



THE SCHOOL OF
MANAGEMENT
THE UNIVERSITY OF TEXAS AT DALLAS

Building
for the Future

VOLUME 7 No. 1 AUTUMN 2003

MESSAGE FROM THE DEAN



Hasan Pirkul
Dean, School of Management

This fall is a momentous time in our history as we celebrate the opening of the \$38-million building that is the new home of The University of Texas at Dallas School of Management. This new building not only enables us to accommodate the 92 percent growth we have experienced over the last seven years, it also allows us to go forward with a modern facility that supports continued growth and excellence.

With these achievements, our national reputation is beginning to build. We have been included — in our first year of eligibility for consideration, as an AACSB-International-accredited school — on *U.S. News and World Report's* list of ranked MBA programs. We have also been included by *Financial Times* in its rankings of Executive MBA programs. These recognitions follow our sixth-place ranking in research productivity in operations management and information systems in a study published earlier this year by *ORMS Today*.

National recognition continues to come to members of our outstanding faculty. Dr. Frank Bass last summer received the prestigious Parlin Award for his contributions to the field of marketing science. Last spring, his paper on the Bass Model was recognized as one of the top five most-cited papers published in the 50-year history of the influential journal *Management Science*. Also last summer, Dr. Nanda Kumar received an honorable mention for the highly respected Davidson Award for an article he published in the *Journal of Retailing*, and Dr. Laurie Ziegler was honored by being listed in *Who's Who Among America's Teachers*. This fall, Dr. Suresh Sethi was elected a Fellow of the Institute for Operations Research and the Management Sciences in recognition of his significant contributions to the field of Operations Management. In addition, the American Association for the Advancement of Science (AAAS) this fall named Dr. Sethi an AAAS Fellow to recognize his distinguished contributions to his field.

As we celebrate these accomplishments, we continue to improve and expand the programs we offer. We now have a new Master of Science degree in Information Technology Management, and we are finalizing updates to our MBA curriculum. Our online programs are growing in popularity and constitute an important part our mix of offerings. We continue to occupy a leadership position, nationally and internationally, in online graduate management education, and we are working to meet requests by an increasing number of corporations to provide continuing education, online, to their employees.

In addition to our existing programs, our school is now home to three new centers — the Center for Intelligent Supply Networks, the Institute for Excellence in Corporate Governance and The Leadership Center at UTD — that not only foster research in their areas of interest but also provide real value to industry by offering training, continuing education and the capacity to carry out projects relevant to industry's needs. The increasing number of such centers in our school reflects the expanding expertise of our faculty. The centers also show our interest in going beyond providing top-notch academic programs to also offering programs that add immediate value to corporations.

Achievements such as these — along with the synergy that comes from being united under one roof in our world-class facility — allow us to further enhance the quality of the education we offer as we continue in our quest to become one of the leading public business schools in the nation.

Best wishes,

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

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THE SCHOOL OF
MANAGEMENT
THE UNIVERSITY OF TEXAS AT DALLAS

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Helen Bond
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On the cover:

Atrium in the new School of Management building at sunset
Photo by Jeremy Woodhouse

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The new UTD School of Management building, located at the southeast corner of University Parkway and Drive A, lends an impressive landmark to the main entrance of the campus. The building's interior spaces are as aesthetically pleasing



as its exterior, including (above left) a second floor foyer overlooking the atrium, (above center) the dean's office reception area, and (right) conference room, and (below) the atrium, which serves as the building's main reception area.

Signature a Cent



Top leaders couple completion
of the new SOM building with
the dawn of new UTD success

By Paula Felps

Facility, ral Home

The School of Management at The University of Texas at Dallas has, over the past decade, built a reputation as a world-class institution. With the completion of its new building, the school now has a physical facility on par with that reputation.

The new building brings a sense of pride and a heightened sense of morale, says UTD President Dr. Franklyn Jenifer.

And just as important are the implications the building bodes for the future — not only for the school but also for the university. With the new building in place, the UTD campus has a signature facility and The School of Management (SOM) has a central home. That will be the catalyst that



The new building features 29 classrooms with a total of 1,165 seats.

could help drive the university to the top, Dr. Jenifer says.

"A lot of people talk about going to a Tier One status, but everyone knows that is difficult to do," he says. "This [building] confirms that we not only have the dreams but the resources as well. Now we're on our way."

One roof, many reasons to celebrate

The school is on its way, too. As SOM Advisory Council Chairman Ron Nash points out, "The School of Management now occupies a high-profile location on the U.T. Dallas campus, and our students, faculty and staff are all housed together for the first time."

For Mr. Nash, the importance of that coming together cannot be over-emphasized. SOM "early on established a focus on academic quality and has been growing rapidly in recent years," he says. "Its profile has been limited, however, since the school was scattered around more than half a dozen buildings on campus. Its program was similarly limited by the lack of readily available conference and meeting facilities."

New accommodations mean "we have the facilities to develop more continuing education courses and deeper ties into the business community of Dallas," he says. "We have the space to continue to grow. Our expectation is that the building will be an important step in allowing us to improve our programs and raise our profile in the area and in the nation."

A source of positive attention

It's no small point that "the building itself is impressive," as UTD Executive Vice President and Provost Dr. Hobson Wildenthal points out, "and will call additional positive attention to the university as a whole.

"The thing about human beings is that their minds and emotions are touched by the symbolic material aspects of life," he says. "The coincidence of the school's scholarly ascendancy and [move] into the new facility will automatically attract more at-

attention; the accomplishments of the scholars will have a higher pedestal from which to be viewed."

Those accomplishments already have long been viewed in a favorable light by fellow educators, Dr. Wildenthal says. "The School of Management has," he says, "since around the time that Frank Bass joined our faculty [in 1982], had an extremely high reputation."

But he also says that it has been the recruitment of top-notch teachers in tandem with the school's growth, especially in the past five years, that "helped us break through this screen of invisibility and let the larger public become more aware of us."

Even still, Dr. Wildenthal says, "we've been terribly handicapped up until this point," by the lack of adequate facilities.

The dean's push toward the future

"But now we have an even bigger challenge to work hard," he says, "because our only limits are ourselves. There are no excuses, nothing to stop us from reaching our full potential."

It is that potential that has long been the focal point for SOM Dean Hasan Pirkul, who has worked tirelessly to build the school's reputation while at the same time striving to improve its physical conditions. Architect Tuck Henry, who designed the new School of Management facility, lauded the dean for squeezing usable space into every inch of the building.

"I pushed everyone hard," the dean acknowledges. "The builders, the architect.... I wanted to make sure that it was built for the future.... [This building] is not the end for us, but it does give us a chance to catch our breath."

More than that, "the enthusiasm that we gain by occupying such a great facility will carry over into every other phase of our educational mission," Ron Nash says.



President Franklyn Jenifer (above) and Dean Hasan Pirkul



The building fulfills a promise that helped The School of Management secure its reputation, Dean Pirkul says. "We would not have been able to bring in or keep the faculty that we have without the promise of a world-class facility. The people who have come on board came because of the faculty that was already here but also because they knew this building would be here. The biggest problem that we've had up until now is that we couldn't put our faculty in one state-of-the-art building. Now that we are able to do that, we'll enhance the quality of our education and increase confidence in what we can do."

A new sense of community

Although he is excited by the prospect of the building's high-tech bells and whistles and relieved to have the faculty

under one artfully designed roof, Dean Pirkul says he is happiest for the students.

The physical design of the building automatically creates a sense of community, something that has been difficult to attain until now, says Robert L. Lovitt, UTD's senior vice president for business affairs.

"Now, students will walk in and see the same faces every day," he says.

"And it's important for the faculty to see each other on a daily basis, to be able to share ideas and research. This is going to help move the school forward."

"People will now recognize us, not only for what we do academically, but as a community for education," the senior vice president for business affairs says. 🏠



The Drive A side of the building at dawn

Under One Roof

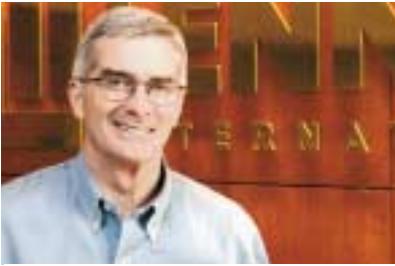
Area business leaders applaud SOM's new home, built on a foundation of excellence.

By Paula Felps

In many ways, a building is nothing more than bricks and mortar, a steel and glass symbol of success. But in the case of the new UTD School of Management building, it is the physical manifestation of a commitment to excellence.

"It's a statement," explains Rick Smith, executive vice president and chief financial officer for the climate-control company Lennox. "The totality of having that commitment from the UTD administration is a vote of confidence in the school's future. That has everyone in the business community excited."

Mr. Smith, a two-year member of The School of Management (SOM) Advisory Council, says the business community is "energized" by the existence of the new facility and what it means.



Rick Smith, executive vice president and CFO, Lennox



Jeanne Bayless, managing partner, Star Ventures

continue improving the quality of education. That has a lot of derivative impacts [on the community]," he offers.

"Buildings can be facilitators for that. They're a source of pride. I think both of those things are going to be important to the school's future."

"This gives the school that much more opportunity to attract students," he explains. "Once they're there, they will have the tools they need to become business leaders provided to them. Having a center of gravity enables the school to do things in a collegial way, which is what all the top business schools want to do. They want to show how the different components [of the business world] interact. There is no substitute for being able to provide that."

Even without a central facility for its students, The School of Management — like the rest of UTD — has managed to quietly become a force with which to be reckoned. Now, with a new building, that force is expected to become even more powerful — something that directly impacts the surrounding business community.

"Education has always been the most important thing needed for a strong business community," says Lonnie Martin, president and CEO of White Rock Networks and a member of both the North Texas Business Council and SOM's new Executive Education Advisory Council (see *New Executive Education Advisory Council* on page 26). "The sooner that UTD reaches world-class status, the better it is for the whole area; not just for Richardson, for the entire North Texas area."

Mr. Martin notes that it takes more than one strong educational facility to create a diverse educational base.

"In the last five to 10 years, UTD has completely transformed itself," Mr. Martin says. "It has made huge strides — in engineering, in business, in executive education — it has become an important part of the community. That directly affects the economy."



Lonnie Martin, president and CEO, White Rock Networks

All the strides made by The School of Management without a top-notch facility to call home bode well for what the school can accomplish now, Mr. Martin says.

"The consensus of leaders in the business community is that one of the most important things we can do for the health of the high-tech industry is to

And that future likely will be brighter with the addition of the building; not just for the school, but for the entire Dallas-Fort Worth region. Jeanne Bayless, managing partner for Star Ventures, who is a member of the School of Management Advisory Council and an SOM graduate, says the building provides a central training ground for the next generation of business leaders.

"For Dallas, it is extremely important to have this resource available," she says. "It allows [businesses] to recruit top-tier graduates from our own backyard. The business community can



University Parkway perspective of the new SOM building at sunset

expand its base within the city, and that makes us more competitive as a city."

A new building also lends credibility and unity to the ever-evolving programs at UTD.

"Once you get everything under one roof, things become more structured and cohesive. Think about what that means to the community — you can go there to expand your education, managers can get up to date on the newest techniques or just refresh their education," Ms. Bayless emphasizes. "There are a lot of great, unique things about this school that nobody else offers."

And now they will be offered under one roof. 🏠

All Together Now

Faculty see the new building as a home front for forging new bonds and making stronger connections to students and one another

By Paula Felps

Since the new School of Management building opened in August, it hasn't just changed the place where the faculty teaches; it's changed the way they teach.

"This boosts the quality of education at The School of Management," observes Dr. Mark Anderson, associate professor of accounting and information management. "We already have a first-class faculty here at UTD; when you put them in a first-class facility, that takes it to a new level."



Above: Assistant Dean David Ritchey

Right: Faculty members Dr. Mark Anderson and Dr. Davina Vora



Senior Associate Dean Dr. Varghese Jacob in his new office

'A whole new feeling'

Enhancements like tiered seating to replace long, cavernous lecture halls now create more of an intimate feel for both students and professors, while the technological advancements of the building offer obvious benefits.

Excitement among faculty members is tangible as they discuss the change of venue. Ranking high on the lists of things they consider important is the cohesiveness the single building will provide the student body.

"They're finally able to feel like they've got a home to go to," Professor Anderson says. "That makes them interact more with each other. It creates a whole new feeling for the school."

Indeed, it is a feeling that's also alive within the faculty. David Ritchey, assistant dean of operations, says that the new building is more conducive to the learning experience as a whole.

High-tech bells and whistles

"The new School of Management building is a world-class facility in every respect," he says. "It will not only serve the needs of the school today, but far into the future."

The building's high-tech refinements allow for better applications of technology for both students and teachers, making education more efficient and increasing learning opportunities.

"Classroom applications of instructional technology promote new ways of thinking about learning and teaching," Dean Ritchey notes. "The modern university is a complex institution, and The School of Management is dedicated to providing the services necessary to guide students through the [education] process."

It is a process that has become increasingly high-tech, and with cutting-edge technology in place, it takes on a whole new dimension. Dr. Varghese Jacob, senior associate dean, says state-of-the-art technology allows faculty to access more advanced instructional techniques, while students are able to bring laptops to the classroom for greater efficiency.

"We have labs with 180-seat capacity, and they are able to bring in their equipment and be connected," Dean Jacob points



Lecture halls feature data ports at every seat.

out. "There is a significant improvement in the quality of education we are able to offer."

A chance to meet, mingle and move ahead

Students also have greater access to faculty members now that the staff is located in one building. "They no longer have to go to two or three different buildings to talk to their instructors," Dean Jacob says.

He also anticipates greater interaction among faculty members, which will result in increased productivity and more extensive research projects. "We have two or three research labs, so we now can do experiments they previously could not do," he says. "We have prided ourselves on having a strong interdisciplinary focus, and now this building allows us to access each other. It's a major factor to have everyone under one roof, because we are able to generate research ideas that might not have been discussed otherwise."

Rapport 101

Dean Jacob and other faculty members not only anticipate greater rapport with one another but with students as well.

That prospect is exciting to Dr. Davina Vora, assistant professor for organizational strategy and international management. "I think we now have a connection that we haven't been able to have before," she says. "There's a lot less confusion just by having us all under one roof. It's hard to have much cohesion without being in the same place; now it's easier for [students] just to knock on the door and ask a question."

Both students and faculty like having such easy access to one another, she believes. "Everything you need is in one place, and that is something we haven't been able to enjoy," she says. "I think it builds a more open atmosphere, and everyone is excited about that. Look at what [the school has] already accomplished, and from what I've seen, now that we're all connected we're going to be able to do incredible things." 🏠

On Home Ground

SOM students celebrate the significant pleasures of coming together under one roof

By Paula Felps

For many of the students at The University of Texas at Dallas, the most exciting thing about the new School of Management building is the idea of finding common ground.

Since its inception, the school has managed to thrive under less than ideal conditions — such as a lack of a central facility — and without access to important high-tech tools. The new building not only remedies those problems but also instills pride in the students who call it home.

"Until now, everything has been so spread out, with nothing in the same place," says Jori Shapiro, an MBA student who works part time as a teaching assistant for Associate Dean of External Affairs and Corporate Development Diane McNulty.

One place to call home

"Having The School of Management focused in one small area is definitely more conducive to a learning environment. We'll be able to get things done more efficiently, and it also allows the students to have a sense of belonging. I think that's really important," Ms. Shapiro says.

She adds that the lack of a single, centralized facility has prevented students from feeling that the campus is "home" — instead, it's seemed more like a commuter's campus.

"You don't see the same people regularly, so you don't build a sense of community," she says. "When you don't have that, you can't create the kind of networking opportunities you'd like to have, and those are so important to getting a job. So the new building is a definite plus for that. We now have a nice learning environment, but it's also about seeing the same faces and giving you more of a feeling of being at a major university."

Appearances count

That, in turn, will likely heighten the school's draw to potential students.

"It is a fact of life that appearances count," offers John T. Verges, who earned his undergraduate degree in May and now is enrolled in the Global MBA Online program. "The new building shows prospective students that the university is serious about providing quality programs in management. Temporary buildings and classrooms scattered all over campus simply do not present as impressive an image as a brand-new structure positioned in a highly visible location.

"I would fully expect an increase in the rate of enrollment."

Making life easier — and more sociable

Gary Church, an undergraduate student at UTD, echoes those views, saying he transferred from Brigham Young University based on the school's reputation. The lack of a single facility didn't dampen his enthusiasm for his courses, but he does agree that the new building brings an element of ease to his studies.



SOM students (from left) Jori Shapiro, John T. Verges and Gary Church toured still-under-construction classrooms last summer.

"I think it's a big benefit to be able to focus completely on my studies rather than spending so much time trying to figure out where things are," he says. In the past, "there was a lot of wasted time. I think it's nice to have new equipment and a new environment for learning."

Mr. Church also says the social aspect of education is enhanced by the new building.

"The way things have been, I haven't really had the opportunity to meet other students beyond my general classes," he says. "With everyone in one place, it's going to be easier to meet people and make friends."

Not only do current students talk about having a greater sense of community and a larger student body, but Mr. Verges says the quality of education is improved as well.

He says, "Poor climate control, mysterious light switches or waiting on audiovisual equipment to be delivered can be quite distracting to the learning process. New facilities should eliminate the vast majority of these issues [and] improve concentration levels. As better equipped classrooms are added to the campus, the overall quality of education can only benefit."

Ms. Shapiro adds that the school is utilizing the new building to its greatest possible potential, with advanced technology in place. Top-notch instructors now have the latest conveniences at their fingertips, conveniences that enable them to incorporate a broader range of teaching tools — ultimately enhancing the education experience for students and teachers alike.

"The fact that the classrooms are so high-tech allows us to be more interactive, which is a huge convenience," she says. "It all ties in together. It gives you a sense of pride about where you're learning, and makes you feel more confident to be in a good environment.

"I'm excited about what could happen with my future." 🏠



New Centers of Relevance

By Jeanne Spreier

Research and responsiveness move ahead in double time as SOM opens the Center for Intelligent Supply Networks (C4ISN) and the Institute for Excellence in Corporate Governance (IECG).

Two new centers within The School of Management will strive to intertwine the academic resources of The University of Texas at Dallas with the needs of local and regional corporations. UTD's faculty and students get face-to-face contact with the business community, and the corporate world gains access to some of the best business management research taking place nationwide.



C4ISN: Supply chain management has the ring of an arcane discipline, yet its practitioners reach into every nook and cranny of business and commerce.

Their challenge is to make sure goods and services are available when needed, with neither a shortage looming nor a surplus present. Neither condition is good business; both cost suppliers and consumers.

Dr. Suresh Sethi saw that within the SOM's Operations Management area research was perking along. But critical topics involving supply chain dynamics needed to be plumbed. He and SOM Dean Hasan Pirkul agreed a center would help UTD and the community.

Dean Pirkul assigned Dr. Divakar Rajamani to establish the Center for Intelligent Supply Networks (C4ISN). "Dallas is a great place to



Clockwise from bottom left: Srinu Krishnaswamy of C4ISN partner MindFlow Technologies; Dr. Suresh Sethi, director, and Dr. Divakar Rajamani, managing director, of C4ISN, and graduate students who work with the center; Professors Sethi (left) and Rajamani; Syed Kamal of Gillani, Inc., and Tom Holmen of Ericsson.

be,” Dr. Rajamani says. “In addition to improving the business process, many [supply chain] solutions are technical solutions that rely on considerations of software as well as hardware.” The Dallas area is a premier spot for software development.

Benefits all around

Syed Kamal, president and CEO of Gillani, Inc., a Richardson-based software provider, saw immediately the value of partnering with the center. Gillani’s donation of a supply chain software package provides students training on software used in major corporations. At the same time, C4ISN’s capstone project pairs students and industry, giving Gillani access to bright young minds to help with short-term projects. “We wanted a way to work with a local university,” Mr. Kamal says, citing two immediate benefits — a way to give back to the community and a way to garner visibility for his corporation’s name and product.

MindFlow Technologies also saw benefits to donating software and funds. Srinu Krishnaswamy, MindFlow’s vice president-consulting, says students will learn strategic sourcing best practices with his company’s software so that when they enter the workforce, they will be better prepared to determine how to best attain efficiencies in purchasing and supply processes.

C4ISN will benefit those who attend seminars as well as those who avail themselves of the expertise of center faculty. Faculty experts,

assisted by graduate students, will develop supply chain research projects. Graduate students also will benefit from opportunities to meet with potential employers and work on real-life issues.

Research with real-life data

Tom Holmen, Ericsson’s vice president for operations development, says the center fits neatly with one recent initiative. “I have been leading a change management program to change supply processes worldwide and in the U.S.,” he says. “The center and what I have been doing relate directly.” Mr. Holmen says he can give SOM researchers “real-life data that UTD could use to prove or disprove theories.” But also, he anticipates, it will be nice to see if what Ericsson does based on practical needs melds with business theory.

Mr. Holmen hopes to be able to offer SOM students a place to test their classroom expertise in the working environment of Ericsson through C4ISN.

Many supply chain issues are pertinent in the Dallas area, Professor Sethi says, including forecasting air cargo demands. It’s just one topic upon which he anticipates staff and students working.

Over the long term, Dr. Sethi, the Ashbel Smith Professor of Operations Management, says he hopes to develop the existing concentration in supply chain management into a full master’s degree program.





IECG: "It became apparent we have a problem. ... a corporate governance problem. We've had a number of debacles with respect to listed companies, such as Enron and Global Crossing," says Dr. Constantine Konstans, director of the Institute for Excellence in Corporate Governance.

"At the heart of it was that corporate boards for many years have been the drawing rooms where good ol' boys got together."

Dr. Konstans, professor of accounting and information management, says the new institute will provide programs "germane to corporate governance ... using a multidisciplinary thrust." Lots of such issues are swirling around boardrooms these days, especially as new legislation, such as the Sarbanes-Oxley Act, is approved.

IECG will address those issues in a series of one-day conferences. Each eight-hour conference day will be preceded by a dinner the night before that features a speaker who can lend expert insights on corporate governance issues, Professor Konstans explains.

Supporting the IECG are three groups: UTD faculty; strategic partners, which are companies that will provide speakers and specific expertise to the IECG (see New Institute's Corporate Partners on page 14); and corporate sponsors, which will advise UTD on the nature and scope of programs and will suggest relevant topics. These corporations will provide what Dr. Konstans calls a "reality check" of the IECG's work.

"Grounded in the realities of the marketplace"

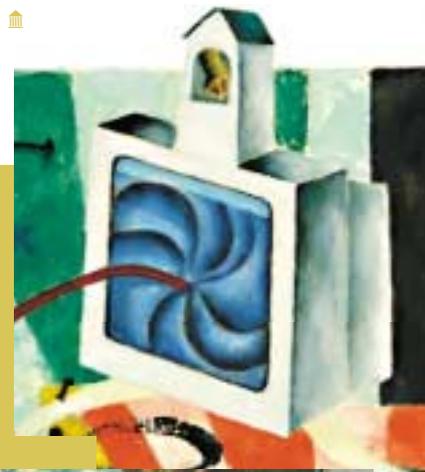
Skip Moore, a partner with Deloitte & Touche in the firm's Dallas office, says his firm found appealing the marriage of academics, service providers and large corporations (see *Deloitte & Touche Joins SOM in New Institute* on page 16). IECG, he says, is "particularly powerful and unique in the marketplace."

"As a firm, we were especially attracted to the IECG concept because of the practical approach UTD plans to take and the fact that its programs will be grounded in the realities of the marketplace," Mr.

Moore says. Deloitte & Touche is a strategic partner with the IECG. "UTD faculty and management have been highly receptive to feedback provided by the strategic partners and the marketplace in general." His firm was also attracted to participate with IECG because of "the substantial research capabilities that UTD has to offer," he says,

Professional development and research opportunities

The IECG will serve multiple purposes, Dr. Konstans says. It will offer professional development to those who serve in the world of corporate governance, whether on a board or in an advisory capacity. IECG also will generate real-life research opportunities for UTD professors as they discover issues that drive discussions in America's boardrooms. And finally, recurring themes will be transformed into student courses, impacting the internal curriculum of the SOM. 🏠



Top to bottom: IECG's director, Dr. Constantine Konstans; Professor Konstans meets with IECG's board of directors; Skip Moore of IECG strategic partner company, Deloitte & Touche



New Institute's Corporate Partners Help Craft Meaningful Responses to Regulatory Change

The strategies that are shaping The University of Texas at Dallas School of Management's new Institute for Excellence in Corporate Governance (see *New Centers of Relevance* on page 10) are as critical as the issues the institute will explore, say its director and the four founding strategic partners helping to pour its ideological foundation.

"Our corporate partners make us unique from every other operation I'm aware of, and I've analyzed 40 other efforts," says Dr. Constantine Konstans, professor of accounting and information management and institute director. "In our model, strategic partners are each service providers who can inject real-world substance into the program."

Those founding members include Bank One, the nation's sixth-largest bank-holding company with assets of nearly \$300 billion, Deloitte & Touche, a leading professional services firm with 30,000 employees in more than 80 U.S. cities; Haynes and Boone, an innovative law firm with more than 450 lawyers in nine offices; and Marsh Inc., an operating unit of Marsh & McLennan Inc., one

By John H. Ostdick

Deloitte & Touche, Haynes and Boone and Marsh Inc. are first to join the Institute for Excellence in Corporate Governance in building better business in a Sarbanes-Oxley world.

How the Various Missions Compare

The IECG mission: To provide corporate directors and senior officers practical, timely, in-depth understanding and guidance regarding the opportunities, responsibilities and risks associated with the effective discharge of their fiduciary responsibilities. IECG's focus is on enhancing the abilities of corporate directors and senior officers to promote and protect the interests of all stakeholders.

The Bank One mission: To help our customers obtain financial freedom by listening, anticipating their needs, delivering solutions that work and holding ourselves accountable for results.

The Deloitte & Touche mission: To help our clients and our people excel. We are one of the world's leading business advisory organizations. Our size, strength and resources will help us carry out our mission now and in the future.

Haynes and Boone value promise: Our firm believes that the world of business belongs to companies keen to compete, quick to adapt, eager to listen and learn and resolved to continually challenge themselves. ... We deliver value to our clients by helping them achieve their business objectives through a collaborative effort. We are innovative problem-solvers, creative strategists and trusted advisers.

Marsh Inc. mission: "To create and deliver risk solutions and services that make our clients more successful."

of the world's top risk and insurance services firms with annual revenues of \$5.9 billion, 410 offices and 38,000 employees in more than 100 countries.

The act

They are positioned to help The School of Management's new institute explore the tide change in corporate governance in the wake of the Sarbanes-Oxley Act of 2002, the most far-reaching government crackdown on business fraud in nearly 70 years. The partners also can help educate officers and board members on the act's short- and long-term effects.

The act, sometimes referred to as the Enron Bill, is designed to combat corporate and accounting misdeeds. The measure seeks to improve the quality of financial reporting, independent audits and accounting services for public companies by creating a Public Company Accounting Oversight Board. Overseen by the Securities and Exchange Commission (SEC), the board will enforce standards, ethics and competence for the accounting profession; strengthen the independence of firms that audit public companies; increase corporate responsibility and financial disclosure; stiffen fines and criminal penalties for fraud, misrepresentation and destruction of documents; protect the objectivity and independence of securities analysts; and enhance the SEC's enforcement of the securities laws.

Marsh: Offering insurance access

"Deloitte & Touche, from the accounting perspective, and Haynes and Boone, from the legal perspective, are right at the heart of the corporate governance changes, how you report earnings and disclosure issues," says Joe Gunn, senior vice president of the Dallas office of Marsh Inc. "Investors, both institutional and individual, will look more fondly upon organizations that have strong corporate governance policy.

"We're the third leg of the stool, at a minimum providing entrée into the underwriting community and hopefully getting these institutions credit for the hard work they've done and deeper access to the insurance marketplace at more favorable premiums."

Mr. Gunn's firm is at the root of a main focus point for directors and officers — liability insurance. "There are all kinds of new changes coming down from the SEC and governmental agencies about what corporate directors and officers are going to have to do in the future in light of the problems Enron and WorldCom have caused," Mr. Gunn says. "The resulting high premium increases for liability insurance are making it increasingly difficult for corporations to recruit outside directors, who are scrutinizing the personal risks associated with these positions more closely.

"We want to take a leadership role in the rollout of these regulatory changes and put ourselves in a position to go to the underwriting community and help set the standards for how they should proceed to better comply with these new ordinances."

Deloitte & Touche: Bringing tools from the marketplace

Skip Moore, who joined Deloitte & Touche in 1978 and has been a partner for 14 years, finds fortuitous alignment of the institute's aims and his company's business.

"What the partnership offers for us is validation in the marketplace," Mr. Moore says, "as it offers really nice synergies in what we have to offer and what UTD and the business school can provide. We bring knowledge, contacts and practical experience from the marketplace, and UTD brings some great research capabilities and academic qualifications. When you put those two together, it makes for something that neither of us could do as well alone."

Mr. Moore, whose specialty areas include technology, media and telecommunications says, "Our clients ask us all the time for resources that a management or a board can use to educate themselves. Since we are involved with setting the agenda, this program offers a solution that we can know and trust."

Haynes and Boone: Answering directors' questions

Greg Samuel, a Haynes and Boone partner for corporate/securities, mergers and acquisitions, believes it is in everyone's interest to have a better corporate America.

"We all benefit if there is more integrity and trust imbued in

Continued on page 39

Deloitte & Touche Joins SOM in New Institute Aimed at Bringing Excellence to Corporate Governance

BY HELEN BOND

With the opening of the new Institute for Excellence in Corporate Governance, The School of Management is entering into new partnerships (see *New Centers of Relevance* on page 10 and *New Institute's Corporate Partners Help Craft Meaningful Responses to Regu-*

latory Change on page 14). One important corporate colleague is Deloitte & Touche, a leading professional services firm with 30,000 employees in more than 80 U.S. cities. Long a champion of ethics in corporate governance, Deloitte & Touche joins the endeavor as a strategic partner — and the timing couldn't be better.

The Institute for Excellence in Corporate Governance (IECG) aims to be the information source of choice for corporate directors and senior officers seeking guidance to effectively and ethically protect and promote the interests of their stakeholders. Deloitte & Touche both sees the need for the institute and brings expertise born of experience.

The interest in governance issues has never been higher, says Sherrie G. McAvoy, Deloitte & Touche's national director of corporate compliance and ethics services. That interest has been propelled by the rash of headline-grabbing corporate misconduct in high-profile companies and by the subsequent intense scrutiny of corporations by regulators, investors and the general public, she says. Ms. McAvoy created and developed the company's corporate compliance practice in 1992. "We see this as being a key part of restoring the public trust — being involved in a forum like this where you have these important topics of governance and ethics on the table," Ms. McAvoy says.

Strategic partners, who also include the Dallas-based law firm Haynes and Boone, the risk and insurance services company Marsh Inc.

and Bank One Corporation, will use their specific expertise to assist corporate directors and senior officers with timely advice. Executives of strategic partner companies will work with School of Management faculty to develop industry-based forums and workshops that will offer practical insights into the breadth and depth of important emerging issues in corporate governance.

FOUNT OF FIRSTHAND INFORMATION

Deloitte & Touche, which employs 900 people in Dallas-Fort Worth, brings a wealth of expertise to UTD. Recognized as one of the "100 Best Companies to Work For in America" by *Fortune* magazine for six consecutive years, the firm has a national network of corporate compliance experts who help clients keep up with changing corporate governance codes and identify risk-management issues and opportunities.

Deloitte & Touche partners have been instrumental in working with UTD to develop the framework for the IECG. The company's direct interaction with all facets of the business community will provide the institute firsthand information on current issues and challenges facing corporate America.

"Through those relationships and through that knowledge base, we can bring the real life, real-time needs and challenges back to UTD and develop programs around those issues," Ms. McAvoy says.

The research component of the



institute will be unique. Real change in the effort to increase a company's responsibility to shareholders needs to be backed up with solid, empirical research. This is where UTD, and the university's pre-eminence in research, comes in, Ms. McAvoy says.

There is an opportunity to "really study" all the corporate breakdowns that have occurred of late, Ms. McAvoy says, "to provide a deeper understanding of what the root causes really were and compare [them] with existing governance standards."

INFLUENCING FUTURE OUTCOMES

Analyzing gaps between prob-

lems and standards can help influence future governance standards, she says, as well as change business processes and behaviors within corporations to avoid the Enron and WorldCom debacles of the future.

Ms. McAvoy already sees more companies putting a focus on a strong corporate culture.

One of the challenges that corporations face, she says, is that they are "generally leaner than they ever were." Tight internal controls — updating company policies and procedures — may have gone by the wayside as these middle management capabilities were cut out of corporations, she theorizes. Through the new institute, directors and senior leaders will be better educated about internal controls and financial statements and better able to ask the right questions of management.

In the end, all the participants will benefit.

"When we do things like this alliance, we end up learning a lot as a firm," Ms. McAvoy says. "Our people learn, and I think UTD will probably learn some things from us.

...[And] when we participate in teaching types of assignments, we learn from our audience and hopefully they will learn from us. That is the goal. We really want to be recognized together as a real center of excellence." 🏠



Sherrie G. McAvoy of Deloitte & Touche

Nokia, a global leader in mobile communications, is the newest strategic partner of The Leadership Center at UTD. With Nokia's financial support, the center will begin offering courses, research projects and forums this autumn.

Backed by its experience, innovation, user-friendliness and secure solutions, Nokia has become a leading supplier of mobile phones and mobile, fixed broadband and Internet provider networks. Nokia is a broadly held company with listings on six major exchanges.

"As an organization, we have a commitment in our values to provide continuous learning opportunities to

our individual employees, and we're dedicated to continually 'growing' people in their performance or personal development," says Eliane Hall, vice president of human resources at Nokia. "This partnership also ties in nicely with our approach to community involvement as one of the anchors to our community involvement program is the furthering of education," Ms. Hall says.

In return for sponsorship, the company receives attendance at five Leadership Center at UTD courses at no cost. Under the arrangement, one Nokia employee could attend five of the courses, or five employees could each attend one course.

SOM's List of Strategic

By Patricia Schoch

y partnering with The Leadership Center at UTD, Nokia becomes one of the newest strategic partner of the UTD School of Management, joining the growing list of SOM strategic partners that includes:

- Alcatel USA
- Alliance Data Systems
- A.T. Kearney, Inc.
- AT&T
- Bank One
- Deloitte & Touche
- Ericsson
- Fujitsu Network Communications
- Gillani, Inc.
- Haynes and Boone, LLP
- Intervice, Inc.
- Marsh Inc.
- Nokia
- Nortel Networks
- TXU
- 7-Eleven, Inc.

SOM's Strategic Partners Program is an alliance of business partners that work with the school in a unique relationship designed to help meet the business education needs of companies in high-tech, worldwide competition.

SOM Dean Hasan Pirkul underscores the importance of the Strategic Partners Program to the school.

"It is through these partnerships with business that the school and university receive not only crucial financial aid but also a unique perspective on management expertise and future-oriented curriculum ideas that help us to stay on the cutting edge."

SOM strategic partners currently contribute between

“There is also the benefit of proximity,” Ms. Hall says. “It’s a convenient way to offer our employees some leadership learning solutions.”

The first two series of non-credit courses include one designed for senior executives and another for mid-level managers and executives from small- to medium-size companies. Because the courses bring together employees with peers from other companies and industries, The Leadership Center at UTD offers these employees the benefit of cross-organizational networking and sharing of experiences.

While larger companies may offer leadership courses, “participants really have interaction only with others

from the same company,” center director Jerry Hoag says. By sending employees to “courses outside the company, they can get a more diverse view of what others think and what others are doing.”

Nokia will gain a spot on The Leadership Center’s advisory board, which helps guide the center with course development. The center will begin to offer graduate-level, semester-length, credit courses in spring 2004.

Other corporate donors now supporting The Leadership Center include A.T. Kearney, Inc., Ericsson, Inc. and 7-Eleven, Inc.

— Kristen Hurst

Partners Grows



Illustrations by Jan Pulis

\$20,000 and \$100,000 annually for a minimum four-year period. Their senior executives also act as advisors

on the UTD President’s Leadership Circle, the UTD Development Board and The School of Management’s Advisory Council.

“For a business school, it is imperative that we work closely with industry in defining our direction, programs and research agenda,” the dean says, noting he regards such business-education partnerships as essential for relevant management education.

The dean stresses that the school maintains a two-way, reciprocal relationship with its strategic partners. In return for their financial and advisory support, SOM provides value back to supporting companies in the form of customized executive and continuing education programs tailored to fit the companies’ needs.

“Such partnerships with industry give our strategic partners a stake in our school and allow them to spend sufficient time being engaged with us in our programs. Only then can we stay abreast and continue to address the rapidly changing needs of industry and the workforce,” Dean Pirkul says. 🏠



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. • The recipients of this year's Distinguished Alumni Awards all have taken very different career paths, but they share one common bond: a deep appreciation for their alma mater and the contributions it has made to their lives, both personally and professionally. • The UTD School of Management's Distinguished Alumni for 2003 are The Honorable

Michael Burgess, MS 2000; Sam Gilliland, MBA 1994; and David Holmberg, MBA 2000.



DR. MICHAEL BURGESS

...they share one common bond:

a deep appreciation for their

alma mater and the contributions

it made to their lives...

MICHAEL BURGESS: AMME RESHAPED HIS MEDICAL PRACTICE AND HIS LIFE

Dr. Michael Burgess enjoyed a successful private practice and served as chief of obstetrics at Lewisville Medical Center. But, as a second-generation physician, he also wanted to create a more efficient medical clinic and find new ways to improve America's healthcare system. Already armed with a bachelor's and a master's degree from North Texas State University (now the University of North Texas) and his M.D. from The University of Texas Medical School at Houston, the doctor didn't look for the answer to those problems at traditional medical schools. Instead, he turned to The University of Texas at Dallas.

"I was in the Alliance for Medical Management Education (AMME) program from May 1998 to May 2000," Dr. Burgess says. "We met one week every quarter. Every segment of the program was beneficial to my career as a physician."

In fact, it was through that graduate business degree program, designed for physicians and senior healthcare administrators and jointly run by The UTD School of Management and U.T. Southwestern Medical School, that Dr. Burgess found innovative new ways to overhaul his practice. "During the leadership section, I wrote a paper on the cost-benefit analysis of in-office bone-density screenings. My findings were so compelling that I purchased a bone-density machine, the first of its kind in Lewisville, and began offering this service," he says.

"I also took lessons from all of the sections and was able to formulate a business plan that eventually brought to the area a free-standing surgical center, which is still in existence today. Overall, the program provided me with various new methodologies for analyzing the business and management aspects of my medical office."

Dr. Burgess not only appreciates his new skills, he has also found a new arena in which to apply them. Last year, he entered politics and staged an upset in the 26th Congressional District, which includes much of Denton County as well as parts of Collin, Dallas and Tarrant counties. He says the same principles that prompted him to reinvent his medical practice also allowed him to reinvigorate his career goals, and they apply as well to Capitol Hill as they do to the healing arts.

When AMME Director John McCracken, Ph.D., instituted the program, "it was ideally suited for practicing physicians," Dr. Burgess notes. "The goal of the program was to ensure that the physicians, not outside consultants, would continue to manage their medical offices."

As Dr. Burgess delved deeper into the curriculum, he was inspired by the portion of the program that looked beyond the routine of a medical practice.

"The government section provided me with an entirely new line of work," he says, adding that he was able to return the favor somewhat when the most recent AMME class visited Washington, D.C., this past spring.

"I was able to pass along the knowledge I've gained from working on the Hill," he says.

Congressman Burgess is the only Texas Republican to serve on the prestigious Transportation and Infrastructure Committee. He also serves on the Committee on Science, which monitors programs to ensure that federal tax dollars are being spent wisely on the pursuit of science and technology.

Even though his career path has been re-directed, Dr. Burgess remains committed to medicine, with the goal of improving America's healthcare system topping his list. He lauds programs such as

those provided by UTD, claiming that they will help take physicians to the next needed level of expertise — ultimately improving the quality of care for the public.

By providing management training specifically for physicians, UTD aids medical office efficiency, he says. "Having doctors' offices be more efficient translates to more time with patients.

"In times where medical professionals are being pulled in multiple directions, having these basic management skills provides some method to the madness."

SAM GILLILAND: EMBA PROGRAM TAUGHT HIM TO CRAFT OPPORTUNITY FROM CRISIS

Sam Gilliland is no stranger to innovation.

As part of the inaugural class of the Executive MBA Program at The University of Texas at Dallas, he seized the opportunity for a groundbreaking approach to education. His vision was equally astute when, in May 2002, he leaped at the opportunity to command the top spot at Travelocity, the trailblazing online travel service.

"I was interested in getting a graduate degree in business," says Mr. Gilliland, who earned his bachelor's degree in electrical engineering from the University of Kansas. "[I] had looked at numerous schools, debating full-time, part-time and weekend programs."

His attention turned to UTD, where he found what he considered an impressive approach and dedication to continuing education.

"The UTD faculty is committed to the success of its students," he says. "I never felt like the faculty lost sight of why they were there: to help us learn. And

with the Executive MBA Program in particular, I found it to be a very accommodating set of professors, interested in providing insights on topics that mattered to us."

At the time he signed on for the program, Mr. Gilliland was chief marketing officer of Sabre Holdings Corp., which owns Travelocity. In that capacity, he developed corporate strategies and was responsible for developing enterprise-wide alignment with Sabre's business strategy, which included authorizing and managing product investments. He had been

with the company since 1988, holding various leadership roles that created a strong knowledge base to draw upon for his studies at UTD.

Prior to joining Sabre, Mr. Gilliland had put his engineering degree to work at Lockheed Missiles and Space in Austin, where he developed hardware and software for land- and air-based defense systems. He believes that his experiences in The School of Management's EMBA Program were instrumental in shaping his business acumen, leading to the success he enjoys today.

"I came away with a whole new perspective on how I should approach challenges back at work," he says. "It's very, very hard, given the pace of business, to step back, but it's critical to your success."

And success has been the hallmark of Travelocity, even at a time when both the travel industry and Internet business are continuing a climb back from the 2001 slump. Today the company has more than 40 million members and operates Web sites in seven languages on four continents. It continues to refine and renovate its offerings, adding such features in the past year as cruise packages and the ability to book flight and hotel reservations simultaneously.

Armed with the tools he acquired through the EMBA Program, Mr. Gilliland believes he can not only meet any business crisis head-on, but he also can create a new solution that blossoms into opportunity. He is constantly incorporating the principles and skills that he took with him when he graduated from the program in 1994, and says that, as he encounters each new challenge of the business arena, he now knows where to find results-oriented answers.

"I have many books, many case studies and many notes that I refer to from time to time," he says. "It all has the UTD brand deeply imprinted on it — at least in my mind!"

DAVID HOLMBERG: HIS INSTINCT TO 'INVEST' IN SCHOOL PAID DIVIDENDS IN THE DOWNTURN

David Holmberg has honed his business savvy in top jobs at Zale Corporation and at the Cole National Corporation. At the Irving-based Zale, he moved from executive vice president of store operations to president of the jeweler's 175-store Canadian chain. For the Cleveland-based Cole, he is president of Cole



SAM GILLILAND

Licensed Brands, a retail optical business that operates in more than 1,200 outlets for Sears Optical, Target Optical, BJ's Wholesale Clubs, Pearle Vision Canada and Sears Optical Canada.

And although the boardroom of the \$500 million optical retailer is a different world than the classrooms at The University of Texas at Dallas, the business principles adhered to are all the same.

"My educational experience expanded my ability to look at complex issues, weigh the alternatives, and [then] back up my intuitive decision-making skills with a disciplined analysis of the problem," explains the Ohio native.

That problem-solving ability has repeatedly proven to be a useful tool, but it is one he did not foresee putting into play when he signed up for The School of Management's Executive MBA Program in September 1998. At the time, Mr. Holmberg was a senior vice president for Zale, and the economy was booming.

"During my interview for the EMBA Program I told [Associate Dean for Executive Education] David Springate that while I was doing well at Zale and the economy was very robust, I felt [that] was the time to invest in my career by going back to school. I believed the EMBA Program would fill in the gaps and better prepare me for the next business cycle, which I suspected would be as exciting as the [one that ended in the] late '90s."

Mr. Holmberg's instincts and timing could not have been more accurate. Even before he had completed the program, he was named president of Peoples Jewellers, a privately owned Canadian chain that Zale Corporation acquired, and he implemented many of the principles he was learning at UTD into the company's plans and procedures.

Through his efforts, he was able to cut costs and boost efficien-



DAVID HOLMBERG

"My educational experience expanded my ability to look at complex issues, weigh the alternatives, and [then] back up my intuitive decision-making skills with a disciplined analysis of the problem."

DAVID HOLMBERG

cy, leading to greater savings and profits for his employer.

"The timing of our graduation in spring 2000 could not have been any better," he says. "I finished my degree with a whole new set of skills."

Those new skills enabled him to complete a successful acquisition for Zale Corporation, and his abilities as a forward-thinking leader caught the eye of Cole Licensed Brands. Even as the economy seriously sagged, Cole recruited him for its top post.

One key to his success then and now has been a keen eye for solving problems. "Someone once told me that how a person looks at a problem and what steps they take in coming up with a solution is far more important than what their final answer will be," he points out.

As he continues to cultivate his business skills, Mr. Holmberg remains grateful for the opportunities he discovered at UTD and encourages others to work to-

ward their goals, regardless of what is occurring at the present time.

"Don't wait until a door has opened in front of you to work on your skills, he says. "Managing your career means taking calculated risks, so preparing in advance can help you recognize which doors to open and which to walk away from."

In addition to planning ahead, Mr. Holmberg is a firm believer in giving back.

"Don't underestimate the importance of helping other people succeed and what it can mean to your career," he says. "Being a good mentor, classmate or peer is the right thing to do, but many of the opportunities that come your way will be an outcome of helping others."

—Freelance writer John H. Ostlick contributed to this story.

In Print

((AND ON THE AIR))

A Sampling of Recent News Coverage of The UTD School of Management

Compiled by
Patricia Schoch



The Toronto Star
June 5, 2003

"Cost of reforms exceed benefits"

The conclusions of a study by Kam-Ming Wan, assistant professor of finance and managerial economics, were featured in a story that discussed the controversial topic of independent directors of corporations. The story quoted Professor Wan's study, "Independent Directors, Executive Pay, and Firm Performance," as indicating that "independent directors neither strengthen CEO pay-for-performance sensitivities nor improve firm performance."



The Dallas Morning News

April 27, 2003

"Hopeful Financial Service Employees Need to Display Many Skills to Stand Out"

Constantine Konstans, professor of accounting and information management, commented in an interview, that even in the down economy there will be an "uptick" in the hiring of internal audit and internal control assurance services professionals.

This story was also carried by the Knight-Ridder Business News Wire.



Associated Press Newswires

April 23, 2003

"University's Jones Graduate School of Management: Teaching Excellence Award for Second Time"

Research by Chris Kirby, associate professor of finance and managerial economics, received prominent mention in a story on the recipient of a teaching excellence award at Rice University. Professor Kirby collaborated with the Rice award recipient, Jeff Flemming, and with Barbara Ostdiek, also of Rice's Jones School, on a study that measures the importance of volatility modeling for portfolio asset allocation decisions.



The Miami Herald.com

April 23, 2003

"American a 'classic' case study"

Diane McNulty, associate dean for external relations and corporate development, was interviewed for a story on former AMR Chairman Don Carty's apology to employees for failing to disclose details of the supplemental pension plan and retention bonus program for AMR executives. "It will become a classic in terms of leadership and governance. And, when the whole story comes out, we'll be able to tell: Was he acting as a puppet for the board or acting on his own?" Dr. McNulty told the newspaper.

The Fort Worth Star Telegram also published a version of this story in which Dr. McNulty was quoted as saying the AMR board should publicly clarify how much it knew of the situation.



The Dallas Morning News

April 9, 2003

"Texas-Based i2 Technologies Must Reassure Clients It Can Survive, Experts Say"

Hasan Pirkul, dean of the UTD School of Management, was asked his opinion on what could help the software maker survive the economic slump in its industry sector. "They do a have decent-sized [customer] base, and really they have had a valuable piece of software so I

think they can survive a little longer in this environment," Dean Pirkul said.

This story was also carried by the Knight-Ridder Business News Wire.



PM Network Magazine

April 2003

"Open Mind: In the Compet- itive Workplace, Experience Can Only Lead So Far"

Details on UTD's Project Management Program led the article in which UTD project management student Richard Stubing, who works for a Plano software company, was interviewed on the value of formal training in the project management field. "School doesn't replace [experience and effort], but it does equip you to see the bigger picture, to take and implement the fundamentals that you've learned," Mr. Stubing told the magazine.



The Wall Street Journal Europe

March 18, 2003

"Stock Laggards in Japan Hurt Entire Market"

Pointing to the importance of its findings, this article featured a study on the Japanese economy by Yexiao Xu, associate professor of finance and managerial economics, and his collaborators. The study, "Idiosyncratic

Risk and Creative Destruction in Japan," shows how support for weak companies is hurting strong ones in Japanese equity markets. Professor Xu's collaborators on the work were Yasushi Hamao, of the University of Southern California's Marshall School of Business, and Jianping Mei, of New York University's Stern School of Business. "The findings are important," the story said, "because they illustrate how long and painful it may be for Japan to untangle its financial problems; similar to the long U.S. climb out of the Depression."

This article also appeared in *The Toronto Globe and Mail*.



The Dallas Morning News

February 25, 2003

"Aligning goals can help avert crisis"

In a story on the pressures for business leaders to reach higher performance levels with fewer resources, Dr. Gregory Dess, Andrew R. Cecil Professor in organization, strategy and international management, commented that poor organizational structures or political power plays are often the cause of problems within a company. Another cause is employees who don't get along with each other and "fail to do what's best for the entire organization," Dr. Dess said.



The Richardson Morning News

February 20, 2003

Richardson Business

This column, by business reporter Ieva M. Augstums, reported on a \$152,000 teaching grant from IDS Scheer, Inc., won by Nirup Menon, assistant professor of information systems and operations management, and Michael Savoie, director of

the UTD Center for Information Technology and Management. The two won the grant to test the IDS Scheer software in their classes.



The Outsourcing Journal

February 2003

"Does Your Sales Force Know Where Your \$100,000 Demo Machine Is? You Would If You Outsourced"

Jim Joiner, director of The UTD School of Management's Project Management Program, was interviewed on the strategic advantages to companies who outsource management of highly technical equipment. Mr. Joiner stressed that integrity and trust are foremost in creating successful relationships in the outsourcing process. He added that companies need to create "clear guidelines and documentation of what they expect" when looking for a service provider.



Dallas Business Journal

January 30, 2003

"UT-Dallas School of Management receives high ranking"

Dallas Business Journal reported that the UTD School of Management (SOM) was ranked sixth, worldwide, in research productivity in operations management and information systems in a study published by *OR/MS Today*, a publication of the Institute for Operations Research and Management Sciences. SOM Dean Hasan Pirkul stressed the importance of the ranking. "This is the first time in our history that someone has looked at what we've done and placed us alongside the best in the nation and world," he said in the article.



Texas Technology Magazine

January 2003

"Education: What Skills Do You Need?"

In a story on the latest education trends for technology workers, Sumit Sarkar, professor of information systems and operations management, reported that The UTD School of Management plans to soon begin offering short courses on various subjects of technology management. The course offerings will be based on needs expressed by both prospective students and the companies they work for. The article quoted Dr. Sarkar as explaining that companies are "very interested in knowledge management — compiling basic tools in a company that people can refer to instead of solving a problem from scratch every time."



ESPN

January 3, 2003

"America's Team still a financial dream"

Gerald Scully, recently retired professor emeritus of economics and author of *The Market Structure of Sports*, commented for this story on the economic status of the Dallas Cowboys that Dallas has "always had a base of fickle fans. Texans just hate losers. Maybe that's their residual Wild West spirit." Professor Scully also said that Cowboys owner Jerry Jones is "still making money hand over fist, but at some point there has to be a decline."



Los Angeles Times

November 4, 2002

"The Microsoft Decision: Many Consumers Discount Ruling"

In a story on the public reaction to a U.S. District Court settlement in the landmark antitrust

lawsuit against Microsoft Corporation, Stan Liebowitz, professor of finance and managerial economics, commented that the software industry is different from other industries. The story pointed out that the anti-monopoly legal battle against Microsoft "has failed to resonate with most consumers" because, since the software giant's legal battles began, there has continued to be "better gadgetry at lower prices." As Professor Liebowitz — who is the author of *Winners, Losers, and Microsoft* — put it, "It's not like the health-care industry, where their insurance premiums and prescription costs are always going up. This is an industry where everything's been getting cheaper . . ."

A version of this story also appeared in *The Philadelphia Inquirer*.



ABC World News Now

October 17, 2002

Stan Liebowitz, professor of finance and managerial economics and author of *Re-Thinking the Network Economy*, was the featured guest, interviewed by co-anchor Derek McGinty on intellectual property and copyright issues raised by such Internet companies as Napster. Professor Liebowitz agreed with Mr. McGinty's comments that the struggle against Napster represented a war "to control media and content in the digital age, when the technology changes far faster than the laws written to manage it." But, he pointed out that in destroying Napster, the recording industry has created a situation that is even more difficult to control. "[T]he record industry could have asked them to make certain changes that might have allowed them to generate some revenues from Napster. But with the replacements, the pure peer-to-peer systems . . ., those are much harder for the record industry to deal with," Professor Liebowitz explained. ■



Associate Dean for Executive Education Dr. David Springate (left) with council member David Johnson (right) and Associate Dean for External Affairs Dr. Diane McNulty



Senior Associate Dean Dr. Varghese Jacob (center) with Ron Robinson, chairman of the new council, and Dr. Springate



Council members Charles Eisemann (left) and Charles Matthews with Dr. McNulty

New Executive Education Advisory Council To Provide Business Communities' Perspectives

Council Provides Business Leaders a Seat at the Table

By Jeanne Spreier

Dr. David Springate is the go-to guy at The School of Management (SOM) for on-the-job education. The associate dean for Executive Education programs creates long, short, broad, narrow, degree, non-degree — you name it, he does it — opportunities for people in the workforce. Having spent 11 years developing programs, he knows that “getting people’s perspectives is very important,” and he long has sought counsel from many sources both in and out of academia.

Last spring, Dr. Springate formalized the business community’s role in the creative process with the start-up of the Executive Education Advisory Council. Leaders from a cross section of businesses in the Dallas area were invited to join, and the 37 executives from healthcare, telecommunications, government,

law, retail and consumer goods concerns met for the first time in May.

“Our programs are wide-ranging enough that we need an advisory council,” Dr. Springate says. “We’ve always had a faculty committee representing the academic interests... We’ve always had input from School of Management program directors.” It was time, he says, for the business community to get a seat at the table.

Clear-channel communication

Ron Robinson is the new council’s chairman. He is the president and CEO of the Metroplex Technology Business Council, a professional trade association by and for high-tech companies. He foresees several benefits deriving from the new group.

The council provides the business community a channel for input to leaders of the Executive Education program, Mr. Robinson observes. It also provides a means that helps SOM programs keep up with the ever-changing needs of business. The standardized venue, he says, gives both business leaders and school

officials a clear method to establish and promote communication.

Constant updates

The School of Management has long benefited from a 50-member school-wide advisory council active in planning, promoting, recruiting, fundraising, and providing non-academic expertise to all SOM efforts. The Executive Education Advisory Council, more narrowly focused, has four interest points. Members will determine the evolving needs of the business community, recommend new Executive Education initiatives, suggest curriculum enhancements, and increase public awareness of Executive Education programs already in existence.

Among businesses, one of the council’s goals, as Dr. Springate outlines them, is to increase awareness of the depth of Executive Education offerings. When most people in the work world think of updating their knowledge, it’s the Executive MBA (EMBA) that comes to mind. But, The School of Management offers

four Executive Education degree programs — including two online, a medical management MBA partnership program with U.T. Southwestern Medical School, several non-degree certificate programs and countless custom-designed, site-specific, continuing education programs developed for corporations.

“We tend to work closely with businesses out there,” says Jay Phillips, director of professional development. “It’s very important that we have a constant update on what is needed by the business community. ...I can’t think of anything worse than an MBA going out (to find a job) and finding they’re ill-prepared.”

Trend detectors

Dr. Springate and Mr. Phillips predict the council will enhance the ability of faculty to develop informal, one-on-one relationships with business leaders that allow creative free-flowing discussions in which ideas percolate.

These sorts of interactions will, Dr. Springate hopes, put UTD in the position of being ahead of the academic pack in providing relevant executive education. Casual discussions can unveil a trend before the participants even know the trend exists. “That’s what we’re hoping to pick up,” Dr. Springate says. He says two hot topics in business schools were developed this way — the issues of entrepreneurship within the corporation and supply chain management.

Quicker and more efficient access

At the same time, chairman Robinson says, the council provides



Council Chairman Ron Robinson and member Bob Kaiser



UTD and SOM administrators listen to remarks from Mr. Robinson at the council's kickoff dinner.



Council member Richard Kneipper (left) visits with Jay Phillips, director of SOM's Professional Development programs.

a forum for educators to “look at business schools around the U.S. and bring to the business community [new exec ed programs] to see if they would be a good idea [in Dallas].” His Metroplex Technology Business Council alone represents 350 companies, about 70 percent of which are outside the Telecom Corridor that neighbors the UTD campus. The Executive Education Advisory Council gives all those companies, in a manner, a voice in letting The School of Management know what’s important in their daily life.

“The business community is turned inward on business development, particularly in times like these,” Mr. Robinson says. “When they look up, there just isn’t enough time to effect changes.” This council gives them “a quicker and more efficient way to access UTD,” he says.

To get the Executive Education Advisory Council off to a productive start, Dr. Springate and Mr. Robinson are developing a questionnaire for members. “We anticipate asking for the members’ ideas of how such a committee can best help and, perhaps more importantly, what their views are on executive education today,” Dr. Springate says.

Growing closer, responding more nimbly

The School of Management’s Executive Education program, which prides itself on its nimble response to local business needs, has benefited from this sort of input before. “One example is our program in Emergency Management and Preparedness,” Dr. Springate says.

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COUNCIL WELCOMES FOUR NEWCOMERS TO FIRST MEETING IN NEW BUILDING

By Brynn Bagot Allday

As the UTD School of Management (SOM) prepared to move into its new 204,000-square-foot building, the SOM Advisory Council added four new members. With them, the number of council members serving under the watch of Ron Nash — in his second year as chairman — grows to 50.

New members Sam Gilliland, Joseph T. Gunn, Skip Moore and Terry Rock bring to the council fresh perspectives, knowledge, experience and new opportunities.

Sam Gilliland in May 2002 was named president and chief executive officer of Travelocity, an Internet travel service. Previously, Mr. Gilliland served on the Travelocity board of directors and was chief marketing officer as well as executive vice president of Sabre Holdings. Mr.



Sam Gilliland

Gilliland also has served as group president of the company's Airline Solutions business and as senior vice president and general manager of product marketing as well as senior vice president and general manager of Sabre Business Travel Solutions. He previously worked for Lockheed Missiles and

Space in Austin, Texas, developing hardware and software for land- and air-based defense systems.

A University of Texas at Dallas alumnus, he earned his MBA with the first School of Management class of Executive Education graduates in 1994. In recognition of his career success and continued work with The School of Management, Mr. Gilliland has been named a recipient of the school's 2003 Distinguished Alumni Award (see *Three Success Stories* on page 20).

Joseph T. Gunn, a senior vice president for Marsh Inc., a leading risk and insurance services firm and an operating unit of Marsh & McLennan Companies, Inc. (MMC), leads the business development practice for the



Joseph T. Gunn

Dallas office. Mr. Gunn drives growth through the acquisition of new clients and the expansion of current-client relationships. He joined Marsh in 1995 as a sales professional in the Orlando, Florida, office. In September 2001, Mr. Gunn relocated to assume business development responsibilities

for all of Marsh's Dallas operations.

Previously, he held senior business development roles with both CIGNA Corporation and Citibank.

"I am excited about representing Marsh on the advisory council," Mr. Gunn says. "Our firm has been actively involved in the local community for more than 30 years, and I see this as an excellent opportunity to continue that commitment. UTD is a leading institution in business education, and its importance to the Dallas-Fort Worth business community is significant."

Skip Moore leads the Technology, Media and Telecommunications practice in the Mid-America region of Deloitte & Touche, a national professional services firm that provides advisory, assurance, tax and management consulting assistance. Mr. Moore is responsible for service delivery to technology, media and telecommunications clients and for maintaining relationships with venture capital firms and other sources of private equity. He joined Deloitte & Touche in 1978 and has been a partner for 14 years. He is a member of the American Institute of Certified Public Accountants and the Texas Society of Certified Public Accountants. He serves as a district committeeman for



Skip Moore

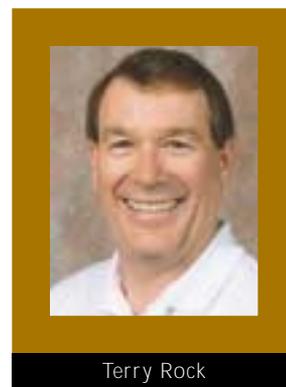
the Boy Scouts of America Circle Ten Council, as Tech Titans co-chair for the Metroplex Technology Business Council, on the MIT Executive Forum Advisory Council, on the University of Illinois President's Council and on UTD's Accounting and Information Management Executive Advisory Council.

"I hope that through Deloitte & Touche, I can bring valuable experience from the marketplace to UTD's School of Management," he says. "The SOM has established a strong track record with its research capabilities and innovative curriculum. I want to add to that track record as it becomes one of the most recognized business schools in the Southwest."

Terry Rock is general partner for CenterPoint Ventures, a large, early stage venture capital firm active in the Dallas and Austin areas with more than 30 technology-based companies in its portfolio. Mr. Rock has been committed to the technology focus and growth of The University of Texas at Dallas for many years. He is the former president of Convex Computer Corporation, which built its world headquarters adjacent to UTD on land purchased from the university. In 1996, Convex was sold to Hewlett-Packard, which occupies the facility today.

Prior to joining Convex, Mr. Rock had a 12-year career at Texas Instruments Inc. He was also a co-founder of the STARTech technology accelerator in the Telecom Corridor, another technology company launching pad for the UTD area. He still serves as the managing general partner of the STARTech Seed Fund. Mr. Rock holds board positions with several leading information technology corporations including OraMetrix, Voyence, Carrius Technologies, NetBotz, Active Power and GlobeRanger.

Mr. Rock is working to establish a scholarship endowment for engineering students to earn secondary or advanced degrees in business or marketing. "I believe engineering students need education in business and marketing to get a better feel for how the business world really works," he says. "It is very important to maintaining the synergy UTD has with the business community as well as the numerous technology companies in Dallas-Fort Worth." 🏠



Terry Rock

New Executive Education Advisory Council To Provide Business Communities' Perspectives

Continued from page 27

"The opportunity was suggested by a Federal Emergency Management Agency manager and translated into an effective program eight months later. A second example is our Project Management program. It was started

six years ago when Raytheon asked about a program for technical managers. We brought one into being six months later. Normally academic programs have a longer gestation period.

"The fact that we keep closer to

the user or community is, of course, the secret," he says.

And it's no secret the new Executive Education Advisory Council will expand those contacts exponentially. 🏠

EXECUTIVE ADVISORY COUNCIL

Member Company

- Charlie Bahr Bahr International
- Rodney Carter CEC Entertainment
- Edward Casteel Alcatel USA
- Rusty Cone Alliance Systems
- Terry Conner Haynes and Boone, LLP
- Kevin Cox DFW International Airport
- Peter Dicksson Ericsson, Inc
- Charles Eisemann Investor
- Joe Eullberg 7-Eleven, Inc.
- John Fowler Gold Creek Technology
- Elizabeth Frank Intellectual Capital Holdings

- James Harvey EDS
- David Holmberg Cole License Brands
- David Johnson Business Analyst
- Bob Kaiser WageWorks
- Roman Kikta Genesis Campus
- Richard Kneippner Provider HealthNet Services, Inc.
- Joseph Lake Ambassador (Ret.)
- Lonnie Martin White Rock Networks
- Paul Mason Fujitsu Transaction Solution, Inc.
- Charles Matthews Texas Railroad Commission
- John Oehlke CocaCola North America
- Rob Ressler Hitachi Consulting
- Ron Robinson Metroplex Technology Business Council/RCC

- Tom Royer Christus Health
- Dennis Simmons SWACHA
- Om Singla Centrix
- Larry Solomon Cadbury Schweppes
- Frank St. Claire Anigme
- Richard Sunderland Airborn, Inc
- David Teegarden Trinity Mother Frances Health System
- Jim Watson STARTech Foundation
- Randolph Wheatley Nortel Networks
- Nathan White State District Judge
- Ken Wilcox FritoLay
- Linus Wright Search Executive/Educator
- Jim Young Teleportec

When Life Throws You a Curve...



By Will Pry

Former pro pitcher

Will Rosellini has

found a new career

path at The SOM

Above: Will Rosellini pitches in the Arizona Diamondbacks organization.

Will Rosellini's undergraduate choices about college were tailored to further his baseball career.

His freshman year at Vanderbilt was frustrating because of both his unfulfilling role on the team and its poor record on the field. He transferred to Oklahoma State, where the thrill of going to the College World Series was leveled by an injury, which he worked through after yet another transfer — this time to the University of Dallas.

He recovered nicely and after his junior year, the Arizona Diamondbacks picked him in the 16th round of the draft. Pro baseball — any American kid's dream — was his future. After a couple of minor league seasons pitching in such remote outposts as Missoula, Montana; Tucson, Arizona; and Yakima, Washington, Mr. Rosellini returned to study at the University of Dallas where he

earned an undergraduate degree in economics. In August, he finished work on an MBA and a master of science degree in accounting and information management at The University of Texas at Dallas.

Now it's off to law school at Hofstra University, with summers spent working toward another master's degree — this time in biotechnology. The onetime can't-miss pitching prospect now has dreams of being an attorney specializing in the biotech business.

"I still love the game; I still love being around it," he says. "But I wanted to carve out something for the future."

Swallowing the hard pill

As a former pro athlete who never became a superstar, Mr. Rosellini is not unique; for every Nolan Ryan, thousands of Will Rosellinis have to find work outside the game. But Mr. Rosellini's recognition at a fairly young age that he needed to prepare for life after sports does set him apart. Given the high salaries and the mirage of invincibility that go along with the big-league lifestyle, becoming an ex-player is a hard pill for some athletes to swallow.

"Everyone thinks they're going to be a billionaire after being a millionaire," says Robert Newhouse, director of player development for the Dallas Cowboys. "Some of them go from being a millionaire to being bankrupt, and they wonder, 'How do I get out of that?' I say, 'Stay in school, and you'll find out.'"

From the locker room to the boardroom

UTD recognizes what athletes can gain from continuing their education, and The School of Management, on invitation from the Cowboys organization, has made a presentation to players to plant the seed in their minds that the school can help them make the transition from the locker room to the boardroom.

"We want to make sure they know we're an option," says Dr. Steve Perkins, assistant dean for graduate programs. "We're not pushing; we're just trying to make sure they know they've got that option."

It's important, Dean Perkins says, to recognize that UTD isn't recruiting pro athletes for publicity; nor are the ones who enroll seeking special treatment. The emphasis in continuing education is on the education.

Not just for athletes

"The point is that people from a wide variety of different backgrounds and different experiences can come back and do well in graduate school," Dean Perkins

says. "They're completely changing the direction they're going or building on the experience they've got and going into a different career."

Will Rosellini, for example, developed an interest in biotechnology after a semester in Dr. Joseph Picken's entrepreneurship course at UTD. He says the course set him on a career path because it put class lessons into a practical perspective. And — as in baseball — translating practice into real life can be tricky, Mr. Rosellini says: "It's about being prepared to go out there and fail five or 10 times before you have success."

But developing business sense can be as important to an athlete after his career as physical conditioning is during it. The higher sports salaries climb, the bigger the fall that awaits the ill-prepared retiree.

Mr. Newhouse speaks of ex-players who don't know how to pay taxes because their agents handled all their finances. Mr. Rosellini talks about ex-teammates desperate to cling to fading careers because there's nothing else they're qualified to do.

That's where higher education comes in, Dean Perkins says; ex-athletes are like students from any other walk of life when it comes to pursuing an MBA.

Mr. Newhouse would be happy if the players he mentors would take notice, even if it is to finish work on an undergraduate degree during the off-season, as Emmitt Smith did at his alma mater, the University of Florida. "If Emmitt Smith is smart enough to go back to school and get his degree, I think a lot of people need to follow in his footsteps," he says. "I certainly hope it's contagious." 🏈



Will Rosellini finished an MBA and M.S. in August

DR. LAURIE ZIEGLER NAMED TO WHO'S WHO

By Kristen Hurst

School of Management faculty member Laurie L. Ziegler, Ph.D., is among nine UTD professors featured in the seventh annual edition of *Who's Who Among America's Teachers*.

Dr. Ziegler teaches graduate and undergraduate courses in organizational behavior as well as a graduate-level course in conflict and negotiation, leadership, social psychology of business and human resource management.

The biennial *Who's Who* publication pays tribute to America's most-respected teachers.

Teachers are selected by the more than 890,000 students listed in *Who's Who Among American High School Students* and *The National Dean's List*. The students are given the opportunity to nominate one teacher who has been most influential during their academic career.

"My inclusion...is wonderful public recognition for me and for UTD," says Dr. Ziegler, who began teaching in 1988 after earning a master's degree in human resources and who joined the UTD faculty in 1993, the same year she

earned her Ph.D. in business administration. A former associate dean for undergraduate studies in 1994, she was named School of Management Teacher of the Year.

"I feel honored," she continued. "The *Who's Who* recognition helps to highlight that The School of Management is not only a nationally recognized research institution but [also] a place where students will receive an excellent education in a caring environment."

Although Dr. Ziegler's classes are diverse in age, ethnicity and learning techniques, she tries to

reach every student by staying current with young America's culture, bringing humor into the classroom and using as many different media as possible, including music or movies, to illustrate key concepts.

"My greatest thrill as a teacher comes from the private recognition I receive from my students when they take the time to call, e-mail or write to me once they have completed my course or matriculated from UTD," Dr. Ziegler says.



Laurie L. Ziegler

GLEMBA Director Recounts SOM Online Successes at Conferences

Anne Ferrante, Ph.D., director of The School of Management's Global Leadership Executive MBA (GLEMBA) Program, participated in panel presentations about online learning at two prominent national management conferences last summer.

In June, Dr. Ferrante led "Tailoring Courses to Student Learning Styles" at the Distance Learning Conference of the AACSB International — The Association to Advance Collegiate Schools of Business. Organized in 1916, the AACSB International is a not-for-profit corporation devoted to the promotion and improvement of higher education in business administration and management; it has long been a top accrediting agency for bachelor's, master's and doctoral degree programs in business administration and accounting.

In August, Dr. Ferrante was part of a panel called "Democratization of Education: E-Learning in a Knowledge Economy," that addressed online learning at the annual meeting in Seattle of the Academy of Management, a leading professional association for management scholars.

Both organizations chose UTD's School of Management to participate, along with other long-standing bricks-and-mortar schools that now offer online delivery models. The School of Management is a member of two highly selective online learning consortiums, the Sloan Consortium and the Online University Consortium.

"The UTD School of Management is accredited and offers high-quality programs with an effective use of online best practices," Dr. Ferrante says. "Online learning is still a relatively new phenomenon. We have been recognized for this, [whereas] some

Continued on page 34

Double Research Accolades Acclaim Professor Bass

Acclaimed UTD marketing and economics expert Dr. Frank Bass has recently earned two top honors nationally recognizing his research contributions.

In August, he was awarded the prestigious Charles Coolidge Parlin Marketing Research Award for 2003 at an American Marketing Association (AMA) conference in Los Angeles. In May, the influential journal *Management Science* listed a research paper by Professor Bass among the top five most-cited papers published in its 50-year history.

The Parlin Award, one of the oldest and most distinguished awards in marketing research, honors persons who have made outstanding contributions to the field. Recipients are either distinguished academics or practitioners who have demonstrated exceptional leadership and sustained impact on advancing the marketing research profession over an extended period.

"It is fitting that Dr. Bass receive this singular honor that recognizes his leadership and contributions in the field of marketing science," Dr. Hasan Pirkul, dean of the UTD School of Management, said of the Parlin Award. "The fact that this is the second major recognition he has received in as many months is yet another indication of the major contributions he has made in his field."

Professor Bass is the creator of the Bass Model, a mathematical model used to predict the sales and life cycles of various consumer products, including color television sets in the 1960s, wireless telephones and disposable diapers

in the 1980s and, more recently, digital satellite radio. The model has earned him international recognition.

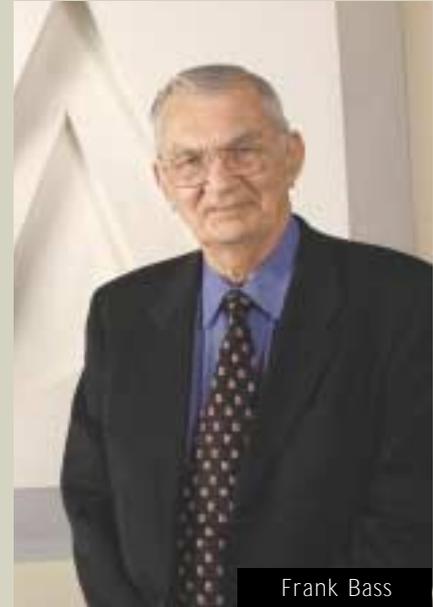
It was the paper that Professor Bass wrote in 1969 introducing the Bass Model that *Management Science* named as the fifth most-cited on its list. Professor Bass's research was the only marketing paper in the journal's list of top 10 papers.

The frequency with which academic papers are cited is one indication of the degree of influence the work has among scholars and other experts.

"Receiving such recognition from a leading research journal like *Management Science* is both a high honor for Professor Bass and a strong indicator of the strength and quality of The School of Management faculty and the importance of the research they pursue," Dean Pirkul noted.

Professor Bass received his Parlin Award in ceremonies at the AMA's Marketing Research Conference in Los Angeles on August 15. Founded as a memorial to Mr. Parlin, a pioneer of marketing research, the award was established in 1945 by the Philadelphia Chapter of the AMA and the University of Pennsylvania's Wharton School in association with the Curtis Publishing Company.

Professor Bass earned a Ph.D. from the University of Illinois. The Eugene McDermott University of Texas System Professor of Management and director of The School of Management's doctoral programs, he is a leading operations research theoretician and practitioner. He



has won numerous awards, including the Richard D. Irwin/American Marketing Association Distinguished Marketing Educator Award in 1990. Additionally, the Institute for Operations Research and Management Sciences (INFORMS) has created an award in his name, the Frank M. Bass Dissertation Paper Award, and he won an INFORMS Fellows Award in 2002.

The *Management Science* rankings came less than six months after the magazine *ORMS Today* ranked the UTD School of Management sixth worldwide in research productivity in operations management and information systems from 1996 to 2002 (See "Significant Strides," *MANAGEMENT* Volume 6, No. 2, Spring 2003, 2-3.) *ORMS Today* is the membership publication of the Institute for Operations Research and Management Sciences, the premier academic society for management science.



SOM Staffer Receives UTD Employee Award

Gayle Holt, the administrative services officer who works in The School of Management's office of budget and financial affairs, has received a Celebrate Achievement: Reward Excellence (CARE) Award from the UTD Staff Council. In receiving the award, Ms. Holt was praised for her consistent cheerfulness, "even though the challenges she faces are often less than cheerful." She was also lauded for her "wonderful professional attitude." Award recipients were honored in ceremonies in June. They received a certificate and an engraved clock to commemorate their contributions to the university. The award is given to a maximum of six employees twice each year by the council and is approved by UTD President Franklyn Jenifer to honor outstanding staff members.

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schools have tried and failed at this." Dr. Ferrante's contributions to the conferences were based on the GLEMBA Program's seven years of experience in online learning.

"We have found one of the most critical success factors is to obtain a good fit between student profiles, learning outcomes, and the appropriate mix of academic and student interaction," she says. The GLEMBA Program features classes organized as cohorts, team-based learn-

ing, a blended on-campus/online learning model, and the use of interactive online technologies and teleconferencing. Dr. Ferrante points out that these features "are the key building blocks for an optimum teaching and learning experience for executive MBA students."

"Flexibility matters," Dr. Ferrante says. If it were not for programs such as GLEMBA, "many working managers and professionals — because of work commitments, travel, or the need or desire for

work and family balance — would be unable to pursue graduate education." In GLEMBA, Dr. Ferrante says, the effective use of technology to deliver a high-quality degree "makes the virtually impossible, possible virtually."

Her presentation at the Academy of Management meeting also highlighted GLEMBA's development and effective use of virtual learning teams, an integral component in the program's learning design.

Professor Zhiang Lin Co-Authors Book on Stress-Resistant Organizations

A new book co-authored by School of Management Associate Professor Zhiang "John" Lin, Ph.D., provides a scientific approach, based on computer modeling, to address issues of crisis management.

Dr. Lin co-authored the 211-page research work, *Designing Stress Resistant Organizations: Computational Theorizing and Crisis Applications*, with Kathleen Carley of the Institute for Software Research International, School of Computer Science, at Carnegie Mellon University in Pittsburgh, Pennsylvania.

Professor Lin explains that computational organization theory is a relatively new and fast-growing discipline that utilizes computer modeling techniques (such as computer simulation) to extend or develop organizational and management theories.

"The motivation for this book is closely related to our desire to provide a scientific, organizational-design approach toward a

major issue in management: How can organizations maintain good performance even under crisis situations?" says Professor Lin, who teaches organization, strategy and international management classes at UTD. "This is an important research question, as today's organizations face increasingly complex and critical task situations."

Dr. Lin and Dr. Carley's book is the third volume in the Information and Organization Design Series. Series editors Richard M. Burton of Duke University and Borge Obel, SDU-Odense University, Denmark, say that "Lin and Carley have made an important contribution along a number of dimensions that enhance our understanding of information and organizational design."



Zhiang Lin



Leadership Center at UTD Event Draws Dallas Area Execs

A Leadership Center at UTD event drew Dallas area executives to hear an address by Texas Capital Bancshares Bank CEO and Chairman Jody Grant (1). UTD President Dr. Franklyn Jenifer (2, left) was among attendees as were philanthropist Mrs. Margaret McDermott (3, left) and Teleportec President Jim Young (3, right). UTD Executive Vice President and Provost Dr. Hobson Wildenthal (4, center) joined Mrs. McDermott in welcoming Mr. Grant to the Eugene McDermott Library's McDermott Suite, where the event was held. Attendees included Barbara Curry, TXU Energy senior vice president (5, left), and Claire Lewis-Martin, Alliant Marketing Solutions president and CEO (5, right). Leadership Center Director Jerry Hoag (6, left) greeted *Dallas Morning News* business columnist Bob Miller (6, right).

Dean Pirkul Named GDAACC "Educator of the Year"

School of Management Dean Hasan Pirkul was named "Educator of the Year" by the Greater Dallas Asian American Chamber of Commerce (GDAACC) at award ceremonies August 13 at the Hyatt Regency Hotel in Dallas. Dean Pirkul's award was among several given by the GDAACC to honor notable accomplishments by Dallas area Asian American entrepreneurs, businesses, community volunteers and educators. Pictured below, from left, are Amir Rupani, GDAACC vice chairman and chairman of the awards banquet; Vanessa Castagna, chairman and CEO of J.C. Penney Stores, Catalog and Internet, who was keynote speaker at the event; Dean Pirkul, and Anant Jain, GDAACC chairman-elect.



SOM STUDENTS PLACE THIRD IN BUSINESS-SIMULATION COMPETITION

Working as a team, two recent School of Management graduates, Mike Zaccarella and T.J. Brennan, took third place in a national business simulation competition last spring sponsored by Management Simulations, Inc.

The Illinois-based company creates computer-based business simulations to emulate real-world situations. As part of Assistant Professor Steve Phelan's Social and Political Environment of Business class, students used the company's Foundation business game to create a hands-on environment in which teams acted as an executive committee responsible for running an electronic sensor company.

Both Mr. Zaccarella and Mr. Brennan, who graduated in May, were business administration majors with concentrations in management information systems. They had met in a marketing class and gotten to know each other through several classes they shared. Along with other classmates, the two teamed up for Professor Phelan's in-class game. After their group finished fourth among 27 teams, the two decided to take a shot at the national Foundation Challenge, a for-rankings-only event that awarded no prize money and ran from late April to early May.

The competition took place online, and 100 teams from across the country uploaded data daily. Creating a new fictional company, the SOM players made decisions about research and development, human resources, production, finance and marketing to earn a score based on the profits their decisions generated. Eight simulated years of operations took place in about a week. As market conditions shifted, the SOM duo made incremental changes to their strategy, uploading new information via the competition's website.

The team finished first in the semifinals — ahead of 34 other surviving teams — and headed into the finals with their fictional company earning almost \$110.5 billion in cumulative profit.

"We did this kind of on a whim, and then we qualified for the finals, so we felt really good coming into that phase," says Mr. Brennan.

The finals compressed eight years of management into a single day. Mr. Brennan and Mr. Zaccarella placed third, while a team from the University of New Orleans captured first and a team from Georgia Southern University won second place. "Just being in the top three was really awesome," Mr. Brennan says.

"We feel quite honored to have achieved such a feat," says Mr. Zaccarella, who started a full-time job with PacifiCare, a health insurance company, in July and who is slated to return to The School of Management as a graduate student this fall. "Hopefully, we've represented the school in a nice way too."

— *Kristen Hurst*



T.J. Brennan and Mike Zaccarella

Two New Programs Aim for More International Business Development

SOM's Executive and Professional Development division has started two major international management initiatives, co-sponsoring an international business development forum and launching a new series of short courses to help small- to medium-size companies develop and implement market strategies for foreign markets.

Jay Phillips, director of Executive and Professional Development programs, says he expects the international business development forum to be held on a quarterly basis, with the next session due to be scheduled on the UTD campus sometime during the fall semester. SOM is sponsoring the forum in cooperation with the Metroplex Technology Business Council's International Committee.

The school's new International Business Development Program (IBDP) offers the series of short courses. Course topics focus on issues ranging from creating strategic business alliances abroad to market entry strategies, distribution channel management and challenges related to international partner due diligence.

IBDP manager Dr. Hans-Joachim Adler, who has more than 25 years' experience in international business devel-

opment for the information technology and telecom industries, notes that the new series makes the school's international business resources available to companies that may not be large enough to have their own resources to develop markets abroad for their products.

"The life cycle of products, especially technology products, has become shorter; so companies have to develop as broad a market for their product as possible in as short a time as possible. This means going international," Professor Adler says. "But often small- and medium-size companies don't have the resources and international business contacts to do that. Through our program, we can help them find contacts and develop marketing strategies in various countries."

Professor Adler says companies can arrange to have IBDP short courses given at their locations. In addition, participants can arrange for follow-up coaching after they have completed course work. "The emphasis in our programs will be to teach knowledge and skills that participants can put to work immediately. It's important to have knowledge, but it has become equally important to learn how to immediately apply that knowledge," Professor Adler says.

Professor Adler holds a master's degree in engineering and electronics from

the University of Darmstadt, Germany, and a Ph.D. in information processing from the University of Lyon, France. Before he came to the United States, he was a professor of computer sciences at the University of Giessen-Friedberg in Germany. After he moved to Plano in 1999, he worked for a medium-size technology company as vice president of European sales and business development.

Both he and Mr. Phillips are members of the Metroplex Technology Business Council's International Committee.

Mr. Phillips notes that both the forum and the IBDP short-course series are geared especially for companies that manufacture products that lend themselves to international markets, such as computer and telecommunications components.

"As people are seeking to expand their businesses and their markets, it's much easier for them to develop new markets, internationally, for existing products than it is to develop new products to sell domestically. [We hope] the forum and our International Business Development Program will help in these efforts."

For more information on the International Business Development Forum contact Mr. Phillips at 972-883-4697 or jayphil@utdallas.edu. For more information on the IBDP, contact Professor Adler at 972-883-4695 or jadler@utdallas.edu.

MARKETING PROFESSOR WINS DAVIDSON HONORABLE MENTION

Nanda Kumar, assistant professor of marketing at The School of Management, and his co-authors have received an "Honorable Mention" Davidson Award for their article published in the *Journal of Retailing*, "Effective Category Management Depends on the Role of the Category." Kumar's co-authors are Professor Sanjay K. Dhar of the Graduate School of Business at the University of Chicago and Professor Stephen J. Hoch of the Wharton School of Business at the University of Pennsylvania.

The article, which appears in Volume 77, Issue 2 of 2001, investigates the relationship between stores' performance in several product categories and their marketing-mix decisions. (See www2.babson.edu/babson/BabsonHPp.nsf/Public/forexec7.)

The journal presents the William R. Davidson Award annually to recognize the journal's leading articles in the field of retail marketing. The journal's editorial board votes to choose the winners.

The authors were invited to present the paper and accept the award and an honorarium at the American Marketing Association Summer Educators' Conference in Chicago in August.



Nanda Kumar



Instructor George Grant, of the City of Richardson Emergency Management Office, served as instructor for "Fundamentals of Emergency Management," the first course offered by SOM's new Emergency Management and Preparedness certificate program.

SOM Offers Emergency Preparedness Certificate Program

In June, The School of Management began offering a series of short courses designed to provide training in responding to disasters, including acts of terrorism. The short courses, which lead to a Certificate of Emergency Management Preparedness, are offered through the school's Executive and Professional Development division and are designed to train business and civic professionals to manage complex emergencies, from response to recovery.

To earn the certificate, students are required to complete five core courses and two electives, which can be completed within a year. Core course titles range from "Fundamentals and Preparedness in Emergency Management" to "Disaster Response and Recovery," "Vulnerability Assessment and Risk Management" and "Terrorism in Emergency Management." Elective topics include "Technology in Emergency Management," "Geographical Information Systems for Emergency Management" and "Volunteer Resources and Donations Management."

All classes are held on the UTD campus.

The short-course series is especially

designed to benefit professional emergency managers, city and county administrative staff members, civil and government attorneys, business continuity planners and risk managers, insurance brokers and those directly responsible for emergency preparedness within their

organizations. Instructors include experts from local government emergency management teams, such as George Grant of the City of Richardson Emergency Management Office and C.J. Howard of the Plano Fire Department. Other instructors are experienced specialists such as James Staves, who works with the Federal Environmental Protection Agency and is director of the Forensics and Emergency Preparedness Institute at UTD, and Jack Graham, manager of rail system safety for Dallas Area Rapid Transit, along with representatives of volunteer organizations and other UTD faculty members.

Cost of each course is \$495. For additional information, please contact Dorothy L. Miller at 972-883-2562, or view the UTD Professional Development Web site at <http://som.utdallas.edu/profdev>.

The school's Executive and Professional Development programs, working in partnership with public and private organizations, focus on strengthening individual and organizational effectiveness. The Professional Development division offers non-credit programs including workshops, seminars, conferences, short courses, custom-designed programs and one-on-one training. Companies can work with UTD to design custom on-site or on-campus training.

Development Forum Discusses Career Strategies for Capricious Economy

"Career Management Strategies in an Unpredictable Economy" was the topic of a panel discussion at The School of Management's June Professional Development Forum.

The three panel members presented perspectives from the corporate sector, higher education and government in a discussion of the far-reaching impact of the current economy. The discussion touched on issues ranging from the effects on delivery of services to interactions with customers and constituents to insuring employees' continued personal growth.

Ken Wilcox, a vice president and general manager for Frito-Lay Corporation; Margaret M. Wright, assistant director of human resources, City of Dallas; and Jay Phillips, director of Executive and Professional Development programs in UTD's School of Management, served as panel members.

The school presents the Professional Development Forum four times each year. 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. For more information, contact Jay Phillips at 972-883-2204 or jayphil@utdallas.edu.

New Institute's Corporate Partners Help Craft Meaningful Responses to Regulatory Change

Continued from page 15

corporate boardrooms," says Mr. Samuel, who has been with Haynes and Boone for 18 years and was identified in May by *D* magazine as one of the city's best lawyers. "What we try to bring to the table is the ability to answer questions that these directors are asking. ...The ones near and dear to their hearts are the ones we want to strike at and therefore make it more germane and worthwhile to them."

Most importantly, Mr. Samuel says, is that the programs he helps devise should give participants a conceptual understanding of what's behind the Sarbanes-Oxley Act. "That way, good men and women who want to do right may not remember every detail but have enough awareness that they avoid foot faults and can fully understand their duties," he says.

Bank One: Reinforcing character

Fred Points, first vice president of Bank One, believes the real-life experiences each partner brings to the institute make it much more than an academic exercise.

Corporate boards must operate not only within the law but also within ethical and moral subsets, says Mr. Points, who has been in the banking industry for 20 years, the last eight with Bank One. "A lot of what happened in the Enron reporting, for example, was within the law but just not right."

Bottom line, he says, "as a bank, we put our money into a company."

"When I started out in banking, many years ago, we used to talk about the four "Cs" of lending. When you want to make a loan to a public company, you look at four things: credit, cash-flow, collateral and character. What we are talking about now is number four. All the others, however, are sourced through character. With character, you know that the other three are clean and clear. That issue is at the heart of what this program gets at."

Corporate Sponsors: Fortifying the ranks

The institute will continue to fortify the ranks of its strategic partners, Dr. Konstans says.

"We'll supplement these members with other critical com-

ponents in corporate governance," he says. "This group will meet with our faculty and design programs that are going to benefit the directors and officers of public corporations in the discharge of their duties. To make sure these programs provide value to directors and officers, we have a group of corporate sponsors with a different role: They will review the programs and offer feedback, help the program attract speakers and send their officers and directors to attend the programs."

The institute's sponsors include the Texas General Counsel Forum, made up of 350 members, many of whom are general counsels of Texas-based corporations; Texas Instruments Inc.; Haggar Corp.; Lennox International Inc. and AdvancePCS.

"We have a faculty that is extremely well-versed in research methodology and is already involved in corporate governance research, including such issues as stock options and the effects of restatements," Dr. Konstans notes. "My partner in this effort, Dr. Suresh Radhakrishnan, our director of research, and I have had a series of meetings with several of our strategic partners, and we've come up with a wealth of researchable ideas based on issues that are perplexing their profession."

SOM: Aggressive in research

So far, the founding partners have found the process vigorous.

"We think that UTD is a leader in the educational community here — not just in technology but in business as well — and is very aggressive in this arena," Mr. Gunn of Marsh says. "UTD's aim to include all business facets rather than just corporate law concerns is unique and more beneficial to the corporate community. UTD has a clear advantage with this type program because it is one of the strongest research institutions in Texas, if not the South or nation. The combination of having the practical hands-on experience of the strategic partners combined with the corporate sponsors and the academic research background really makes this program special."

Mr. Moore of Deloitte & Touche also notes that he has been "very impressed about how responsive UTD has been to our involvement and input."

It's a strategy officials here hope builds a better corporate America, one partner at a time. 🏠

"...having the practical hands-on experience of the strategic partners combined with the corporate sponsors and the academic research background really makes this program special."

— Joe Gunn

A L U M N I N O T E S

1970s

Jan E. Gaulding, BS 1976, has been the chief financial officer of Sevin Rosen Funds for three years and is based in its Dallas, Texas, office. She is serving on the Accounting and Information Management (AIM) Executive Advisory Council.

1980s

James D. Thaxton, MA 1980, was named president of Baylor Medical Center at Irving, Texas, in October of last year after serving as interim president since June 2002. He has worked in the Baylor Health Care System in several other capacities, including senior vice president for managed care contracting and administrator of the Erik and Margaret Jonsson Medical and Surgical Hospital on Baylor's downtown Dallas campus. A profile of him in "Face Time," a column in the *Dallas Business Journal* of February 28-March 6, 2003, listed his motto as "Always be kind to the people you work with, because you might find yourself working for them."

Janet Pinkerton Hudnall, BS 1986, works as a senior trust and estate officer in Bank of America's Private Bank, a downtown Dallas branch for high-profile and high-net-worth individuals. Also a 1989 graduate of the Southwestern Graduate School of Banking at SMU, Janet has worked at Bank of America 26 years and has risen through the ranks to become a senior vice president.

Haw-Jan (John) Wu, MA 1988, is an associate professor in the Institute of Management and International Entrepreneurship at California State University-Monterey Bay. Dr. Wu earned his doctorate in business logistics and marketing in 1995 from Penn State University. He has taught for a year at Cal State-Monterey Bay, where his teaching and research interests include the interface between operations and marketing, supply chain management, and Asian management practices. Before he joined CSUMB, he had taught for 10 years at Whittier College, a small liberal arts school near Los Angeles.

1990s

Dean McSherry, BS 1990, recently acquired and is president and CEO of Preferred Restaurant Services, a management and consulting firm that also offers accounting, insurance and group employee programs exclusively to the hospitality industry. With offices in Dallas, Houston and Austin, Texas, PRS works with more than 400 small- to medium-size restaurants in 13 states. At UTD, Dean mentors School of Management Cohort MBA student **Thang Nguyen**.

Douglas D. Bruton, EMBA 1994, works as a financial consultant at the Crescent Court office in

Dallas of Solomon Smith Barney, a global full-service financial firm, which provides brokerage, investment banking and asset management services to corporations, governments and individuals around the world.

Dennis L. Van Leeuwen, EMBA 1994, is general manager for the Industrial Equipment Division of GE Commercial Distribution Finance in St. Louis, Missouri. He manages sales and operations for this division, whose core business is financing construction equipment dealers and transportation dealers.

Gregory W. Floyd, EMBA 1996, last spring became chief operating officer at Promotional Products Association International (PPAI). Based in Irving, Texas, the association is a worldwide nonprofit trade group with 6,700 members, most of whom are suppliers or distributors of promotional products and services. Greg manages the financial, human resources and information technology departments and is involved in administration, international initiatives and strategic planning.



Gregory W. Floyd

He also is chairman of Hire DFW First, a division of CareerConnection, a Dallas-based employment networking organization. Hire DFW First works as a not-for-profit search firm, with the goal of linking local employers with local workers.

Recently named a member of the EMBA Alumni Board, Greg also serves as an SOM mentor.

Laura Christian Holland, BS 1996, is an operations analyst at J.C. Penney in Plano, Texas.

Colleen R. Jensen, EMBA 1996, is a retail services strategist with Dell, the computer company, in Austin, Texas. She is responsible for understanding the retail customer's service needs, designing the service solution to meet those needs and ensuring that Dell and partners have the processes and systems in place to satisfy those needs.

Sun Jun Ha, BS 1997, is an accountant in Irving, Texas, for Citigroup, the financial services conglomerate.



Hailey (left) and Heather Schmitt

Tiffany L. Schmitt, EMBA 1998, husband, Andrew, and daughter, Hailey Nicole, have welcomed second child, Heather Lauren, who was born February 11. Now a micropower contracts manager, Tiffany, a CPA and certified production and inventory manager, has been with Tyco Electronics Power Systems, Inc. (formerly Lucent Technologies, Power Systems Division), in Mesquite, Texas, for eight years. Andrew, a psychologist in private practice, is maintaining the Schmitts' U.T. ties by serving as an adjunct instructor at The University of Texas at Tyler.

Kathryn D. Steglich, EMBA 1996, besides recently being named a member of the EMBA Alumni Board, is a supply manager at Texas Instruments, Worldwide Make Operations, based in Dallas, Texas.

Emily (McKee) Bartlett, BS 1999, MBA 2001, MS 2002, is self-employed in accounting services in Half Moon Bay, Calif.

Amy L. Caster, MBA 1999, is a career specialist in the M.J. Neeley School of Business Graduate Career Services Center at Texas Christian University in Fort Worth, Texas.

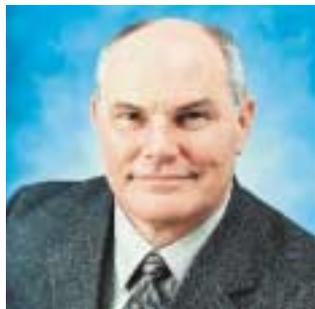
Pin Lu, BS 1999, MS 2001, is a senior associate specializing in tax in the Dallas, Texas, office of BDO Seidman, LLP, a national firm that provides tax, assurance, financial advisory and consulting services to private and publicly traded businesses.

James Miller Jr., MS 1999, founded Project Management Dynamics, an information technology management consulting firm based in Allen, Texas, in June 2002. A former long-term employee at Nortel Networks, James has a proven track record of effectively managing technical organizations with a focus on financial results and customer satisfaction. He has earned numerous awards for operational excellence and customer satisfaction.

Project Management Dynamics has provided information technology and training project management services for such companies as Sabre,

Northrop Grumman Corporation, Texas Instruments Incorporated, the University of California and The University of Texas at Dallas.

Also a UTD SOM adjunct faculty member, James formerly served on the board of directors of the



James Miller Jr.

alumni association at The University of Texas at Dallas and teaches for The University of California, Irvine, as well. He is involved with numerous professional organizations and writes and speaks frequently on the topic of project management.

Ernie T. Ramirez, EMBA 1999, is president of CMA Construction, Inc., a Grand Prairie, Texas-based company, he founded in 1999. A commercial firm, CMA has contracts in Texas and Tennessee.

2000s

Kashif M. Akhtar, EMBA 2000, reported recently that he is an internal auditor in the Atlanta, Georgia, corporate headquarters of Home Depot, the home-improvement retailer. His responsibilities include analyzing existing and defining new process improvements for Home Depot stores from an information-systems perspective.

Camilla A. Harris, MBA 2000, has worked in the audit practice at PricewaterhouseCoopers, LLP, in Dallas, Texas, since she graduated. "I am enjoying my job very much," she reports, "and am trying my best to get more good UTD students at PwC."

Darron N. Holloman, BS 2000, is a CPA tax specialist in the public accounting firm of Hartman Leito & Bolt in Irving, Texas.

Richie S. Simmons, EMBA 2000, became director of business development for Vero Systems in May. Headquartered in Howell, New Jersey, Vero Systems is a leader in intelligence-based software solutions for the telecommunications industry. Mr. Simmons is based in Dallas, Texas.

Svyatoslav (Steve) Bashmakov, BS 2001, is a personal financial services banker at J.P. Morgan Chase Bank in Plano, Texas, working in partnership with personal financial advisors at the bank to help clients find and manage investment, fiduciary and insurance products.

Derrell L. Oliver, EMBA 2001, is president and CEO of Athletic Empire Corporation, a Richardson, Texas-based athletics consulting and marketing company he founded in May 2000. Derrell also serves as an adjunct professor in The School of Management, teaching "Managing Financial Data," an undergraduate accounting course. He spends a lot of his extra time coaching North Garland's Little League All-Star team and serves as an active member of the league's board of directors.

Shaun Robinson, MBA 2001, is supply chain project manager with Richardson, Texas-based AMX Corporation, which manufactures advanced control technology for commercial and residential markets. Shaun also serves on the Cohort MBA Advisory Council and participates in the Cohort MBA mentoring program.

Barbara G. Whitehorn, MBA 2001, reported last summer that she is working as an accountant at the Red Cross in Dallas, Texas, managing accounts receivable and working on account reconciliation, internal auditing and control processes. She also plans to take the CPA exam this fall, and is planning to get married on November 22 in Denton. Her fiancé works in communications in Dallas.

Lisa G. Holman, MBA 2002, finished her degree via SOM's Global MBA Online program after moving to California. Based in Newport Beach, she is a media marketing consultant and regional manager for Partnership for a Drug-Free America, the non-profit organization famous for its "This is your brain on drugs" public service announcements. She writes that she meets with media in the West and throughout Texas to secure as much airtime for the organization's messages as possible.

Harri P. Ojala, EMBA 2002, is the director of operations in Europe for the Elcoteq Network Cor-

poration, a leading European electronics company providing engineering and manufacturing services, supply chain management and after-sales services to international high-tech companies. Harri is located in Pecs, Hungary.

Dinesh Parmar, EMBA 2002, is an accounting manager in Dallas, Texas, for Nokia, Inc., a mobile communications company.

Scott H. Prengle, MBA 2002, recently passed the Certified MBA exam and was awarded the CMBA designation by the International Certification Institute. A voluntary professional certification, the CMBA is designed to confirm an MBA recipient's command of knowledge required across all accredited MBA programs.

Scott writes: "I mainly took the exam to challenge myself.... I am proud to say that passing the exam, and being one of a fairly select group to do so, gave me tremendous confidence in the skills and knowledge I obtained at UTD."

A nearly 20-year veteran of the semiconductor industry, Scott has worked for the last five years for DNS Electronics, the U.S. subsidiary of Dainippon Screen Manufacturing Company Ltd. of Kyoto, Japan, a manufacturer of semiconductor process equipment. While U.S. headquarters are in Sunnyvale, California, Scott's office is in Carrollton, Texas. He is product manager for single wafer clean/etch equipment in the United States.

Scott earned a BS and an MS in electrical engineering from the University of Houston. He also was among the first members, inducted in November 2002, of the SOM chapter of Beta Gamma Sigma, an international business honor society.

Naresh Kumar, MBA 2003, is teaching "Petroleum Geoscience," a course in the Department of Geosciences at UTD's School of Natural Sciences and Mathematics, and continues working on oil and gas projects in western Siberia.

OBITUARIES

Kevin Christian, BS 1996, MS 1998, a tax accountant at PricewaterhouseCoopers in Dallas, Texas, died in May 2002. Survivors include his twin sister, Laura Christian Holland, BS 1996 (see Alumni Note, page 40). He was a student member of the Accounting Honor Society, his mother Kathleen Christian, recently recalled. "He was so proud of his degrees and CPA," she said, that "he signed everything 'Kevin D. Christian, BS, MS, CPA.' We even put that on his headstone with a picture of him and his dog, Beast, and the CPA insignia." Memorial contributions in his name may be made to the Youth Scholarship Fund at Hunters'

Glen Baptist Church, 4001 Custer Road, Plano, Texas 75023. 972-867-1610.

Donald C. (Chuck) Woods Jr., EMBA 2000, died May 27 after a heart attack. Vice president of marketing for the Combined Group of Dallas, a consortium of agents and business offering insurance products, he had held management positions since starting with Progressive Insurance 14 years ago. He is survived by his wife, Melissa Woods; two children, Madeline and Mary; and many relatives and friends. An account has been established in the name of the Chuck Woods Family at Legacy Bank, 1105 W. 15th Street, Plano, Texas 75075.

MOVING MOMENTS FOR SOM



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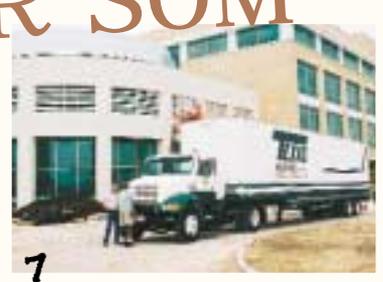


5



6

School of Management faculty and staff did double duty this summer as they packed offices, supplies and equipment and then moved during August from seven different buildings on the UTD campus into the school's new 204,000-square-foot home at the corner of University Parkway and Drive A. Everyone tried to maintain their sense of humor during the move, including administrative assistants (1, right) Beverly Young and Sally Zirkle, who shared a joke amid the packing boxes. (2) Dr. Constantine Konstans worked among stacks of crates while waiting to be moved, and (3) Jill Johnson kept the dean's office files organized, even in the packing crates. (4, left) Dr. Suresh Sethi and assistant Barbara Gordon thought they held the all-school record for packing the most boxes —130. (5) Dr. Mark Anderson put off packing as long he could. Equipment and personnel from (6, 7 and 8) contractor Texas Moving helped the week-long move run smoothly. Within a few days of moving, most faculty and staff members were unpacking and organizing their new offices, including (9) Dr. David Springate, (10) Ms. Zirkle and (11) Sue Heiler, while (12) Dean Hasan Pirkul oversaw the entire project.



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OUT

IN

CLASS ACT

Alumni duo's fundraising play plays to class loyalty and pays dividends for the school.

By Helen Bond

When Executive MBA alumni Sean McNeill and Mahesh Shetty accepted the assignment to help raise money for their class for the new School of Management (SOM) building, they knew they needed a novel approach.

One brainstorming lunch later, and their plan was hatched. Each of their classmates would be encouraged to contribute \$1,999, a dollar amount that matched the year they graduated — 1999.

The pair split the 25-member class roll and got to work. So far, more than half of their classmates have contributed. The graduates are near their first goal, to raise \$25,000 — the dollar level set by UTD that will allow the group to name a classroom. Their second goal is to collect as many \$1,999 pledges as possible.

RAISING THE BAR, FINDING THE HOOK

Class fundraising initially focused on \$1,000 donations by individuals. Mr. Shetty and Mr. McNeill wanted to raise the bar and — as they learned in graduate school — they knew they needed a marketing hook.

“When you give fundraising a face and give it a feeling, I think people feel better about it,” says Mr. McNeill, director of sales operations and customer service for AMX Corp. Mr. McNeill and Mr. Shetty were naturals to take on the fundraising.

The duo was active in school, organizing study groups and social outings. Both men say they have enjoyed reconnecting with classmates.

A RICHER PERSPECTIVE

The EMBA Class of 1999, like most, drew students from varied backgrounds. “We had a wide mix of people,” says Mr. McNeill. “We all drew from the different perspectives when we talked about the material.”

Mr. Shetty also brings up the idea of “perspective” when talking about SOM’s EMBA Program. The senior director with VarTec Telecom learned from his classmates, as well as his professors, while rounding out his accounting and financial background with marketing and operations skills during his UTD stint.

“There was a tremendous amount of perspective about how companies really operate,” says Mr. Shetty. “Working with people in different functional areas as classmates [offered] a richer and different perspective. ...It gave me a better sense of dealing with different people, to listen to their needs.”

A SYMBOL, A HOME

The new SOM building will enhance UTD’s profile as a top-notch university, both alums note. For alumni, the value of an Executive MBA degree will soar with a place to call home, and the building will become the “physical representation of all the work people have done over the years to become educated at the university,” Mr. McNeill adds.

For the Class of 1999, the lasting identity that comes with naming a classroom is exciting. “It will mean a lot as a group...it will symbolize our value we gave to the school and what we treasure and the way to collectively give back,” says Mr. Shetty. 🏠



Sean McNeill

Mahesh Shetty

2002 - 2003 DONOR REPORT

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Intervice, Inc.
A.T. Kearney/EDS
Marsh Inc.
Nokia
Nortel Networks
TXU

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Tonya Y. Battles
Priscilla A. Beadle, Ph.D.

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Southwest Airlines
Spencer Stuart
Summit Mortgage Bankers, Inc.
Verizon Wireless
WebLink Wireless Inc.



Monies have been donated and pledges targeted specifically to reach the \$8 million needed to match the U.T. System Regents' \$30-million allocation for construction of the new School of Management building. Checks can be made out to: The School of Management Building for the Future Fund, and sent in care of Dr. Diane S. McNulty, Associate Dean, School of Management, The University of Texas at Dallas, P.O. Box 830688, SM42, Richardson, TX 75083-0688. Read about the new building *A Signature Facility, A Central Home* on page 2 and in *Moving Moments for SOM* on page 42 of this issue.

THE SCHOOL OF
MANAGEMENT " BUILDING
FOR THE FUTURE FUND "

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Kashif Akhtar
Richard C. Allen Jr. and Drew Allen
Rasmi K. Almallah
Richard F. Amsberry
Barbara J. Anderson
Forrest Alex Andrews
Anonymous
Carol A. Arland
Jayatirtha Asundi
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and Anindita Roy Bardhan
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Paul G. McLeod
Sean R. McNeill
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James O. Miller Jr.
Sharon M. Miller
Michael V. Mills
Birendra K. Mishra, Ph.D.
Kerry D. Mock
Vijay Mookerjee, Ph.D.,
Radha Mookerjee, Ph.D.,
and Amit Mookerjee
Andrew A. Moxey, Ph.D.
B.P.S. Murthi, Ph.D.
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Ron and Susan Nash
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Cuong V. Nguyen
Floyd L. Norvell Jr.
Claudia Offill
Drs. Collins E. and Tina O'Kehie
Dale K. Osborne, Ph.D.
Ertunga C. Ozelkan, Ph.D.
Rema Padman, Ph.D.
Nalin Patel
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John T. Pitts
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