

THE SCHOOL OF
MANAGEMENT
THE UNIVERSITY OF TEXAS AT DALLAS

BUILDING
THE SCHOOL'S
FUTURE HOME





Hasan Pirkul
Dean, School of Management

MESSAGE FROM THE DEAN

As we enter a new academic year, I am pleased to report to you the progress we are making in our quest to become one of the leading public business schools in the nation.

We have received strong support at many levels toward our goal of securing a new building that will be the home of The UTD School of Management. Although there is still a need to raise 3.7 million dollars, the Regents of the U.T. System have released the thirty million dollars they pledged for the building a year ago, and groundbreaking is tentatively scheduled for early 2002. Completion of the new building, in summer 2003, will constitute a great advance for management education at UTD. The new building will not only allow us to consolidate and greatly upgrade our resources, but it also will enable us to better serve the needs of our rapidly growing number of students and the faculty who teach them.

The level of contributions we are receiving from supporters is one sure indicator of progress we are making toward our goals. In addition to the Regents' allocation, we have received generous donations from corporate, alumni, and individual supporters, and we want to thank them for their contributions. The article in this issue by Ron Nash, chairman-elect of our School's Advisory Council and a member of the UTD Development Board, recognizes the contributors who already have brought the total to 4.3 million dollars and spells out the need for the additional 3.7 million dollars that we must raise in order to complete our match of the Regents' allocation.

Even as we work with the architects to ensure that the new building supports not only our current innovations but also our future improvements in the delivery of management education at UTD, our School continues to grow at double-digit levels. Obviously, the quality of our programs is becoming well known, as revealed by the more than fifty percent growth in enrollment in the last three years. This fall's enrollment stands at 4,329, compared to 3,850 a year ago, and makes The School of Management the largest school of the University.

To serve our growing number of students, we continue to expand our faculty, which has also grown by more than eighty percent over the past six years. This fall, sixteen outstanding new faculty members join the School, bringing our faculty ranks to eighty-three. Our new faculty members, who are introduced in this issue, provide us with a wealth of expertise and new ideas, and enable us to maintain a faculty-to-student ratio at the level necessary to provide our students with an excellent educational experience.

Another indicator of a School's success is the success of its alumni, and this issue also features the impressive successes of the four SOM graduates we have recognized with our 2001 Distinguished Alumni Awards.

Several of the articles of this issue focus on the value back that the UTD School of Management provides to our constituents, be they students, alumni, or corporate or individual friends. For example, in the *Corporate View* article, K.P. Wilska, president of Nokia, Inc., speaks to the value added to his company by the educational opportunities the School offers to the DFW area workforce.

In addition, students and colleagues of Professor Stephen Guisinger, a longtime and much-beloved SOM faculty member who died suddenly and unexpectedly this summer, pay tribute to the value that he added not only to individual lives but to the School as well.

Our goals are lofty ones, to be sure. However, the broad-based support we are receiving from our constituents encourages us to proceed with confidence. Thank you for your support.

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

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THE SCHOOL OF MANAGEMENT

THE UNIVERSITY OF TEXAS AT DALLAS

BUILDING THE SCHOOL'S FUTURE HOME

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On the Cover:

A rendering of the future home of the School of Management on a map of the campus showing where the new building will be situated. Architectural renderings prepared by Omniplan.

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Dr. Diane Seay McNulty

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Reflecting on the first issue of *MANAGEMENT*, which appeared five years ago this fall, I realize I never could have envisioned all that has occurred at The School of Management or all that we have chronicled for our audiences.

MANAGEMENT has highlighted the history-making evolution of the School, bringing us to the point that we can now announce the groundbreaking for our new building. The tremendous growth we have experienced has given us the opportunity — made possible by the U.T. System Regents' thirty million-dollar allocation for a new building — we are now experiencing.

EXPANDING AWARENESS

Our magazine's charge five years ago was to promote The School of Management, our faculty, and students, and to expand awareness of our programs and successes among our alumni and the greater community. Each issue has had a theme emphasizing an idea, program, or way of thinking that

CELEBRATING AN ANNIVERSARY

HALF A DECADE



By Dr. Diane Seay McNulty



Spring 1998

was predominant at the time of publication.

“Investing in the Future” served us well as a focus for the first issues, which were published in the autumn of 1997 and spring of 1998. Identifying the elements that define us as a major school of business was our mission for those early issues.



Spring 1999

From the beginning, we focused on our corporate strategic alliances and noted in our first issue that “the SOM and its corporate neighbors [were]

jointly embarking on a new venture to revolutionize learning” and that it was “essential to develop partnerships in the twenty-first century.”

“Going Global” was the theme of the autumn 1998 issue, which won a Katie Award from the Press Club of Dallas. That magazine zeroed in on one of the strengths of our



Autumn 1998

programs — a global orientation. We continue to enhance programs with global markets experience, and we continue to feature stories about student trips to such places as Scandinavia, China, Vietnam, South America, Eastern

Europe, France, and Cuba.

In offering and encouraging travel-study opportunities, the School is achieving prominence on the international management scene. Keeping a worldwide perspective and “Going Where Change Is Happening” (the title of a story in, and a theme of, the autumn 1999 *MANAGEMENT*) remain our constant charges.

We also have long believed that our involvement as a school in community projects would be beneficial to all; it has been. Our students participate as consultants in the John C. Ford Program, which aids aspiring business owners, and complete projects for numerous nonprofits.

The SOM also joins with the University's School of General Studies to offer an SAT preparation program for students in South Dallas. Such efforts led us to the theme, in the spring of 1999, of “Community Investment.”

The spring 2000 issue focused on “Defining Success” and offered views of the School from the perspectives of others. In part, this issue served as a reality check, a chance to see if SOM offerings meet

Autumn 1999



the needs of the community around us. We featured the mayors of Dallas, Richardson, and Plano, and several local CEOs.

In those pages, we were particularly gratified to be able to print kudos, such as this one from Richardson Mayor Gary Slagel: “UTD has made a significant outreach effort to our community. It’s an incredible advantage for our companies to be part of U.T. Dallas’ curriculum planning—the University clearly recognizes the need to do it and the value it represents.”

A UNIQUE NICHE

While preparing that issue, which expanded pub-

lic awareness of all that the School offers, we were struck with a profound new appreciation of SOM’s versatility. We took note of a unique aspect of our program, which is that, in our efforts to serve the widely varying needs of our students, SOM has created nine different, yet often-interchangeable routes, through which someone can complete an MBA degree. We decided to inform our readers about our versatile approach to management education in the autumn 2000 issue, whose theme was “Custom-Made MBA.”

In that issue, Dr. Hobson Wildenthal, UTD’s provost and senior vice president, summed up our message well. “The School’s advantage over competition is the well-honed niche it has developed [by] making graduate education custom-made,” he wrote.

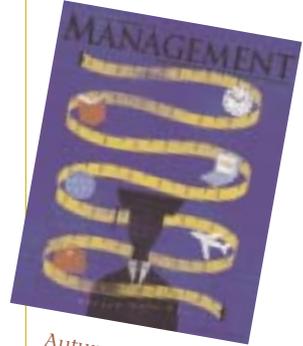


Spring 2000

Further defining our uniqueness, our spring 2001 issue focused on state-of-the-art research pursued by our faculty. Stories paired research with the needs of corporate America — thus, “New Frontier: Forefront of Innovation” was created with a collection of articles whose headline read, “SOM researchers forge ahead in fields as varied as robotics and breast cancer diagnosis.”

This issue focuses on “Value Back” to our constituents, who are really our stakeholders. The stories speak to the value The School of Management provides to our students, alumni, friends, and the corporations who support us. These stakeholders have appreciated the magazine as a venue to showcase all the fantastic opportunities The School of Management has incorporated into its programs and to focus on the results

that the past few years have yielded. Now very befitting an anniversary, this issue not only will look back at the past five years but also will focus on where we are now and how much change has occurred.



Autumn 2000

Thank you to all who are sharing in our success!

Spring 2001



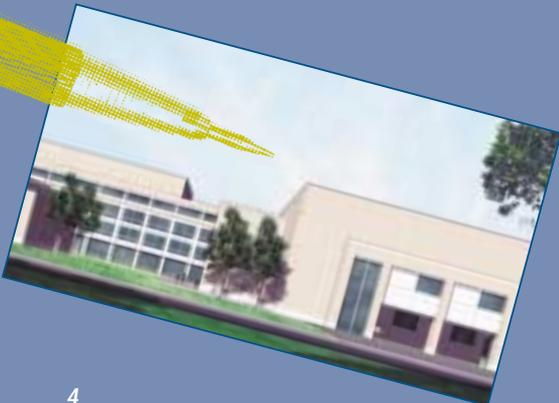
This issue of *MANAGEMENT* is dedicated to the memory of my great friend, a true visionary of our time, our distinguished colleague and UTD SOM Professor Dr. Stephen E. Guisinger. Tributes to Dr. Guisinger, who died suddenly this summer, are featured beginning on page 36.

BUILDING FOR THE FUTURE

By Paula Felps

Groundbreaking slated

for SOM's new home



An architectural rendering of the north side of the new SOM building; in view, four-story central wing and courtyard.

As the UTD School of Management (SOM) continues its rapid growth, it has to face the cost of its success—limited space.

With that in mind, School officials are working with the architectural firm Omniplan to create a new SOM building that not only will meet the needs of today but also will be equipped for the growth of the future.

The new facility will feature three wings, arranged around a courtyard, to provide office space, classrooms, and meeting rooms. The center unit will be a four-story building, with classrooms occupying the first two floors and offices filling the upper two floors.

The other two wings both will be two-story buildings and will include classroom space for both undergraduate and graduate students, including Executive MBA students. The new state-of-the-art building will also feature complete access to the Internet to provide distance learning applications. With nearly two hundred thousand square feet of space, the new building will provide “everything we will need for quite some time,” according to SOM Dean Hasan Pirkul.

“We’ve grown over fifty percent in the last three years, in terms of both credit hours and numbers of students,” says Dean Pirkul. “Our support staff has grown as well. Right now, we’re spread out all over the campus, occupying bits and pieces of five different buildings.”

Fall 2001 enrollment for The School of Management is 4,329, making it the largest school on campus. The growth in student enrollment has brought parallel growth in the size of the School’s faculty, which now stands at 83.

To accommodate this growth, the Board of Regents of the U.T. System allocated thirty million dollars for a new facility in November of last year. The Regents stipulated the SOM should raise another eight million



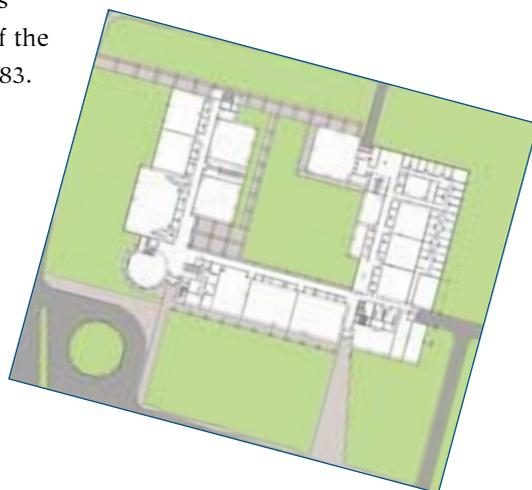
University Drive view of classroom annex and four story office wing.

dollars toward construction costs of the thirty-eight million-dollar facility. To date, some 4.3 million dollars of the required eight million dollars have come in, and the Regents have released the funds to begin the project.

Officials are shooting for groundbreaking early in 2002, with completion slated for summer 2003.

Dean Pirkul says the new facility will make an immediate difference for students and professors alike. “There are a lot of functions we lack at the present time,” Dean Pirkul explains. “For example, right now, our students can’t break off into small groups for studying or discussion, because there is no place for them. They have to meet at someone’s home or on the Internet. With the new building, they will have access to ‘breakout’ space. It is going to greatly enhance the entire learning process for our students.” ☺☺

Paula Felps is a freelance writer and author of the book, *Lone Stars and Legends: The Story of Texas Music* (Republic of Texas Press).



An overhead view of the nearly two hundred thousand-square foot facility highlighting the new building’s central courtyard and classroom wings.

Constructive Comments:

The New Building Needs You

By Ron Nash, Chairman-Elect,
UTD School of Management Advisory Council

In the last issue of this magazine, I talked about the critical need for space for The School of Management. Explosive growth of the SOM has created this need. Eighty percent growth over the last six years has come with no decrease in the quality of the faculty or the students. That is the good news. The bad news is that the School and its faculty and students are scattered throughout five buildings on campus and important programs are straining because of space limitations. This is not acceptable. A school that is growing rapidly while maintaining high quality standards deserves adequate facilities and support.

Last fall, UTD President Dr. Franklyn Jenifer, armed with a letter of support from twelve local CEOs, gained the commitment of the U.T. System Board of Regents in Austin to help fund a new SOM building. The Regents allocated thirty million

dollars for the building, on the condition that SOM and its alumni and supporters raise the additional eight million dollars needed to complete construction. One way to view the Regents' stipulation is as one of the best matching programs of all time: for every dollar a supporter contributes, the Regents match it with \$3.75. That is pretty exciting.

Planning is under way on the building, using funds authorized by the Regents. As of their September meeting, the Regents were satisfied that the School will meet its goal. As a result, the Regents have authorized the funds for construction to begin. The need to complete the eight-million-dollar challenge is still there. The School has

received 4.3 million dollars in contributions and pledges to date.

As U.T. Dallas steps up to the top tier of universities in the nation, it also has to step up and demonstrate its fundraising ability. Having loyal supporters who will contribute to an institution financially is one indication of success. Successfully completing this challenge for the new building is another way we can demonstrate that we are top tier.

Our fundraising leadership team includes Dr. Jenifer, SOM Dean



Mr. Nash and SOM Advisory Council Chairman Jerry Hoag met recently at the Plano offices of Alcatel USA to discuss an Alcatel contribution to the fundraising effort. Alcatel is an SOM *Strategic Partner*.

Hasan Pirkul, SOM Associate Dean Diane McNulty, UTD Vice President of Development Carlos Peña, UTD Director of Development Rick Keith, Jerry Hoag and me. We are adding volunteers to our team to help us solicit the wider audiences of alumni and community supporters. Our Advisory Council members have been asked to support the challenge personally and within their corporate settings.

Generous beginnings

Already, we have received some very generous gifts from early supporters. Getting a fast start is absolutely imperative to successful fundraising, so early donors are SOM heroes.

Fujitsu Network Communications stepped forward with our first corporate gift, a one-million-dollar pledge. Lee Dayton, Fujitsu senior vice president of operations and a member of the SOM Advisory Council, and Ron Martin, Fujitsu chief operating officer and executive vice president and a member of the UTD Development Board, were instrumental in obtaining this gift.

Our first alumni gift, for one million dollars, came from two generous graduates of the SOM, Chuck and Nancy Davidson (see *Rising to the Challenge* on page 40).

Having two million-dollar gifts early in the drive was exciting. So is the realization that two corner-

stone gifts have come from two constituencies—the corporate sector and alumni.

The School also has received five hundred thousand dollars from Louis Beecherl. Mr. Beecherl, a well-known local philanthropist and civic leader, has been a strong supporter of U.T. Dallas for years. He was instrumental in establishing the University and setting it on its path to high quality. Having loyal supporters like him can make the deciding difference between a great university and an average one.

TXU gave a two hundred fifty thousand-dollar gift. This Dallas-based global firm has regularly supported U.T. Dallas. Earl Nye, its CEO, has given valuable advice and counsel by participating on the UTD Development Board. Barbara Curry, an SOM alum and senior vice president at TXU, has done the same, participating on the SOM Advisory Council. Having important local firms support us is critical to our success.

Our fundraising challenge is gaining momentum. Now, we need each of you to help us go into 2002 with the hardest part of putting up a new building—getting funding—

behind us. While the total pledged so far is impressive, we still have much work to do.



Temporary buildings on the UTD campus are housing the School's overflow enrollment this fall.

Each person associated with U.T. Dallas can help. First, tell people about the high quality of The School of Management and about the pressing space problems it has. Then build the case of how the importance of each contribution is multiplied, by the matching funds from the Regents and by others, as they see the commitments that fellow supporters are making. Talk to opinion leaders about The U.T. Dallas School of Management. Finally, make a financial commitment of your own to this challenge. We need *everyone's* help. If you are not already on a fundraising team, contact Dr. McNulty at the SOM at 972-883-2741 or dmcnulty@utdallas.edu. Pledge and participate now. ☺☺



SUCCESS STORIES

DISTINGUISHED ALUMNI AWARDS

BY PAULA FELPS

Each year, The University of Texas at Dallas School of Management recognizes alumni who have made a marked difference in the world, either through a high degree of success in their careers, their involvement with the community in which they live, or their continued work with the School. In some cases, all of the above may be true. • The recipients of this year's Distinguished Alumni Awards all have taken very different career paths, but they share one common bond: an undying appreciation for their alma mater and the contributions it made to their lives, both personally and professionally. • The UTD School of Management's Distinguished Alumni for 2001 are Richard Amsberry, BS 1990, MS 1992, and MA 1996; Linnet F. Deily, MA 1976; Robert Hewlett Jr., BS 1982; and Dipak C. Jain, MS 1986 and PhD 1987.



LINNET F. DEILY

...they share one common bond:

an undying appreciation for their

alma mater and the contributions

it made to their lives...

**LINNET F. DEILY:
ATOP PINNACLES OF BUSINESS AND GOVERNMENT**

Linnet Deily says that UTD's combination of international management and business studies made it the obvious choice for her; she since has parlayed those acquired skills into an impressive career.

Ms. Deily's appointment in March by President George W. Bush to serve as ambassador and deputy United States trade representative to the World Trade Organization (WTO) is her most recent accomplishment in a long string of them. Not long before President Bush tapped her to serve, she became, in October 2000, vice chairman in the office of the president for The Charles Schwab Corporation. She also has been a member of the Advisory Council to the Federal Reserve Bank's Board of Governors, and is past national president of the Committee of 200, an international organization for businesswomen. Last year, *Fortune* magazine named her to its list of "The 50 Most Powerful Women in Business in the United States."

Ms. Deily who earned her Master of Arts degree in International Management from UTD in 1976, says that today she continues to recognize ways in which the School contributed to her outstanding success.

"One of the first courses I took at UTD was International Banking, and it was taught by Dick Backus from the old RepublicBank Dallas," she recalls. "At the end of the course,

Dick offered me a summer job at the bank, writing country studies but with the potential that this could lead to a slot in the management training program at the bank."

That summer job provided her with the introduction to international finance that she had been looking for, and the career opportunities that followed have been, in her words, "exceptional."

"UTD provided me an excellent combination of theory and practice as our professors came both from academia as well as the business world," she notes. "I found the grounding in theory followed by the practical reality of the business world to be a superb learning experience and, as a result, felt that my business education at UTD had more immediate usage for me when I completed school."

The fourth-generation Texan now splits her time between WTO headquarters in Geneva, Switzerland, and her home in California, and contributes considerable amounts of her time to civic causes, including serving as an honorary trustee of the Museum of Fine Arts in Houston. She has also served as a director of the American Conservatory Theater in San Francisco, Catalyst in New York, The Women's Museum in Dallas, and the board of Reliant Energy.

"I have been blessed with great opportunities in life," she says. "My general mantra in life has been to try and work both hard and smart—and to remember always to have fun with what I do. That's worked well for me."



DR. DIPAK C. JAIN

“You can only go a long way if the foundations provided to you are great. We need the culture of UTD to provide such foundations.”

DR. DIPAK C. JAIN

**DR. DIPAK C. JAIN:
MANAGEMENT EDUCATOR**

Having risen to the top post of the Kellogg Graduate School of Management at Northwestern University on July 1, Dipak Jain is a true success story for The University of Texas at Dallas. Dean Jain earned an MS in Operations Research and a PhD in Marketing from UTD before joining the Kellogg faculty in 1986 as an assistant professor. He is broadly recognized as a prolific scholar as well as a respected researcher and teacher. In addition to being published in many of the country's leading academic journals, Dr. Jain serves on the editorial board of the *Journal of Marketing Research*.

Dr. Jain attributes the bulk of his success to UTD, and he says that without the education and mentorship offered to him, he would never have achieved the life he enjoys today.

“UTD has changed my whole life,” he notes. “It was my turning point. It's played such a significant role both in my personal and professional life. It was the first place I landed from India, and the support I received from everyone was so welcoming, I felt as if I'd never left home.”

In 1982, Dr. Jain was a professor in India when Dr. R. Chandrasekaran, a professor of Operations Research at UTD, sent him a letter inviting him to earn his doctorate at UTD. The following January, Dr. Jain began classes, not only earning a degree but also learning strong lessons both in leadership and friendship.

“Every day I spent in Dallas is a great memory for me,” he says. “I tried to follow what I learned there every day of my life. They have made me what I am today.”

That's high praise from a man who has achieved such great success, but Dr. Jain says he cannot emphasize enough the importance of such mentoring and leadership. “You can only go a long way if the foundations provided to you are great,” he says. “We need the culture of UTD to provide such foundations.”

**RICHARD AMSBERRY:
ALUMNUS EXTRAORDINAIRE**

Possessing what appears to be an inexhaustible supply of energy, Richard Amsberry is a firm believer in giving back. Whether it's to his church, his community, or his alma mater, Mr. Amsberry is persistently a willing and active participant rather than a passive bystander.

He first graduated from UTD—with honors—in 1990 with a Bachelor of Science degree in Business Administration, then earned his Master of Science degree in Management and Administrative Sciences two years later. In 1996, he earned a Master of Arts in International Management Studies.

Today, Mr. Amsberry is a self-employed CPA who specializes in taxation and consulting for emerging businesses. He has employed numerous UTD student interns since starting the company in 1995, and he has been an active member of the UTD Alumni Association since 1998.



RICHARD AMSBERRY

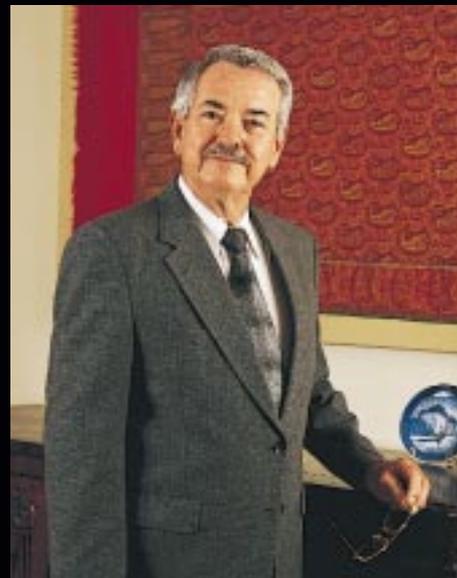
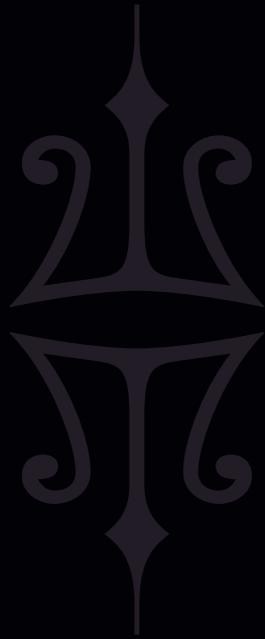
His strong devotion to the University is obvious in his efforts with the association, which he chaired last year. He has remained active by speaking to potential students, assisting in fundraising efforts, and even working on campus beautification projects.

“Fundamentally, I believe that we’re all here, not for the feathering of our own nests but for the advancement of our fellow man,” he explains. “A tremendous amount of joy comes from giving back to others. If it were not for those activities and volunteer opportunities, life would be dull and boring.”

He also says that he wants to expose others to the advantages that UTD afforded him. “I [initially] had a very limited opportunity to get a higher education,” he says. “When I got back into it, I was in my late 20s, and they allowed me to pursue an education that worked with the responsibilities in my life at that time. A lot of people come to it later in life, and I want to promote that mission to them. I want to help others find what I’ve found.”

**ROBERT HEWLETT, JR.:
HARD WORKER, TOP SUPPORTER**

Nearly twenty years have passed since Robert Hewlett, Jr. earned his Bachelor of Science degree in Behavioral Management at UTD, but the lessons he learned lasted throughout his professional career. Now retired, Mr. Hewlett enjoyed a successful career in the oil and gas industry before leav-



ROBERT HEWLETT, JR.

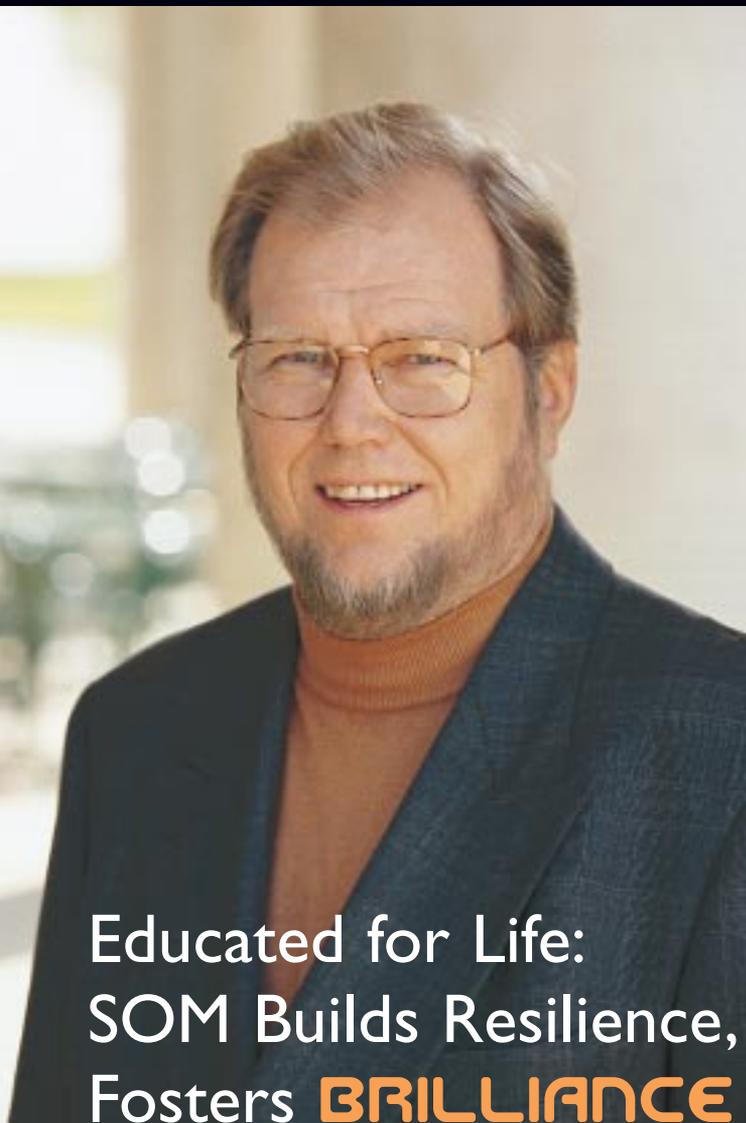
ing his job last year as a consulting engineer for Bob Short and Associates.

However, even though he isn’t going into the office every day, the education he earned still gets put to use. “My time at UTD has enhanced my life in many different ways,” he says. “It enhanced my position everywhere I’ve gone.”

One of the lessons he obviously learned well was that of passing along his expertise. He is an active volunteer, lending his time to his church as well as to the Dallas Retired Teachers Association, American Association of University Women, and the executive committee of the UTD Alumni Association. He has worked with the mentoring program at UTD and is involved in many professional affiliations as well.

“I have never considered myself special, but the things I learned at UTD gave me a lot to build on,” he says. “There are so many people out there who are smarter than me, but what I’ve learned is that no matter if they’re smarter, the hard worker is the one who is going to get it every time. That’s what will pay off in life.”

The payoff of being recognized by the institution that helped his career down a successful path is one that is richly rewarding for Mr. Hewlett. “I feel flattered,” he acknowledges. “It’s really an honor. I’ve always considered it such a great privilege just to be associated with The University of Texas at Dallas, but to get recognized like this is more than I ever expected.” ☺☺



Educated for Life: SOM Builds Resilience, Fosters **BRILLIANCE**

**NOKIA CHIEF COUNTS ON A WELL-SCHOOLED WORKFORCE
TO INNOVATE AND ACCLIMATE IN CHANGING TIMES**

BY JOHN H. OSTDICK

LIKE MOST OF THE TECHNOLOGY SECTOR,
THE TELECOMMUNICATIONS INDUSTRY
HAS FACED A PARTICULARLY TOUGH YEAR.

NOKIA, A LEADING MANUFACTURER OF MOBILE

PHONES AND BROADBAND AND MULTIMEDIA NET-
WORK EQUIPMENT, HASN'T ESCAPED THE TURMOIL.

DEMAND FOR NEW CELL PHONES WORLDWIDE HAS WEAKENED, AND INVESTORS HAVE REALIZED THAT COMPLETION OF NEW PHONE NETWORKS—EXPECTED TO BOOST CELL PHONE SALES—WILL TAKE LONGER THAN ORIGINALLY EXPECTED. BUT THE HELSINKI-BASED MOBILE PHONE MAKER REPORTS THAT IT “HAS BEEN ABLE TO MAINTAIN HEALTHY MARGINS EVEN IN THE SEASONALLY WEAKER THIRD QUARTER.”

THE WELL-RESPECTED, VIRGINIA-BASED MOTLEY FOOL INVESTMENT GROUP RECENTLY REPORTED FAVORABLY ON THE COMPANY, WHICH HAS MORE THAN SIXTY THOUSAND EMPLOYEES AND SALES IN 130 COUNTRIES, SAYING THAT “THE SECRET OF NOKIA’S SUCCESS WITH CELL PHONES IS THE SAME AS WITH EQUIPMENT: OPERATING EFFICIENCIES.”

THE SECRETS OF SUCCESS

Such efficiencies were born from the last economic slowdown, says Irving-based Nokia Inc. president Kari-Pekka (K.P.) Wilska (at left), a cellular industry pioneer credited with the company’s rise to industry prominence. Mr. Wilska, who oversees Nokia’s operations in the Americas from its local headquarters, was interviewed prior to the September 11 terrorist attacks in New York and Washington, D.C.

“We decided to rework our logistical network, the way we deal with suppliers and customers as well,” says Mr. Wilska, whose company has forged an active partnership with UTD and The School of Management curriculums. “That state-of-the-art system is helping us get a leg up on our competition today. Nokia has been managing working capital and controlling costs in the first two quarters of 2001, and we’ve been sustaining pretty good profitability and cash flow, which is helping our competitive position with other companies that haven’t been able to do that. With the resources we have and our product portfolio, we’re prepared to grow in the future when the market is ready to recover.”

A CORE VALUE: CONTINUOUS LEARNING

In Mr. Wilska’s view, education is one of the central keys to innovation. “In an industry such as ours, where market

conditions are changing very rapidly, the highest skills levels possible are crucial to meet the challenges before us. Even in good times, it is hard to improve productivity and profitability, but during more difficult times it really stretches people and demands they use all their skills. We are looking for the best of the best. The many different business segments we hire for each call for specific talents, but a base element is a good solid educational background.”

Mr. Wilska is one of the biggest advocates of the UTD School of Management’s innovative management education programs, especially during economically challenging times.

“People are more challenged during an economic downturn to really use all their skills gained through education and experience to make some difficult decisions and develop new, innovative ways to do business,” he says. “Knowing that our industry is changing very rapidly, education is usually the platform for people to step up and start to work for companies such as ours.

“It’s like a two-tier program. In the beginning, education in the right areas is really needed to qualify for an opening. Then after a few years at the company, in industries like ours where the business is changing so much, you have to continue your learning. One of Nokia’s core values is continuous learning—you either take four-month classes or otherwise adapt your skill levels to the needs of the market at that given time.”

ENJOYING MUTUAL BENEFITS

UTD programs coalesce well with that core value system, says Mr. Wilska, who also serves as senior vice president and general manager of Nokia Mobile Phones - Americas. He notes that the company has many different connections with the University.

“The School has a good track record, and we, being one of the leading employers in the area, like to have a beneficial relationship with institutions such as UTD,” he says. “We hire from there, and the better relationship we have, the better mutual benefit we enjoy.

“Secondly, we [are well aware of] the kind of training the students get at UTD. We have several individuals involved—such as David Dickinson on The School of Management Advisory Council—which enriches our relationship there.”

The presence of good area schools, such as UTD, was one reason Nokia about eight years ago decided to locate in the Dallas area.

FEEDING INNOVATION, CHALLENGING THE STATUS QUO

“Our biggest asset is our employees, and we want to have the best in our organization, with them having the best education,” says Mr. Wilska, who earned a bachelor’s degree in radio and television technology from the Helsinki Institute of Technology. “We want to have an innovative environment with a good, diverse mix of people and outlooks, with both North American and global perspectives, because that feeds innovation and challenges the status quo. And, of course, we also do different types of research and studies with the schools that are really helpful.”

As Nokia’s senior executive in the Americas, Mr. Wilska, who has held numerous management and marketing positions within the firm since joining the company in 1973, is responsible for all business operations here. He is also responsible for supervising manufacturing, logistics, sales, marketing, and post-sales activities for Nokia Mobile Phones in North and South America. In addition, he oversees Nokia’s original equipment manufacturer (OEM) alliances, research and development, and wireless data.

A SCHOOLING IN MARKETS AND CULTURES

Innovative UTD programs such as its Executive MBA Program, which includes an international trip exploring a regional business culture (see *Traversing Europe’s Telecom Landscape*, page 24), satisfy Nokia’s requirements for well-planned and well-developed educational opportunities.

“There are similarities and lots of differences between the way different companies approach their businesses worldwide,” Mr. Wilska says. “You have to listen to the customer and understand your market, and draw the right conclusions about your products from that knowledge.

“Being a global player in many different markets, you have to understand the cultures are different—not only the language or how business is conducted there but so many small details and elements that vary from place to place. Any help during training, such as these MBA classes, allows students to better understand some of these differences. It’s very important that students learn at least one or two other markets and cultures.”

John H. Ostdick, who writes for many national publications, recently contributed to the revision of Boone Pickens, The Luckiest Man in the World, a Beard Books update of the 1989 bestseller, Boone.





WHAT A DIFFERENCE A YEAR MAKES

Although finding a job has gotten harder
lately, here are some strategies for remaining
a hot prospect in a cold economy.



BY HELEN BOND



When Kyle Kruse landed his spring internship with a giant telecommunications firm he thought he was set. The twenty-seven-year-old information technology business analyst, who earned his MBA from UTD in August 2001, had all but secured a permanent position with the company after graduation when layoffs suddenly changed his prospects. The softening economy also hobbled a promising position from a major consulting firm. Ultimately, Mr. Kruse's trip back to his alma mater's Career Services Center gave him a new focus on his background. That background, which also included finance, helped him land a job as a financial specialist at Verizon Communications.

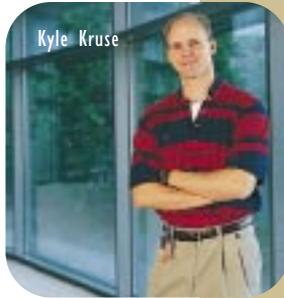
What a difference a year can make. While last year's high-tech boom and hiring bonanza dazzled Wall Street, a general economic slowdown and poor corporate earnings now have companies cutting the fat. The result is a tight and competitive job picture, says Judy Guyer, director of the UTD School of Management's Career Services Center.

"It is definitely a tough job market now," says Ms. Guyer. "New graduates must compete with the laid-off workforce, often individuals with experience and good skills."

But don't despair. The opportunities are still out there, says Ms. Guyer and other career specialists; it just may take more work to seize them.

BE PREPARED TO ADD VALUE

“What has happened is that we have gone through eight to nine years of it being a seller’s market, where the employee felt they had all the leverage,” says Robert Ressler, a partner with Arthur Andersen in Dallas. “Today, that has changed very rapidly. The challenge for the graduate with a management degree is they have to be far more flexible to differentiate themselves from others and to demonstrate to employers that they can add value.”



In Mr. Kruse’s case, he attended UTD to launch a management information systems career. Last year, he added a finance concentration after company managers recommended that combining this business knowledge with his technology expertise would make him more promotable. While Mr. Kruse was not willing to settle for just any job to meet his goal of becoming a senior level manager of a major company, he believes his flexibility counted when it came to securing his new position.

“I am convinced that if I hadn’t been available to work in two different industries, then I would not have gotten my job,” says Mr. Kruse.

DIVERSIFY YOUR TALENTS TO CONQUER CUTBACKS

So where are the jobs? Top talent is still in demand in almost all business sectors, note career specialists. But consider accounting and finance functions, which roll on in good and bad economic times, making these areas of continued job growth.

“I think all companies take a closer look at their operations in tough times, which often requires an ability to analyze the financial stats and accounting data—hence the demand for those students, both in healthy companies and in firms that have cutbacks,” says Ms. Guyer. “Finance grads are also in demand in the consumer finance sector, working with the public. That area of the economy still shows strength.”

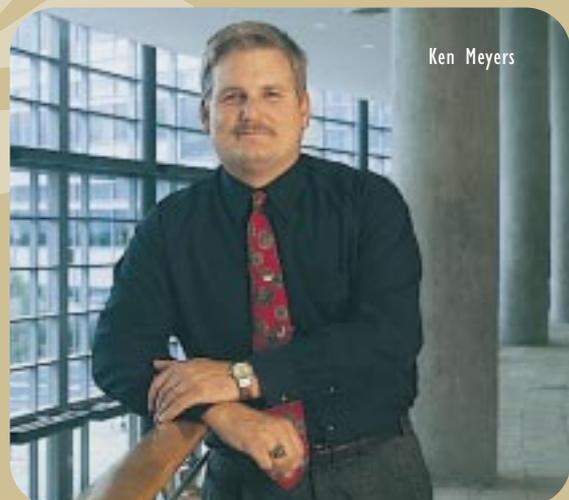
Management-degree holders also have a leg up on other job seekers because they are often individuals who have developed a variety of management skills and knowledge. This makes MBA graduates business problem solvers—skills that can often be transferred to other business and industry sectors with stronger employment, says Ms. Guyer.

And, despite the high-tech gloom and doom, you would be shortsighted to shun this cyclical industry, says Ken Meyers, vice president of human resources at Ericsson North America in Plano and a member of the UTD School of Management’s Advisory Council.

“I’m not hiring, but I am recruiting,” says Mr. Meyers. “This is a competitive industry that will turn around, and I have to be prepared.”

THINK AGAIN: INTERNSHIPS AND EXPERIENCE STILL COUNT

The softening economy also means some companies are changing their candidate strategy. Campus interviews for some companies, particularly surviving dot.coms, have been scaled back in exchange for an increased use of the Internet to cull through résumés and interview only those people who meet their criteria, says Steve Perkins, PhD, assistant dean and director of the Cohort MBA Program.



JOB SEARCH TIPS FOR THE DOWNTURN

BY HELEN BOND



When the job market is tight, finding the right position requires management graduates to have a focused job search plan and to be flexible. Consider these tips from Judy Guyer, director of the UTD School of Management's Career Services Center (at left).

- Carefully evaluate your background for “transferable skills”—those that could transfer to other career areas, such as communication skills, specific knowledge in management techniques, investigative talents, and analytical abilities.
- Explore your options. Consider related fields and skills that will diversify and broaden your abilities but also better prepare you to succeed in your original career direction.
- Spruce up your résumé. Job seekers should scrutinize their résumé to avoid an overload of information specific to their prior industry or interest.
- Market yourself. In these times, you need to communicate and be able to persuade your evaluators of your worth. You are better at this when you have a clear and focused idea of what you do best. Do any self-evaluation before the search process.
- Prepare for a financial change. Job seekers may need to consider a lower salary than they originally anticipated. Prepare for the possibility, and you may be able to accept a job that offers terrific growth opportunities but doesn't initially meet your budget.
- Don't forget the total package. Know business etiquette, keep yourself fit, and be immaculate in your appearance and dress. “You never have a second chance to make a first impression,” says Ms. Guyer.



David Lipsitz

The foot in the door still often comes through face time. While Mr. Kruse's internship didn't pan out to a full-time position, career experts emphasize that typically, work experience and internships are critical because they make you a “known commodity.”

“Even though there is a reduction in hiring—I'm still hiring,” says Mr. Ressler, who heads up Arthur Andersen's Southwest Region Human Resources/Change. “I'm going to hire people who participate in an internship because I've seen them work.”

And when times get difficult, the old-fashioned network becomes more important than ever, say job search experts.

“Most companies are hiring on recommendations from existing employees,” says Mr. Ressler, who is also a member of the SOM Advisory Council.

David Lipsitz, who earned his MBA from UTD in December, spent three months last year—when opportunities were admittedly more plentiful—working his network, the Internet, and the Career Services Center. Ultimately, he e-mailed his résumé to a friend at Alcatel USA who turned the informa-

tion over to the company's database. Mr. Lipsitz's qualifications took it from there.

"Go after every avenue and be open to any options; I certainly was," says Mr. Lipsitz, a business project analyst for the network solutions company in Plano.

Increasing your employment avenues not only means drafting the assistance of your friends and family but also thinking about your job search in a new way.

"Try going to meetings of different organizations than you have been to before in order to get new ideas," Dr. Perkins says. "Go learn what is happening in biotechnology if you have been in wireless, for instance."

TAKE CHARGE AND MINGLE

In this environment where management layers may have been pared through layoffs, companies are hiring managers who are leaders.

In Mr. Meyers' case, he looks for managers who have the "technical smarts" but also understand the market, can communicate the company's goals and strategies, and take the company to business opportunities.

These are lessons Mr. Kruse learned quickly. He advises fellow students who are searching for jobs to brush up on leadership and social skills.

"Luckily, I had management experience, and I know it helped me a lot," says Mr. Kruse. "My feeling is that when a company hires a new graduate, the firm has a pretty good idea what types of skills and knowledge they are getting from the student, but they don't know what kind of person you are. That is often what they want to know in the interview."

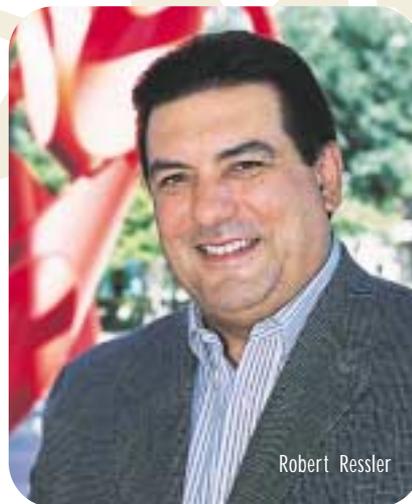


AND THE JOB GOES TO...

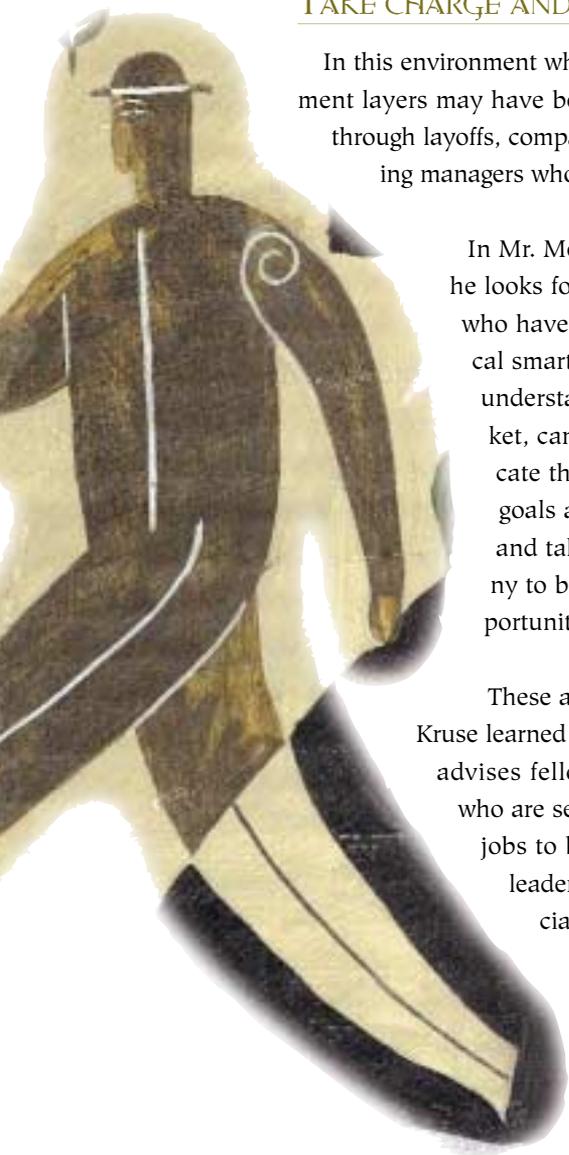
What many companies apparently discovered in such interviews were SOM students they wanted to hire. For, "even in this tough economy, [the majority] of our [spring 2001] grads had secured employment by the time of graduation," says Career Services Director Judy Guyer.

Besides the suggestions already discussed, one indirect way to boost these figures as well as enhance the value of an SOM degree, Ms. Guyer says, is for alumni to update or inform SOM's Career Services Center of their status after graduation. They also should respond to surveys and statistical information that SOM and UTD request.

"Students and alumni could help us enormously if they understood that this data is critical to building UTD's institutional profile—information demanded by the organizations that publish national reviews and rankings of universities," she says emphatically. "We would love to get more of our alumni to tell us where they are employed!"



Robert Ressler



SOM'S EMPHASIS ON RESEARCH IS REFLECTED IN FACULTY HIRES

FROM ACCOUNTING TO INFORMATION TECHNOLOGY, SOM'S NEW TEACHERS BRING A WORLD OF EXPERIENCE—AND A COSMOS OF CURIOSITY—TO THEIR TASKS
 BY JEANNE SPREIER

THE SCHOOL OF MANAGEMENT (SOM) IS RECEIVING A WEALTH OF EXPERIENCE AND NEW IDEAS FROM SIXTEEN NEW FACULTY MEMBERS, INCLUDING SEVEN TENURED/TENURE-TRACK PROFESSORS, WHO HAVE JOINED THE SCHOOL'S TEACHING STAFF THIS FALL.

VIJAY MOOKERJEE

Dr. Mookerjee noticed that while businesses have always been interested in employing information technology (IT) to improve their operations, too often those IT systems have been designed from an engineering perspective. "I have found that systems are not always designed to deliver optimal business value. The systems emphasize the efficient use of hardware and software resources, rather than business value. To deliver optimal business value, systems may have to be designed very differently," he says. Dr. Mookerjee, a Management Science and Information

MOOKERJEE



Systems professor in The School of Management, plans a multi-pronged research program. The goal is to provide companies with analytical tools for making better decisions about the use of their IT in achieving their business objectives. This leads to many areas, including, for instance, online help desks, one of which he helped set up at a Seattle hospital while at the University of Washington. Dr. Mookerjee, who received his PhD in Management Information Systems at Purdue University, is teaching classes on information technologies for e-business to graduate and undergraduate students.

HOUMIN YAN

Dr. Yan's research in the area of supply-chain management gets to the heart of issues grabbing headlines of late. Research by the associate professor of Management Science and Information Systems will focus on how information moves between supplier and customer, especially as that information relates to the energy industry. Earlier this year, supply and demand of electricity and gasoline appeared to be disproportionate in several areas of

YAN



the nation, an imbalance exacerbated by deregulated energy markets. It is these situations Dr. Yan will investigate. Dr. Yan, who earned his doctorate in Operations Management from the University of Toronto, most recently has been teaching at the Chinese University of Hong Kong, where he also investigated implementation of production-planning software and received research support from Motorola. At The University of Texas at Dallas, Dr. Yan is teaching upper-level classes in operations management and supply-chain management.

INDRANIL BARDHAN

Dr. Bardhan has spent the past four years with PricewaterhouseCoopers Consulting, advising clients on such weighty and costly matters as information technology (IT) strategy and IT investment planning and management. He brings that experience as he teaches software management to MBA students. Later, he will teach information technology strategy. His consulting work with Fortune 500 execu-

BARDHAN



tives sharpened his interest in these topics, and that interest will direct his re-

search at UTD. Here, he will study the key drivers of software productivity management in various business settings. He then plans to review the relative impact of investment in different types of information technology and practices. This research will include input from industry executives, with the goal of determining the relative impact of different types of IT investments. In 1995, Dr. Bardhan received a doctorate in Management Science at The University of Texas at Austin.

RAFAL SZWEJKOWSKI

As assistant professor in Accounting, Dr. Szwejkowski is teaching an upper-level undergraduate course, Accounting Information Management. This class fits nicely with his personal curiosity, while his research should be intriguing to anyone who's invested in the markets. "There is increased impor-

tance of financial markets, and there



SZWEJKOWSKI

are more and more questions regarding the interaction between financial markets and individual investors," he says. As a result, the roles of accounting statements and analysts in guiding investors' decisions are under scrutiny. "I research the impact of financial analysts and their forecasts on the way investors value stocks, and [I] examine whether analysts possess superior knowledge and skill as opposed to analyzing financial statements." In addition, Dr. Szwejkowski, who completed his doctoral program in

Accounting at the University of Arizona, will study whether there are differences between various analysts in their ability to use accounting information in an unbiased and efficient manner.

ERNAN HARUVY

Dr. Haruvy joins the Marketing area as an assistant professor after spending a year at Harvard Business School as a research fellow. He comes to UTD with a strong interest in marketing experiments and applications, particularly as they relate to using

HARUVY



insights gained from game theory, behavioral economics, and psychology. His research will study how these disciplines interact in regard to such issues as strategic exploitation of software piracy, freeware provisions, and decisions regarding open-source software, price promotions, and prize promotions. Theoretically, the results of this research will allow corporations to design price structures that will enhance their competitive position in the marketplace. Dr. Haruvy says rigorous economic theory combined with behavioral insights will provide the tools managers need to create effective marketing strategies. He is teaching a class in marketing management this fall.

NORRIS BRUCE

Dr. Bruce knows there's need for research in his chosen field. As a former marketing manager for Xerox Corporation, he oversaw

sales promotions for durable goods. What he plans to research at UTD, where he serves as assistant professor of Marketing, is how a product's durability influ-

BRUCE



ences a company's decision to offer various types of purchase incentives. "The big three automobile manufacturers spend roughly fourteen billion dollars annually on promotions. Clearly, any understanding of optimal promotion decisions in durable goods markets has real-world impact," he says. One surprising result he discovered while researching this field at Duke University, where he received his doctorate in Business Administration, was that in trade promotions, those from manufacturer to dealer, companies that sell the more durable product (and often one of higher quality) offer trade promotions, with deeper discounts, more frequently. Dr. Bruce is teaching introduction to marketing classes to undergraduate students.

WEI T. YUE

Dr. Yue's areas of research dovetail with the interests of many industries in Richardson's Telecom

Corridor. "I'm interested in new technology related to issues

YUE



such as mobile commerce-driven business models and security threats in wireless communications," says Dr. Yue who holds a Bachelor's degree in Aeronautical and Aerospace Engineering, a Master's degree in Economics,

and a doctorate in Management Information Systems (MIS). Research he plans to conduct at The University of Texas at Dallas, which he joins this fall as assistant professor of Management Science and Information Systems (MSIS), will strive to identify factors that impact wireless communications in business. He also plans to continue looking into computational modeling of human behavior in electronic markets, an area he explored in his previous position at Purdue University. “Wireless technology is the most exciting technological frontier,” Dr. Yue says. “My interest in new technologies and my background in economics and engineering make this line of research an ideal match.” This fall, Dr. Yue is teaching a graduate-level class, Information Technology Security and Audit.

NIRUP M. MENON

Dr. Menon is teaching diverse levels of Management Science and Information Systems (MSIS) students this fall at UTD,



MENON

where he leads an undergraduate class, Systems Analysis and Design, and a graduate class, Enterprise Resource Computing. He joins the faculty as an assistant professor. After receiving his doctorate in Management Information Systems in 1997 from the University of Arizona, Dr. Menon was assistant professor of Information Systems at Texas Tech University in Lubbock. Dr. Menon’s research will focus on analytical and empirical modeling of informa-

tion systems. His interest in the implementation and use of information systems (IS) began when he entered the workforce as a database programmer at a manufacturing company and started to think of the social and economic impacts of MSIS. At UTD, his research will address social and economic variables related to IS implementation and use.

AMITAVA BAGCHI

Amitava Bagchi’s recent work in resource-constrained project scheduling led to new algorithms for scheduling partially ordered resource-constrained jobs. It is one area of research he might continue to pursue during his stay at U.T. Dallas as visiting professor of Management Science and Information Systems. Or he might continue his research into Internet auctions. Dr. Bagchi’s interest in both these topics was sparked by interests of his doctoral students, a vibrant example of learning by teaching. It is likely, he says, his work will touch these areas, as well as constraint satisfaction problems, all of which, he notes, can have immediate applications in business and industry. After receiving his Doctor of Science degree from the Massachusetts Institute of Technology, Dr. Bagchi went on to a number of teaching positions, including postings at Yale, the University of Illinois, and most recently, at the Indian Institute of Management in Calcutta. At, UTD, he is teaching business data communications classes to undergradu-



A. BAGCHI

ates and Introduction to Management Information Systems to graduate students. EDITOR’S NOTE: Although Drs. Amitava Bagchi and Tapan Bagchi share the same last name, they are not related to each other.

TAPAN BAGCHI

Understanding the way things work together may seem like a simple pursuit, but for Tapan Bagchi it might be a calling. “Ever since I got into engineering, I have found ‘systems’ fasci-



T. BAGCHI

nating,” says Dr. Bagchi, a visiting professor in the Management Science and Information Systems (MSIS) area. “My mission has been to see how industrial systems work and try to make them work better.” At UTD, he will be using applied probability and applied statistics to find new ways to understand the behavior of complex systems commonplace in our lives—such as healthcare and information technology. Recent work Dr. Bagchi completed was the design and implementation of a remote sensing satellite scheduling system, now being used by the Indian Space Research Organization. Dr. Bagchi, who received his doctorate in Industrial Engineering from the University of Toronto, is teaching production management and introduction to management information systems (MIS) classes this fall.

ISMAIL EROL

As visiting assistant professor in Management Science and Informa-

EROL



tion Systems (MSIS), Ismail Erol is teaching a variety of classes in everything from operations management to management information systems. His work experience and academic training dovetail with these topics. While completing his doctorate in Industrial Engineering at Clemson University, Dr. Erol worked on a logistics cost-reduction project for BMW. Topics he tackled on that project included revising methods of supply and performing “what if” analysis. At The University of Texas at Dallas, his research involves studying links among companies as they try to satisfy customer needs. “The most important thing is to make people happy and make their jobs easier,” Dr. Erol says. “Then ... we have to search for ways to achieve that.” His research will focus on supply-chain management. “This is crucial because good relationships and sharing are as important among companies as among people,” he says. “This brings prosperity regardless of what area we talk about.”

DEEPAK SETHI

Recent UTD SOM graduate Deepak Sethi brings a long-held passion to his new role

SETHI



as a visiting assistant professor in the area of Organization, Strategy, and International Management. “The fields of international relations, geopolitics, and strategy have always fascinated me,” says Dr. Sethi. “In the emerging world order, the factor that perhaps has the most critical

bearing upon those aspects is economics.” Dr. Sethi received his doctorate in International Management Studies in July. Previously, he was a brigadier general in the Indian Army, where he served thirty-one years. He is teaching a graduate class on the global economy and multinational firms and an undergraduate class on international business. These areas mesh with his interest in and research into the international business environment and international strategy. “Multinational and even large domestic companies can hardly afford to ignore the dynamic changes in this complex international business environment,” he says.

DAVID HEROY

Dr. David Heroy is helping students interested in e-commerce explore the field as he teaches undergraduate and graduate-level courses in the subject. Dr. Heroy has an insider’s perspective; most recently he worked with EdOnDemand, a company founded in 1999 to develop and deliver high-quality education and training via broadband Internet. With a growing number of colleges and universities moving into a wide variety of distance learning programs, Dr. Heroy is investigating how students learn from such programs and what kind of delivery methods work. He is optimistic about the long-term prospects of online learning. “The field is still wide open for developing effective student-friendly distance learning in technical and business sub-

HEROY



jects,” he says. With a doctorate in Physics from Texas Christian University, Dr. Heroy is a Management Science and Information Systems senior lecturer.

T. MAURICE LOCKRIDGE

While at The School of Management, T. Maurice Lockridge plans to focus on issues that are important to anyone owning stock. The visiting senior lecturer plans to study the impacts of accounting measurement on the stock markets, noting especially how the reported value of a company’s fixed assets impacts its stock value. In December, Mr.

Lockridge will receive his

LOCKRIDGE



doctorate in Accounting from the University of Memphis, where he was a graduate assistant for several years. Most recently, he has served as adjunct faculty in Accounting at Texas Christian University. Mr. Lockridge returned to graduate school after a wide-ranging career as an accountant. He worked as accounting manager for the City of Memphis, the associate superintendent of business services for the Oakland (California) school district, and as controller in the leasing division for GATX Corporation, where he handled SEC filings. At UTD, he is teaching financial accounting classes.

Two additional faculty members, William Maguire, a visiting professor in Accounting, and Radha Mookerjee, a senior lecturer in MSIS, will be joining SOM in the spring 2002 semester.

TRAVERSING EUROPE'S TELECOM LANDSCAPE

By John H. Ostlick

Change Lessons Learned from Telecom's Top Companies

U

TD Executive MBA students journeyed onto the range of the lions of Europe's telecom industry to witness, first-hand, one

of the main lessons of the EMBA classroom—the prime importance of managing change quickly and innovatively in today's global business market.

In April, thirty-five EMBA students traveled to Stockholm, Sweden; Helsinki, Finland; and Paris, France; to gather insights into telecommunication giants such as Ericsson, Nokia, and Alcatel

and to see how each develops its global strategies and business networks.

“Heretofore [on EMBA trips], we tried to go to a geographic area—Germany, Japan, Vietnam—where there was a developing economy or one in change,” says David Springate, associate dean of executive education. “We broadened the scope this time to include a look at a specific industry important to us here. We also were very interested in investigating technology complexes. So we chose Sweden and Finland and the telecom industry, which is dominated by non-American companies, many of which have a significant

presence in the Richardson Telecom Corridor.”

Into the Vortex

The EMBA Program is a twenty-one-month course of studies for managers who have at least ten years of business experience. It is designed to develop leaders with the skills to take their companies decisively and expertly into the future. “Part of our academic theme is stressing management of change, and change is such an important part of the globalization of today's business world,” EMBA Director Jasper Arnold says. “This international trip is an important part of fulfilling our mission.”



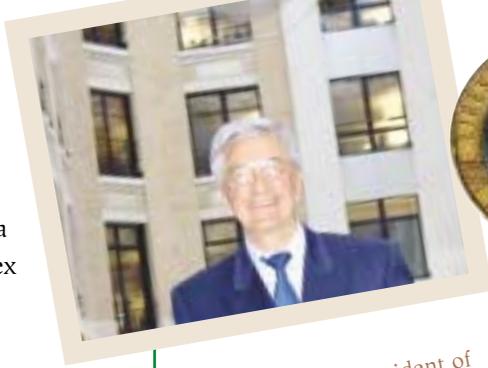
A weekend stay in Paris enabled EMBA students to take in such sights as the clock-window at the Musée d'Orsay.



The students ran smack into a fascinating vortex of change. The U.S. telecom industry slowdown was just beginning; Ericsson, trying to strategically spread risk, was about to announce a joint venture with another company; just before the UTD group arrived, the company had announced it was giving up the production of handheld telephones, and an emergency board had been convened to work with the chairman on the turbulent developments.

“Concentrating on the telecom industry allowed for some poignant comparisons among the companies we visited, and yet offered germane lessons that each participant could use in our own industry,” says student Derrell Oliver, an account manager for Hewlett-Packard. “To go from Ericsson to Nokia to Alcatel, we got a good triangle mix of businesses from the same industry that do things differently. We’ll see who is left standing, based on their projections.”

Although all have endured setbacks since the class trip, Mr. Oliver says, “At the time when we were there, they were at a high,



Julien De Wilde, president of Alcatel's European operations, briefed the group on the EU and the future of global business.

yet coming to grips with how they were going to handle the industry slowdown.”

The Ericsson Approach

The multinational immersion was thorough.

“We spent a whole day with Ericsson and its joint venture partners at its headquarters and its high-technology park just outside of Stockholm. We received a very good idea of how Ericsson was trying to approach things, from its people to its measured approach to dealing with change,” Dr. Springate says.

Ericsson is one of the world’s largest suppliers in telecommunications systems components, operating in 140 countries. The group met with the directors of Ericsson University, a cyberspace-based education and training program for employees, and with the directors of some of the



company’s strategic and business development units. The EMBA students also toured Creative World, a part of the Ericsson Experience Laboratory, which features a demonstration office and home of the future where the practical applications of innovative products are put on display. They also listened to a vice president of human resources explain what kind of people the company was looking to hire and received a briefing on a joint venture with Microsoft to create state-of-the-art full-featured mobile web and web-messaging handsets that also operate as radios.

“One thing that really struck us as different at Ericsson is that the company has no formalized inner networking structure,” Dr. Springate says. “Basically, in its open structure, if you worked for Ericsson in the United States, it is up to

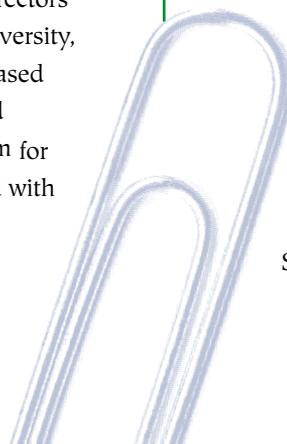
you to build relationships with whomever you need to in order to get your work done. Everyone is very equal within its structure.”

Some of Ericsson’s futuristic plans struck Hewlett-Packard’s Oliver as unique, especially in the wireless and 3-G (third-generation) arenas. “I view these telecom companies as telephone companies, basically, but



“Silja Serenade,” a luxury ship from Finland’s Kvaerner Masa-Yards, provided the UTD group’s transportation for the scenic overnight trip from Stockholm to Helsinki.

they are developing the same technology to order your groceries from your refrigerator door, things like that,” he says. “I have a NASA background, so things like that are fascinating to me.”



Throughout the study tour, guides offered insights into the social and economic history of the countries involved, driving home the cultural subtleties that underpinned the corporate activities.

Meeting Percy Barnevik, Europe's Mr. CEO

"Personally, it was special to help show my fellow students Sweden," says class member Stellan Öhrn, a native of Sweden who is vice president of sales and marketing for Allgon Telecom Limited in Fort Worth. "But it was also a thrill to meet the Jack Welch of Europe, Percy Barnevik." Mr. Barnevik, whose business cases the EMBA students study in their UTD coursework,

is chairman of Investor AB, Sweden's largest listed industrial holding company. Investor AB is a long-term, active stockholder in Ericsson as well as a number of other Swedish public companies, including ABB and Astra Zeneca. It also is integral in picking CEOs for about twenty companies important to the Swedish national economy. The famed European business leader paid an impromptu visit to one of the EMBA class's briefings. He ended up speaking to them for forty-five minutes, then fielded their questions for another twenty minutes.

Dr. Springate noted that Mr. Barnevik, who is internationally renowned for his cross-border mergers and his views on managing international companies, "really jazzed everyone up," stressing the inevitable clash of cultures and "the need for speed vs. accuracy [it's best to be roughly right than smooth and slow]."

EMBA Class of 2001 in Sebelius Park, Helsinki



Percy Barnevik, Investor AB chairman, surprised the EMBA group with an appearance and off-the-cuff remarks during their visit to the Swedish holding company's offices in Stockholm. The group knew him well; they had studied business cases involving the company and its holdings.



Coping with change in Helsinki

After an overnight voyage by luxury liner through the Baltic Sea to Helsinki, the group visited Kvaerner Masa-Yards, home to some of the world's pre-eminent shipbuilders, and the shipyard where their luxury transport was constructed. The luxury vessels of Carnival Cruise Lines are built at Kvaerner Masa-Yards as well, and the facility provided the group with an example of market and engineering specialization in their highest forms. In addition, the visit to the facility allowed the students to contrast types of manufacturing processes within the region, where it takes two years for a highly streamlined and efficient process to turn out a finished cruise liner and less than an hour for an equally efficient process to turn out finished telecommunications components.

The visit to Helsinki also afforded an opportunity to hear an explanation from a representative of the Finnish stock market on the workings of the country's economy and how much Nokia dominates the exchange.

Separately, the class received a detailed briefing

on the Nokia formula for coping with change, including an advanced system of leaving management teams in place but "parachuting in" operating personnel to address the need for speed.

"Nokia has been very innovative in this respect," Dr. Springate notes. "They've come up with a faster way to get products to market. One of the things that can slow down a company when it's trying to get a new product out is the time it takes to set up the entire team to handle the job. But, at Nokia, they've realized that the necessary administrative and operating personnel already exist in other roles within the company, and they move teams of these personnel—who are capable of performing their roles regardless of the type of product—from other places within the company to new product teams. Other companies do this from time to time, but Nokia does it routinely. It's been very effective for them."

Not all the lessons learned involved high finance, however. Dr. Arnold noted that the group received some fascinating insights into social, political, and economic issues affecting the Scandinavian region and how the situation there compares to what's going on in the United States. And as they were coming out of Sweden, on the overnight ship to Helsinki, the group passed through a part of its archipelago of twenty-four thousand islands that was incredibly beautiful. "That opened up some eyes as well," Dr. Springate says.

In Helsinki, the group's tour included a visit to the domed Uppenski Russian Orthodox Church.



The group had a few hours for sightseeing and shopping in Stockholm's Old Town.



The View From Paris

The last thing thirty-five UTD Executive MBA Program students expected to see was the U.S. flag flying outside the French headquarters of Alcatel, Inc., but that's what they found, part of a red-carpet greeting that awaited them for their visit to the French telecommunications giant's headquarters in Paris.

On the Parisian leg of a journey that included a study of Swedish and Finnish telecom powerhouses Ericsson and Nokia (see *Traversing Europe's Telecom Landscape*, page 24), The School of Management contingent explored the strategies of Alcatel, another competitor managing through extensive change.

Alcatel operates in more than 130 countries. Five years ago, it was a conglomerate. Today, it is a diversified global company and a major player in worldwide telecommunications and the Internet.

In briefings from the highest-level Alcatel officials—including Julien De Wilde, president of Alcatel's European operations—the UTD group also gained a good sense of how Alcatel, Inc. is planning for change and how the multinational playing field may be leveling in a unified Europe.

Alcatel's Absolute Transformation

"Talking with the people involved, the absolute transformation of the company becomes more real," says David Springate, associate dean of executive education. "You think of French companies as nationalistic, but it is fascinating how European and international Alcatel is. A Belgian who is a member of the executive committee and COO

for European operations briefed us. And, of course, we know Krish Prabhu, who until recently was chief operating officer for Alcatel Worldwide in Plano and is immediate past president of the UTD Development Board. Although it is a multinational, Alcatel's people certainly talk in European terms."

Focus of the trip was to view the telecom industry from the European perspective and to provide the students with a bigger picture of how dependent the economies of Sweden and Finland—the other legs of the EMBA trip—are on telecommunications. Participants noted that they sensed heavy pro-European sentiment at Alcatel as they listened to protracted discussions of how a unified Europe will operate and what language and other impediments may lie in store given that the European Union (EU) is likely to expand to twenty-five countries by 2004. Both Sweden and Finland have been part of the EU since 1995.

Converting currency, leveling the playing field

The European Union, fifteen independent states comprising about 374 million people, was founded to enhance political, economic, and social cooperation. Although the euro became the official currency of the EU with a fixed conversion rate to the members' national currencies in January 1999, euro notes and coins will not be circulated widely until January of next year. Each expansion of the EU has brought new and often conflicting ideas about how the union should develop.

"What really stood out for me was that Alcatel, and Ericsson as well, were really very open to share where they were at, especially considering I come from Nortel, another telecom competitor," says

Amnish Khosla, director of product development at Nortel Networks in Richardson. "We sensed that—with a larger overall market, and more worker movement within Europe—the playing field there is getting more even."

The firsthand lessons also drove home how much more embedded telecom product acceptance, standards, and protocols are in Europe than in the United States. Which is not to say there aren't market problems. On a previous assignment with Hewlett-Packard, account manager and EMBA student Derrell



Oliver handled international accounts in which everything from business practices to cultural differences—such as Britain's reluctance to take the Queen Mother's likeness off its stand-

ing currency—not only complicated the unity processes in Europe but also U.S. financial projections for European clients.

"The advent of a euro [currency] obviously helps that process," Mr. Oliver says.

The EU still has a long way to go, notes Stellan Öhrn, a member of the class and a native of Sweden who is vice president of sales and marketing for Allgon Telecom Limited in Fort Worth. More dramatic to Mr. Öhrn, however, was the notion that, for the first time in recent history, Europe, or the European community, might help the United States out of a downturn.

"The whole process was very beneficial to me," Mr. Öhrn says. "The networking and contacts I made will help me personally, but also the strategies I took away from the meeting with Alcatel and Ericsson will be very useful to my company as well."

—John H. Ostidick

Members from Three Companies New to SOM

BY DR. DIANE SEAY MCNULTY

Fall is always a busy time for the SOM Advisory Council. In September, council chairman Jerry Hoag of A. T. Kearney and chairman-elect Ron Nash of InterWest Partners kicked off both the year and the challenge to raise funds for the new School of Management building during a joint Development Board/Advisory Council meeting.

Through the leadership of Mr. Hoag and Mr. Nash, the SOM Advisory Council is playing a major role in meeting the challenge to raise eight million dollars, the amount the U.T. System Board of Regents specified when they pledged thirty million dollars for construction assuming the remaining funds were raised from other sources.

Also, this fall, the council welcomes new members from Marsh USA, a firm that specializes in risk management for diversified global clients; 7-Eleven, Inc., and Lennox International, a premium manufacturer of residential and commercial heating and air conditioning systems. Marsh USA and 7-Eleven are new to the council.

Representing Marsh is **Paul Merlino**, managing director and head of Dallas operations. Mr. Merlino leads one of Marsh's largest operations, which provides support and assistance on international and business operations to clients in the United States, Mexico, and South America.

Mr. Merlino was most recently CEO for the former Soviet Union operations for Marsh. He established offices in Moscow, St. Petersburg, and Samara in Russia and in Kazakhstan.

Prior to the Soviet posting, Mr. Merlino created and established a Japanese unit in London and assisted in establishing the UK branch. Mr. Merlino has written numerous articles on insur-

ance and risk management and is a frequent speaker. He will make a significant international contribution to The School of Management's global focus.

7-Eleven, Inc. selected **Jack Wilkie** as its council representative. He serves as vice president, national franchise and corporate communications. Prior to his tenure at 7-Eleven, Mr. Wilkie was vice president of marketing and franchise development for AAMCO in Philadelphia. He also has previously served as vice-president of marketing for the Franklin Mint and is active in the arts, human service organizations, and several charitable foundations. Mr. Wilkie's experience in nonprofit endeavors is extensive and impressive. His unique blend of marketing and service-oriented talents will be an asset to the School's ongoing efforts to be a contributing and responsive community entity.

Rick Smith was named chief financial officer for Lennox International, Inc. in 2001. Mr. Smith was most recently CFO and chief administrative officer for ZoneTrader.com, a leading provider of full-service asset management solutions.

Before his assignment at ZoneTrader.com, Mr. Smith had served since 1990 as vice president of finance and chief financial officer for Arvin Industries, Inc. (now ArvinMeritor) a leading global manufacturer of automotive components.

Previously, Mr. Smith served first as vice president and treasurer and later as vice president and comptroller of May Department Stores' Payless ShoeSource division.

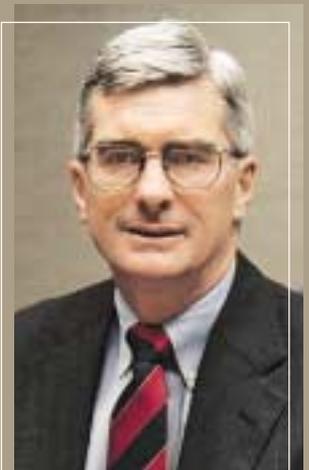
Mr. Smith began his career with Ralston Purina, where he was promoted to assistant treasurer and later became an assistant to the chief financial officer. ☺☺



Paul Merlino



Jack Wilkie



Rick Smith

SOM Adds Director of E-Business Initiatives

Dr. Michael J. Savoie has joined the faculty of The School of Management at The University of Texas at Dallas as the director of e-business initiatives.

In announcing the appointment, SOM Dean Hasan Pirkul explains that Dr. Savoie will oversee the School's degree and non-degree e-business programs and research initiatives. "He also will extend our activities in this area and establish partnerships with DFW Metroplex companies interested in expanding their e-business activities," Dean Pirkul says.

Dr. Savoie brings to SOM fourteen years of university teaching experience at both the graduate and undergraduate levels. He is the author of more than fifty articles, chapters, and books on information technology, electronic commerce and quality, and operations management. His most recent book is *Introduction to Quality Management and Engineering*. Dr. Savoie's current research focuses on the role of information technology in organizational transformation.

Prior to joining The UTD School of Management, Dr. Savoie served as director of information technology and e-commerce programs in the Graduate School of Management at the University of Dallas. He also served as director of the Center for Applied Information Technology, a nonprofit education and research think tank in the DFW Metroplex. In addition, Dr. Savoie is a senior consultant and facilitator with more than sixteen years of experience in helping companies manage their corporate infrastructure and develop the skills necessary to survive in a rapidly changing environment.

Project Management Programs Go Online

The School of Management's innovative Project Management Program—named in September by *PM Network Magazine* as one of the "Best Bets for Business Schools" worldwide for project managers—is being made available through online Internet classes this academic year. The program's non-credit professional development short courses became available to online students in September, and the Internet version of the School's Project Management degree programs will go online in March.

Jim Joiner, SOM's Project Management Program director, explains the decision to offer the courses is based on numerous requests from prospective students. "We get a lot of inquiries and requests from people all around the country and overseas as well. There are only a few universities offering online programs in project management, and there is a growing demand."

Other U.S. schools offering project management programs online include George Washington University and Western Carolina University.

Mr. Joiner notes that the UTD Project Management Program's curriculum

—which relies heavily on class-project teamwork—will not change, but will be adapted for Internet delivery, with students working in virtual teams and cohort groups. Students in the online version of the program's degree classes will also be required to attend three-day, on-campus retreats at the beginning and approximately two other times during the course of the program of studies. Mr. Joiner estimates it will take students thirty-two to thirty-four months to complete their MBA through the online program.

The UTD Project Management degree program's on-campus curriculum stresses managing projects of various types in a manner that integrates interpersonal, organizational, and technical aspects. Students can opt to spend ten months in the program during which they receive preparation for the Project Management Professional (PMP) Exam, the certifying exam of the Project Management Institute. Students can opt to continue in the program for another eleven months to earn a Master of Science degree. They can then continue for yet another seven months during which they earn an MBA degree with a concentration in project management.

The program's non-credit professional development short courses teach individual topics in project management and are also available on campus on a rotating schedule throughout the academic year.

More information on both SOM's on-campus and online Project Management Programs can be obtained by contacting Mr. Joiner at 972-883-2652 or jamesj@utdallas.edu or by visiting the program's website at <http://som.utdallas.edu/project>.



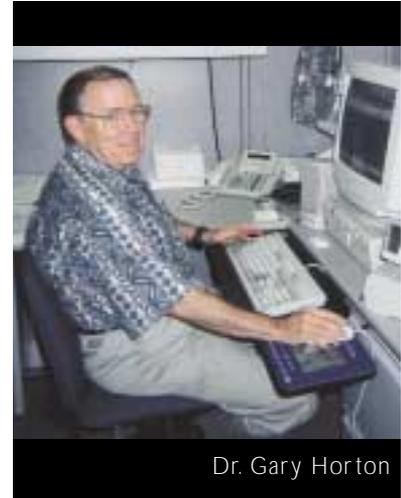
Dr. Michael J. Savoie

Graduate Advisor Gary Horton Retires

Longtime School of Management graduate advisor Dr. Gary Horton was honored at a retirement reception in August. Dr. Horton retired from the University after working in the School's advising office since 1992. He holds a Doctor of Music degree and was on the music faculties of Oklahoma Baptist University and the University of Louisville before coming to UTD.

He returned to school in 1990 to ac-

quire management knowledge to help his four children—who were all graduating from either law or medical school—use sound management principles as they established their practices. While working in the School's advising office, he completed a Master of Arts degree in International Management in 1992 and an MBA in 1993. Dr. Horton has now moved to Tyler, where he plans to teach part time at The University of Texas at Tyler and assist his daughter in the establishment of her medical practice.



Dr. Gary Horton

FACULTY RECOGNIZED FOR TEACHING EXCELLENCE

Dr. Suresh Radhakrishnan, associate professor of Financial Accounting, and Dr. Ashutosh Prasad, assistant professor of Marketing, have been awarded this year's School of Management Advisory Council Excellence in Teaching Awards. The SOM teaching committee reviews student nominations and selects faculty members for their outstanding teaching abilities. Dr. Radhakrishnan was recognized for teaching excellence in graduate-level classes, and Dr. Prasad was recognized for his work with undergraduate classes. The same committee also awarded Dr. Deepak Sethi the outstanding teaching assistant award. Dr. Sethi completed his PhD at UTD in August and has joined the SOM faculty as a visiting assistant professor of Organization, Strategy, and International Management. All three faculty members received a plaque recognizing their achievement and a grant of one thousand dollars.



Dr. Radhakrishnan

Dr. Prasad

Dr. Sethi



Dr. Konstans (second from left) addressed Nanjing officials in May.

Government Officials in Nanjing, China, Host Professor Konstans

In May, School of Management (SOM) accounting professor Dr. Constantine Konstans traveled to Nanjing, China, where he was invited to lecture for five days to officials of the municipal government of Nanjing. During the lecture series, Professor Konstans addressed twenty-four representatives from the city’s government on topics ranging from business management and accounting to information technology. Professor Konstans’ Nanjing lecture series was arranged through the offices of SOM’s *Strategic Partner* Haynes and Boone, LLP, and was sponsored by Triway Enterprises, Inc., an overseas training consulting firm located in Washington, D.C.

Professor Konstans also was invited to speak in March at *CFO Magazine’s* fifth annual Best Practice Conference at the Hotel Intercontinental in Dallas. He addressed the conference on new trends that create value for shareholders by using technology to more efficiently leverage assets. Other speakers at the event included Jesse Greene, senior vice

president of strategic planning of Compaq Computer, Renee Hornbaker, CFO of Flowserve, David M. Miller, senior vice president and CFO of Dr Pepper/Seven Up, Inc., Gary C. Kelly, executive vice president and CFO of Southwest Airlines Company, Lloyd Hansen, vice president and controller of Ford Motor Company, and Lynn Atchison, senior vice president, finance, and CFO of Hoover’s, Inc.

Professional Development Workshops Offer Continuing Education Opportunities

The School of Management’s Executive and Professional Development Program is offering three workshops this fall that address various management aspects of high-tech marketing, financial analysis, and accounting.

James R. Helbig, president of both IP Resources, Inc. and Marketing and Management Resources, Inc., was the instructor for “Marketing Strategy for High-Tech Entrepreneurs and Managers” October 16 and 17. Professor Rajiv Banker, director of Accounting and Information Management programs at UTD, is the lead instructor for “Accounting and Finance for Non-Financial Managers,” November 27 and 28. Two additional UTD Accounting and

Information Management faculty members, Dr. Laurel Franzen, and Dr. Ram Natarajan, will join Dr. Banker in presenting the workshop. On December 4 and 5, UTD Accounting and Information Management professors Dr. Mark Anderson and Dr. Suresh Radhakrishnan are presenting “Financial Analysis and Value Creation.”

All three workshops are being held at the UTD Conference Center.

R. Jay Phillips, director of UTD Executive and Professional Development Programs, notes it is his area’s role to present the kind of continuing education opportunities that the workshops afford.

“It is our goal to offer learning opportunities for our graduates and

others so they can continually update their skills

and stay abreast of the latest developments in their fields,” Mr. Phillips explains. “In addition, one of the key ways UTD can make

a positive contribution to the surrounding corporate

community is to offer efficient, cost-effective educational support. Such support contributes to the success of both individuals and companies and also can have a direct positive effect on our economy.”

UTD Executive and Professional Development Programs offer non-credit programs in a variety of formats, including workshops, seminars, conferences, short courses, and one-on-one training, either on site or on campus. For more information, contact Mr. Phillips at 972-883-4697 or jayphil@utdallas.edu or visit <http://som.utdallas.edu/profdev>.

“...UTD CAN MAKE A POSITIVE CONTRIBUTION TO THE SURROUNDING CORPORATE COMMUNITY...”
—R. Jay Phillips

National Science Foundation Grant to SOM Faculty Member

The National Science Foundation (NSF) has awarded a grant to School of Management Professor Chelliah Sriskandarajah to support research designed to help electronics and hardware manufacturing companies streamline their production schedules. Professor Sriskandarajah is working on the project in collaboration with Professor Rasaratnam Logendran of Oregon State University, who is a co-recipient of the grant. The NSF grant supports the professors' work to develop methodological frameworks—comprised of mathematical models and algorithms—for rapidly generating schedules that have a guaranteed quantifiable performance. The professors will receive the funding of two hundred fifty thousand dollars over a two-year period that ends June 30, 2003.

Papers by Two SOM Faculty Members Draw Top Honors

Two School of Management (SOM) professors received "Best Paper" awards at the annual meeting of the Academy of Management this summer in Washington, D.C. Professor Steven Phelan won the Entrepreneurship: Theory and Practice Award for best conceptual paper in entrepreneurship. The award for his paper, titled "Entrepreneurship as Expectations Management," included a five hundred dollar cash prize and a recognition plaque. Professor Zhiang (John) Lin's paper, "Organizational Design and Adaptation in Response to Crises: Theory and Practice," which he co-authored with Professor Kathleen Carley of Carnegie Mellon University, was also included in the best paper proceedings of the academy's Organization and Manage-

ment Theory Division, 2001. Both Dr. Lin and Dr. Phelan are assistant professors in the School's Organization, Strategy and International Management area. The Academy of Management is a professional society, headquartered in New York City, whose stated purpose is to foster research, teaching, learning, and practice in the management field.



Dr. Steven Phelan

Dr. Zhiang (John) Lin

DR. ANNE FERRANTE NAMED DIRECTOR OF SOM'S DISTANCE LEARNING EXECUTIVE MBA PROGRAM

UTD School of Management Dean Hasan Pirkul has named Dr. Anne Ferrante director of the School's Global Leadership Executive MBA (GLEMBA) Program. Dr. Ferrante, formerly associate director of the program, assumes the lead GLEMBA position following the untimely death in July of program founder Dr. Stephen E. Guisinger.

In announcing Dr. Ferrante's appointment, Dean Pirkul said he considered the School to be fortunate to have such a capable successor to Professor Guisinger, one of the pioneers of Internet-based distance learning and founder not only of GLEMBA but also of SOM's online Masters in International Management Studies (MIMS) Program.



Dr. Anne Ferrante

"Anne has been doing a wonderful job as GLEMBA's associate director for nearly three years. She worked closely with Steve to take executive distance learning at UTD to the next level. Her willingness to step into the program's lead position provides the continuity essential to the program's continued excellence. We appreciate that."

Dr. Ferrante earned her doctorate in Human and Organization Development from The Fielding Institute. She holds a Master of Business Administration degree and a Master of Science in Human Resources degree, both from Rutgers University. Dr. Ferrante has a fifteen-year corporate background in organization development and human resources with AT&T and Lucent Technologies. She has lived and worked internationally in Europe, the Middle East, and Asia. She joined the UTD School of Management faculty in 1999.

Indo-American Chamber of Commerce Honors Dr. Sethi



The Greater Dallas Indo-American Chamber of Commerce recently honored Dr. Suresh

Sethi, the UTD School of Management's Ashbel Smith Professor of Operations Management, for his outstanding contributions to education. The group recognized nine individuals and three companies for outstanding achievements and contributions during its annual awards banquet June 15 at the Doubletree Lincoln Centre Hotel. Other award recipients included Dr. Krish Prabhu, until recently chief operating officer for Alcatel Worldwide and chairman of the UTD Development Board. The group, which works to better business relations between India and the Dallas-Fort Worth area, awarded Dr. Prabhu the Outstanding Corporate Leadership award. They also recognized Bank One, Guaranty Bank, and Southwestern Bell for those companies' outstanding corporate contributions.

Dr. Sethi has also recently been named a senior editor of *Manufacturing and Service Operations Management (MSOM)*, a journal of the Institute for Operations Research and the Management Sciences. Dr. Sethi becomes the second School of Management faculty member to be invited to serve as a senior editor for the journal of the twelve thousand-member society, which represents professionals in the fields of operations research and management science. Dr. Rajiv Banker, the School's Ashbel Smith Professor of Accounting and Information Systems, is also an *MSOM* senior editor.

Next Professional Development Forum Set for December

"Promoting Change in Corporate Learning" was the topic of a presentation by Dr. Joe Carlisle, director of employee development at Fujitsu Network Communications, at The School of Management's September Professional Development Forum. At the June forum, Gordon Markley, recruiting director for Southwest region human resources at Electronic Data Systems (EDS), spoke on "Human Resources in the Boomerang Economy." The School presents the Professional Development Forum on the first Thursday of each March, June, September, and December at the UTD Conference Center.

The forum series promotes training and development as an integral, bottom-line function in organizations and presents current trends and issues in employee training and professional development. The next forum is planned for December 6, 2001. For more information, contact Ken Gilliam, 972-883-2204.

Two New Academic Centers Open, Symposium Scheduled

The School of Management (SOM) has formed two new academic centers, one to focus on practice and research in software management and the other to advance knowledge in the area of Accounting and Information Management.

The goal of The UTD Center for Practice and Research in Software Management is to become a leading center for interdisciplinary research in software management and economics. The software management center will focus on software's development, maintenance, operation, and evolution. It will also evaluate the role of software in creating competitive advantage and the impact of innovative software management practices. Dr. Rajiv Banker, UTD's Ashbel Smith Professor of Accounting and Information Management, and Dr. Indranil Bardhan, an SOM assistant professor of Accounting and Information Management, are executive directors of the software management center.

The School of Management's Accounting and Information Manage-

Continued at the bottom of the next page



Dr. Joe Carlisle



Gordon Markley

STUDY by PROFESSOR ENTHOVEN PRESCRIBES CURES for RUSSIAN ECONOMY — By Patricia Schoch

A study by School of Management Professor Adolf J.H. Enthoven and a group of five Russian scholars calls for Russia's public and private sectors to subscribe more closely to internationally accepted business practices as one means of curing the former Communist country's current economic, financial, and social ills.

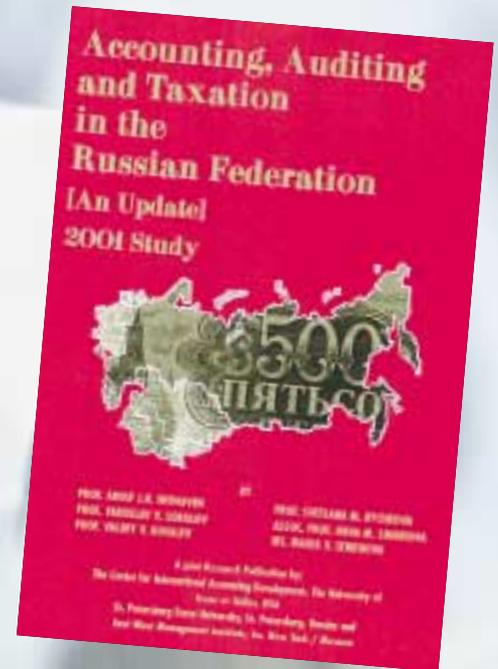
The 160-page joint research publication, *Accounting, Auditing and Taxation in the Russian Federation [An Update]*, released in September, argues that were it to implement international accounting methods, the Russian government would encourage the foreign investment and domestic capital markets so necessary to further develop the country's emerging free-market economy.

The monograph, an update of a 1998 study, is being produced at the UTD Press under the direction of Professor Enthoven, head of the UTD Center for International Accounting Development. The 1998 publication evaluated business conditions and developments in Russia during the first eight years after the breakup of the Soviet Union.

Citing an eight percent growth rate in Russia's gross domestic product between 1997 and 2000, the new study credits three years of economic and financial reforms by President Vladimir Putin—including devaluation of the ruble, the debt default, a tightened fiscal policy, and a Central Bank of Russia policy of adopting international accounting standards by 2004—with producing hopeful signs for the Russian economy.

The study says that increased compliance with the country's new lower corporate and personal income taxes has improved the investment climate within Russia, but the study notes that foreign confidence in investing in Russia is still low.

Dr. Enthoven co-authored *Accounting, Auditing and Taxation in the Russian Federation [An Update]* with professors Yaroslav V. Sokolov, Valery V. Kovalev, Svetlana M. Bychkova, and Irina M. Smirnova of St. Petersburg State University and Professor Maria V. Semenova of St. Petersburg Institute of Commerce and Economics. With



the exception of Professor Smirnova, the same group of Russian scholars also co-authored the 1998 study with Dr. Enthoven.

Dr. Enthoven has worked as a U.S. State Department-sponsored consultant with the Russian government since 1990. Working together with the U. S. Treasury, the Soros Foundation's East-West Management Institute, the International Monetary Fund, the Organization for Economic Cooperation and Development, and the Russian Ministry of Taxation, he developed and administered the computer-based "training the trainers" program.

ment (AIM) Center for Excellence will sponsor research and curriculum development projects that contribute to the understanding of how information is generated, aggregated, reported, and interpreted in managing operations. In addition, the AIM Center for Excellence will sponsor symposiums

and short programs featuring interactions between academic researchers and business leaders on leading business practices and issues. One of its symposiums, "Contemporary Challenges in Business Valuations," is being held November 16 and 17 on the UTD campus. Dr. Banker is joined

by SOM Accounting and Information Management professors Constantine Konstans and Suresh Radhakrishnan as co-executive directors of the AIM Center for Excellence.

For more information on either the two new centers or the symposium, call 972-883-2564.

Tribute to Dr. Stephen E. Guisinger



1941-2001

Visionary, Colleague, Scholar, Friend

Professor Stephen E. Guisinger, co-founder and director of SOM's Master in International Management Studies (MIMS) Global Leadership Executive Program, died suddenly on July 3. Dr. Guisinger suffered cardiac arrest while undergoing cancer treatment at Presbyterian Hospital in Dallas.

Scholar and leader, consultant to the World Bank, prominent international-business economist, Dr. Guisinger, 60, had taught at The School of Management since 1976. He is survived by three daughters, Victoria, Alexandra, and Amari; a granddaughter, Beatrice; his longtime companion, Shelia Barnes, and his former wife, Diana Cairns. He also leaves behind many bereaved UTD friends and associates, several of whom pay tribute to his memory and legacy here.

DR. STEPHEN E. GUISINGER MEMORIAL SCHOLARSHIP DONORS

“As a member of the first graduating class [in] international management . . . at UTD, I knew Steve from his beginning days at the School, and he always gave me strong encouragement with my work. We kept in touch through the years, and he had called me again this summer to ask if I could join with some of his students this fall to talk about my trade work with the WTO [World Trade Organization]. Steve is just synonymous with UTD in my mind, and I will miss him both as a professor and as a friend.”

—Linnet F. Deily,
ambassador and deputy
U. S. trade representative, WTO

“[Dr. G.] really was an inspiration to all of us in MIMS. I have some very fond memories of him, including having dinner on Copacabana Beach in Rio [during the Global Leadership Executive MBA (GLEMBA) September 2000 trip to Brazil]. It was incredible—three students and Dr. G. sitting outside under the stars with the waves crashing against the shore in the distance—talking about life, love, and international business.”

—Myra Wells,
2001 GLEMBA graduate

The Dr. Stephen E. Guisinger Memorial Scholarship Fund for International Students was established in July, following Professor Guisinger's untimely death, to assist outstanding UTD students who plan to study or complete a degree in International Management at the Master's or PhD level. Contributions to the fund to date are of a sufficient level to enable The School of Management to award the Guisinger Scholarship to one candidate each academic year. Additional contributions to the Dr. Stephen E. Guisinger Memorial Scholarship Fund for International Students can be directed to The University of Texas at Dallas Development Office, P.O. Box 830688 MP 13, Richardson, Texas 75083-0688.

George E. Barnes
Priscilla A. Beadle, PhD
Diane B. Cairns
Mr. and Mrs. Wilson Chau
Shelly M. Crabtree
Lee Cullum
Dallas Economists Club
Jose De La Torre
Susan Derryberry
Embanet Corporation
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Professor Gunter Gufey
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Nancy Sagafi-Nejad
Rex A. Sebastian
Ricki Shapiro
William D. Sudderth
Yang Sun
Richard F. Tozer, PhD
Xiaorui Zhang
Bin Zhou

“When I think of Steve Guisinger, I first think of his cultivated external image [as] the Renaissance man who is also protective of his academic discipline and students but who, underneath it all, was actually a quite shy and caring family man.”

—Dr. Larry Merville,
professor of finance, UTD School of Management

“Our Global Leadership Executive MBA Program is a tribute to Steve—his foresight and penchant for change, coupled with his passion for everything international and strong dedication to quality in education. Steve was, and in many ways will always be, the spark and the spirit of our program.”

—Dr. Anne Ferrante,
newly appointed director of Global Leadership Executive MBA Program

“He was a wonderful professor and a genuinely caring man . . . His legacy is alive and well with the [GLEMBA] Program.”

—Todd Outten,
2001 GLEMBA graduate

“In 1979,. . . to encourage Dallas to know more about China, my wife, Catherine, and I started to guest lecture at Southern Methodist University on Chinese arts and history. I sought someone interested in the Chinese economy and management. The search led me to Dr. Guisinger.

. . . He believed we need cultural and educational exchanges with China. He not only talked about forming a center for China-U.S. management studies but persuaded major companies in Dallas . . . to take steps forward.

Because of his efforts, a Joint Center for China-U.S. Management Studies between UTD and Tsinghua University in Beijing was founded. . . . To those who worked with him in helping China enter a new era, Dr. Guisinger shall always be remembered as their torchbearer.

—Charles Liu,
retired Texas Instruments Corp.
manager of China, Dallas
(from a letter to the editor that
appeared in *The Dallas Morning
News* on July 23, 2001)

“One thing you could always count on was Steve’s impatience for today and his vision of tomorrow. He had a sense of the future and wanted to lead us there.”

—Dr. Raymond P. Lutz,
first dean of The School of Management

“He was the expert in understanding the strengths and weaknesses of global economics. His dream was that one day, decades from now, there would be one global currency and that the concept of ‘third world poverty’ would be a distant memory — that regional poverty would be wiped out.”

—Larry Pereira,
2000 GLEMBA graduate

“Dr. Gusinger was a widely recognized expert in the field of international business studies. He was also a pioneer in developing Internet-based distance learning education for managers. Over the years, The School of Management at The University of Texas at Dallas has benefited greatly from his leadership. His friends and colleagues will miss him sorely.”

—Dr. Hasan Pirkul,
dean of The School of Management

“Steve was my colleague in International Management Studies, fellow distance education pioneer, and friend. . . . Some collaborations I particularly remember are the Joint Center for China-U.S. Management Studies, the faculty-student exchange program with a graduate institute in St. Petersburg, Russia, and [helping him found] in 1995 . . . the MIMS distance learning program . . . I will greatly miss my friend Steve Guisinger, a unique international visionary and practitioner.”

—George Barnes,
director of The School of Management’s Global MBA Online Program

“He won prestigious teaching awards at both SMU and UTD and was immensely proud of the achievements of his students, many of whom now occupy high places in foreign governments and international institutions. Of the doctoral students he supervised, twelve are now members of university faculties, four are officers in banks and other financial institutions, five are engaged in government or non-bank corporate management.”

—Dr. Carter Murphy,
professor emeritus of economics
at Southern Methodist University

A L U M N I N O T E S

1970s

Linda Dunkel, MA 1976, is chairman of the board of Interaction Associates in Dallas, a Boston-based consulting company specializing in organization dynamics. She conducted a seminar on team charting and team building for UTD EMBA students in September.

Gerald Hubbard, BS 1977, MS 1981, is the vice president of e-business at MasterCard International in Arlington, Virginia, where he is responsible for the Mideast, Africa, and Asia Pacific regions.

1980s

Karen Jensen Spigler, BS 1980, MA 1986, MBA 1990, has opened a general law practice in Plantation, Florida.

John J. Raymond, BS 1986, recently promoted to auditor for the U.S. Department of Health and Human Services in Austin, Texas, was named a board member of the Austin chapter of the Associates of Certified Fraud Examiners. He earned his certified public accountant certification in 1999.

Gary M. Kunkle, MBA 1988, MA 1988, is the managing director of the European office for the State of Maryland in The Netherlands, where he manages Maryland's European economic interests. He also represents the City of Rotterdam through an office in Baltimore.

Jason J. Park, MS 1988, is the southeast manager of TRW Systems in Fairfax, Virginia.

1990s

Jay G. Cone, MBA 1992, was one of the speakers at a September seminar for UTD EMBA students. He is employed in the Dallas office of Interaction Associates, a Boston-based consulting company specializing in organization dynamics.

Douglas O. Wickey, MA 1992, is now in the management consulting business after having worked several years with the Image Bank of Eastman Kodak. He is currently working with the North American group of Lexion Consulting, a firm which specializes in senior management issues, whose home office is in the United Kingdom.

Latricia Rutledge, BS 1994, was selected to be the UTD Alumni Association spokeswoman at Spring 2001 commencement ceremonies. She urged new graduates to support and become active in UTD alumni ac-



activities. A licensed realtor, she is vice president of Alliance Academy, a Dallas, Texas, real estate and mortgage school, and she has also been working as a consultant in the call center and customer service industry. She is currently working on her MBA at UTD and expects to graduate in May 2002. She lives in Dallas.

Randall Mills, MBA 1995, is the incoming chairman of the UTD Alumni Association's executive board.

James B. Strand, EMBA 1995, is vice president of financial operations for Avnet, Inc., a global technology, marketing, and service provider in Dallas, Texas. He is responsible for financial operations in the Americas.

John M. Fowler, EMBA 1996, was featured in the June 4, 2001, issue of *Dallas-Fort Worth TechBiz*. His Richardson, Texas-based company, Gold Creek Technologies L.L.C., was scheduled to release the personal computer version of the reality-based game, *Survivor: The Australian Outback*, this fall.

Ann K. Utley, EMBA 1997, is chief executive officer of TextOrder in Austin, Texas. TextOrder created the EMAT online order and inventory management system that has been used by

the Texas Education Agency and each of Texas' 1,100 public school districts since 1998. Two of the largest school districts in California and Colorado recently purchased the TextOrder solution, marking the first sales of the product outside the state.

Robert A. Huskerson, BS 1996, MS 1998, is the director of marketing and owner of Century 21 LoneStar, a real estate company in Garland, Texas.

Ellen H. Magnis, BA 1996, MBA 1998, was promoted to director of strategy and partnerships for the American Stroke Association, a division of the American Heart Association in Dallas, Texas.

Christina B. Martin, MBA 1999, is the director of product marketing at Lasso Innovations, a provider of geometric trading solutions that work to help communities, corporations, and online businesses realize exponential value from existing business operations, in Dallas, Texas.

Stephon C. Payseur, MBA 1999, is a consultant with Accenture, a provider of management and technology consulting services and solutions, in Dallas, Texas.

2000s

Claudette Petitjean Germano, MBA 2000, recently married and is living in Dallas, Texas. She works as a researcher and consultant on human resource benchmarks for the hospitality industry at *People Report* in Dallas.

Erin C. Burress, BS 2001, is the data-marketing manager for The Container Store in Dallas, Texas.

Houston-based Alums Gather

School of Management graduates, **Nancy**, BS '80, and **Chuck Davidson**, MS '80, hosted other Houston-area alumni at a reception at Vargos, a local restaurant, on September 13. UTD President Franklyn Jenifer and SOM Dean Hasan Pirkul joined the Davidsons in welcoming former students and providing them an update on the good news happening in The School of Management. Dr. Jenifer unveiled plans for a new state-of-the-art building made possible, in part, by a challenge grant from the U.T. System Board of Regents. For more information on the School's new building, see *Building for the Future*, page 4.

RISING TO THE CHALLENGE

SOM alums Chuck and Nancy Davidson pledge one million dollars toward new SOM building

A recent gift to The School of Management not only exemplifies the generous spirit of UTD alumni but also increases the momentum that has allowed the School to reach new milestones.

In July, SOM alums Chuck and Nancy Davidson pledged one million dollars over four years to support the construction of the new SOM building. The Davidsons' gift marks a milestone in that it is the first major alumni gift given for the new building.

The School is proceeding toward groundbreaking for the facility in early 2002, and completion is slated for 2003.

"The new building will pull together all the physical pieces of the School into a new home and help raise its local and national profile," the Davidsons said in a joint statement. "We hope that as the School's reputation continues to grow, it will continue to attract quality students and faculty. We also hope that this pledge will help inspire other alumni to consider the benefits they have reaped from their UTD degree and to give something back as well."

The Davidsons' pledge comes in response to a challenge initiated in November 2000. That's when the U.T. System Board of Regents approved a thirty million-dollar allocation to be applied toward the estimated thirty-



Right to left: SOM Dean Hasan Pirkul, Chuck Davidson, Nancy Davidson, and UTD President Franklyn Jenifer

eight million-dollar cost of the new facility. UTD must raise the remainder of the needed funds.

The Davidsons' ties to UTD and the School run deep. The couple met through friends when they were students at UTD. Mr. Davidson earned an SOM Master of Science degree in Management and Administrative Sciences in 1980. Mrs. Davidson earned a Bachelor of Science degree in Business and Public Administration in 1980.

After marrying in 1981, the couple began a series of relocations around Texas and to Alaska and back as Mr. Davidson worked at various subsidiaries of Atlantic Ritchfield Co. He currently is chairman, president, and CEO of Noble Affiliates, Inc., a Houston-based independent oil and gas exploration and production company. He was chairman, president, and CEO of Vastar Resources, an energy company based in Houston that merged with BP, Inc. in 2000.

After graduating from UTD, Mrs. Davidson worked as a CPA and taught ac-

counting at The University of Texas at Tyler, until a move coincided with the adoption of their son. She now devotes her time to her family and community.

A way to make UTD even better

"UTD is a fine institution, and this is a way to make it even better," Mr. Davidson says.

The couple observe that, while many people do not think of giving to public institutions like UTD, "We believe that it is important to provide financial support beyond what the legislature will give. As UTD alumni, we have a strong interest in helping to improve the University."

In thanking the Davidsons for their generosity, SOM Dean Hasan Pirkul said, "With such continuing support from our alumni and our [SOM] advisory council, we are taking a major step toward our goal of becoming a leading national university and competing with schools that are better funded and twice as old as we are."

The Davidsons hosted a recent alumni reception in Houston and plan to encourage other alumni to support the opportunity being offered their alma mater by the Regents.

For information on contributing to the SOM building effort, contact Dr. Diane McNulty, SOM's associate dean for external affairs, at 972-883-2741 or dmcnulty@utdallas.edu; or Denise Ward, SOM's director of alumni relations, at 972-883-4114 or dward@utdallas.edu.

2000 - 2001 DONOR REPORT

Monies have been donated and pledges targeted specifically to reach the eight million dollars needed to match the U.T. System Regents' thirty million-dollar allocation. Checks can be made out to: The School of Management Expansion, The University of Texas at Dallas, and sent in care of Dr. Diane S. McNulty, Associate Dean, P.O. Box 830688, JO52, Richardson, TX 75083-0688. Read about the new building in *Building for the Future*, on page 4, and in *Constructive Comments: The New Building Needs You*, on page 6 of this issue.

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