

# THE SCHOOL OF MANAGEMENT

THE UNIVERSITY OF TEXAS AT DALLAS

VOLUME 13 No. 2 SPRING 2010



Essential

Partnerships



**Hasan Pirkul**  
Dean, School of Management

## MESSAGE FROM THE DEAN

I am pleased to report to you that we have just concluded an outstanding academic year that was marked with many new milestones and accomplishments for our school. Our programs continued to garner national recognition, our students won top honors in national competitions, and our faculty members were recognized for their research accomplishments.

For the first time, all three of our MBA programs were included in national rankings. Most recently, *U.S. News & World Report* took note of our Professional Part-Time MBA program. The magazine's first annual rankings for professional part-time MBA programs included our program among the top 50 in the U.S. Positioned at No. 41 overall, the part-time program tied for No. 22 among U.S. public universities. The full-time program was again ranked in the top 50 and was No. 24 among U.S. public universities. These standings reinforce the national stature confirmed earlier by *BusinessWeek* and *Financial Times*. *BusinessWeek* placed the part-time MBA program at No. 24 and the Executive MBA program at No. 16 in the nation. The Executive MBA program was also ranked by *Financial Times* at No. 16 among programs based in United States.

Our faculty members continued to excel. For the second year in a row, our school was among the top 20 research schools in the nation based on publications in the 24 leading research journal covering all areas of business. Dr. Suresh Sethi was elected into the inaugural class of fellows of the Society for Industrial and Applied Mathematics, a leading international organization that fosters development of applied mathematical and computational methodologies. The Southwest Academy of Management conferred Distinguished Scholar accolades on Drs. Mike W. Peng and Gregory G. Dess. Dr. David L. Ford Jr. received one of the first faculty awards presented at the UT Dallas Inaugural Diversity Awards Gala.

This issue shines a spotlight, too, on one longtime standout faculty member, Professor Adolf J.H. Enthoven. He has given the school more than three decades of service, and recently, he gave it funds that have allowed the university to endow a distinguished professorship in his name. His gift is the ultimate in dedication to our school and to our students.

Continued support from our alumni, friends and corporate partners was again a source of strength for us. Alumnus Ron Nash, M.S. 1979, funded a distinguished professorship; our friends on the advisory council also funded a distinguished professorship. Our corporate allies recently gave generously to the school at our second annual Scholarship Breakfast, which attracted 500 guests and featured entrepreneur and billionaire businessman Sam Wyly. More than doubling the amount they contributed to this fundraising effort last year, our business community supporters' gifts topped \$116,000 and will provide at least 65 scholarships in the next academic year.

Our students performed well in several regional and national competitions. Last October, our students in the Management Information Systems program won a graduate-level application development contest at a student conference of the Association of Information Technology Professionals. Less than a month later, the same team placed second in an information technology challenge at the Southwest Regional Case Competition at the University of Arizona. Students from the SOM-based Financial Leadership Association (FLA) excelled in several trading contests. In November, one FLA team took second in the national thinkorswim Collegiate Trading Competition. In March, FLA undergraduate members took first place and three more top spots at an "open outcry" in Houston. In April, an FLA member finished second in a national floor-trading contest that took place at the New York Mercantile Exchange.

This spring, too, an undergraduate duo of entrepreneurs took first place and earned \$10,000 at a by-invitation-only North American new-venture competition. Members of the Students in Free Enterprise competition team won a regional contest and participated in a national contest. And the Accounting Education Foundation of the Texas Society of Certified Public Accountants awarded scholarships to four of our students.

As always, we are focused on continuously improving programs and developing new ones to keep up with the market. This past semester, the school introduced a new master's degree in innovation and entrepreneurship. We also have entered into a partnership with the Erik Jonsson School of Computer Science and Engineering to offer a new joint program leading to a master's degree in systems engineering and management. We will admit the first class of students to this new program in August. Three new undergraduate degrees in information systems, international business and marketing will be added this fall.

I thank you for your support this year and look forward to your continued support as we strive to be in the forefront of business education. Best wishes,

A handwritten signature in blue 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

## ESSENTIAL PARTNERSHIPS

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**On the cover:** View of full-time MBA students leading seventh-graders from the KIPP Truth Academy in an exercise that demonstrates networking.

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### Essential Partnerships for 2010 and Beyond

*Diane Seay McNulty, Ph.D.*

The School of Management first sought 'strategic partners' for reciprocal relationships in 1997. Now, both sides share experts and expertise, mentors, research, training and more.

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*Paula Felps*

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MBA students motivated seventh-graders with life-skill exercises and success stories.



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# Essential Partnerships

## FOR 2010 AND BEYOND

By Diane Seay McNulty, Ph.D.





**T**he business world converges around alliances and partnerships. Most corporations view associations with educational institutions as a strategic move that provides value. Companies look to college campuses not only for future employees but also for groundbreaking ideas and fellowship in facing business challenges. Schools of management across the globe also benefit from corporate involvement.

For The School of Management, partners, and our relationships with them, have evolved over time. Since the school first recognized the benefits corporate partners can provide; we have strived to reciprocate and offer value-back connections.

Partnerships, as administrators, faculty and students know, can evolve into long-term relationships, which, when nurtured, can result in commitments of mutual access, aid and expertise. Education instigates that cycle of synergy — and keeps it ongoing.

The SOM first formalized partnership arrangements in 1997 when we coined the term ‘strategic partner’ and sought to engage corporate friends in ways that would jointly benefit them and us. Then, as set forth in “Essential Partnerships for the 21st Century,” an article in the first issue of *MANAGEMENT*, the school and “its corporate partners...[were] working together to provide solutions for the business education needs of companies in high-tech, worldwide competition.” This definition has expanded exponentially in the intervening years. Partner-

ships still begin because of business education needs, but they endure because parties on all sides share satisfactory results.

### An Immeasurable Contribution of Value

It is difficult to quantify the immense value that dedicated corporate executives have added to our curriculums, teaching, programs, research and educational strategies over these last 13 years. Through their contributions of time, effort and funds, a cadre of executives in SOM ‘partner’ companies and on our advisory councils have heightened our awareness of real-world needs and kept us on track to be relevant in the present while reaching ahead for the future. Without their views, experience, knowledge and, in some cases, motivation to strive for higher levels, the SOM would not be in the esteemed position it is now. Corporations then and now extend every effort to keep key executives abreast of new issues in technology and management. Thus, those executives’ involvement in the school is intense and growing both in numbers and in breadth of activities in which they are involved.

The school’s major



Lecturer Mary Beth Goodrich helps students master course work.

Opposite page, top row, left to right: Dr. Suresh Radhakrishnan leads an MBA class discussion; an illustration from a 1997 *MANAGEMENT* story about SOM’s earliest strategic partners; KIPP Truth Academy students learn team building during an SOM visit. Middle row, left to right: Almost 400 conferees attended the 2010 Fraud Summit; the Indian Students Association hosted a March 31 reception for Distinguished Alum Naveen Jindal; corporate partner Symon organized a campus-wide iPhone™ app contest. Bottom row, left to right: SOM Advisory Council member Bill Sproull (left) converses with another SOM supporter at the Scholarship Breakfast April 6; Dr. Mark Thouin helps students at a 2009 summer camp that Advisory Council companies supported.



Left to right: SOM Development Director Kyle Edgington, SOM Associate Dean Diane Seay McNulty, Alcatel Lucent Vice President Brenda Le, SOM Assistant Director of Corporate Relations Ellen Schlachter, UT Dallas Assistant Vice President for Development Michael DeFrank

value to corporate neighbors lies in providing well-trained workers and superior programs, both credit and non-credit, to meet changing times and professional-development demands. SOM Dean Hasan Pirkul believes that strategic partnerships strengthen

connections between corporate resources and those of the school. The goal is to fill the wish list of each partner, whether it is by filling jobs, running a specialized program, offering a consulting assignment, coordinating research or creating seminars.

The school looks to our corporate partners to lead students as mentors, to provide internships and to offer other workplace opportunities. Additionally, executives often provide faculty with projects that incorporate students and offer them avenues of training outside the classroom.

Attuned to the current iPhone™ trend, one corporate partner, Symon, envisioned creating a software application — app — for student cell phones and asked The School of Management to organize a competition. Eight individuals from schools campus-wide subsequently competed for monetary prizes ranging from \$1,000 to \$2,500 (see *Winning iPhone™ App Puts Campus Info in Easy Reach* on page 28). Announced April 14, the winner, a computer science major, will continue to work with Symon to further his idea, which provided all types of UT Dallas information and transportation schedules.

Another real-world example is an information technology camp for high school students. Held last summer and scheduled again for this one, the camp has drawn backing from several SOM

Advisory Council companies who have donated cash prizes for winners of various camp competitions.

### Limitless Possibilities for Partnering

Evolving from a previous, more narrow view of collaboration, ‘partner’ corporations today come to the SOM table with their own priorities, ready to brainstorm with faculty and directors of the school’s research centers of excellence in order to better understand how what is researched and where the centers’ focused efforts may transfer operationally.

Partnerships also help provide the freedom faculty need to pursue their academic calling. Research frequently requires abundant resources to succeed, and partners often provide them. Significant research results can spark corporate innovation or individual ventures. Research can also motivate and inspire young minds. Corporations and foundations recognize the return on investment when an environment can be created to provide research freedom. Partnering is essential.

A corporate entity put this into perspective recently. The executive in charge explained why he needed an educational partner. Technology evolves so quickly, he stated, that young minds and leading-edge research can result in the ideas of the future. Bringing students into a corporate setting to dream new ideas and shape innovation will eventually lead to the next level of technological sophistication. Think what an experience like this does for young professionals eager to understand a corporate world.

Fraud Summit keynote speaker Aaron Beam Jr.



In April, the Fraud Summit, held annually and hosted by the SOM Center for Internal Auditing Excellence, featured Aaron Beam Jr., former CFO of HealthSouth (see *Summit Features True Stories of Cybercrime and Corporate Misdeeds* on page 18). Professionals who attended gathered to hear his ethics tale as well as to study the latest in fraud prevention and detection tactics. Students learned from this conference how ethical and unethical management decisions are made. Partner companies often underwrite the costs of conferences and of bringing speakers such as Mr. Beam to campus.

The SOM partners with community not-for-profits also, not only to teach but also to practice ‘service leadership’ and to provide expertise for unique projects focused on K-12 education and preparation for college. Bringing the community in is good for learning. Recently, the Full-Time MBA Program hosted students



High school students work on Web development in a 2009 information technology summer camp.



Students (left) greet SOM alum Naveen Jindal at an Indian Students Association reception held in his honor.

from his home in India to accept a UT Dallas Distinguished Alumni Award. His ties to The School of Management and UT Dallas are so strong that Naveen Jindal, MBA 1992, credits the school for launching his political career and giving him the fortitude and skill to reshape his father's successful metal business. He has turned it into a thriving steel and power conglomerate, and his efforts made him a successful industrialist and member of India's Parliament before the age of 40.

Although corporations have always played a prominent role in The School of Management, the partnership program brings an intense focus to strategies in technology and preparation for global competitiveness.

Current partner focus is broad. Partnering means more than just financial support. Volunteered time and expertise are welcome inputs. Several partners work intensely with centers of excellence. Others focus on scholarship opportunities or in assisting with training — viewing the school as a hiring source.

Scholarships are a major component of academics. About 20 percent of SOM graduate students apply for assistance — and about half of them receive it — each semester. While the school especially promotes student-assistance giving at the annual Scholarship Breakfast, it encourages individuals and corporations on a year-round basis to provide funds. One large corporate neighbor financially supports a summer camp for high school students interested in entrepreneurial initiatives. Others assist wherever they are needed.

“The SOM is committed to developing — with partners — programs that are responsive to the needs of industry,” Dean Pirkul says. “We find their needs ultimately serve our students. They make us concentrate and connect. We concentrate on delivering useful answers and well-trained workers. By connecting, we stay attuned to the world outside academia. For us, these partnerships are essential indeed.” ✨



from the Knowledge Is Power Program (KIPP) Truth Academy of Dallas (see *MBA Program Fills Campus Visit With Fun and Motivation* on page 20). Our students view community projects as value opportunities and want to learn how they can make a difference.

Another partnership relationship of value is the one between students and alumni. Undergraduate and graduate students alike want to see how those who preceded them turned out and how to network their way into new and better career challenges. A majority of SOM master's degree students are employed but plan to change careers or job paths once their degree is completed. So for them, who they meet is critical.

Conversely, alumni want to give back, and a first step in doing so is to mentor a student or hire a senior for a semester or a special project. We have one CEO alum who each semester hires at least two student interns. Before their internship is complete, he meets with each one. He has offered several of them full employment. Multiply this and observe the ‘partnering’ going on here. It differs significantly from cooperative interchanges between the school and corporations, but the ongoing possibilities of payback are limitless. There is a premium on ‘partners’ of this type.

Another example of alumni partnering played out this spring when an alumna traveled halfway around the world

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MBA student MeLinda McCall (second from left) uses a ball of yarn to teach the concept of networking.



Fujitsu Network Communications, Inc., executives Walt Ellis (left) and Hans Roehrig (right) flank SOM student Adarsh Ravindra, recipient of a 2009 Fujitsu scholarship, at a reception held last November to honor Scholarship Breakfast contributors.

# A Worldwide Legacy

One of the longest-serving professors at The School of Management, Dr. Adolf J.H. Enthoven is making possible a new distinguished professorship that honors the excellence of the school's accounting program and ensures its future strength.

By  
Paula  
Felps

**A**s professor of accounting and information management and director of the university's Center for International Accounting Development, Dr. Enthoven is providing the gift that, with matching funds from the school, creates the new \$250,000 professorship that will bear his name. A search is under way to fill the Adolf Enthoven Distinguished Professorship in Accounting and Information Management.

"It is fitting that Dr. Enthoven's name will be associated with our school forever because of his many contributions and accomplishments," School of Management Dean Hasan Pirkul

says. "It ensures that, as one of the founding professors of our school, Dr. Enthoven will not be forgotten."

Dr. Enthoven, who joined the UT Dallas faculty in January 1976, is a noted expert on international accounting. He has written or co-authored nearly 20 books and numerous papers on the subject. "I've always recognized the influence that accounting has in a nation's economic development," he says.

Dr. Enthoven also has helped establish oil and gas financial management programs for developing countries. The accounting development center he started, which is based in

The School of Management, offers an intensive program designed for mid- and upper-level personnel in oil-producing countries outside the U.S. Each year, the monthlong experience focuses on the critical financial management aspects of the industry for countries undergoing a transition in their economic system.

Although he initially thought the center might last four or five years, it has successfully endured more than three decades. The center has worked with companies and public organizations in the former republics of the Soviet Union as well as in Brazil, India, Indonesia, Nigeria and elsewhere to help emerging economies navigate their changing realities.

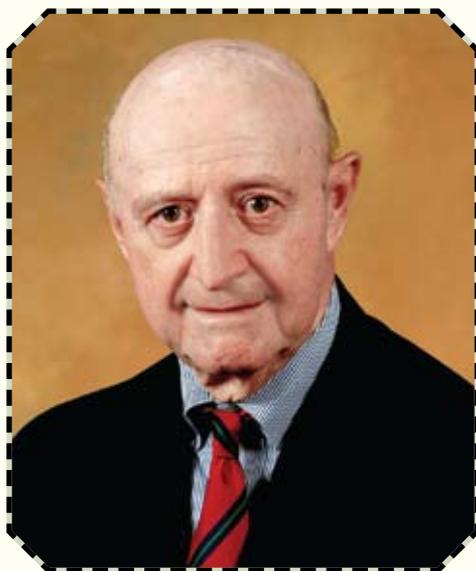
The work has led Dr. Enthoven to host a vast array of foreign participants and guests over the years, a task he has done with such care that the National Council for International Visitors recently honored The School of Management with its Gold Star Award. A Washington, D.C.-based nonprofit devoted to excellence in citizen diplomacy, the council recognized the oil and gas program in part for “making the visit to Texas a memorable and worthwhile experience.”

### Invaluable International Contacts

The new professorship will likewise bring recognition to international accounting, Dr. Enthoven says. “Some universities have some international accounting courses, but [don’t have programs] oriented toward transitional economies.”

Dr. Enthoven has been a pioneer in the field, and the growth of his reputation and stature has paralleled that of The School of Management.

When he was first approached about a position, he had never heard of the school — and had no idea where Richardson, Texas, was. He became one of SOM’s first professors and was responsible for launching the accounting program.



A native of the Netherlands and a naturalized U.S. citizen, Dr. Enthoven arrived in this country as a post-World War II university student. He later earned a Ph.D. in business and economics at what is now Erasmus University in Rotterdam. After a stint in the private investment business in Europe, he served the World Bank in Washington, D.C., as a senior investment officer from 1963 to 1966. Next, he taught at the

University of Illinois and at Harvard, did an 18-month world survey of accounting systems, then joined the faculty of the University of North Carolina at Chapel Hill two years before coming to UT Dallas.

“At that time, it was a small campus with only about 2,500 students,” Dr. Enthoven remembers. “This gift is partly an appreciation of how UTD has developed its School of Management. I felt that I should give something back.”

Dr. Ray Lutz, retired first dean of The School of Management, recalls bringing Dr. Enthoven on board as “the first full-time person we brought in for the accounting department.”

Dr. Lutz says the department blossomed as Dr. Enthoven, who had been a consultant for the United Nations and for the International Monetary Fund, used his global connections to rapidly create and grow a reputable program. “His international contacts were invaluable for us,” Dr. Lutz says. “And now, his gift is a wonderful way for the university to continue the work he has done here.”

### A Keen Awareness

Peter Gaffney, a senior partner with the international energy consulting firm Gaffney, Cline & Associates in the United Kingdom, has worked with Dr. Enthoven in the Advanced International Program in Oil and Gas Financial Management for the past 30 years. Mr. Gaffney commends Dr. Enthoven on creating a program “that brought together people from diverse countries and diverse back-

grounds” and for remaining dedicated to it.

“His ongoing travel and the ongoing alumni communications continue to tie together some almost 2,000 alumni,” Mr. Gaffney says. “He has an amazing ability to blend together a group of often-changing representatives from different firms and meld them into a cohesive and articulate program.”

In particular, Mr. Gaffney says he believes Dr. Enthoven gives the school an impressive legacy that includes tireless patience and a keen awareness of current and future trends. “He has shown a willingness and desire to keep changing the program with time to meet the changing requirements,” Mr. Gaffney says.

Ali Coskin, Ph.D., who served as Dr. Enthoven’s teaching assistant in the 2008-2009 academic year and is now at the Boğaziçi University in Istanbul, says that “as a mentor, as an instructor and teacher, as a professor and academician, and as a colleague, Dr. Enthoven is always there to give and offer. His generosity always forces the people around him to excel in what they are doing.”



Dr. Adolf J.H. Enthoven (left) and Peter D. Gaffney

Janice Plattner, a Dallas-area accountant who took some of Dr. Enthoven’s classes in the early 1980s while earning her master’s degree, will never forget when he said that “I had written the best case study for the class.”

Knowing that he “had been involved in emerging countries,” she says, “gave me great pride that going to a local school, I could be taught by someone such as [Dr. Enthoven].”

David Springgate, SOM finance professor and director of the UT Dallas Center for Finance Strategy Innovation, has worked with



Left to right: Dr. Ray Lutz, retired first dean of The School of Management; Dr. Enthoven; and longtime faculty member, Dr. David L. Ford Jr.

Dr. Enthoven 20 years. He commends him for developing the university’s most geographically diverse program. “Even before we had the large number of international students that we have today, Dr. Enthoven was pulling them in from some of the most remote parts of the world,” Dr. Springgate says. “To a lot of people around the world, The School of Management’s accounting program is known as ‘Enthoven’s accounting program.’”

“Our accounting program would be a lot less developed if he hadn’t been here,” Dr. Springgate says. “Accounting is how our school got known internationally, and it provided our entrée into many areas of the world. It wouldn’t be the same if Adolf hadn’t been involved.”

For more information on the Center for International Accounting Development, visit <http://som.utdallas.edu/centers/oilAndGas/>. ❁

*“Dr. Enthoven is always there to give and offer. His generosity always forces the people around him to excel in what they are doing.”*

*— Ali Coskin*

## FORUM BENEFITS MEMBERS AND GUESTS

Council offers review of healthcare costs and containment strategies as a business resource.

BY KRISTINE IMHERR

School of Management Professor John F. McCracken recently predicted that the healthcare overhaul Congress enacted in March will lead to both “a change in the social compact” underpinning medicine in the United States and “a reorganization of the way healthcare is delivered.”

Dr. McCracken, clinical professor of healthcare management, made his forecasts at a forum The School of Management Advisory Council presented two days after President Barack Obama signed the Patient Protection and Affordable Care Act into law.

To analyze trends in rising healthcare costs and explore cost-containment strategies from the vantage of business, the council asked top local experts to speak at the March 25 event. Besides Dr. McCracken, council members and invited guests heard from fellow member and the president of BlueCross BlueShield of Texas, J. Darren Rodgers; the president of Texas Health Presbyterian Hospital Dallas, Britt R. Berrett; and Mike Haefner, senior vice president of human resources at Atmos Energy.

The law firm of Haynes and Boone, LLP, hosted the speakers. SOM Advisory Council Chairman Terry Conner, the firm’s managing partner, gave welcoming remarks. On the calendar well in advance of congressional overhaul action, the forum was not designed to “go



J. Darren Rodgers

deep into the new legislation,” Mr. Conner said.

But Dr. McCracken presented an initial analysis. “This is an insurance bill,” not a healthcare bill, he said. “It doesn’t deal with access. It doesn’t deal with quality. It doesn’t deal with costs....This deals with insurance.”

A decade from now, he believes, sociologists will look back and “say the real effect of this bill was to transform what for the last 70 years has been regarded as a benefit into a tax and subsidy program.”

“My personal belief is that [program] is going to fundamentally change the social compact between individuals, employers and government in ways that we don’t understand yet.”

Mr. Rodgers looked at cost and utilization trends and cited BlueCross BlueShield data that divides Texas into 28 healthcare markets, with Dallas the most expensive city, “in a state that is one of the most expensive states in the country.”

Dr. Barrett reviewed the drivers of, and alternatives to, rising medical costs. Mr. Haefner examined how his company is trying to stem healthcare-related costs by “influencing employee behavior and improving employee health.”

An audio recording of the forum, speaker bios, slides and other materials are available at the Haynes and Boone Past Events Web page ([www.haynesandboone.com/the-rising-cost-of-healthcare--drivers-options-and-alternatives-03-25-2010/](http://www.haynesandboone.com/the-rising-cost-of-healthcare--drivers-options-and-alternatives-03-25-2010/)).

## NEW ADVISORY COUNCIL MEMBERS

Three new members recently joined the advisory council, bringing to 37 the number of volunteer executives who provide leadership and assistance in enhancing school programs and goals.

With three decades of experience in strategy, information technology and innovation in the financial services, telecommunications and consumer-products industries, **Phil Osborn** has a track record of success in the business world. Since 2006, he has served as vice president RTM Information Technology for Convergys. He also has a track record of community service.

A member of the Dallas/Fort Worth Area



Phil Osborn

Chapter of the Society for Information Management, a professional organization for chief information officers, he has served on the board of directors in various capacities. He is also a member of the Metroplex Technology Business Council, and he says he sees many opportunities ahead for The School of Management.

"Throughout my career, I've spent a lot of time working with universities and research institutions," Mr. Osborn says. "It's so important for businesses to have access to good thinkers in order to solve problems. UT Dallas is an emerging force, and it provides the business community with a great potential source for thought leadership."

"UT Dallas is an emerging force, and it provides the business community with a great potential source for thought leadership."

— Phil Osborn

**Kevin J. Ryan** joined Merit Energy Company as chief financial officer in 1998, when it was a rapidly growing private oil and gas company. After taking on several other roles, including vice president of business development and senior vice president of corporate accounting, he again became Merit's CFO in 2009.

Mr. Ryan earned his master's degree in business administration from The School of Management in 1995. His father, Terence (Terry) George Ryan, graduated from UT Dallas in 1981 with a degree in business and public administration (see Alumni Notes on page 35).

He has used his varied corporate roles to expand his expertise and broaden his reach within the community. He recently was elected



Kevin J. Ryan

to the UT System Chancellor's Council Executive Committee, a leadership group that supports and provides counsel to the system's administrative leader, Dr. Francisco G. Cigarroa. Mr. Ryan says his service on two other nonprofit boards have helped him become more attuned to the fundraising process. He also recognizes the need to build strong relationships within the community.

"I've gained a greater understanding of the cultivation process, and I think that will be useful," he says. "It's always about fundraising, but first people need to see what you're doing. UTD is doing some great things, and I think there's a lot of new technology we can use to help us get the word out about that."

As an expert in human resources, **Daniel M. Sessa** recognizes the value that The School of Management brings to the community.

"To have a rich, diverse educational facility like this makes Richardson, as a whole, more attractive," says Mr. Sessa, the chief human resources officer for Lennox International Inc. (LII). "The benefit it brings to the community is enormous."

Mr. Sessa began his career as a law clerk and worked as an associate at a New York City-based law firm before spending 11 years



Daniel M. Sessa

at United Technologies Corporation, where he held a variety of legal leadership and senior human resources roles. He has been with LII three years, and he says he is impressed with what UT Dallas has accomplished in its relatively short lifetime.

"When I see what they've already done, it makes me want to be a part of where they're going," he says. "It's fun to be a part of something that's still being built. And as part of the business community, we want to see UT Dallas continue to thrive." — Paula Felps

## OBITUARY

# LONGTIME ADVISORY COUNCIL LEADER DIES

Max D. Hopper, an information technology pioneer and longtime friend and supporter of The School of Management, died suddenly January 25 following a stroke. A past SOM Advisory Council chairman, Mr. Hopper appeared in autumn 1997 on the cover of the first issue of *MANAGEMENT* magazine, which featured a profile of him that focused on the groundbreaking work he did to earn the reputation of "the father of automation" in the travel industry.

Under his leadership of the Semi-Automated Business Research Environment Group — better known now by its acronym, SABRE — travel agents gained access to American Airlines, and later to other airline, flight reservations.

He retired in 1995 as chairman of SABRE and senior vice president for American Airlines, both units of AMR Corporation, and subsequently founded the consulting firm Max D. Hopper Associates, specializing in strategic use of advanced information systems.

Inducted into the Dallas Infomart's Information Processing Hall of Fame, Mr. Hopper received numerous other honors, including the J.D. Edwards Leadership Award for Collaborative Innovation and recognition in 1992 from *Computerworld* magazine as one of the top 25 who made the greatest contributions in the field of information systems.

Following his 1997 to 1999 service as chairman of the SOM Advisory Council, Mr. Hopper remained on the council, an active member until his death.

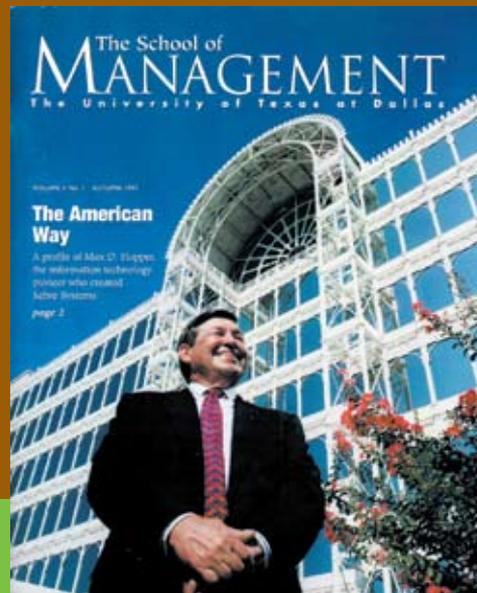
"Max proved an invaluable friend to me personally soon after my arrival here and to The School of Management over many years," School of Management Dean Hasan Pirkul

said. "He provided important guidance as we launched early strategic alliances with neighboring companies, and he worked ceaselessly on increasing corporate involvement to the benefit of students. We will miss his trademark good humor and steadfast encouragement."

Survivors include his wife, Jo; son, Stephen; and his wife, Barbara Chappell; daughter, Laura Wassmer; grandchildren,

Alana Hopper, Nick Wassmer and Carolyn Wassmer; brothers, Daniel and Rick; and sister, Nancy Doyle.

Donations may be made in his memory to the Dallas-Fort Worth USO, P.O. Box 613306, DFW Airport, TX 75261.



# Contributions Double — And Then Some — At Second Scholarship Breakfast

A down economy didn't discourage the generous participation of contributors, who came to hear billionaire businessman Sam Wyly and mingle with students.

Corporate contributors more than doubled their support for The School of Management's major fundraising event on behalf of students — this year giving more than \$116,000 at the second annual Scholarship Breakfast. Top

givers included Ericsson, Inc., which donated \$50,000; Rockwell Collins, which presented a \$10,000 check; and Wells Fargo Private Bank, which gave \$10,000. A \$15,000 donation also came from United Supermarkets, which sponsored the event.

Attendance climbed to 500 for the April 6 breakfast that drew UT Dallas President David E. Daniel, SOM students, alumni and the school's business community partners together at the Westin Galleria Dallas. More than 40 companies sponsored tables, commitments that will result in academically deserving undergraduate and graduate students being awarded scholarships in their names.

The featured speaker, entrepreneur and billionaire businessman Sam Wyly, sat for a discussion moderated by KERA television and radio commentator Lee Cullum. She led him through a review of some of the major choices he made and strategies he adopted in creating



SOM Dean Hasan Pirkul (left) and UT Dallas President David E. Daniel (right) accept scholarship checks from (clockwise from top left) Russell A. Labrasca, Jr., Wells Fargo Private Bank; Paul Miesse, Ericsson, Inc.; and Alan C. Caslavka, Rockwell Collins.



Left to right: UT Dallas President David E. Daniel thanked the audience for its support; United Supermarkets Regional Vice President Kurt McMillan reiterated company support for The School of Management.

and developing such companies as Sterling Software, Bonanza Steakhouses, Michaels Stores and Green Mountain Energy.

Post-breakfast, he autographed copies of his autobiography, *1,000 Dollars & an Idea: Entrepreneur to Billionaire*, which was given to everyone who attended.

Preceding Mr. Wyly's appearance, Kurt McMillan, regional vice president, DFW, of United Supermarkets expressed the company's pride in being an SOM corporate partner.

The audience then watched a School of Management video featuring Dean Hasan Pirkul, ALON USA President and CEO Jeff Morris and testimonials from four SOM students.

"I'm passionate about what I do," Dean Pirkul commented in the video. "I always make the argument that business schools are no less important than engineering schools, medical schools and so forth." Business schools, he added, are "very, very important for the future of our nation — and our region."

Mr. Morris said that he has been "quite impressed" with The University of Texas at Dallas and "with the relationship it has with the community."



First of the four students in the video, Taneska Lewis

Watch the video at [www.utdallas.edu/ssb](http://www.utdallas.edu/ssb).

recounted how growing up in a rural area, she had always wanted to move to the city. "It was really important for me,"

she added, "being a first-generation college student, to pick a good school.

"UT Dallas has been just wonderful in making it happen for me," she continued, "providing leadership opportunities, financial assistance, scholarships, networking opportunities" and more.

A scholarship beneficiary from last year's breakfast, Luis Ortiz, said that "as a recipient of the Raytheon Management Scholarship, I'm very grateful, but I

Students and other guests check in at the breakfast, which was held at the Westin Galleria Dallas.

**COMPANIES AND INDIVIDUALS WHO SPONSORED ONE OR MORE TABLES, AND THUS PROVIDED AT LEAST ONE SCHOLARSHIP, INCLUDED:**

ALON USA, Association of Certified Fraud Examiners – Dallas, Association of Certified Fraud Examiners – International, Atmos Energy, AT&T, Audimation Services, Austin Commercial, BDO Seidman, BKD, BlueCross BlueShield of Texas, BNSF Railway, CooperGroup, Dallas Chapter Institute of Internal Auditors, Deloitte, Ericsson, Ernst and Young, EyeMasters, Fujitsu Network Communications, Grant Thornton, Haynes and Boone, Lennox International. AC Lordi Consulting, Steven W. Lyle, Laurie Mathews and Lisa Wyly, Merit Energy Company, North Texas Chapter of Information Systems Audit and Control Association, JCPenney Company, PricewaterhouseCoopers, Raytheon, Rockwell Collins, 7x24 Exchange Loan Star Chapter, SSHICKS Advisors, SolomonEdwards-Group, Symon, Trailblazer Capital, United Supermarkets - Market Street, UT Dallas School of Interdisciplinary Studies, UT Dallas School of Management Executive Education, Weaver, Wells Fargo Private Bank, Whitley Penn.





Left to right: Sam Wyly (right) responds to an interview question; Sam Wyly (left) signs his book for SOM alum Kim Do (center), B.S. 2005, and Anneliese Biasetti, UT Dallas B.A. 2009; commentator Lee Cullum asks Mr. Wyly another question.

also understand that it comes with a responsibility. As I become an alumni and as I get my career started, I want continue to be involved in the school and give back.”

Ellen Miller expressed appreciation for internships, externships and the involvement of local companies. “I think it helps in figuring out what you want to do going out into the future, which is why I think it’s so important for businesses to be involved.”

The final student speaker, Adam Rivon, recalled that after having served in the military, he came to UT Dallas looking for “that full experience” of college — “and I got it.”

“If you expect to do well in life,” he said as the video ended,

“you’ll want to be a part of this university.”

Before the event, the school’s director of development and alumni relations, Kyle Edgington, expressed appreciation “for the tremendous show of support” area companies demonstrated. “They recognize contributing to the success of our students as a strategic investment in the talent of their potential future employees,” he said. “At least 65 scholarships will be awarded this fall semester as a result of their belief in the school.”

To view the video and event photos, see a list of sponsors, past scholarship recipients and more, go to the Second Annual Scholarship Breakfast Web site, [www.utdallas.edu/ssb/](http://www.utdallas.edu/ssb/). ❁



Top: Symon was one of more than 40 companies to sponsor a table at the event.

Bottom, left to right: UT Dallas President David E. Daniel, UT Dallas and SOM Distinguished Alum David L. Holmberg and SOM Associate Dean Diane Seay McNulty

### Scholarship Breakfast Wins Development Award



The annual Scholarship Breakfast unites SOM alumni, students and friends with the North Texas business community in supporting the school as they gather to hear a visionary business leader. | This spring, the Council for Advancement and Support of Education awarded the Office of Development and Alumni Relations and SOM Development Director Kyle Edgington an Award of Excellence in its Major Gifts/Campaign competition category for successfully creating the yearly fundraiser. The award was presented at CASE’s Southwest District IV conference in Austin in March.

2

two

# SUCCESS STORIES

## Distinguished Alumni Awards

**T**wo School of Management graduates joined the ranks of UT Dallas Distinguished Alumni at a spring gala to fête top achievers among former students and university supporters. **Christian Belady**, M.A. 1990, and **Naveen Jindal**, MBA 1992, earned the accolade, along with five more recipients from other UT Dallas schools. An eighth alum received the Green and Orange Award for alumni service.

A partner in Microsoft, Mr. Belady leads the hardware architecture team in Microsoft Research. He joined the Redmond, Washington, software giant in 2007 as the principal infrastructure architect of Microsoft's Global Foundation Services. He holds 77 U.S. patents in computer and data center design and has dozens more pending.

At the April 1 reception, dinner and program, Mr. Belady said his career "didn't really start until I finished my degree in business from UT Dallas."

A past president of the UT Dallas Student Government Association, Mr. Jindal has served since 2004 as a member of Parliament in his home country, India. He also serves as vice chairman and managing director of Jindal Steel & Power Limited, part of a family conglomerate that is one of India's largest business ventures.

Mr. Jindal toured The School of Management before the gala, met with Class of 2010 MBA students and spoke to the Indian Students Association.

He told the MBA students he could have stayed in the United States after earning his degree, but "I wanted to go back to India to make it as good as the U.S." He vowed, he added, to "give the best years of my life to make India better."

He told the overflow audience at the ISA gathering that "it is an honor to come back to the university that gave me so much." ❀



Clockwise from top left: Christian Belady addresses the awards gala audience; SOM Dean Hasan Pirkul (left) and UT Dallas President David E. Daniel (right) with Mr. Belady; UT Dallas Student Government Secretary Haroon Hashmi (left) and President Diana Kao (center) share a light moment with Mr. Jindal as they present him with an engraved Legacy Lane pavestone.

Left: Plaque in front of the SOM building for a tree planted in Mr. Jindal's honor.

# MBA Programs Ranked Among Nation's Best

**THE SCHOOL OF MANAGEMENT'S** Professional Part-Time MBA program entered the ranks of the top 50 in the nation in the *U.S. News & World Report* annual survey this year, while SOM's Full-Time MBA program returned to that top tier for a second year.

The rankings, published April 15 in the annual "America's Best Graduate Schools," (see <http://grad-schools.usnews.rankings-andreviews.com/best-graduate-schools/top-business-schools/rankings>) positions SOM's Professional Part-Time MBA program No. 41 overall and tied for No. 22 among U.S. public universities. It positions the Full-Time MBA program at No. 50 overall and No. 24 among U.S. public universities.

This is the first year *U.S. News & World Report* has published a list of the nation's top 50 part-time MBA programs. Rankings are based on a fall 2009 peer-assessment survey of deans and MBA program directors at the nation's 314 part-time MBA programs.

The ranking "confirms other national acclamation for the part-time program," SOM Associate Dean Monica Powell says, referring to a *BusinessWeek* ranking of No. 24 last fall.

"The school's faculty, students and alumni have worked hard and shown over and over that the learning that goes on here is competitive on a national level," Hasan Pirkul, dean and Caruth Chair of Management, says.

*U.S. News* bases its full-time program rankings on both a survey of deans and recruiters and statistical measures, including students' grade-point averages, GMAT scores and average starting salaries. The publication surveyed 426 MBA programs.

## RANKINGS REFLECT SOM'S STEADY CLIMB

In the six years since The School of Management began reporting on business-school faculty research productivity, its own research output has maintained a steady upward climb.

On a list of U.S. and Canadian schools, SOM ranked No. 36 in 2004 and climbed to No. 17 in 2008. The most recent survey registers the school at No. 16 in North America and No. 17 worldwide, up one spot from last year on both lists.

"Through our faculty's efforts, we have earned a strong reputation for being a major player in business research," SOM

Dean Hasan Pirkul says. "Our ranking as a top 20 business-research school underscores that distinction."

Both North American and worldwide standings appear in The UTD Top 100 Business School Research Rankings™, an annual compilation that looks at all fields of business. SOM has tracked publications of faculty members since 1990 in 24 leading peer-reviewed academic journals. Current rankings are based on the number of articles published in those journals from 2005 to 2009.

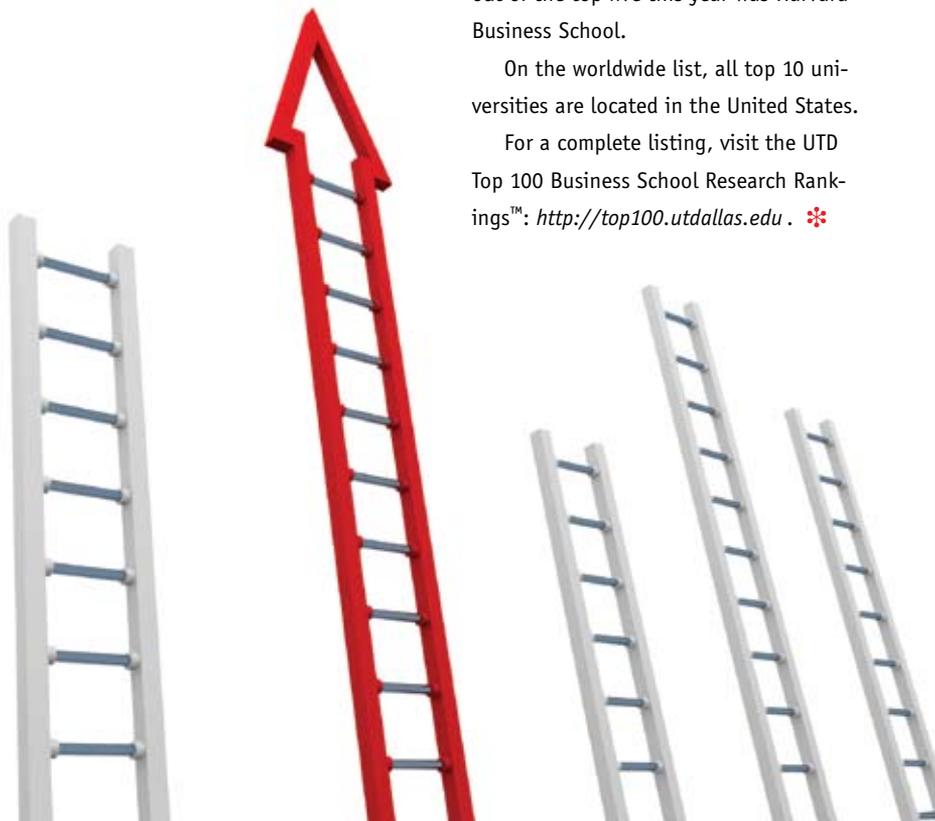
In both North American and foreign rankings, the Wharton School at the University of Pennsylvania leads research productivity for the sixth straight year, the 2009 results show.

The North American survey ranks the Fuqua School of Business at Duke University No. 2; followed by the Leonard N. Stern School of Business at New York University, holding the No. 3 position; and the Booth School of Business at the University of Chicago, retaining the No. 4 spot. These top four showings remain unchanged from last year.

Edging the Ross School of Business at the University of Michigan at Ann Arbor out of the top five this year was Harvard Business School.

On the worldwide list, all top 10 universities are located in the United States.

For a complete listing, visit the UTD Top 100 Business School Research Rankings™: <http://top100.utdallas.edu> . ❁



A National Science  
Foundation scholar studies  
human factors affecting the  
supply chain environment.



**D**r. Özalp Özer, associate professor of operations management, was awarded a \$280,000 National Science Foundation GOALI grant to further his research on trust and trustworthiness and its impact on managerial decisions, particularly those related to forecast information sharing and pricing management.

Grant Opportunities for Academic Liaison with Industry — GOALI — is an NSF program that encourages university-industry partnerships by providing funds or fellowships to support an eclectic mix of relationships.

Dr. Özer, who has extensive experience working with industrial partners, such as Hewlett-Packard and Ericsson, received the grant last year and has been conducting research in this area for about three years. He hopes his research will help develop a new model to design business contracts that include considerations of trust, non-pecuniary issues and human emotions.

Behavioral Factors Affecting Cooperation

### TRUST IN FORECAST INFORMATION SHARING

By Dr. Özalp Özer, Yanchong Zheng and Dr. Kay-Yut Chen

We investigate the problem of a supplier soliciting private forecast information from a manufacturer who has an incentive to inflate her forecast in a costless, non-binding and non-verifiable communication known as "cheap talk." We show that the *only* equilibrium, predicted by the standard game theory, is an uninformative equilibrium in which the manufacturer's report is independent of her private forecast, and the supplier does not use the report in making a decision. However, results from human-subject experiments strongly reject this uninformative equilibrium, which assumes economic agents are selfish and care only about pecuniary payoffs. We determine that trust induces cooperation in forecast information sharing in the absence of reputation-building mechanisms and complex con-

tracts. In addition, we show that trust and cooperation are affected more by risk or vulnerability associated with trusting actions than by uncertainty in the supply chain. To explain and better understand the behavioral regularities, we develop an analytical model to incorporate trust in the game-theoretic model of cheap-talk communication. The new model accurately predicts human response to changes in the supply chain environment and gives a good fit of the data. Estimation of the model indicates significant levels of trust and trustworthiness. We identify and quantify the behavioral reason why cheap talk under wholesale-price contract can be effective in forecast information sharing. We also determine that repeated interactions enhance trust and cooperation in forecast information sharing. We conclude with a discussion on how trusting behavior alters a firm's forecast management and contracting strategy. ❁



Dr. Özalp Özer

# Professional and Student Auditors Study Fraud Close Up at Two Spring Events

**F**inancial misdeeds, the ethics it takes to avoid them and the law-enforcement efforts required to uncover them all came into clear focus at two special events The School of Management hosted this spring for professional and student auditors.

In its fifth year, the annual Fraud Summit expanded by adding a full day of training workshops the day before the March 26 conference. The second event, a fraud investigation simulation, put SOM students under the tutelage of Internal Revenue Service agents April 23 for case studies in crime solving.

## Summit Features True Stories of Cybercrime and Corporate Misdeeds

**B**efore a Secret Service agent who specializes in cybercrime and a former chief financial officer who told an insider's story of corporate fraud made keynote addresses, SOM Dean Hasan Pirkul welcomed the summit's 380 conferees with news that the school is starting an endowment for its internal audit program.

"We want to make sure the subject is studied way beyond my time," he said.

Mark Salamasick, director of the SOM-based UT Dallas Center for Internal Auditing Excellence, head of the school's internal audit program and host of the summit, later explained that sponsors generated the endowment funds in addition to underwriting 15 scholarships worth \$21,500. The Dallas Chapter of the Institute for Internal Auditors assists with the summit, whose proceeds benefit the program, one of only two in the United States recognized by the IIA as a Center of Internal Auditing Excellence.

"Corporate and professional-association sponsorships and registrations netted the program \$75,000," Mr. Salamasick said.

"The portion not dedicated to assisting individual students will go

toward assuring the quality and endurance of the program as a whole."

Opening keynote speaker, U.S. Secret Service Agent Robert Sheffield, discussed trends in cybercrime. A past supervisor of the North Texas Electronic Crimes Task Force, Agent Sheffield described it as a partnership between law enforcement, corporations and academia. The task force, he said, investigates wire fraud, money laundering, mortgage fraud and organized groups involved in credit card fraud and I.D. theft.

Aaron Beam Jr., former CFO at HealthSouth, spoke next. When

### CORPORATE AND PROFESSIONAL ASSOCIATION SPONSORS

Dallas Chapter Institute of Internal Auditors  
Dallas Association of Certified Fraud Examiners  
Association of Certified Fraud Examiners International  
North Texas Information Systems Audit and Control Association  
AC Lordi Consulting  
Audimation Services Inc.  
Deloitte  
Grant Thornton LLP  
PricewaterhouseCoopers, LLP  
SolomonEdwardsGroup, LLC  
Weaver  
Whitley Penn LLP



Left: Former CFO Aaron Beam Jr. reviewed the meteoric rise and colossal collapse of HealthSouth, including the \$2.7 billion accounting fraud that landed him in prison.

Right: U.S. Secret Service Agent Robert Sheffield said the North Texas Electronic Crimes Task Force partners with 11 academic institutions, 400 private companies and 55 local, state and federal law enforcement agencies to confront and suppress technology-based criminal activity.

mid-1990s earnings fell short of projections at HealthSouth, one of the nation's largest providers of outpatient surgery and rehabilitative services, Mr. Beam became complicit in a long-running scheme to hide true numbers from auditors. He subsequently pled guilty to bank fraud. He spoke about his conviction and personal

experiences, and all who attended received a copy of his book, *HealthSouth: The Wagon to Disaster*.

Among his words of wisdom: "If you're asked to commit fraud, just say 'no.' It shouldn't be a hard decision. ... You have to set a high standard of ethical behavior, or you will get into a mess like I did."

In concurrent afternoon sessions, experts delved into fraud detection, prevention and risk assessment. Those sessions also covered advanced techniques and case studies.

As the summit began, SOM host Mark Salamasick sought conferee responses to his questions about their participation in professional organizations.



## IRS Project Turns Students Into Crime-Fighting Accountants

The crooks and robbers side of accounting brought Internal Revenue Service special agents to The School of Management to team up with students in re-creations of fraud investigations meant to stimulate their interest in a government career.

About 25 SOM students learned that working undercover, conducting surveillance, interrogating potential witnesses, combing accounting records, even rummaging through trash are all in a day's work for forensic accountants who work for the IRS Criminal Investigation unit.

The students participated in the IRS' Adrian Project, an exercise designed to give them hands-on experience solving hypothetical financial crimes. The Center for Internal Auditing Excellence and the IRS partnered to bring the Adrian Project — held on college campuses nationwide since it piloted at Adrian College in Michigan in 2002 — to the school.

The exercise began with a briefing from Dallas IRS Criminal Investigation unit officials and special agents who teamed with faculty members to role-play the parts of informants, witnesses and criminals.

A few agents also coached the students as they investigated three crime scenarios: the examination of a shady bar owner hiding assets by keeping a double set of books, a business involved in money-laundering operations and a drug trafficker.

When students attempted to interview faculty playing bad guys, Chris Linsteadt, the auditing center's assistant director and SOM faculty member, said, "it was an eye-opener for many of them; as they were able to see some of the real-world difficulties

you come across when you are trying to elicit information from people who may or may not be involved in criminal wrongdoing."

Full-time MBA student Rebecca Brooks said the Adrian Project was a wonderful exercise in deductive reasoning, understanding the limitations and freedoms of white-collar law enforcement and how to blend paper trails with fieldwork.

"I learned a good deal about what is and isn't public record, what constitutes probable cause for a warrant, how to plan for surveillance, undercover operations and serving warrants," she said. "I also learned about questioning witnesses or informants and how to get the best information from them."

Because the field of internal audit has such a variety of career possibilities, Ms. Brooks said, she wanted to participate to test her interest in financial criminal investigation.

Accounting senior Chris Pier said he was excited to put skills learned in the classroom to a test. "The Adrian Project helped show me how all of the things that I learned while going to school here the past few years fits together in the real world."



Above: Students teamed with IRS agents to confer on investigation tactics.

Below: Students were sworn in as honorary IRS special agents for the day.





# MBA PROGRAM FILLS CAMPUS VISIT WITH FUN AND MOTIVATION

**KIPP Truth Academy students learn team-building and networking skills.**

✂ By Paula Felps ✂

The School of Management played host to nearly 50 seventh-graders in March as members of the Full-Time MBA shared their skills — and their stories — with students from the Knowledge Is Power Program (KIPP) Truth Academy in Dallas. The one-day event, which included team-building and networking exercises, was designed to inspire the KIPP students while showcasing UT Dallas.

“The [MBA] students worked hard to put together a program that really meant something,” Lisa Shatz, director of the Full-Time MBA program, said. “We thought about what skills they might be lacking that we could help them with.”

The MBA students chose to work on networking and presentation skills to help the KIPP students prepare for interviews with high schools.

The KIPP Truth Academy is one in a national network of free, open-enrollment college preparatory schools designed to meet the needs of disadvantaged youth underserved by public school systems. Besides attending school during the week, students go four hours on Saturdays and three weeks during the sum-

mer. The Dallas KIPP academy includes fifth- through eighth-graders. Jim Young, a member of the SOM Advisory Council as well as a KIPP board member, introduced Ms. Shatz and others at SOM to the academy.

“These kids need someone to look up to,” Mr. Young said, “and we envisioned that the MBA students could serve as mentors and role models. And, before long, these kids will be looking at colleges, so it’s good for them to know what UTD has to offer.”

## ‘You Could See Them Thinking’

Morning activities saw the students divided into two groups. While one group worked on team-build-



This page, top to bottom: KIPP Truth Academy students listen intently to messages welcoming them to The School of Management; a KIPPster passes a Hula-Hoop in a team-building exercise; tossing yarn visually demonstrates the way network connections are made; students determine each other’s birthdate — without talking.



ing activities, the others learned about networking and elevator pitches; then they switched places. MBA student MeLinda McCall, who ran the networking portion of the program, coached the KIPPsters on how to create and deliver a 30-second elevator pitch.

Briana Robison, 13, said that exercise was her favorite activity. “It was fun giving my elevator speech because I don’t like to public speak, but [this] gives me more confidence to do it,” she said. “I’m going to tell my friends that I spoke out about myself in public without being pushed.”

When it came time to deliver their pitches, the students stood in a circle, and the starting KIPPster was given a ball of bright red yarn. After completing his or her speech, that student held on to a strand of yarn but tossed the ball to another student, who then

delivered his or her pitch. By the end, Ms. McCall was able to point to the weblike netting they had created to show that they were now all connected by the yarn: They had just created a network.

“It was important for them to participate because I don’t know if they have people talking to them about presenting themselves and how they can present themselves in an interview,” Ms. McCall said. “I hope when they brush their teeth at night, they’re looking in the mirror and practicing their 30-second elevator speech.”

Other KIPPsters practiced working together in team-building exercises that included having to line up according to their birth-dates — but without talking, making noise or writing anything down.

That taught 14-year-old Michael Edwards some new ways to communicate. “It taught us to be open to new things,” he said. “Like when we couldn’t talk — when you know people, you don’t necessarily have to communicate with words.”

Over lunch, a panel of five MBA students shared their life stories with the KIPPsters, providing encouragement to rise above their circumstances and work hard to achieve their goals.

“You could see them thinking, ‘If they could do it, I can do it,’” Ms. Shatz said of the discussion. “That was really what we wanted to accomplish.”

To end the day, the students were given a tour of the campus.

For MBA student Rebecca Brooks, one of the event’s planners, the reward came from seeing the program come together so well. “It was nice seeing how it all worked,” she said. ❁



This page, clockwise from upper left: The seventh-graders learn more team building by passing objects from one plate to another; the students relax with one of their college mentors; in one entertaining timed task, the students had to pass two Hula-Hoops down a line — while they held hands — and the hoops came toward them from opposite directions.

## SIAM RECOGNIZES OPERATIONS MANAGEMENT EXPERT

School of Management Professor Suresh P. Sethi has been named to the inaugural class of fellows of the Society for Industrial and Applied Mathematics (SIAM), an international organization that fosters development of applied mathematical and computational methodologies.

The Charles and Nancy Davidson Distinguished Professor of Operations Management and director of SOM's Center for Intelligent Supply Networks, Dr. Sethi joins 193 other honorees as a charter member in the SIAM Fellows Program. It recognizes distinguished representatives in academia, government and industry for advancements in applied math and computational science.

The honor salutes Dr. Sethi for contributions in optimal control applied to the management sciences and economics. Internationally known for applying quantitative methods to manufacturing and operations management, he also has made fundamental contributions to finance, economics and marketing.

"I have been formulating and treating management science and economics problems with the use of optimal control theory since days of my doctoral studies, and my textbook on the topic is based on many of these applications," Dr. Sethi says. "So this recognition



Suresh P. Sethi

from a premier math society means a great deal to me."

An SOM faculty member since 1997, Dr. Sethi has written seven books and published more than 350 research papers. He serves as a departmental editor for the journal *Production and Operations Management* and as corresponding editor of the *SIAM Journal on Control and Optimization*. His honors include being named a fellow of several professional groups and science academies,

including the Production and Operations Management Society, the Institute for Operations Research and the Management Sciences, the Institute of Electrical and Electronic Engineers, the American Association for the Advancement of Science and the Royal Society of Canada.

Besides Dr. Sethi, the charter class of SIAM Fellows includes SOM Distinguished Research Professor Alain Bensoussan, director of SOM's International Center for Decision and Risk Analysis.

## SOM PROFS EARN DISTINGUISHED SCHOLAR AWARDS

Achievements "too remarkable not to honor" have earned two School of Management professors top awards from the Southwest Academy of Management (SWAM), a professional group that promotes the advancement of management teaching, research and practice.

In bestowing its Distinguished Scholar Award on Gregory G. Dess, the Andrew R. Cecil Endowed Chair in Applied Ethics, and Mike W. Peng, Provost's Distinguished Professor of Global Strategy, the academy recognized their academic accomplish-

ments and the impact of their work.

Shawn Carraher, a past SWAM president and an organizer of its annual conference, says the award is "given very sparingly... I've been with this association since 1991 and can only remember them handing out four or five awards prior to this."

However, Dr. Carraher added, Drs. Dess and Peng's achievements were "too remarkable not to honor them with the award."

The academy recognized Dr. Dess, a business-strategy expert and coordinator of the school's Organizations, Strategy and International Management area, and

Dr. Peng, a global business expert and editor-in-chief of the *Asia Pacific Journal of Management*, during the SWAM conference in March. Michael A. Hitt of Texas A&M University also received a Distinguished Scholar Award.

Dr. Carraher says that "Mike Peng is outstanding in the field of international business and international management...Greg Dess has been incredibly well cited. Both of them have had a very significant impact on their field."

Dr. Peng is regarded as a prolific and influential global-strategy scholar. Both

## INAUGURAL DIVERSITY HONORS INCLUDE TWO AT SOM

A new UT Dallas Office of Diversity effort to honor faculty, staff, student and community members who foster a welcoming and inclusive campus environment has recognized School of Management Professor David L. Ford Jr. and assistant recruiting director Deidria (Dee) L. Ellington.

Dr. Ford, a professor of organizations, strategy and international management, received one of the Lifetime Diversity Champion Awards, an accolade for faculty and administrators, at the Inaugural Diversity Awards Gala and Scholarship Fundraiser April 17. The award honors those

who either have contributed to increased understanding, tolerance, acceptance and respect for diversity or who have combated inequity, injustice, sexism, racism, discrimi-

nation, prejudice and bigotry.

Dee Ellington, earned the Staff Diversity Award, an honor for employees who are making strides to understand, reach and include diverse and underrepresented audiences and promote inclusion.

A member of the SOM faculty since 1976, Dr. Ford last year co-chaired the national Management Faculty of Color Association conference that convened on the UT Dallas campus. His research often focuses on cross-cultural aspects of business organizations, and courses he teaches include Interpersonal Dynamics, and Theory and Research in Group and Intergroup Processes.

A past member of the executive committee of the Gender and Diversity Division of the Academy of Management, his other professional affiliations include lifetime membership in and past service as president of the Association of Social and Behavioral Scientists and service as dean of the Executive



David L. Ford Jr. receives his award from a fellow honoree, Associate Provost Abby Kratz.



Deidria L. Ellington

Development Institute of the National Black MBA Association.

In working to increase SOM enrollment, Ms. Ellington seeks to recruit top diverse undergraduate talent. She has helped implement summer camps for high school students, and she co-chaired the Lone Star Graduate Diversity Colloquium 2010, a program that encourages underrepresented students to seek graduate degrees, on the UT Dallas campus.

the United Nations and the World Bank have cited his work, and he has published almost 80 articles in leading journals. He has authored four books, including two best-selling textbooks.

Dr. Dess' achievements include being cited "an absolutely incredible" number of times, according to Dr. Carraher. "Usually it is considered a major impact if a paper has been cited more than 100 times," he says. "Greg Dess has one paper that has been cited more than 1,800 times ["Clarifying the Entrepreneur-

ial Orientation Construct and Linking It to Performance," with G. Thomas (Tom) Lumpkin], and another one that has been cited almost 1,300 times ["Effectively

Measuring Organizational Performance in the Absence of Objective Measures: The Case of the Privately Held Firm and Conglomerate Business Unit," with Richard B. Robinson Jr.]. That's almost unheard of."



Left: Gregory G. Dess (right) gets SWAM Distinguished Scholar Award from Dr. Shawn Carraher  
Right: Mike W. Peng (right) gets SWAM Distinguished Scholar Award from Dr. Shawn Carraher

## NEW GLE MBA DIRECTOR IS A GLOBAL GO-GETTER

The new director of the Global Leadership Executive MBA program, Bobby C. Chang, draws on experience earned working in more than 60 countries to create connections on GLE MBA's behalf around the world.

Specifically designed for mid-level professionals seeking international business skills, GLE MBA also differentiates itself by its delivery. Each of its five semesters starts with a weekend of on-campus sessions, followed by live Web-conferencing classroom meetings regularly scheduled online.

His initial objectives, he says, are to build stronger connections with corporations and governments, to strengthen GLE MBA's alumni network of more than 500 graduates worldwide, and to proactively recruit "high-category good students."

Mr. Chang recently served on SOM's Advisory Council. He holds three UT Dallas master's degrees, including a School of Management diploma in international management studies. 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 Tunghai University in Taiwan.

He worked as a marketing and strategic-planning consultant before joining the Executive Education area in February and previously served five years as a vice president at Huawei Technologies in Richardson, Texas. Prior to that, he specialized in business development and human resources in a variety of executive positions.



Bobby C. Chang

Visit GLE MBA at <http://som.utdallas.edu/graduate/execed/glemba/glemba>.

Contact Mr. Chang at [bobby.chang@utdallas.edu](mailto:bobby.chang@utdallas.edu), 972-883-6467.



Sumit Sarkar

## New Director of Ph.D. Programs

Dr. Sumit Sarkar, the Ashbel Smith Professor of Information Systems, has assumed a new role as director of The School of Management's Ph.D. programs. He took over from Marketing Professor Brian T. Ratchford, whose leadership term ended in November of last year.

The school offers doctoral curriculums in management science (with concentrations in accounting, finance, information systems, marketing and operations management) and in international management studies. Both develop strong research and scholarly skills and place graduates in academic, research and industry positions.

With approximately 100 Ph.D. candidates currently enrolled, Dr. Sarkar says the programs are attracting "a very high number of applicants...primarily because of the steady upward climb of [the school's] research rankings." (See *Rankings Reflect SOM's Steady Climb* on page 16.) For more information, contact [som\\_phd@utdallas.edu](mailto:som_phd@utdallas.edu).

## PROGRAM UPDATES

### IT MASTER'S DEGREE CAN NOW BE EARNED ONLINE

School of Management students can now complete the master's degree program in information technology and management entirely online.

Open to anyone admitted to the program, the online option provides three ways to complete the degree: entirely online, entirely in the classroom or by combining both alternatives.

Most students take at least one class online, Dr. Mark Thouin, director of the school's Information Systems program, says. He estimates that since online delivery began several years ago, the majority of program students have completed 90 percent of their courses on campus and 10 percent online.

Regardless of how work is completed, Dr. Thouin says, "the degree is the same for everyone. Graduates get identical diplomas showing they earned a Master of Science in Information Technology and Management degree."

For more information, see <http://som.utdallas.edu/academicAreas/isom/isPrograms/onlineCourses.php>.



Mark Thouin

## New Program Prepares Students to Take Charge of Business Creativity

Responding to a business climate increasingly driven by innovation, The School of Management has started a new master's degree program designed both for individuals piloting startups and those leading pioneering ventures within established organizations.

The 36 credit-hour Master of Science in Innovation and Entrepreneurship (MSIE) program, launched spring semester, addresses traditional entrepreneurs as well as intrapreneurs — those who lead the development of new products and technologies within more mature organizations. This dual emphasis and a consistent focus on technology-based innovation differentiate the UT Dallas program from those that other Texas universities offer, program director Dr. Joseph C. Picken says.

"Our curriculum has always been focused primarily on technology-based entrepreneurship," Dr. Picken, who also serves as executive director of the Institute for Innovation and Entre-



Joseph C. Picken

preneurship (IIE) at UT Dallas, says. That direction, he adds, "is consistent with the traditional emphasis at UT Dallas on science, engineering and technology education."

Education for business trailblazers working within existing companies is a unique feature, Dr. Picken says, and in a letter supporting the new program, Paul Klocek, general manager of Richardson-based ELCAN Optical Technologies, a Raytheon Company, wrote that it "addresses a weakness that exists in most businesses; few people have the experience and/or knowledge to successfully craft, sell and launch a new business area."

The core of the MSIE program consists of 18 hours of accounting, finance, marketing, organizational behavior, strategic management and entrepreneurship courses that will provide a solid foundation in the management disciplines.

Beyond the core, degree-seekers will focus on one of two 12 credit-hour concentrations and choose six additional credit hours of electives.

The new MSIE program is designed to accommodate both students with and those without an educational background in innovation and entrepreneurship.

More information can be found at <http://som.utdallas.edu/graduate/masters/msInnovation/>.

## New Systems Engineering and Management Program Melds Science and Business

UT Dallas has gained approval from the UT System and the Texas Higher Education Coordinating Board to offer a new master's degree in Systems Engineering and Management. The M.S. in SEM program begins in August and will be delivered through an equal partnership between The School of Management and the Erik Jonsson School of Engineering and Computer Science. The curriculum will provide working professionals knowledge and skills to engineer and manage complex projects that encompass wide-ranging scientific and human-centered disciplines.

The SEM program "is designed for employees of local and regional companies who design, develop, engineer, manufacture, man-

age, plan or research all aspects of large and complex systems," Dr. Rajiv Shah, an SOM clinical professor of entrepreneurship, says. He developed the program in collaboration with Dr. Duncan MacFarlane, a professor of electrical engineering.

The program is intended for those with a minimum of a bachelor's degree in engineering, mathematics, physics, chemistry, economics or finance and at least five years of industry experience.

SEM includes two non-degree certificate options, one in systems engineering and one in systems management. Those who complete both certificates can go on to earn the M.S. degree by taking additional program courses.



Rajiv Shah



Duncan MacFarlane

"There's a large and growing unmet need for formalized engineering and management education in increasingly complex macro systems that have a large number of interdependent parts," Dr. MacFarlane says.

Classes — two from each certificate plan — will be provided in an executive-education format, meeting every other Friday and Saturday every month for 10 sessions four hours each.

For more information, visit <http://sem.utdallas.edu>.

## Management and Board Governance: A Look Ahead

By Robert L. Pearson

CEO and founder, Pearson Partners International, Inc.



Robert L. Pearson

The School of Management's Institute for Excellence in Corporate Governance (IECG) has formed an alliance with Pearson Partners International, Inc., executive search consultants, to identify and evaluate trends in business and governance. Information produced by this alliance will be disseminated to corporate directors and executives.

The alliance started with a meeting last October between three SOM professors, Drs. Mark Anderson, Constantine Konstans and Suresh Radhakrishnan, and prominent business leaders who are members of Pearson Partners' advisory board. Participants were asked to consider how the roles of CEOs and board members would change in the next three to five years given the business outlook and major risks facing their companies. Discussion evolved around risks and opportunities posed by information technology and funding constraints.

Boards of directors of many major companies are woefully uninformed about

information technology and the effect technology can have on risk management in such areas as data security, the group concluded. Participants agreed that the Internet and social networks are having and will continue to have a major effect on how businesses market their products. Regardless of segment, most businesses are being deeply impacted by electronic commerce. Updates on and awareness of technology-related issues should be a part of every board's continuing education program, they said.

Those meeting also discussed how a major risk facing boards today is the unpredictability of the availability of cash. It is unlikely, they agreed, that the majority of board members have a full appreciation of the risk behind the large number of loans over the last several years that have payment-in-kind (PIK) terms. A PIK loan is typically structured to accrue a high compound-interest rate. In addition, PIK loans carry sub-

stantial refinancing risk, meaning that the cash flow of the borrower in the repayment period will usually not suffice to repay all monies owed if the company does not perform exceptionally well.

The professors and business leaders concurred that the economy still faces strong headwinds—with the possibility of more bank failures. Small business will be hit hardest by the loss of more failed banks, the group predicted, because they rely on banks for their lines of credit and for their SBA loans.

From an education perspective, there is a growing need for compliance officers, risk-management officers and ethics officers. The School of Management is ahead of the curve, participants said, because it offers courses in corporate governance, risk management, ethics, compliance and regulation.

For more information on IECG, visit <http://som.utdallas.edu/centers/iecg/>.



### A Closer Look at Public-Private Cooperative Efforts

A recent workshop the Center for Finance Strategy Innovation held to explore the arrangements, responsibilities, risks, benefits and other aspects of ventures jointly undertaken by private businesses and government entities drew 80 participants to The School of Management March 25. Randolph Moravec (left), chief financial officer for the Town of Addison, Texas, talked to CFSI Director and SOM Finance Professor David Springate, at the "Financial Tools and Public-Private Partnerships" event, which featured two panel discussions, one addressing best practices for large infrastructure projects and a second session on non-traditional partnerships. CFSI has attracted administrators, policymakers and corporate executives alike to its recent forums in search of innovative and more productive economic development and finance solutions across markets. For more information, consult <http://som.utdallas.edu/centers/cfsil/>.

# FINANCIAL LEADERSHIP ASSOCIATION STUDENTS TAKE TOP SPOTS AT TRADING ‘OUTCRIES’

By Kristine Imherr

**UT** Dallas undergrads shouted and signaled their way to the pinnacles of two “open outcry” contests this spring, finishing in first place and in three more top-10 spots in one mock trading challenge and taking second place in a subsequent larger event that also tested their commodities buying and selling skills.

Brokering hypothetical oil contracts, a UT Dallas Financial Leadership Association team first competed against students from universities across the country at the annual simulated trading-pit event, the Chicago Mercantile Exchange Group Open Outcry Competition. The University of Houston, which along with the New York Mercantile Exchange created the contest 10 years ago, hosted the March 27 competition.

Derek Connell, a School of Management senior, took first place and earned \$1,000. Fellow FLA competitors, who earned \$100 each, were:

Crystal Hu, an SOM junior finance and economics major, who finished in fifth place;

Joshua Bates, a School of Economic, Political and Policy Sciences senior, who placed seventh; and

Allen Wai-Ming Tam, an SOM junior finance and accounting major, who took ninth place.

Though the frenzied floor exchanges of hollering and sign language may have struck onlookers as uncontrolled chaos, contestants were guided by formalized rules based on those professional brokers follow.

For instance, Mr. Connell explained,

“when you’re buying you have your arms up and your palms facing toward you. If you’re selling, you put your arms up and your palms outward.”

“Discipline is paramount,” Mr. Bates said. “Using wrong terminology, hand signals or offering at an incorrect price are all good ways to be eliminated.”

Ms. Hu and Mr. Bates subsequently flew to New York City for a second CME Group contest that included about 110 competitors and took place after close-of-business April 16 on the NYMEX trading floor.

While Mr. Bates made it through the three elimination rounds to the finals, he did not finish in the top 10. Ms. Hu, however, finished second behind a Villanova University student.

Ms. Hu picked up \$750 in prize money and the business card of a judge who handed it to her as she emerged from the finals — no small gesture given that NYMEX member brokers officiated.

“If I’m given the opportunity, I’ll do it,” Ms. Hu said about the prospect of making a career as a floor trader.

FLA adviser and School of Management finance faculty member Frank W. Anderson, who accompanied Ms. Hu and Mr. Bates to New York rated their performances “magnificent.”

He also was impressed with the efforts



Top: Crystal Hu was judged the nation’s No. 2 student trader in the NYMEX “open outcry” competition.

Bottom: UT Dallas competitors (left to right) Joshua Bates, Crystal Hu and Derek Connell get into the pit action at the Houston open outcry challenge.

of an FLA team that competed in an earlier segment of the CME Group Commodity Trading Challenge. In a four-week electronic trading simulation that focused on crude oil and gold futures in an online desktop contest run on a real-time platform, SOM MBA student Adib Motiwala led FLA’s graduate team to a sixth-place finish among 111 teams that competed in the preliminaries. The 2008 UT Dallas team won the desktop competition.

“What I want to especially highlight is that this team came in first, sixth and sixth the past three years,” Mr. Anderson said. “A remarkable track record for any school.” ❁

THOUGH THE FRENZIED FLOOR EXCHANGES OF HOLLERING AND SIGN LANGUAGE MAY HAVE STRUCK ONLOOKERS AS UNCONTROLLED CHAOS, CONTESTANTS WERE GUIDED BY FORMALIZED RULES BASED ON THOSE PROFESSIONAL BROKERS FOLLOW.

## DUO WINS NEW VENTURE COMPETITION

By Dan Bochsler



Jinson Jose (left) and Nathan Bachus of the winning team, Ready Up Technologies, Inc.

A School of Management undergraduate duo won first place and \$10,000 in the New Venture Creation Competition at the University of Evansville (Indiana) in March. The Ready Up Technologies, Inc. team, seniors Nathan Bachus and Jinson Jose, also won the “Audience Favorite” award.

Of 24 teams that applied, 14 from the U.S. and Canada were invited to compete, and eight advanced to finals.

Dr. Joseph C. Picken, executive director of the Institute for Innovation and Entrepreneurship at UT Dallas (IIE), says the win “reflects both our ability to excel and be recognized on a national scale....Winning the ‘Audience Favorite’ award as well

highlights the presentation skills that make good ideas successful.”

Ready Up Technologies offers a service that hosts and regulates online video-game events through remote consoles located in data centers. The patent-pending software portion of the system offers an automated scheduling, playing and monitoring environment to host independent player groups as well as tournaments involving hundreds of players.

Placing first “again confirms our technology as well as our business plan moving forward,” Mr. Bachus says.

In November 2009, Ready Up Technologies was the top winner in the undergraduate division of the Third Annual UT Dallas Business Idea Competition.

For more information, visit <http://innovation.utdallas.edu>.

## Winning iPhone™ App Puts Campus Info in Easy Reach



spring campus-wide contest challenging students to come up with content for an iPhone™ application site-specific for UT Dallas drew entries from “a remarkable variety of people,” one of the judges said.

Undergraduates went up against grad students; art majors competed with computer science majors, and programming skills ranged from non-existent to expert in the competition that The School of Management sponsored.

The underlying idea was to create content compatible with InView Mobile, a location-based Web portal for smartphones and mobile devices. Ben Guthrie, product manager for InView Mobile at Plano, Texas-based Symon, said the platform could be summed up as,

“You are here — here’s content based on where you are.”

Symon was a contest co-sponsor, along with the SOM-based Center for Information Technology and Management and the UT Dallas President’s Office.

“Creativity was present in all entries,” Mr. Guthrie said. But first place and \$2,500 went to computer science junior Devery Channell.

Judges described his “CometMobile” as a “well-designed collection of publicly available UTD content, placed in a relevant mobile context. Events, directory, bus schedule, library, or map, it’s all here and easy to navigate.” One fun feature allows a user to pinpoint his or her parking spot when leaving the car.

Mr. Channell explained how, on a wall-size white board in his apartment, he would list ideas, refine them, do more research and

# SIFE Win Advances Team to Nationals

The UT Dallas chapter of Students in Free Enterprise (SIFE) earned a championship spot in a regional competition, bringing back a trophy, \$1,000 in prize money and the chance to move on to nationals in May.

Held in Dallas in March, regionals drew 48 teams. In all, 19 winning teams advanced.

Although SIFE is a service organization open to students in any area of study, most UT Dallas chapter members are enrolled in The School of Management. Each chapter undertakes projects that give back to the community in a way that demonstrates the positive power of business.

For regionals, each team completed an annual report and gave a 30-minute accounting, including an audiovisual presentation, that showed the community impact of major projects completed during the past year.

"We had the opportunity to do some quality projects," Paula Lipnick, a senior finance major, says. She, along with Mike McCoy, an MBA student, serves as SIFE co-president.

SIFE created a financial literacy program for juvenile offenders, developed a Web site and business plan for the resale shop of a bat-



UT Dallas SIFE chapter members celebrate their victory. At regionals, eight members, backed by two subs, gave presentations. All presenters had to complete training in Toastmasters International.

tered women's shelter, created another business plan for the gift shop at the African American Museum in Dallas and conducted an audit for an organization that provides financial aid and medical services to the mentally ill and chemically dependent. The group also undertook an environmental sustainability project, worked on a food drive and raised money for the Haiti Relief Effort.

Dr. Rajiv Shah, an SOM clinical professor of organizations, strategy and international management, became faculty adviser to SIFE a year ago. Started about five years ago, the UT Dallas chapter has more than 80 members.

For more information, visit [www.utdsife.org](http://www.utdsife.org).



refine the list again. "I'm really good at the technical part," he said. It was the content ideas he had to work on.

Second place and \$1,500 went to Arts and Technology grad stu-

dent Simon Kane, and third place and \$1,000 went to the team of computer science junior Landon Eifenbein and public affairs senior Alex Ransom.

Contest judges included Mr. Guthrie; Charles Ansley, Symon's president and CEO; SOM Dean Hasan Pirkul; CITM Director Michael Savoie; Ed Esposito, assistant dean at UT Dallas Erik Jonsson School of Engineering and Computer Science; Stuart Murchison, geospatial sciences and geography professor; Richard Huckaba, UT Dallas associate provost; and Jim Gary, the university's vice president and chief information officer.

Left: Judge Ben Guthrie (left) congratulates campus app winner Devery Channell.

Right: Devery Channell's winning app.



BY JEANNE SPREIER

## Seven in Seoul for Inaugural Exchange

Seven School of Management undergraduates selected to spend the spring semester in South Korea can point out plenty of differences between UT Dallas and Dongguk University in Seoul.

For one, Dongguk's spacious campus sits on the side of a steep hill overlooking the city of about 10 million people. "This provides for breathtaking views of the city at night," Max Alcala, a business administration senior, says. "It also means a good workout each time you need to go to campus."

And the food, variously loved or looked

at warily by students, comes with names like bimbimbap, kimbab and kimchi. "The food here is amazing! I eat most of my meals on campus," Fahad Firoze, a finance junior says.

Out-of-pocket costs for these students is limited to airfare and day-to-day expenses. Everything else — tuition for 12 hours at Dongguk University, which will transfer to their UT Dallas transcript, and housing in efficiency-type apartments for university students — has been covered by scholarships from the two universities. In exchange, the students, who will be in Seoul until the term ends there in June, teach 10 hours of English classes to Dongguk students each week.

Wanting to expand overseas study opportunities, SOM Dean Hasan Pirkul entered into an agreement with Dongguk officials. The students selected for this inaugural semester of the program submitted an application and then interviewed with SOM deans.

Dr. Habte G. Woldu, director of international management programs at The School of Management, says the relationship with Dongguk serves many purposes: to increase

the opportunities for top students to study and travel abroad, to expose students to different cultures and ways of thinking in order to broaden their learning experiences, to motivate other students to take part in these experiences and to attract top students to UT Dallas and The School of Management. Dongguk classes keep UT Dallas students busy — and exposed to a more structured learning environment. "They are very strict here about assigned seats and punctuality," Farah Ellenbogen, a business administration senior, reports. "If you are 30 seconds late, no matter the excuse, you are counted absent from class."

Agata Smieciuszewski, a business administration junior, says classes are like those at UT Dallas — but more intensive. "There is much more homework assigned, as well as reading and quizzes," she says. "They are constantly testing in all the subjects."

But the students are taking changes in stride. Daniel Peng, a business administration junior, has been surprised by "the amount of technology everywhere. There is literally a television everywhere — bathrooms, subways, elevators; you name it."

"Seoul is great," Ms. Smieciuszewski says. "It's gigantic and beautiful, with a million things to do around every corner. I don't think I could ever get bored here."



SOM students (left to right) Fahad Firoze, Farah Ellenbogen, Daniel Peng, Caitlin Savage, Austin Lee and Agata Smieciuszewski, pictured here with three European exchange-student friends, pose in front of the "Great East Gate," which once served as a portal in the wall surrounding Seoul.

## Students Tax-Prep Help Tallies \$1M in Refunds

While some of us dread the annual run-up to the income-tax deadline, some School of Management accounting students have taken a charitable shine to the interval between January 1 and April 15, turning it into their own special season of giving.

This year, as last, about 50 accounting volunteers donated time and expertise to the Volunteer Income Tax Assistance — VITA — program, an Internal Revenue Service undertaking that provides tax-prep help free of charge to people with low to moderate incomes.

In their initial outing, the students helped 400 individuals qualify for slightly more than \$628,000 in refunds. This year, students assisted with 540 returns that brought back just over \$1 million.

That result made good on a prediction from Kerry Goodwin, the neighborhood activist who oversaw the volunteers. As tax season picked up steam, he noted that VITA workers under his auspices had processed more than a million dollars

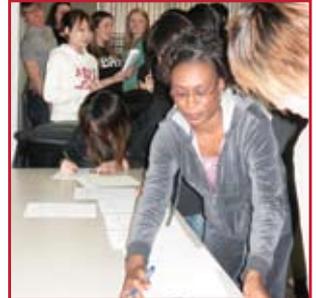


in refunds in the previous three years. And, he forecast, “we’re going to do a million dollars this year alone.”

The VITA program and The School of Management initially connected in the fall of 2008 because of master’s-degree student Lauren Jobe.

The 2009-2010 president of the SOM chapter of the national accounting honor fraternity Beta Alpha Psi, Ms. Jobe in the previous school year lined up fraud specialists from the Dallas office of Ernst and Young, a global financial services firm, to address a chapter meeting. “They spoke about their work and also briefly mentioned a few volunteer efforts that they participate in, including VITA,” Ms. Jobe remembered. Their remarks prompted her to contact Mr. Goodwin and the IRS.

Prior to reporting for duty at one of the 57 VITA locations throughout Dallas, every VITA worker had to earn an online certificate to qualify to do taxes at a basic, intermediate or advanced level. Onsite professionals double-checked their efforts with at least one “quality assurance review” of every return before it was filed.



Left: The IRS handbook for volunteers

Top: SOM Accounting area staff member Nikki Hamilton helps students at a VITA training session.

Bottom: SOM student Lauren Jobe (right) helps IRS agent and VITA coach Charles Taylor carry handbooks to the training session.

## CPA SOCIETY BESTOWS HONORS ON FIVE STUDENTS

Scholarships that four School of Management students earned this academic year are intended to help them reach their goal of becoming certified professional accountants.

The Accounting Education Foundation of the Texas Society of Certified Public Accountants made the awards for the 2009-2010 year to Amy Crook, Djagoran F. Famie, Amanda Kallus and Judy Shen. Each qualified for \$1,500. All earned a Master of Science in Accounting and In-

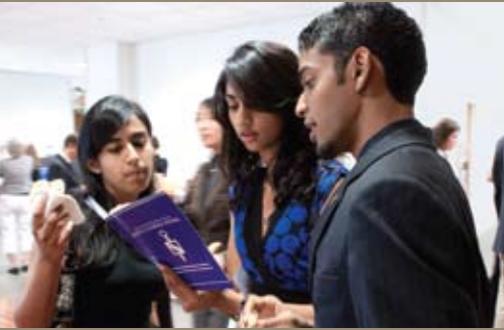
formation Management degree this spring. Mr. Famie also earned a Master of Science in Finance degree.

Ms. Shen received the James A. and Charlotte Ann (Charlie) Smith Scholarship, which is given annually and honors a past chairman of the society and his wife.

In all, the TSCPA foundation granted scholarships to 50 accounting majors enrolled at colleges and universities across the state.

SOM undergraduate accounting student

Kenzie Bailey also earned a foundation accolade, the Accounting Excellence Award, for her academic record, character and high potential for pursuing an accounting career. The foundation bestows the recognition on one honoree at each of the Texas colleges and universities that participate in its programs. Assistant AIM Director Amy Troutman nominated Ms. Bailey, who received a plaque and had her name added to the SOM’s permanent Accounting Excellence Award plaque.



# Beta Gamma Sigma Initiates Counseled on Principles



The true stories of two young business lawyers who succumbed to the temptation of insider trading and ruined budding careers held the rapt attention of the audience as keynote speaker Mary L. O'Connor recounted their downfalls at the spring induction ceremony of The School of Management's chapter of Beta Gamma Sigma, the international business honor society.

What made her account particularly compelling is that Ms. O'Connor, also a lawyer, had personally crossed the paths of both men, as she said, "before their names hit the headlines."

One she had known as a classmate at Stanford Law School. The other once served as a summer law clerk at the Dallas office of Akin Gump, where she is a partner. Both men subsequently moved to New York, where they tried to profit from business information their firms held in confidence. Each ultimately left a legal career he had worked hard to attain — as Ms. O'Connor put it — "in shambles."

Her story came at the annual SOM

gathering to welcome new initiates into the honor society serving business programs accredited by AACSB International — The Association to Advance Collegiate Schools of Business. Students ranking in the top 10 percent of baccalaureate and top 20 percent of graduate programs earn membership invitations. In all, the chapter welcomed 115 new members at the April 7 ceremony: 20 juniors, 28 seniors and 66 MBA and other master's degree candidates.

Ms. O'Connor, a veteran of more than 20 years of business litigation, also was an honorary inductee into the group, whose three Greek letters, Beta Gamma Sigma, stand for honor, wisdom and earnestness.



Above: Speaker and honorary inductee Mary L. O'Connor (right foreground) is introduced to initiates and others who attended the ceremony.

Left, top to bottom: Ms. O'Connor (center) and former UT Dallas Beta Gamma Sigma chapter president, SOM Professor Constantine Konstans (right), converse with ceremony guests; current chapter president, SOM Associate Dean Monica Powell (left), congratulates new member Stephanie Lynard; inductees Priya Malani (left) and Felix Thomas (right) study the honor society handbook with guest Sindhu Sudanaganunta; MBA graduate Magesh Kandavadivel (center) and his daughter, Tanya, read his membership certificate; three initiates pick up their paperwork after the induction.

## Honors Undergrads Display Research Results

**S**chool of Management students who won competitive research awards this past academic year from a young but growing UT Dallas initiative that strongly encourages early and serious scholarly inquiry displayed their results in an April poster contest that culminated their efforts.

Projects that the four SOM winners explored included an analysis of the economics of healthcare reform, a study of links between foreign direct investment and economic prosperity in Eastern Europe, a look at the profession of internal auditing in the wake of the recession and an examination of the economic impact of the Car Allowance Rebate System, better known as the federal Cash for Clunkers program.

Sponsored by the UT Dallas Office of Vice President for Research since 2007, the Undergraduate Research Scholar Award program offered \$500 to each winner to help defray expenses associated with their work. The award also included a \$300 stipend for each winner's faculty adviser.

Campuswide, 54 students earned research awards this year.



Vince  
Radulov



Rebecca  
Tang



Jeremy  
Peal



Danny  
Lazourievsky

Supported by Raytheon, the university invested a total of \$43,200 in their investigations.

All four SOM researchers — Jeremy Peal and Ventseslav (Vince) Radulov, Rebecca Tang and Danny Lazourievsky — are enrolled in the undergraduate Management Honors Program, and their funded studies will form the basis of a thesis the program requires them to write to graduate.

## • ARCHER FELLOWS — A PRESTIGIOUS TIE TO WASHINGTON •

**A**s a double major in finance and accounting at The School of Management, Vince Radulov (below) learned the value of the right internship. And, as an immediate past participant in the esteemed Archer Fellows program, he believes he is on the right track.

His internship — with the Financial Services Roundtable in Washington, D.C. — involved attending hearings, creating reports based on hearing results and giving staff briefings from those reports.

“One of the best things about it is the exposure to the way America conducts politics,” Mr. Radulov says of his program participation. “It’s a great opportunity to get the best experience in that field.”

Mr. Radulov was one of 32 students in The Archer Center’s Fellows Program spring semester.



Established in 2001 by former U.S. Representative Bill Archer of Texas, the program enables exceptional students from the UT System to participate in classes and internships in the nation’s capital. While working in such places as the United Nations Information Center and the U.S. Department of State, the students take classes that focus on policy, economics and persuasion.

The Fellows all live together in one house for the semester, becoming a close-knit family unit while learning to juggle a very full schedule.

Katie C. Romano, director of The Archer Center, says the program’s value is difficult to measure, as it affects so many different areas of the Fellows’ lives. “[They] gain

much from their experience in D.C., including valuable internship experience in an organization directly related to their

professional goals, networking opportunities, lifelong friendships with other members of the Archer Fellow cohort and a wonderful perspective on the value of public service,” she says.

Gaining entry is no small feat. “We have a harder academic criteria, as we look for Tier I students,” Edward J. Harpham, professor of political science and director of the Collegium V Honors Program at UT Dallas, says. “It’s very hard to get in to; it’s a very select program.”

In addition to having a GPA of 3.8 or higher, students must have previous internships and/or work experience, as well as a proven track record in service and leadership.

“And they have to interview well,” Dr. Harpham says. “They have to show that they can handle themselves.”

To learn more about the center and its programs, visit [www.archercenter.org/](http://www.archercenter.org/).



Entrées included roasted chicken wings with garlic and Parmesan, croissant roll-ups and vegetable chow mein. The dessert menu featured coffee-flavored chocolate cake, “volcanic eruption” pudding cups and strawberry tarts with cream cheese and graham crackers.

The occasion for the feast was the Frugal Dorm Room Chef competition, a cooking contest Associate Dean of Undergraduate Students Marilyn Kaplan dreamed up to test the gourmet skills and budget consciousness of freshmen residing in The School of Management Living Learning Community in the new residence hall on campus.

“I was looking for something that was fun and different, not the usual sort of student activity,” Dean Kaplan says about her inspiration.

Three teams entered the February 26 contest that began at 3 p.m. with a grocery shopping outing. Each team had \$30 and 20 minutes to stock up on enough ingredients — and whatever accessories they needed — to serve 15 people a main course and a meal-ender that most made in the dorm’s communal kitchen. Service to the judges, SOM Dean Hasan Pirkul, Associate Dean Monica Powell and SOM Writing Lab Director John McClain Watson, began at 6.

“They were frugal — and creative,” Dean Kaplan says of the results. “They did a really impressive job, and there was lots of food.”

The “all-girls’ team,” the trio of Manali Pandya, Teresa Tran and Sehrish Rizvi, turned in the top performance, earning each member a \$30 Wal-Mart gift card, for their Ramen Noodle-based chow mein and dessert tarts.

The win was all the more impressive, Dean Kaplan says, because the young women actually did cook in their dorm room. “They put the most prep in before the event,” Dean Kaplan says, “and really thought through what they wanted to do.”

Top, left to right: Contestants C.J. Chapin, Steven Xu, Manali Pandya, Sehrish Rizvi, Teresa Tran, Tara Srinivasan and Michael Yu ended their kitchen endeavors with a smile. Mses. Pandya, Rizvi and Tran won the competition.

Above, left to right: Judges Watson, Powell and Pirkul scored the entries.

Left: Steven Xu and teammate C.J. Chapin concocted “volcanic eruptions” — chocolate pudding topped with vanilla cookies and whipped cream — for their dessert offering.



Left, left to right: Dean Pirkul, Dr. Watson, two interested onlookers and Tara Srinivasan surveyed the coffee-flavored chocolate cake she and partner Michael Yu baked for dessert.

Middle: The women’s team winning dessert, strawberry topped tarts, featured cream cheese in a graham-cracker crust.

Right: Dean Kaplan added some spice to the chicken wings. “I made them wash their hands,” she said of all the freshman chefs, before they could begin to cook.



## ALUMNI NOTES

**1980s**

**Anchi Ku**, B.S. 1981, a paralegal at the Dallas law firm of Jackson Lewis LLP, is one of 120 outstanding women competitively selected from across the state for the Leadership Texas Class of 2010. Leadership Texas helps women become better, more informed leaders. Anchi has stayed closely connected to UT Dallas. President David E. Daniel nominated her to serve on the university's development board starting this year. She is the first recipient of the Green and Orange Award, which is named for the UT Dallas colors and goes to the person who has provided exceptional volunteer service to UT Dallas or its alumni association.



Since 2008, she has served on the advisory board for the Confucius Institute. Anchi also chairs the membership subcommittee at the Women's Museum in Dallas and volunteers as a mentor with Big Brothers Big Sisters.

**Pat Priest**, M.S. 1981, has joined the Dallas Regional Chamber as chief financial officer and chief operating officer.

Most recently, she served as CFO of The Kor Group, an investment, development and management firm. Previously, she served as managing director, CFO and member of the board of directors of The Beck Group, an architecture, construction and development company.

At the Dallas Regional Chamber, Pat works to enhance the organization as it supports greater regional prosperity through economic development.

She is on the advisory board of the McCombs School of Business at The University of Texas at Austin, the Design District TIF Board for the City of Dallas, and is an adviser at the Regional Center for Innovation and Commercialization, which screens early stage technology companies for the Texas Emerging Technology Fund.

She earned a BBA from the University of North Texas.

**Terence (Terry) Ryan**, B.S. 1981, earned his degree in business and public administration with a marketing focus while working full-time in sales, calling on leading chemical companies across the southeastern United States.



He started his career at Union Carbide Corp., then joined Ametek Inc.'s Westchester Plastics Division.

He retired in 1998 and now spends his time playing golf and working as a substitute teacher in the public schools of Richardson, Texas, where he has lived since 1972.

He and wife, Teresa, have three grown children. Only-son **Kevin J. Ryan** followed his father to UT Dallas, earning an SOM MBA in 1995. CFO of Merit Energy, Kevin recently joined the school's advisory council (see page 10).

**1990s**

**Jerri Hammer**, M.S. 1997, recently completed her first year as a member of The School of Management's AIM Executive Advisory Council.

A partner in the Individuals Group at accounting firm TravisWolff, L.L.P. in Dallas, Jerri works with high net-worth clients. She also specializes in advising not-for-profits on how to obtain, maintain and report their tax-exempt status.



After almost a decade of practicing law, Jerri made the jump to accounting in 1997, bringing experience in the estate planning, trusts and probate areas.

Active in the community, Jerri serves as director and treasurer for both the Association for Independent Living and the Arthritis Foundation's Texas Chapter.

She received both a B.A. in English and her J.D. from The University of Texas at Austin.

**Stephen M. Bliss**, EMBA 1998, oversees the Army and Navy Academy, a California-based military boarding school, as the institution begins its second century. Steve, a 31-year veteran of the Army and retired brigadier general, has been president of the academy, located near San Diego, since 2002.

Steve was the first to bring formal management training to the academy, which has more than 300 cadets and about 125 faculty and staff members. "The academy is a \$10 million-a-year business. I put many of the skills learned during my EMBA program directly to use running the academy on a daily basis," he says.



The best part of his job, he says, is interacting with, helping and supporting the students.

A West Point graduate, he served two tours in Vietnam. He served more than two years as vice commander of the Army and Air Force Exchange Services, headquartered in Dallas.

**Angela Farris**, M.S. 1998, sat down one afternoon to read and ended up writing *Chrysil*, a book about a newborn caterpillar.

Self-published in October 2009, the book is available on her Web site ([www.chrysil.com](http://www.chrysil.com)), in her store, Lane Florist, in Dallas and at several Dallas retail locations. She has written two other books.

Angela started her career in commercial banking but after 13 years became an independent consultant specializing in banking, telecom and manufacturing.

But her first love was flowers, and in June 2000 she bought Lane Florist. In 2002, she bought The Blooming Place and in 2004 Carren's Flowers.

She credits her experience in banking and finance in the successful operation of her businesses. She earned a BBA from Texas Tech University and other graduate degrees from the Southwestern Graduate School of Banking and the University of Dallas.

**Sejal Desai**, MBA 1999, helped entrepreneurs realize their dreams as a co-founder and principal of STARTEch Early Ventures, a Richardson, Texas-based technology incubator.

But recently she put her own dream into action as the founder and CEO of SevaYatra, which combines her interests in entrepreneurship, philanthropy and connecting back to India.

Seva means service, and Yatra means journey in Hindi. The social business, begun last year, provides short-term service opportunities for individuals, universities and corporate groups with nonprofit organizations in India.

Some SevaYatra ([www.sevayatra.com](http://www.sevayatra.com)) projects are half- or full-day programs and are ideal for students, business or pleasure travelers on short trips, Sejal says. "Each one of us has an innate desire to give back. We tap into that desire and facilitate the process by creating structured access to meaningful opportunities."



2000s

**David L. Holmberg**, EMBA 2000, led San Antonio-based Highmark Vision Holding Co., through a refinancing strategy in late 2009 that raised \$400 million in a difficult credit environment. The company achieved same-store growth for the year and completed an optical manufacturing facility in San Antonio.

David is president and CEO of HVHC, which operates three distinct businesses: Eye Care Centers of America retail optical locations; Davis Vision, a provider of managed vision-care insurance;



and Viva Brands, which designs and distributes eyeglass frames and sunglasses.

Recipient of a UT Dallas Distinguished Alumni Award last year and a School of Management Distinguished

Alumni Award in 2003, David previously served as president of a Canadian unit of Zale Corporation and as president of Cole Licensed Brands, a retail optical business, and executive vice president of operations for Jo-Ann Stores, Inc.

**Mark Laney**, M.S. 2000, is president and chief executive officer of Heartland Health, an integrated health system serving northwest Missouri. Under his leadership, Heartland Health received this year the prestigious Malcolm Baldrige National Quality Award, given by the president of the United States for quality and a commitment to excellence.

Heartland was also awarded the Foster G. McGaw Prize in 2009, given by the American Hospital Association and the Baxter International Foundation. It is awarded to only one healthcare organization that has demonstrated exceptional commitment to community service.



Mark was inducted as the president of the 19,000-member Mayo Clinic Alumni Association in October 2009. In November 2009, *Becker's Hospital Review* named him one of the top 30 physician leaders of hospitals and health systems in America.

Previously, he was president of the Cook Children's Physician Network in Fort Worth.

Mark earned a B.A. from the University of North Texas and an M.D. from The University of Texas Medical Branch.

**Stacey DeLeon**, B.A. 2002, MBA 2006, runs custom builder Texas Vineyard Homes and Lonestar Business Solutions, a full-service accounting firm.

Stacey served in the U.S. Army and worked in business analysis and project management. But in 2005, when she and husband, Michael, moved to the country and decided to build a home after not finding contractors who met their needs, the idea for Texas Vineyard Homes was born. She bought an accounting practice to help counteract the cyclical nature of the homebuilding business.

She credits her UT Dallas education with a strong role in her business success.

"My degrees from UTD symbolize that I have taken the time and effort to be educated at the highest levels. Most importantly, it gives me the confidence required to convince potential clients that I am the best choice for their important project."

Stacey is also active in her community. She is part of the Northern Collin County Leadership Program. She also serves as president of the Blue Ridge Economic Development Corporation.



**R. Carter Pate**, M.S. 2003, was promoted last fall to the position of global and U.S. managing partner for Capital Projects, Infrastructure and Government Services for PricewaterhouseCoopers, LLP, overseeing those practices in 140 countries.

The practice focuses on long-term investment, construction and/or implementation activities. It assists public and private clients in the utilities, energy, healthcare and government sectors.

Carter also runs PricewaterhouseCooper's Mergers and Acquisitions group and previously served as the U.S. managing partner for advisory services at the company, which he joined in 1996.

Carter was recently elected chairman of the Greensboro (North Carolina) College Board of Trustees. He earned a bachelor's degree in accounting in 1976 from the college and has served on the board since 1996.



The Presidents' Choice



**Ashok Kumar (A.K.) Mago** (right), EMBA 1999, in January received the Pravasi Bharatiya Samman Award, the highest honor conferred on a non-resident Indian, from President Pratibha Patil of India.

The president of India has conferred the award each year since 2003. It honors outstanding work that has enhanced India's prestige, including bettering understanding of India, supporting India's causes and concerns, doing important charitable work in the country where the honoree now lives, and building links between India and people who have migrated from India to that country.

A.K. is chairman of USINDIA Forum and president of the Greater Dallas Indo-American Chamber of Commerce Foundation.

He serves on the GDIACC and several other boards, including the Dallas Re-

gional Chamber, Salvation Army advisory board of Dallas County, Dallas Urban League, Dallas County Community College District Foundation, SMU Advisory Board of Asian Studies Program and Irving DFW Indian Lions Club.

**Daniel Mendieta** (right), M.A. 2007, works in outreach and partnership development in the Boston office of the William J. Clinton Foundation.

Former President Bill Clinton established the nonprofit to strengthen "the capacity of people throughout the world to meet the challenges of global interdependence."

Daniel primarily supports the Clinton Health Access Initiative, which includes staff in 45 countries working on programs related to HIV/AIDS, malaria, nutrition and tuberculosis.

One of Daniel's key roles since he signed on September 2008 has to



A resident of McLean, Virginia, Carter is chairman of Virginia's Public Private Partnership Committee, established by that state's governor.

**Jeremy Gregg**, EMBA 2005, launched Executives in Action in late 2008 as a program of the Center for Nonprofit Management, where he served as vice president of development.

Matching out-of-work executives with nonprofits that need their expertise, the program made its first placement in February 2009. In July of last year, Jeremy joined key donors in launching Executives in Action ([www.executivesinaction.org](http://www.executivesinaction.org)) as a stand-alone nonprofit.

Jeremy says he was drawn to the chance to build a highly innovative response to two pressing community problems, unemployment and decreased funds to nonprofits.

He takes satisfaction in having been a part of placing more than 125 executives in consulting projects. Another 100 are in the queue, ready to go.

As executive director, Jeremy works to grow the organization's base of support to expand in North Texas and across the country. The model has drawn interest from as far away as Tokyo.

**Joyce Kwang**, B.S. 2005, has been selected for the Future Leaders Program at Convergys Corporation, a relationship management company. She was one of only 38 people — chosen from more than 10,000 eligible employees — named to the Future Leaders Class of 2009.

The 11-month program offers a leadership de-

velopment experience that includes peer coaching, mentorship from senior leadership and group exercises.

Joyce is leading a group of SOM MBA students who are helping Convergys develop a social-media adoption process.

A senior specialist in global channel marketing, Joyce is responsible for channel program strategy and is specifically responsible for channel partners in Europe and Asia.

**Giulia Ippolito**, B.S. 2009, this summer joins other students in a five-week service project in Palenque, Dominican Republic, to observe in the local clinic and lead health-awareness "charlas" (talks) in the community.

She hopes to spend the rest of the summer in a preceptorship, practicing her clinical skills and discovering more about the practice of either pathology or internal medicine, potential career interests.

Giulia, who comes from a family of UT Dallas grads, just completed her first year at Texas A&M Health Science Center College of Medicine.

Last fall she was elected Class of 2013 College Station Campus Representative to the American Association of Medical Colleges Organization of Student Representatives. She serves as a liaison between the organization, medical school faculty and students. She also helped

form — and serves as vice president of — a new Ethics in Medicine Interest Group, which organizes monthly ethics discussions.



been to work with regional directors in Africa, Asia, the Caribbean and Latin America to recruit, screen, hire and train job candidates. He also has used his information-technology background to help implement a computer-based infrastructure for applicant tracking, employment analysis, human resources management, marketing and public relations.

He also manages the outreach function for the organization, developing partnership opportunities with the world's top consulting firms, universities and private-sector industries.

Daniel previously served as operations manager, then CEO of Global Expressions LLC, a Dallas-based IT consulting firm. His résumé also includes nearly a decade with the Peace Corps, starting in Russia, where he worked as a community educator and small-business developer, then moving to Dallas, where he served as a recruiter before being promoted to recruitment coordinator.

He earned a Bachelor of Fine Arts degree from Texas A&M University in Corpus Christi in 2000.

## OBITUARIES

**Jolan (Joli) Czigany Mallick**, MBA 2001, of Dallas, died February 6, after a 14-month battle with cancer. She was 43.

Joli earned a B.A. in biochemistry from Texas A&M University. She was a certified project management professional who spent most of her career at Texas Instruments Incorporated, most recently as information technology program manager with TI's Information Technology Services.

She was an active volunteer at Parkhill Junior High and Pearce High School in the Richardson (Texas) Independent School District and an involved mentor at TI and The School of Management, serving on the Full-Time MBA Mentoring Board.

She shared her love of travel with her family, making many memorable journeys in the United States and abroad.



Joli is survived by her husband, Suman Mallick, and children Brittany, Brandon, Becca and Bella.

Contributions to honor her memory may be made to the National Lung Cancer Partnership ([www.NationalLungCancerPartnership.org](http://www.NationalLungCancerPartnership.org)).

**Martha Sherman**, B.A. 1983, died November, 10, 2009, after an 11-month battle with liver cancer. She was 54.

Born in Dallas and a graduate of Irving High School, she began a banking career at First Republic Bank in Dallas and held management roles with banking organizations in Dallas and Charlotte, North Carolina. Her last position was director, senior money market portfolio manager in fixed income investments for Banc of America Capital Management Inc.

She left the bank in March 2004 and worked as a consultant for ABS Capital Management Inc. in Washington, D.C., returning to Charlotte to paint, craft jewelry and devote herself to yoga.

Martha and her husband were active volunteers with the Sierra Club, Catawba Lands Conservancy and Audubon Society, where Martha's life list included 603 bird species. They also enjoyed travel.

Martha is survived by her husband, Robert Bustle, of Charlotte; father, Garrett Sherman, of Dallas; brother, Gary Sherman; sister-in-law, Susan Sherman; and niece, Whitney Sherman.

Memorials may be made to The Nature Conservancy ([www.nature.org](http://www.nature.org)), 4245 North Fairfax Drive, Suite 100, Arlington, VA 22203-1606.

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