Initially targeting freshmen and transfer students and their parents, it will focus on social interactions and time- and

money-management issues.

According to Dr. Savoie, "the game will convey what university Web site photos and 'About Us' pages cannot: a sense of how a campus and its environs work and how students can adapt and feel comfortable."

The game will capture such "three-dimensional aspects" of college life, Dr. Savoie says, as coping with academics, living away from home, holding down a job and handling finances.

Dr. Savoie is "going virtual" because people age 25 and younger "almost universally" understand and use gaming, he says. Ideally, gamers will come away with more reality-based expectations about college. Particularly for international and minority students, who traditionally have a harder time acclimating, this will provide a valuable service, Dr. Savoie says.

"Ultimately, UT campuses will benefit through higher student-retention rates and more satisfied students," he adds. "Those, in turn, will enhance UT's reputation and appeal."

For more information go to <http://citm.utdallas.edu/>



Michael Savoie



PROVOST'S DISTINGUISHED PROFESSOR SPEAKS AT HARVARD

Continuing strong interest in China's role in the global business community is fueling demand for the insights of School of Management

Professor Mike W. Peng.

The Provost's Distinguished Professor of Global Strategy and executive director of the Center for Global Business, Dr. Peng is also editor-in-chief of the *Asia Pacific Journal of Management*. He began a series of high-profile speaking engagements by delivering the keynote address at the "China Goes Global" conference Oct. 2 at Harvard University.

"Many of us have been reading Mike's papers and books for a long time," says Dr. Ilan Alon, a visiting scholar at Harvard's Kennedy School of Government, director of The China Center at Rollins College in Winter Park, Fla., and an organizer of the Harvard conference. "Without a doubt, Mike is a world-class thought leader... not only a leading China scholar but also one of the most influential scholars in global strategy and business."

At the Harvard conference, Dr. Peng focused on the role of the Chinese government in the development of Chinese multinational enterprises, the challenges those enterprises face when going abroad as their technological resources grow faster than their managerial talent, and their increasing use of business acquisitions to enter new markets.

"This is not only an honor for me," Dr. Peng says, "but also a tremendous honor for UT Dallas, which is known for hard-hitting, high-impact management research....It is nice to know that the Harvards of the world will come to seek out world-class expertise right here at UT Dallas."

Dr. Peng's other October speaking engagements included presentations at the Pacific Region Forum held in Vancouver, British Columbia, Canada, and at the Navy Reserve Officers Training Conference on China, sponsored by Commander, Navy Reserve Seventh Fleet at the Naval Air Station Joint Reserve Base in Fort Worth.



Mike W. Peng

Seven Chosen for Teaching and Staff Awards

Recipients of The School of Management's 2009 Teaching and Staff Awards are (from left) Brian Pinkham, one of two outstanding teaching assistants; Charles Solcher, outstanding online teacher; Tiffany Bortz, outstanding undergraduate teacher; Tevfik Dalgic, outstanding graduate teacher; and Ella Ghouse, SOM's administrative services officer in charge of budget and human resources, outstanding staff member. Not pictured are Bob Bender, outstanding adjunct faculty member, and Jungseek Kim, the second outstanding teaching assistant. The SOM Teaching Committee reviews nominations and selects award recipients based on their abilities and teaching excellence. A separate committee made up of SOM staff members chooses the recipient of the Outstanding Staff Award. All award winners receive a plaque and a grant of one thousand dollars.



PROFESSOR'S BEST-PAPER STUDY FINDS INCREASING CULTURAL CONVERGENCE

The cultural divide that has existed between the U.S. and Mexico is slowly diminishing, at least between young, educated professionals, suggests a new study by School of Management Professor Habte Woldu.

The study, co-authored by Dr. Woldu, reveals that the cultural differences between the two nations' population as a whole have remained unchanged. However, when controlling for age, gender, education and occupation, the research indicates that younger, more educated, professional Mexicans demonstrate more cultural assimilation with the U.S. cultural value system.

These findings could have important implications for international managers involved in designing human-resource management strategies and cross-cultural management, Dr. Woldu says. The study, he says, could also enhance communication and understanding of the two cultures.

The study, "Is the Mexican Culture Becoming Similar to that of United States in Post-NAFTA Era? Viewing Both Cultures Through Four Cultural Dimensions" won a best-paper award at the International Academy of Business and Pub-

lic Administration Disciplines conference in April.

Dr. Woldu and Dr. Agnieszka Skuza, co-author and a professor at Poznan University of Economics, surveyed more than 1,100 people from the U.S., Argentina and Mexico in the early 1990s, before the North American Free Trade Agreement (NAFTA) between the U.S., Mexico and Canada was established and again in 2008.

Researchers found that although Mexico and the U.S. remain different culturally in both pre- and post-NAFTA eras, younger, higher-educated, career-focused individuals from both sides of the border are much more similar culturally.

"If economic advancement continues in Mexico, and NAFTA transforms itself to the next level or economic integration, it's very possible that trend might show even more significant cultural convergence in the future," Dr. Woldu says.

A professor of international management studies, Dr. Woldu specializes in research on the dynamics of cultural changes in emerging economies and has conducted similar research in Africa, India and Eastern Europe.



Habte Woldu

UT DALLAS ADVISER ACCOLADE GOES TO SOM SENIOR LECTURER

Frank W. Anderson, a School of Management senior lecturer in finance and managerial economics, earned recognition for his contributions to UT Dallas campus life earlier this year when he was named the university's Adviser of the Year at the spring Student Leadership Banquet.

Chosen by the Leadership Awards Selection Committee, a group made up of UT Dallas Student Life staff members who review written nominations, Mr. Anderson was recognized for his work with the Financial Leadership Association (FLA).

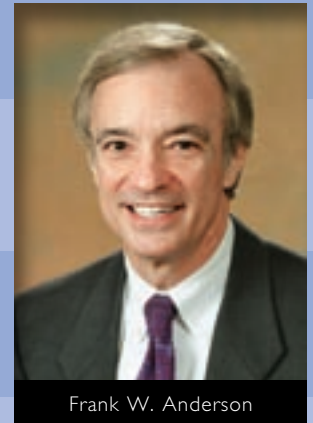
The only finance group at UT Dallas, FLA, with more than 80 members is one of the largest student organizations in

The School of Management. The association trains new members in the basics of finance and trading techniques, hosts workshops on investing and managing investments, and provides other professional learning and networking opportunities. The group also is working to launch a student-management investment fund.

Members are encouraged to participate in several competitions throughout the academic year, including an investment research challenge, mock currency trading competition and mock commodities trading competition.

"He is the quintessential adviser," FLA President Jeff Harrington, an SOM student, says of Mr. Anderson. "He encour-

ages all of his students to join and become active members of FLA, motivates everyone at all times, provides invaluable advice, and is a lens looking upon ourselves and the world so that those he helps come away with a more seasoned perspective."



Frank W. Anderson

OBITUARY

FORMER SOM DEAN DIES

Professor Emeritus Gerald W. Scully, a onetime dean of The School of Management who was an economist credited with introducing free agency to baseball, died May 4 in San Diego of pancreatic cancer.

Although Dr. Scully, 67, had wide-ranging interests in his field, he often looked at the relation of economics to management and once theorized that a federal government operates optimally on a budget equal to about 21 percent of its nation's income.

Dr. Scully gained greatest recognition, however, for applying labor economics to professional sports. In a 1974 paper initially undertaken for a conference that the Brookings Institution, a public-policy think tank, held on government and the sports business, he wrote that "economic analysis points to the exploitation of the professional baseball player under the reserve clause."

His analysis came in advance of arbitration the next year that marked the beginning of the end of the clause, a contractual ob-

ligation that kept a player tied to one team.

Dr. Scully's books on this subject included *The Market Structure of Sports* (University of Chicago Press, 1995) and *The Business of Major League Baseball* (University of Chicago Press, 1989).

Dr. Scully joined UT Dallas in 1985 and served as acting dean of The School of Management from 1987 to 1988. He earned a bachelor's degree in history and philosophy from Fairleigh Dickinson University, a master's degree in economics from The New School for Social Research, and a doctorate in economics from Rutgers University.

He is survived by his daughters, Audra Scully of San Diego and Deirdre Grant of Allen, Texas, and a brother, Thomas, of Cary, North Carolina.



Moving Forward on “Going Green”

Manufacturing furniture using ecologically sound practices — including recycling, sustainable forestry, conservation and reclamation — is a booming market trend. Establishing such business models has become one endeavor of the new Center for Responsible Business and Sustainability (CRBS) at The School of Management.



Francisco Székely

Launched last spring, the CRBS strives to help business leaders adopt sustainable practices in line with strategies that create competitive advantage. The center positions UT Dallas at the forefront of academia on initiatives to treat sustainability as a crucial business principle.

Center Director Francisco Székely, an expert on environmental and corporate sustainability, says, “Sustainability is about keeping a balance between environmental, economic and social

objectives. We help companies come up with a business model that keeps these things in balance.”

Dr. Székely has taught sustainability courses at Harvard University and the Massachusetts Institute of Technology, and has served as director of and professor at the International Academy of the Environment in Geneva, Switzerland, as well as deputy minister of Environment and Natural Resources in Mexico.

Since joining The School of Management a year ago, he has been in demand as a speaker, and CEO Clubs Worldwide presented the center an “Award of Excellence” for management education at its 2009 conference. An assembly of CEO Clubs throughout the world, the organization recognized the CRBS for its model vision for sustainability education.

For more information, contact Dr. Székely at szekely@utdallas.edu.

IECG Conference Looks at Politics and Economics of Governance

Sharon Allen (below), chairman of the board at Deloitte LLP, spoke on obstacles and opportunities related to advancing corporate governance in “Overview of a Challenge,” her keynote speech at the Seventh Annual National Corporate Governance Conference held October 1 at The School of Management. Sponsored by the SOM-based Institute for Excellence in Corporate Governance, the one-day seminar, “Bubbles — Busts — Bailouts: Governance and Risk Management on Main Street, Wall Street and Capitol Hill,” examined corporate governance from political-economic perspectives. In all, the conference featured seven keynote addresses, including one from David M. Walker, president and CEO of Peter G. Peterson Foundation and former comptroller general of the United States. He earned a standing ovation for his discussion of “The Fiscal Sustainability of the United States of America.”



Internal Auditing Retreat a Worldwide Gathering



Mark Salamsick

More than 130 internal audit students, faculty and practitioners from around the world visited The School of Management in October when

the school’s Center for Internal Auditing hosted the Internal Auditing Education Partnership’s annual retreat. Sixteen students from the internal audit program at UT Dallas attended the event.

A networking and leadership conference, the gathering included sessions at which students met potential employers, a workshop at which educators shared best practices and get-acquainted events with practitioners.

Students were selected to interview with the two major sponsors, Deloitte and KPMG, at the retreat’s conclusion. Other corporate sponsors were on hand to meet students and identify future internal-audit hires.

The Institute of Internal Auditors, the international

professional group behind the partnership, sponsored the three-day retreat, which attracted U.S. participants from New York to California, and international guests from Asia, Europe and Africa. Having been endorsed by IIA with its highest designation — a Center for Internal Auditing Excellence — SOM’s internal auditing program, led by IAEP program director Mark Salamsick, is one of only two in the U.S. and five worldwide at this level.

For more information go to <http://som.utdallas.edu/centers/iaep/>.



Faculty of Color Look for Insights in Change

Anxieties born of the current economy and enthusiasms attending the new administration in Washington motivated Management Faculty of Color Association members to review their purpose as teachers, intellectuals and community leaders at their annual conference, which convened at The School of Management in June.

About 40 members and guests of the association, a nonprofit that promotes and supports professional development of African-American, Hispanic-American and Native American business management scholars, met to explore how to increase their visibility and viability in a society in transition.

The conference theme, "Imprinting a New Legacy: Our Role in an Era of Change, Uncertainty and Hope" focused speakers on new issues academics are confronting, approaches they want to take in addressing challenges and outcomes they hope to achieve.

Participants brainstormed on how the association should evolve, shared information on spinning off campus-centered entrepreneurial activities, presented research in progress and got advice from a panel of Dallas-area executives on how to keep business education relevant.

For more information on MFCA, visit www.mgtfacultyofcolor.org.



Management Faculty of Color Association members brainstorm in a conference session.

Dallas Mayor, Former Astronaut Headline Project Management Symposium

Jim Joiner (center), director of The School of Management's Project Management program, invited retired astronaut and three-degree UT Dallas alum (B.S. 1977, M.S. 1987, and Ph.D. 1995) James (Jim) F. Reilly II (left) and Dallas Mayor Tom Leppert (right) to serve as keynote speakers August 13 on the opening day of the school's third annual project

management symposium. About 300 managers in fields ranging from construction and engineering to healthcare and transportation attended the two-day event. Dr. Reilly spoke on managing teams for maximum performance; Mayor Leppert's topic was "Maintaining the Momentum." The symposium was designed, Mr. Joiner says, to "give these professionals skills they can take with them...to more effectively do their jobs." For more information go to <http://som.utdallas.edu/graduate/execed/projectMgmtProg/>.



Part-Time MBA Leaders Consider Leadership, Tackle Tough Times

Deans and directors of more than 75 part-time Master of Business Administration programs nationwide gathered at UT Dallas in October as The School of Management hosted a yearly conference that targeted two issues important to them: marketing and managing in the current challenging economy and building and maintaining leadership excellence.

The 16th Annual Part-Time MBA Conference drew more than 100 participants October 7, 8 and 9. The gathering gave participants an opportunity to exchange ideas, evaluate progress and collaborate.

Opening keynote speaker Rachel Croson, a UT Dallas professor of economics and management, examined the use of in-sourcing, particularly how the expertise and insight of faculty can resolve issues. Second-day keynoter Scott Spreier, a Hay-Group senior consultant and national expert on leadership and talent management, reviewed best-practice ideas for creating and sustaining exemplary behavior and practices.



Scott Spreier



Rachel Croson

Enrollment in Healthcare Management Degree Program Doubles

Director seeks counsel from a “Who’s Who” group of local executives

— BY DONNA STEPH RIAN —

Enrollment doubled this fall for the Master of Science in Healthcare Management Program in The School of Management, adding 46 new students to last semester’s 45.

In addition, applicants possess the highest grade-point average of all SOM master’s-degree program admissions this semester, a distinction that pleases program director Forney Fleming, M.D.

The significant enrollment increase is “due to the increasing demand for healthcare managers, both locally and nationally, as well as an increased awareness of our program,” Dr. Fleming says.

Established two years ago, the Master of Science in Healthcare Management Program is a spinoff of the Healthcare Management Executive MBA Program. Begun more than 12 years ago, that program targets physicians seeking to further their knowledge in healthcare administration and leadership.

The M.S. program

evolved for non-physicians (although physicians are welcome) who desire a career in healthcare or want to advance current healthcare roles. Classes are designed to accommodate working professionals and provide critical knowledge, skills and cre-

ditionals for advancement in administrative healthcare management.

The 36-hour program can be completed in 16 months or extended up to six years, and is taught by senior business and medical-school faculty. Its mission, Dr. Fleming says, is to “offer the best healthcare management degree program in the area.”

To assist in achieving that goal, Dr. Fleming recently recruited

11 local executives from healthcare settings to comprise a Healthcare Executive Council. The council, still in its formative stage, already reads like a Who’s Who of top local healthcare leaders.

Dr. Fleming envisions multiple roles for the council, including:

- Student recruitment;
- Career advising — including mentoring and providing networking opportunities for students;
- Special projects — help develop and supervise research projects and internships for students;
- Classroom speakers and lecturers.

Dr. Fleming foresees council members also helping to create post-graduate internships that will translate into full-time employment opportunities for students.

“I hope to attract an additional four to five chief-executive-level leaders from a broad spectrum of healthcare industries such as hospitals, medical and dental offices, pharmaceuticals, insurance and managed care, biotech, governmental agencies, medical consulting firms, academic medical institutions and more,” he says.



Forney Fleming

Healthcare Executive Council members to date are:

Leslie Barden, senior vice president, Methodist Hospital
Britt Berrett, Ph.D., chief executive officer, Medical City Hospital
Marshall Dawer, M.D., medical director, United Healthcare
Jack DuFon, revenue manager, Veterans Affairs Administration
Cathy Fraser, senior vice president, Tenet
David Gregorio, director of associate development, Perot Systems
Kirk Kirksey, vice president information resources, UT Southwestern Medical Center
David Muntz, senior vice president and chief information officer, Baylor
Eduardo Sanchez, M.D., vice president and chief medical officer, Blue Cross Blue Shield
Elizabeth Steger, vice president of patient-care services, Methodist Richardson Medical Center
Phil Weinman, vice president, Baylor.

For more information, go to <http://som.utdallas.edu/healthcare> or contact f.fleming@utdallas.edu, 972-883-5812



New Concentration Offers Business and Organizational Coaching Skills

Specialized study option available to graduate-degree seekers

Expanding its specialized study options, The School of Management is offering a new degree concentration focused on educating coaches to support leaders, managers and other professionals in obtaining optimal employee-performance results.

Available through the Executive Education area to students headed for a Master of Science degree in management and administrative sciences, the Organizational Behavior and Coaching concentration introduces executive and professional coaching, shows how it works and provides supervised practice.

The director of the Executive and Professional Coaching Program, Dr. Robert Hicks, says interest from current coaching students, new workplace challenges and technological innovations prompted the concentration's creation.

On the technical side, coaching students can now "go to class" online synchronously. That means that at a regularly scheduled time, they can, via high-speed Internet connections and Web conferencing software, meet in a virtual classroom, where their instructor — online elsewhere — can link them to one another in a true group setting.

"From a delivery standpoint," Dr. Hicks says, "this is truly an innovative part of what we do... We were the first program in The School of Management to implement synchronous learning on a full-time basis."

The concentration curriculum follows the lead of an existing Exec Ed graduate certificate program in coaching. The 12 to 15 graduate hours that certificate participants usually earn equal a third to 40 percent of the 36 hours needed for the

M.S. degree in management and administrative sciences; so it made sense to offer them the opportunity "to go on and use the credits they had already taken" toward obtaining the master's degree, Dr. Hicks says.

However, degree seekers are not required to earn the certificate if they sign up for the concentration, he adds.

"Generally, what we find is that you really have to have some life experience to succeed at coaching," Dr. Hicks, a clinical professor and licensed psychologist, says. Hence, coaching's appeal among — and his preference to enroll — professionally mature learners.

To complete the concentration, students must earn 12 credit hours in core coaching classes and 14 hours in organizational behavior electives. To earn the master's degree, they complete another 10 hours in basic business courses.

"Facilitating self-directed change is what coaching is all about," Dr. Hicks says, noting that the program's "core method is solution-focused coaching" that emphasizes positive psychology, management science, appreciative inquiry and a set of strategies for constantly improving thinking and problem-solving skills.

The International Coach Federation, a professional group dedicated to advancing coaching by setting high standards, providing independent certification and building a worldwide network of credentialed coaches, has accredited SOM's Executive and Professional Coaching Program.

For more information, visit <http://som.utdallas.edu/coaching> or contact coaching@utdallas.edu.



Robert Hicks

SOM SCORES IN TOP 25 IN BUSINESSWEEK RANKINGS

For the first time, the Professional Part-Time MBA and the Executive MBA programs at The School of Management were each ranked among the top 25 programs in their categories, placing each at No. 1 among public universities in Texas, according to *BusinessWeek* magazine.

The rankings place the Executive MBA Program at No. 22 worldwide and the Professional Part-Time MBA Program at No. 24 in *BusinessWeek's* polls.

"As we do every two years, *BusinessWeek* this year surveyed executive MBA graduates and program directors to uncover the best EMBA programs in the world," the magazine posted on its Web site. "This year's ranking has a few surprises ... one new school entered the ranking at No. 22: The University of Texas at Dallas."

More than 57 percent of the part-time MBA graduates from UT Dallas reported a salary increase based on completion of their MBA degree, and students gave it high marks for those looking to change jobs. Overall, those alumni graded teaching quality with an A.

"These rankings reaffirm what our students, faculty and alumni already know — that their MBA from The School of Management is invaluable to improving their careers," Dean Hasan Pirkul says.

MBA programs at The School of Management continue to perform well across many ranking services. The Executive MBA was named the year's top program at a public university in Texas by *Financial Times*; the Full-Time MBA was ranked among the nation's top 50 programs by *U.S. News & World Report*.

SAP Academy Excels, Returning Next Year

The test-run of a business-software training academy new to The School of Management garnered great results last spring, securing its return next year. Among SOM students, 88 percent passed an exam that capped the two-week program known as TERP 10 SAP Certification.

Among all exam-takers, "the average pass rate is 70 percent," Dr. Lou Thompson, SOM faculty member who ran the academy, says.

Passing means 23 participants earned associate-level consultancy status. Certification is a mark of proficiency for operating SAP software relevant to 13 workplace functional areas. The credential "immediately adds \$10,000 to \$12,000" to your salary, Dr. Thompson says.

The academy is one of many upgrades the school's Management Information Systems (MIS) area is instituting. Others include starting an industry advisory board, stepping up affiliation with SAP, the market-dominant maker of business-solutions software, and redesigning the introductory course in information technology — required for all undergraduate business majors

— to cover sophisticated computer planning and management tools.

Generically, improving efficiency via software is known as enterprise systems management, and the expanding role of these systems in business has educators' and students' attention.

The school offers four undergraduate and seven graduate enterprise systems management courses and is developing more. MIS also has launched three certificate options.

Dramatic enrollment increases in SAP-related courses are driving some changes. Registration in one undergraduate course doubled in the last year, and registration in a graduate data-warehousing course has doubled twice since spring 2008, Dr. Thompson, coordinator of SOM's Enterprise Management Systems program, says.

SAP knowledge "is a great skill to add to your résumé," Judy Guyer, director of the school's Career Management Center, says. "Recruiters

seeking technically oriented job candidates ask for SAP skills 40 to 50 percent of the time."

The next TERP 10 SAP Certification Academy is scheduled for May 10-21, 2010. Contact Dr. Thompson at lou.thompson@utdallas.edu for information.



Lou Thompson

SOM FRESHMEN MOVE INTO NEW DORM



Marilyn Kaplan

Associate Dean of Undergraduate Studies Mary Chaffin and new Assistant Dean Marilyn Kaplan personally welcomed the 15 UT Dallas freshmen who moved into rooms reserved for a School of Management Living Learning Community in the new residence hall on campus. The 144,000-square-foot facility, the first on-campus dorm, opened August 12. Located on the west side of Rutford Avenue

south of Drive E, the residence accommodates 400 students. Most of them live in three-bedroom, single-bath suites.

The 15 SOM students live together in five rooms on the same floor and are all enrolled in the same section of Rhetoric 1101, a required freshman course that offers guidance through the early months of college. In the residence hall, they can seek help from their community's live-in adviser, Daniel Osterland, an SOM senior finance student.

After launching the dorm Living Learning Community, Dr. Kaplan is working with Dean Chaffin on getting more recognition for SOM's undergraduate programs through improved rankings, increased attention to freshman recruiting and maintaining accreditation by the Association to Advance Collegiate Schools of Business.



Top: The new dorm readied for residents
Right: A view from above of the dorm's first-floor lounge

Texas Business Hall of Fame Foundation Scholarship Goes to MBA Student

The Texas Business Hall of Fame Foundation honored School of Management student Sarah Voges in October with a non-restricted \$10,000 scholarship awarded on the basis of her entrepreneurial talent, academic performance and campus leadership roles.

Among 15 honorees from universities across the state, Ms. Voges, a Full-Time MBA student scheduled to graduate in December, says, "I probably do want to start my own business" someday but more immediately, "I'm hoping to get a job in product or brand management."

A teaching assistant last academic year

for the SOM-based Institute for Innovation and Entrepreneurship at UT Dallas, Ms. Voges developed promotional materials and helped with recruiting for IIE's student organization, the Entrepreneurship Club. Last summer, she had a product-management internship at Verizon LiveSource wireline directory-assistance services.

She volunteers as a member of a UT Dallas student team developing new marketing strategy for the African American Museum in Dallas, and she serves her 35 fellow MBA classmates as

social events planner, a post to which they elected her.

Academically, she has maintained a 3.9 grade-point average at UT Dallas after graduating from The University of Texas at Austin, where she earned a B.A. in psychology.

Besides perpetuating entrepreneurial endeavors by providing scholarships, the

Houston-based Texas Business Hall of Fame Foundation, a nonprofit, recognizes the accomplishments and contributions of the state's business leaders.



Sarah Voges

Scholarship Breakfast Dollars Distributed to 29 Students

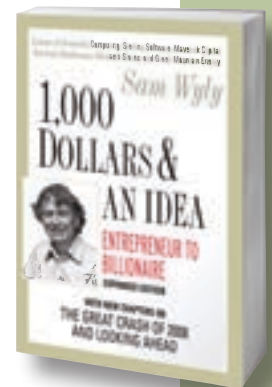
Noted entrepreneur Sam Wyly to speak at next event in April

School of Management academic scholars pictured here are among almost 30 students already benefiting from the Scholarship Breakfast, a new SOM tradition of North Texas business-community giving that began last spring. Hwashiang Yu (lower left) and Vince Radulov (lower right) joined eight fellow undergraduates who received awards. Three internal auditing students, including Adrienne Adame (upper left), earned scholarships. Uttam Salian (upper right) numbered among the 16 other graduate-level students — 11 of them in the Full-Time MBA program — who obtained assistance.

Amounts of individual awards ranged from \$500 to \$5,000. In all, 22 business benefactors contributed to the inaugural effort, launched with a breakfast that drew about 60 students and 250 corporate guests.

Donors and students were slated to meet again at the school November 4 at a reception to honor contributors. Their first-year gifts totaled nearly \$50,000.

The Scholarship Breakfast, co-sponsored by Market Street, returns to the Westin Galleria Dallas next April 6, 2010. In a discussion moderated by Lee Cullum, host of KERA's TV and radio series, *CEO*, Dallas billionaire entrepreneur Sam Wyly will discuss his business ventures. They have included University Computing Company, Sterling Software, Maverick Capital, Michaels Stores and Green Mountain Energy. Newmarket Press published an expanded paperback edition of his memoir, *1,000 Dollars and an Idea: Entrepreneur to Billionaire* (see www.1000dollarsandanidea.com), in September. For more information and reservations, contact the SOM Director of Development Kyle Edgington at kyle.edgington@utdallas.edu or 972-883-5936.



SOM Hosts Student IT Conference

College computer sophisticates showed off their technological prowess at a three-day conference held at The School of Management in October.

The Association of Information Technology Professionals (AITP) hosted about 300 participants at its annual Region 3 Student Conference. Region 3 includes Arkansas, Louisiana, New Mexico, Oklahoma, Southern Mississippi and Texas.

Student participants could enter timed contests — from a few to 24 hours in duration — in which contestants used IT skills to find solutions to business problems. Contests were open on two tracks: for college undergraduate and for graduate-level students. Besides money and trophies, top graduate-level finishers also got their résumés reviewed by contest sponsors, companies known to both hand out cash and hire winners.

Targeting students, the keynote address came from Greg Schwartz, senior vice president and chief information officer at United Services Automobile Association (USAA), a San Antonio-based financial services company for the military community.



(Clockwise from above:) Conferencegoers assembled for the awards ceremony check out numbers displayed

on the screens at left and right that matched their badge numbers and were randomly generated by a computer to determine winners of drawings for a 32-inch flat-screen TV, a netbook laptop and other prizes. • Nimish Patil, president of the UT Dallas chapter of AITP, welcomes visitors. • UT Dallas AITP adviser and School of Management faculty member Mark Thouin flashes some of the nearly \$4,000 in cash awarded winning competitors. • Keynote speaker Greg Schwartz of USAA advises student listeners to shop carefully among companies before accepting job offers. • Exhibits in the atrium by several sponsors draw curious conferees. • Diane Hennel (far left below) of conference sponsor Argo, a Dallas-based financial services IT company, and Bill Fly (second from left), president of AITP Region 3, join Mark Thouin (far right) in congratulating School of Management students (center, left to right) Kevin Patel, Daniel Moore and Chris Clark, winners of the graduate-level application development contest sponsored by Fujitsu Network Communications, Inc.



DONOR PROFILE

Giving So Others Will Give

Charles and Nancy Davidson set a generous example.

BY JILL GLASS

Behind every endowed chair or professorship is a unique person or family with a desire to make a difference and vision to reach toward tomorrow. Behind four of the UT Dallas School of Management's endowed professorships are Charles and Nancy Davidson, School of Management alumni who recognize their investment will pay huge dividends well into the future.

The Davidsons established Charles and Nancy Davidson Distinguished Professorships in 2006 in four areas — accounting and information management, information systems, marketing, and operations management — to help ensure that the school can attract and retain top business talent in an increasingly competitive environment. Their giving, Charles (Chuck) Davidson says, is inspired by their belief that The School of Management needs financial support to achieve its full potential and by their desire to encourage broader support.

"Alumni support is so critical for universities....Hopefully,

Recipient of an M.S. degree in management and administrative sciences in 1980, he met Nancy, who earned a B.S. degree in business and public administration in 1980, through friends when they were students.

The Davidsons demonstrated their commitment to the school again in August when they stepped in to help The School of Management Advisory Council raise money for an additional professorship during a university-wide state funding push.

The Texas Research Incentive Program (TRIP) fund, created by the new Tier One law, established a \$50 million state matching fund available to UT Dallas and six other Texas universities considered "emerging research universities." A portion of the initial Davidson endowment funds also qualified for matching funds.

"The School of Management Advisory Council was well along the way to raise enough for matching funds. In our view, the broad support was there, and Nancy and I just stepped in at the end as the deadline approached to make sure the matching goal was met," Mr. Davidson says. "The real credit and thanks goes to the advisory council for taking the initiative, not giving up and pushing forward against a very tight timeline."

At the end of the campaign to acquire TRIP funds, UT Dallas had received 16 philanthropic gifts totaling more than \$16.8 million — seven of them in amounts of \$1 million or more and all greater than \$100,000.

"It's extremely gratifying to receive this vote of confidence from community leaders, corporate partners, our alumni and our faculty," UT Dallas President David Daniel says. "This is a very encouraging beginning to what will be a marathon effort."

The Davidsons were named SOM Distinguished Alums in 2002, received the UT Dallas Distinguished Alumni Award in 2008 and are members of The University of Texas Systems Chancellor's Council. He also serves on the UT Dallas development board. Mr. Davidson is president, chief executive officer and chairman of the board of Noble Energy, and Mrs. Davidson is an active volunteer for animal welfare.

Crediting School of Management Dean Hasan Pirkul with helping attract high-quality faculty, Mr. Davidson says he is excited about the progress the school has made during the last few years. "All the elements for success are coming together: great students, staff, leadership and facilities. But of course success also requires financial support, and that's where all of us can play a role."



Left to right UT Dallas President Dr. David E. Daniel, Nancy Davidson and Charles (Chuck) Davidson

alumni seeing significant support from other alumni might encourage their support as well," Mr. Davidson says.

"We've been supporting UTD all along. It's our school," Mr. Davidson says.



1) Last April, SOM alum Steven Lee (second from right), EMBA 2005, who is CEO and managing director of McDonald's in Taiwan, introduced School of Management Development Director Kyle Edgington (far left) and Dean Hasan Pirkul (second from left) to his manager of research and development (far right) in the company's outlet that operates in McDonald's headquarters building in Taipei. She, in turn, introduced them to the Mega Mac, a hamburger with four beef patties that is marketed in the U.S. as a Double Big Mac. 2) and 3) During their trip, the dean, Mr. Edgington and other UT Dallas representatives hosted a gathering of about 60 university graduates, approximately two-thirds of whom were SOM alums. 4) SOM alum Yancey Hai, M.A. 1978, vice chairman and CEO of Delta Electronics, gave Dean Pirkul a company tour during his Taiwan trip.

Accounting Grad Top CPA Test-Taker in Texas

Gabriel Vaughan, who holds three School of Management degrees, scored the highest of any test-taker in Texas on nationwide CPA exams. He also earned one of the Top 10 scores nationwide.

For his performance, the American Institute of Certified Public Accountants awarded him one of its 10 Elijah Watt Sells awards for 2008. Mr. Vaughan is the first SOM student to receive this national award, which dates to 1923.

"Gabe's CPA scores were breathtaking," Amy Troutman, assistant director of the school's Accounting and Information Management Program, says.

Lecturer Liliana Hickman-Riggs, who oversees and teaches CPA review courses,

calls Mr. Vaughan's grades on the four-part exam "phenomenal."

"I cannot begin to describe what an extraordinary accomplishment this is," Ms. Hickman-Riggs says. He scored 94, 97, 99 and 99 on the four tests.

When Mr. Vaughan started as a freshman in 1998, accounting was not on his radar, and he graduated with a B.S. in Business Administration degree. He returned for his MBA in 2004, then a master's degree in accounting and information management in 2005. By then Mr. Vaughan knew he wanted to be a CPA.

Those who fail any parts of the

Uniform CPA Examination may retake just those portions again in order to pass. Mr. Vaughan's honor reflects his cumulative score on all four tests on his first try and is all the more noteworthy given that universities

have a first-attempt "pass rate" of 50 to 75 percent.

Mr. Vaughan's goal was to pass all tests. "I definitely did not set out to be a top scorer. I was worried about even passing...I had heard horror stories about students with 4.0 GPAs failing the CPA exam."



Gabriel Vaughan

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