

THE SCHOOL OF

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MESSAGE FROM THE DEAN



Hasan Pirkul
Dean, School of Management

This fall, we are beginning our second year in The UTD School of Management's new 204,000-square-foot, state-of-the-art home. This facility is making a huge difference in the quality of education we are able to deliver to our students. It has also helped in our outreach efforts to the vibrant business community that surrounds us. As several articles in this issue show, our school now serves as a focal point that allows numerous companies, business organizations and chambers of commerce to participate in our programs as well as showcase their own activities.

The new building is accommodating our continued growth in enrollment and faculty size. Our enrollment now stands at 4,484, which is double the school's enrollment just nine years ago. This fall, we welcome eight new faculty members, including three full professors. Dr. Alain Bensoussan joins us as Distinguished Research Professor in Operations Management. Dr. Ashiq Ali and Dr. William Cready both will hold named professorships and are outstanding additions to our Accounting and Information Management faculty.

As we grow, we continue to gain in national visibility. Our rankings show we are making progress toward our goal of becoming one of the leading public business schools in the United States. *U.S. News and World Report* lists our fulltime Cohort MBA Program among the top 62 such programs in the nation and among the top 35 at public colleges and universities. *Financial Times* ranks the UTD Executive MBA Program 62nd in the world and 32nd in the United States.

Perhaps even more significantly, we are taking the lead in defining another parameter that measures accomplishments of business schools based on their research contributions. We have created a database, which can be found at <http://citm.utdallas.edu/informs>, that tracks publications in 22 leading research journals across major business disciplines from 1990 forward. Based on this data, we have created a Top 100 Research Productivity list in which The UTD School of Management ranks 36th among all North American business schools, ahead of all but one school in Texas. Recognizing the important role of academic research in providing students with the most advanced educational experience, our plans are to continually update the database, making public on an ongoing basis this important measure of excellence in business education.

The quality of education our students are receiving is reflected in their first-rate performance in various competitions related to their academic experiences. In a recent contest organized by the Association of Information Technology Professionals, the SOM team won first place, in a field of 21 teams, for network design. Last month, a team of Cohort MBA students participated in the Dell-Microsoft National Marketing Case Competition. They distinguished themselves among the 100 teams that participated by being named one of the six finalists. In the final round, which was ultimately won by Northwestern University, our Cohort MBA team was the only team from Texas in a field that included Emory, Purdue, Vanderbilt and The University of Virginia.

Such accomplishments assure us that we are achieving our goals, sooner rather than later. We welcome the input of our alumni and friends in our endeavors, and we thank them for their continued support.

Hasan Pirkul.

Visit our site on the worldwide web

<http://som.utdallas.edu>

THE SCHOOL OF MANAGEMENT

THE UNIVERSITY OF TEXAS AT DALLAS

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VOLUME 8 No. 1 AUTUMN 2004

2

Above & Beyond IT

Jeanne Spreier and Paula Felps

Information technology (IT) represents everything from today's business tools of necessity to the lifeblood of the future. Three centers at The UTD School of Management are rigorously investigating IT and its applications, to the advantage of SOM students, the school and companies near and far. This story looks at those centers in depth.

10

Road Map for the Future

John H. Ostidick

Participants at a Global Communications Strategy Forum hosted by the school last spring took reality-based readings of the telecommunication industry — particularly consumers' role in its changes — to plot business tactics for tomorrow.

14

Corporate View: Shared Goals Lead to a Sense of Community

Paula Felps

The CEO of Intervoice, Inc. discusses the quid-pro-quo exchanges and investments in partnerships between business and UTD that cultivate a joint relationship for progress.

16

Emergency Readiness Conference

This photo essay highlights ERC 2004, a conference hosted by The UTD School of Management in August that looked at emergency preparedness and homeland security activities in the Southwest and across the nation.

18

Advisory Council Update: New Chairman Welcomes Five New Members

Brynn Bagot Allday

As Barbara Curry assumes her new role as chairman of The School of Management Advisory Council, she outlines her plans for the council. They include guiding the school's relationships with companies, resuming a focus on fundraising and refocusing on the school's strategic plan.



2



16

DEPARTMENTS

- 21 Donor Profile
- 22 New Faculty
- 26 Faculty News
- 28 Program Updates
- 32 Alumni News
- 35 Donors

ABOVE & BEYOND



Three SOM
centers stay
in line with
and ahead of
changes in
information
technology.

The School of Management (SOM), its students and the business community have devised a successful strategy for corralling information technology (IT) and improving upon its evolving transformations. Five SOM centers research IT, studying its dynamics and impact. Three — the Center for Intelligent Supply Networks (C4ISN), the Center for Information Technology and Management (CITM) and the Center for Practice and Research in Software Management (PRISM) — try to solve IT issues facing local industry. Two other centers — the Center for Analysis of Property Rights and Innovation (CAPRI) and the International Center for Decision and Risk Analysis (ICDRiA) — investigate new technologies, their effects on markets, and their inherent risks. The centers offer UTD students opportunities to learn how companies deal with IT concerns and how to use IT to solve problems.

by Jeanne Spreier
and Paula Felps

MESSAGES



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CITM: Center for Information Technology and Management

When the Metroplex Technology Business Council of the Richardson Chamber of Commerce honored its best and brightest in August with the fourth annual Tech Titan awards, SOM's CITM was among those in the spotlight.

The CITM, under the direction of Professor Michael J. Savoie, Ph.D., was named one of three finalists in the Technopolis category, an honor that ultimately went to U.T. Southwestern Medical Center's Office of Technology Development. But for the three-year-old CITM, the nomination alone was



Professor Michael J. Savoie, director of the Center for Information Technology and Management

Holding award certificates, Assistant Professor Nirup Menon (left) and Professor Rakesh Gupta (right) with Dr. Savoie at a CITM event that recognized SOM faculty members



confirmation of a job that continues to be well done.

"The Technopolis Award is for nonprofit or academic organizations that make a sizeable contribution to the tech community," Dr. Savoie explains. The finalists for the Tech Titan awards, which promote the technology industry both locally and nationally, are nominated by their peers, with a board of judges naming the best in each category.

"Just to be named a finalist is really good for us," Dr. Savoie adds. "We're young. We're growing. We're doing well, and we received a lot of validation about that at the awards ceremony."

More than 800 people attended the ceremony, and Dr. Savoie says that goes a long way toward heightening the center's profile.

"Our tagline at the center is 'wrapping the business case around new and emerging technologies,' and it's a nice thing to say, but the question is always, do we really do that?" he says. "This reinforced to us that

what we're doing isn't just an academic exercise."

The CITM, which looks at the effects of technology on business models and processes, has endeared itself to the tech community by becoming a useful and reliable source of information. The center compiles the *State of Technology Report* for the D/FW Metroplex, which is published annually by the Greater Dallas Chamber of Commerce. The center also actively pursues grants that support research into — or about — emerging information technologies and how they apply to the information and business communities, as well as their effect on the management of organizations at large.

However, it is an ongoing project with the Telecom Corridor that is putting the CITM on the map.

"We're doing the Telecom Corridor Genealogy Project, which is huge," Dr. Savoie explains. "We're generating a 40-year family tree of the companies and individuals that have worked in the North Texas technology sector."

The CITM began working on the project this year, and Dr. Savoie notes that the research has multiple useful functions.

"For one thing, it's a tremendously valuable tool for the chambers of com-



Dr. Savoie with a student at CITM



merce and economic development corporations in the area," he says. "It's also a great way for people in the tech sector to reconnect and be able to find people they used to work with. We are working with tens of thousands of companies to give a true, multidimensional diagram of the history of technology."

The project has captured the interest of both industry and community groups, and Dr. Savoie says he believes it was partially responsible for the Tech Titan nomination.

"This is going to be a living database that will continue to evolve as long as the tech sector exists. People are truly excited about this," he says. "That's thrilling to see. So often you work on research and wonder if it really does have an impact.

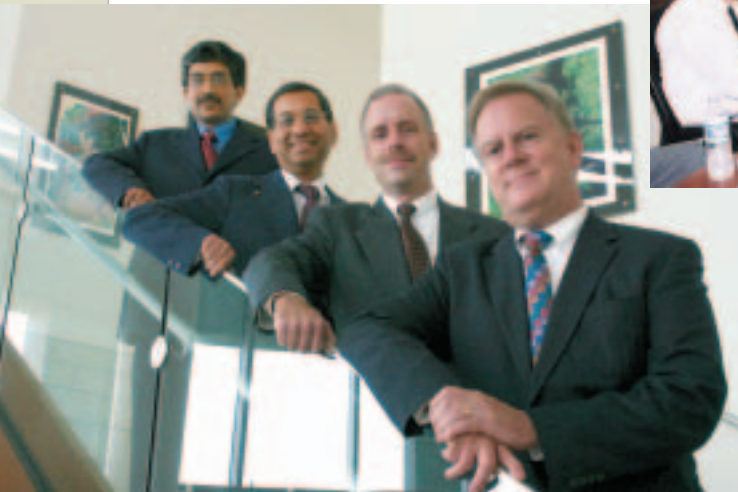
"With this, we're just getting started, and we're already seeing that it does."

— Paula Felps



C4ISN: Center for Intelligent Supply Networks

National and area corporations find The School of Management's (SOM) research into supply chain management worthy of their time, projects, money, software and data, as recent contributions and partnerships with a software firm and a



communications company make clear. Ashbel Smith Professor of Operations Management Dr. Suresh Sethi, along with Dr. Divakar Rajamani, established the C4ISN only last year. The center studies the delivery of goods and services, an effort whose many challenges lie in making sure goods and services are available when needed, with neither a shortage looming nor a surplus present.

Since the center's inception, C4ISN students have dealt with several research issues for sponsoring corporations, including this year's graduate-student industry project, which focused on such issues as warehouse management, information-technology strategy, and sales configurations. The projects were sponsored by Plano-based ESI, a manufacturer of business telephone systems.

Tim Pickens, ESI's vice president of



Below at left (left to right): C4ISN Managing Director Dr. Divakar Rajamani, C4ISN Director Dr. Suresh Sethi, ESI Vice President of Manufacturing Tim Pickens and Covaro Networks Vice President of Operations Paul Peck. At right (left to right): SOM Dean Dr. Hasan Pirkul; Ron Robinson, chairman of SOM's Executive Education Advisory Council (EEAC); Lonnie Martin, CEO of White Rock Networks and a member of SOM's EEAC; Allen R. Adams, CEO of Carrius Technologies; and Brian Stevens, a member of Agile's management team



manufacturing, says becoming a strategic partner with the center made bottom-line sense. "C4ISN provides the unique opportunity to leverage the extensive experi-

ence and knowledge of The University of Texas at Dallas (UTD) faculty in conjunction with a pool of talented students who are hungry to help companies meet the very real supply chain challenges they face on a day-to-day basis," Pickens says.

Dr. Rajamani, the center's managing director, says this work is imperative. Students experience the business world's complexities just trying to figure out what they're researching. "Defining the problem statement itself is challenging," he says. For ESI, the students defined and undertook seven projects.

Through the C4ISN, Agile Software Corp. last summer sponsored a CEO forum at the school to discuss the state of the industry and technologies that will drive its future. Agile, based in San Jose, California, creates product lifecycle management (PLM) software. The company's latest release, Agile 9, donated to C4ISN for use in research projects, is installed and operational as one of the tools students can access and learn through the center.

"With the number of high-technology companies located in the Dallas area, there is clearly a need to understand the competitive difference that innovative technology like Agile PLM can make to an organization," says Paul Peck, C4ISN advisory board

member, and vice president of operations at Covaro Networks, a Richardson-based developer of Ethernet services transport products.

Bryan Stolle, CEO of Agile Software, clearly sees value in the student relationship with the university's centers. "The University of Texas at Dallas School of Management and the Center for Intelligent Supply Networks [are among] the first academic programs" that truly are "building a connection from the school out to the local economy," Mr. Stolle says. C4ISN and similar programs "are providing linkage to students for consulting engagements, certificates in area expertise, and training.... This is the true value and why Agile Software agreed to not only participate...but provide the center our software."

"The students need to understand that the real world is challenging," Dr. Rajamani says. They learn, among other things, he says, patience, as they work on these topics.

C4ISN also has set up a weekend study program for professionals, 10 of whom recently completed the center's first certificate program in supply chain management. Those students, all working professionals, learned end-to-end supply chain basics in classroom and onsite settings.

Faculty and industry professionals teach the 96-class-hour program, which meets two days, Fridays and Saturdays, every other week. Students who complete the program can opt to have it applied as six hours of graduate credit if they meet UTD entrance requirements. Plans are to offer the program three times a year, in May, September and January. For more information, contact



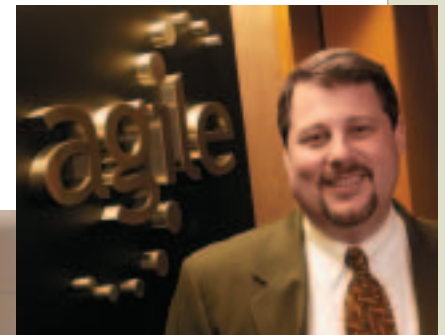
Dr. Rajamani, 972-883-4843 or visit <http://som.utdallas.edu/c4isn>.

"I have been working in the software industry for more than 10 years, designing and developing inventory control algorithms," said Siddu Tummala, the senior software engineer with Vistyx Corp., a Dallas-based company that provides information-technology services to small and mid-size retail businesses. "This program has been extremely helpful in extending my view to the whole supply chain management issue."

Such continuing training is important in a field that has been tremendously affected by technological breakthroughs. "The flow and availability of real-time information has greatly facilitated a move to a more global economy," says ESI's Pickens. "This change has resulted in more highly complex supply chains...across multiple companies and continents. The successful management of this information and material flow has become critical to the long-term success and profitability of companies that participate in today's global marketplace."

— Jeanne Spreier

Below: Ken Poe, an Agile solutions consultant, presents at a CEO Forum last summer. Right: Agile Software Corp. CEO Bryan Stolle



PRISM: Center for Practice and Research in Software Management

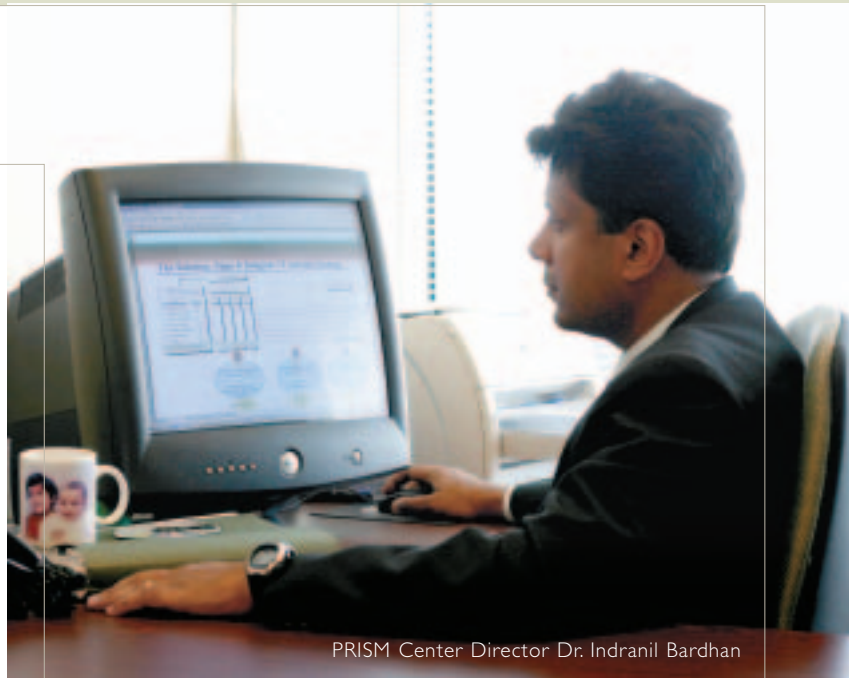
Three years into its mission, The School of Management's PRISM focuses on "applications-driven research in information technology," says the center's director, Dr. Indranil Bardhan.

Research generated through PRISM is advancing knowledge that potentially has many applications, Dr. Bardhan says. PRISM studies concentrate on three areas: (1) the business value of information-technology (IT) solutions — including the impact of enterprise systems and collaboration software on business productivity, (2) algorithms for developing optimal software coordination policies, and (3) IT portfolio management solutions for valuation and prioritization of IT projects.

All center research relies heavily on interdisciplinary cooperation, including such management areas as accounting, economics and information technology. The work results in conference papers, and most projects generate published journal articles, says Dr. Bardhan, an assistant professor of management information systems (MIS) and accounting and information management (AIM).

"Most projects involve a couple of professors and one or two graduate-level students working to solve a problem, such as work the center recently did with a large software firm," Dr. Bardhan says. "Working with real data based on the company's flagship network management software, UTD researchers developed new methods to optimally schedule development and coordination tasks so that the quality of software developed was improved."

But PRISM research also affects the lives of those who conduct it. Ryan Sougstad received his MBA in 2002 from UTD's School of Management. While working on his degree, he knew he wanted to do an independent study project on IT valuation. Mr. Sougstad, who worked in marketing and sales at IBM, went to his company for help.



PRISM Center Director Dr. Indranil Bardhan

"We got one of the researchers from IBM's T.J. Watson Research Lab involved in this project. [He] provided access to real-world data from an energy utility company," Dr. Bardhan says. The research led to the development of new optimization models for IT portfolio management.

Mr. Sougstad, who began his doctoral studies this fall at the University of Minnesota, says his experience with Dr. Bardhan on the PRISM project uncovered a passion for research.

"Our mission as academicians is to help students on their career paths and develop better solutions to real-world problems faced by IT managers and executives," Dr. Bardhan says.

In Mr. Sougstad's case, the research on how to evaluate a company's IT initiatives and financial justifications resulted in a model that "could be used for any other company or any other industry," he says. The resulting paper was recently

published in the *Journal of Management Information Systems* (Vol. 21, No. 2, Fall 2004, 33-60), and now Mr. Sougstad is working on another project with Dr. Bardhan. Their new work underscores PRISM's goal of interdisciplinary research in the areas of software management and MIS economics. "We are extending the frontiers of knowledge," Dr. Bardhan says.

— Jeanne Spreier



The Student View of IT Centers Experience

From undergrads to post-docs, students who have availed themselves of opportunities at The School of Management's three information-technology (IT) research centers attest to the many values of the center experience. Whether they have enrolled in short courses, signed up for work-study, served as paid research assistants or completed unpaid internships, they have derived benefits that outlast their stays. Here is what several have said:

Of the Center for Intelligent Supply Networks Professional Certificate in Supply Chain Management Program (see C4ISN on page 6):

Wendy Wilson, manager of supply strategy and planning for Market Unit Supply and Rollout at Ericsson, Inc., completed C4ISN's three-month program. "I found this class to be of great value," she says. "There are too many benefits to name, but most importantly, the many methodologies I've learned can easily be translated into real-life applications, which will help me to better support our supply chain."

"For me, this course is the piece that bridges the gap between my technical knowledge in the software we provide and the real business problems that my customers face on a day-to-day basis," Ali Al-Abbasi, manager of Support at Viewlocity Inc. in Dallas, says of his experience in C4ISN's certificate program. "I have found this course extremely informative and the information gained from the course material as well as [from] the other [class] members... has been of great value."

Of their experience as research assistants in the Center for Information Technology and Management (see CITM on page 4):

Anantha Narasimhan, a former CITM research assistant and a 2004 Master of Science in Management and Administrative Sciences graduate now working at Dell Computer Corp. in Austin, says the hard work he did at CITM reflects the real world. "We made our mistakes. We learned from [them]," he says, noting CITM Director Dr. Michael Savoie always oversaw and corrected the students' work. "We learned from all that."

Learning at CITM happens at many levels. "One thing I learned from the projects is how to effectively be a great project manager," says Sajeev Prellis, who will graduate in December with dual degrees, an MBA and a Master of Science in Management and Administrative Sciences, and who began working last August as an IT auditor at Weaver and Tidwell in Dallas. "The experience at the center gave me this invaluable skill."

Of his research assistant experience in the Center for Practice and Research in Software Management (see PRISM on page 8):

Ryan Sougstad, a 2002 Cohort MBA alum, says PRISM's research on how to evaluate a company's information-technology initiatives and financial justifications, resulted in a model that "could be used for any other company or any other industry." Now working on a doctorate at the University of Minnesota, Mr. Sougstad has launched another project with PRISM director Dr. Indranil Bardhan.

Looking in-depth into digital and risk management realms

CAPRI and ICDRiA: Two New Centers Open

New technologies, their effects on markets and the management of risk drive two new School of Management research centers established as the academic year began. Intellectual property rights and related issues in the digital domain come under the purview of the Center for Analysis of Property Rights and Innovation (CAPRI), while the International Center for Decision and Risk Analysis (ICDRiA) will study risk management as it relates to industrial projects involving new technologies, applications and markets.

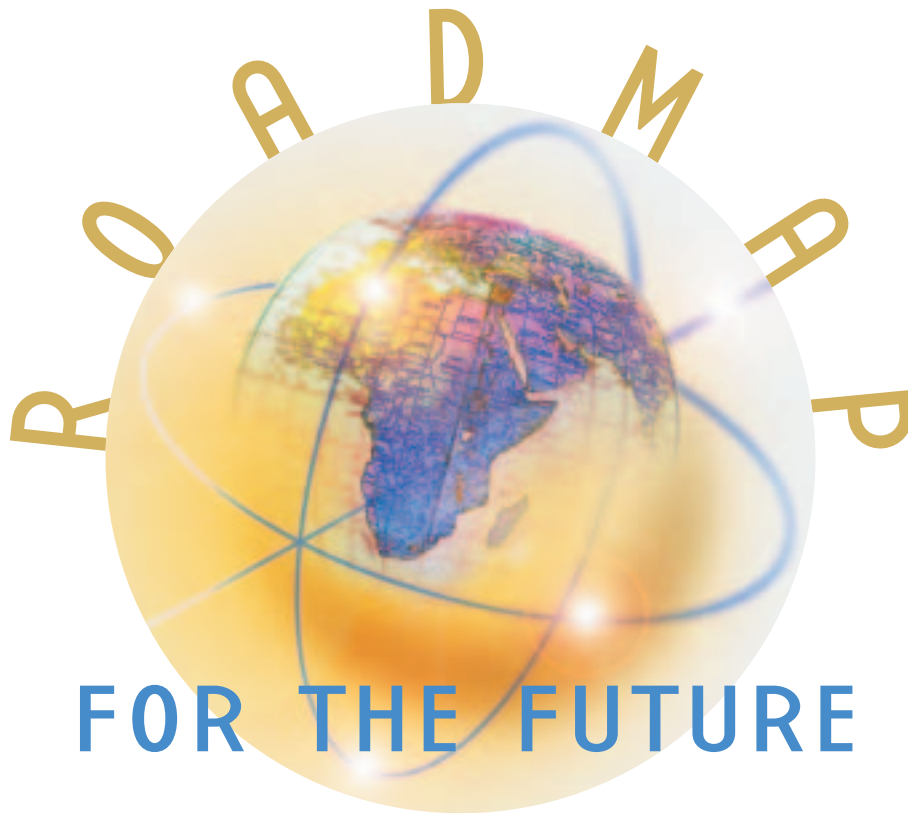
Dr. Stan Liebowitz, professor of managerial economics (see Professor Liebowitz Debates on page 27), heads CAPRI, which opened its doors in August thanks to initial funding from the Charles G. Koch Charitable Foundation and Microsoft (see Microsoft and Charles G. Koch Foundation Help Launch New Research Center on page 21). Primarily a think tank devoted to research, CAPRI will award grants to academi-

cians to study such subjects as open-source software, peer-to-peer file sharing, common property ownership of intellectual creations and digital rights management.

"Five years ago, virtually no scholars were looking at these issues," Dr. Liebowitz says. "This is an evolving field, and the establishment of CAPRI signals UTD's desire to become a source of knowledge and understanding of property rights in the digital realm."

Dr. Alain Bensoussan, SOM's new Distinguished Research Professor in Operations Management (see Strengthening the Academic Foundation on page 22), directs ICDRiA, which opened mid-September. The center is especially interested in projects funded by such industries as telecommunications, automotive and pharmaceutical, and by such public sectors as defense, space and energy.

"The center conducts comparative studies in methodological and organization aspects of risk management," Dr. Bensoussan says. As a forum for the exchange of knowledge, the center also will be able "to provide a better view of the risks in industrial projects to banks and insurance companies, for which managing risk is the core business," he adds.



Having survived the telecommunications downturn, participants at the **Global Communications Strategy Forum** decided to arm themselves with an honest look at the future.

By John H. Ostdick

Senior executives, industry experts and academics from around the world met for a three-day conference at The UTD School of Management (SOM) in May to debate and assess challenges and choices facing the recovering telecommunications industry.

Debates at the conference, the Global Communications Strategy Forum, sharpened industry participants' focus and helped initiate a "dialogue between knowledge producers, such as universities, and centers of knowledge consumption, such as firms, that may deepen with time," says Sumit Majumdar, Ph.D., an SOM professor of technology strategy who organized and chaired the program.

During the forum, sponsored by The

School of Management and held May 5 through May 7, panelists offered candid, lively evaluations of the telecommunications sector.

The opening address by keynote speaker C.K. Prahalad, University of Michigan professor and corporate strategy specialist, zeroed in on confronting the future (see *C.K. Prahalad Challenges Forum Participants* on page 12). Participants did that in panel discussions that explored strategy from several vantages—those of markets, technology, finance, voice-over Internet protocol, competitive dynamics, and management challenges.

Leading individuals (see *Forum Who's Who* on page 13) "who could articulate a road map for the future of the industry" came together, Dr. Majumdar said. "There



Professor James Alleman of the University of Colorado discussed "No Sweat: Financial Work-Outs, Consolidation and Industry Renewal."



was a great deal of interest in the forum from the business community in the Dallas area, and that is a sign of confidence in UTD and in the idea behind the forum."



Hilary Mine, senior vice president of communications at Alcatel North America, discussed "Going Up the Down Escalator: Managing Firms in the Era of Market Migration."

"Voices and Choices: Who Will Communicate, with What, When, Where and Why," included David Dickinson, vice president of Mobile Services at Nokia Networks.



Dr. Majumdar said he was struck by the dynamism many new entrants in the sector, such as

airBand, Last Mile Connections and IPUnity, are bringing to bear, and by their innovative business models. "It is these new businesses that will drive the region and the country forward," he said.

Still, Dr. Majumdar acknowledged that he is "not 100 percent sure" the sector knows its customer well, a sentiment outlined by keynote speaker Professor Prahalad.

NEWSFLASH: Boundaries Are Changing

"You are creating products with constantly improving capabilities that most consumers find too difficult to use," Dr. Prahalad said. He told participants "the cellular market for Brazil-China-India will reach 400 million to 500 million cell phones, compared with 150 million in the U.S. market, by 2006. So I ask the question, who is driving whom? Who will set — demand — the standard at this point?"

"This is the first high-tech industry to be driven by developing countries," he said. "Traditional boundaries are not valid. Consumers may have a major role in

Nokia Networks Vice President of Mobile Services and School of Management Advisory Council member David Dickinson maintained that the long-awaited "digital convergence is truly coming to light as we see the evolution of the sixth medium: mobile."

defining industry boundaries and economies."

To address changing customer focus, the sector must "rethink its approach," Dr. Majumdar said. "That customer is 10 years old (currently), and in the next five to 15 years, his or her consumption will define the marketplace comprehensively. Today for her or him, the wireless handset is an emergency-calling device, but tomorrow — within the next two years — it will be a connectivity, content and interactivity appliance."

Industry participants expressed strong — if cautious — sentiments that the sector is emerging from the dark days of the past few years. "I call it a 'recalibration of optimism'," Dr. Majumdar said. "There is realism in the air. More mature deliberations are now being made. Expectations are being tempered by analysis."

INDUSTRY NOTE TO SELF: Standardize and Simplify

Two main discussion topics dealt with the impacts of broadband and integration of technologies.

Masatsugu Tsuji, a member of Japan's governmental telecommunication council, and his delegation outlined the staggering progress of Japan's technological integration.

"Starting from almost zero, the broadband penetration level has reached close to saturation point, and almost all of Japan's households are connected to broadband," Dr. Majumdar noted. Comparatively, broadband diffusion in the United States is relatively low.

W. Eric Mentzer, vice president, Desktop Platforms Group, and general manager, Client Platform Division, of the Intel Corporation, said that although "we are entering the era of broadband wireless, there are still 5 billion people not yet connected." Mr. Mentzer said that "standardization is the path to high volume."

Nokia Networks Vice President of Mobile Services



and School of Management Advisory Council member David Dickinson asserted that the industry must simpli-

is co-founder and vice chairman of GlobeRanger, a Richardson, Texas-based software company, offered a glimpse into the extent of standardization needed and its future applications.



L.C. "Mitch" Mitchell, vice president of A.T. Kearney, (left) and Gordon Quinn, Nortel Networks' vice president of strategic technology and business planning, in a panel session on voice-over Internet protocol

"Wireless has to replace disruptive technology," said Mr. Brody, who has advanced the use of implanted chips (networked edgware) on goods in the enterprise core that allow precise tracking of goods and needs. There is a wide range of implications for such chips, he said. "To

combat drug counterfeiting, for example, codes can be tagged at the molecular level."

combat drug counterfeiting, for example, codes can be tagged at the molecular level."

George Brody, an SOM Advisory Council member who

UPDATE: Consumers May Balk

All services come at a monetary cost, however, and research indicates that consumers have specific price-point

C.K. Prahalad Challenges Forum Participants

By John H. Ostdick

University of Michigan professor C.K. Prahalad set the tone for the SOM Global Communications Strategy Forum by challenging participants not to rely so much on the past. He encouraged them to see the world market through a different window.

Dr. Prahalad, Harvey C. Fruehauf Professor of Business Administration and professor of corporate strategy and international business, specializes in research into corporate strategy and the value-added role of top management in large, diversified, multinational corporations. He has spent the last decade and a half pushing people to break their traditional mental frameworks. He has consulted with many of the world's foremost companies and helped develop such concepts as core competence and strategic intent. The

Financial Times has slotted him eighth on its list of the "top 50 most important living management thinkers."

"I do not worry about 'best practices,' for the simple reason that best practices means that someone has already done a task," he explained. "If everyone is going to copy a benchmark, then you all will look the same. If you are focused on next practices, you cannot extrapolate the past.

"Strategy is about folding the future in rather than extrapolating the past." Many companies tend to "staple five years of budget [together] and call it strategy. Industry analysts fall into this trap as well, because that's where their data comes from. Just because you have more data, that does not mean you have the right questions to

ask," Professor Prahalad added.

The if-you-build-it-they-will-come model has not worked for the telecommunications industry, he said. The sector needs to concentrate on the consumer view.

"What if we start with the consumers

and draw all the arrows the other way?" he asked. "Traditional boundaries are not valid. Computing, communications, components, consumer electronics and software are all coming together to create hybrids."

The largest reseller of mobile minutes is General Motors, through its On-Star program, he noted. And Wal-Mart, he said, is believed to have the largest commercial database in the world.

Professor Prahalad's speech proved a forum harbinger. Issues he raised came up repeatedly in other speeches and panel discussions. 🍷



Keynote speaker Dr. C.K. Prahalad pointed out that consumers in developing countries now play a major role in defining the industry.



The forum's opening session followed a dinner in SOM's Executive Dining Room.

thresholds they won't cross for voice transmissions despite other bells and whistles, said Lester Taylor, a professor of economics at the University of Arizona.

Professor Taylor co-authored a study of consumer attitudes toward Internet services. Consumer "willingness-to-pay" benchmarks are currently lower than many industry business models may be assuming, he noted.

"Still, the pace of incorporation of this technology into the mainstream will be fast, because once diffusion starts, it is propelled along at an ever-increasing pace and becomes the de facto standard," Dr. Ma-

jumdar said. "Of course, it is obvious that the pricing model has to be right."

New ground broken at the forum was but a glimpse of possibilities for the changing academic-business landscape, Dr. Majumdar said.

Programs such as the forum showcase SOM's talent and provide UTD with the community and institutional legitimacy universities strive for, Dr. Majumdar said. "Universities have a very substantial body of knowledge embodied in their human capital," he said, "and much of that is under-utilized. Faculty members need to become public intellectuals who alter the contours of contemporary debate." 🍷



Donald Stockdale, Federal Communications Commission director of research, participated in the Finance Panel.

FORUM WHO'S WHO

The following is a roster of panelists and topics they discussed:

Wednesday, May 5 | CEO Panel and Dinner | "C Notes: Back to the Future" | Angel Ruiz, president and chief executive officer of Ericsson North America; Dr. R. Brad Kummer, chief technology officer, Optical Transport, Cogent Communications; Dr. C. Robert Helms, dean of UTD's Erik Jonsson School of Engineering and Computer Science

Thursday, May 6 | Morning Plenary Address | Dr. C.K. Prahalad, Harvey C. Fruehauf Professor of Business Administration and professor of corporate strategy and international business, University of Michigan

Markets Panel | "Voices and Choices: Who Will Communicate, with What, When, Where and Why" | David Dickinson, vice president, Mobile Services, Nokia Networks; Paula Kruger, executive vice president, Consumer Markets Group, Qwest Communications; Stan Liebowitz, professor of economics at UTD and author of *Re-Thinking the Network Economy: The True Forces that Drive the Digital Market Place*; Dr. John Colias, vice president, M/A/R/C

Technology Panel | "Disruptions and Network Decentralizations" | W. Eric Mentzer, vice president, Desktop Platforms Group, and general manager, Client Platform Division, Intel Corporation; George Brody, co-founder and chief technology officer of GlobeRanger; Gordon Cook, editor and publisher of *The Cook Report on Internet Protocol*; Farook Hussain, Network Connections, Inc.

Afternoon Plenary Address | Scott Nelson, chief technology officer, Alcatel USA

Finance Panel | "No Sweat: Financial Work-Outs, Consolidation and Industry Renewal" | Professor James Alleman, University of Colorado; Robert W. Crandall, senior fellow, Brookings Institution; Donald Stockdale, associate bureau chief, Common Carrier Bureau, Federal Communications Commission; John Adler, venture partner, Interwest Partners

Voice-Over Internet Protocol (VoIP) Panel | "The End of Legacy Networks as We Know Them" | L.C. Mitchell, vice president Communications Practice, A.T. Kearney; Gordon Quinn, vice president of strategic technology and business planning, and general manager of multimedia platforms, Nortel Networks; Keith Bhatia, senior vice president of business development, IP Unity; Professor Lester Taylor, University of Arizona

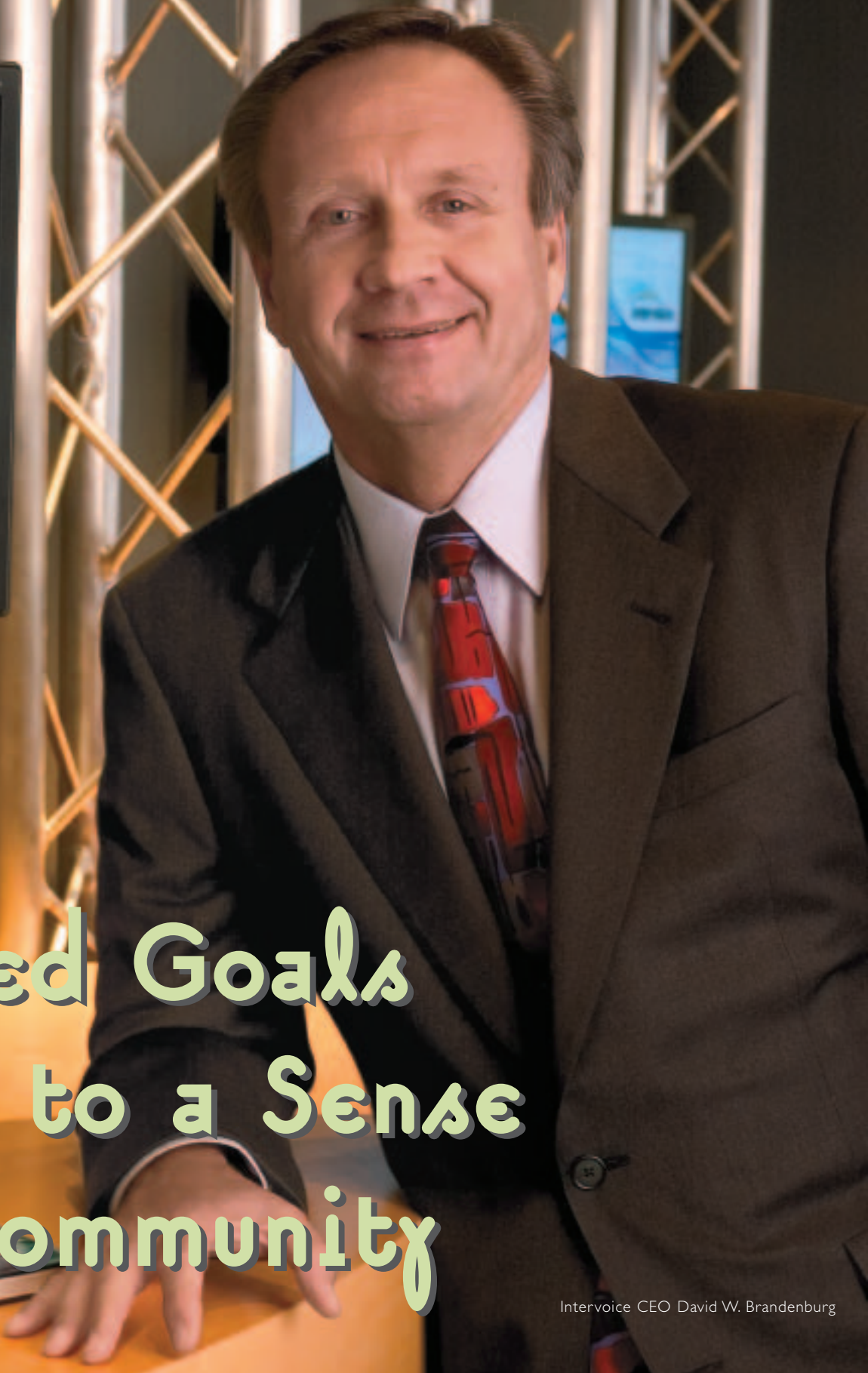
Dinner Address | Sam Pitroda, chairman, WorldTel

Friday, May 7 | Plenary Address | Professor Frank M. Bass, Eugene McDermott University of Texas System Professor of Management, UTD

Competitive Dynamics Panel | "The Evolution of Competition in the Galaxy of Networks" | Professor Alfred A. Marcus, University of Minnesota; Andrew Lombard, founder and chief executive officer, airBand Communications, Inc.; David J. Salant, co-founder and chief executive officer, Optimal Markets, Inc.; Masatsugu Tsuji, member of the Information and Telecommunications Council, Government of Japan

Management Challenges Panel | "Going Up the Down Escalator: Managing Firms in the Era of Market Migration" | Hilary Mine, senior vice president of communications, Alcatel North America; Bridgette Bigmore, head of Broadband Strategy, BT Exact; James Martino, chief executive officer and president, Last Mile Connections; Phillippe Bernard, vice president and Strategic Business Unit head, Orange

Valedictory Address | Professor Sumit Majumdar, University of Texas at Dallas School of Management and Global Communications Strategy Forum chair



Shared Goals Lead to a Sense of Community

The CEO of Interville says that, in relying on each other, UTD and business help keep education and research fresh. by Paula Felpe

Interville is one of a growing number of companies that often turn to The University of Texas at Dallas (UTD) for a business assist. Those companies rely upon their partnerships with UTD to work together for a common goal.

“The [high-tech] industry in general needs a strong business and engineering school that can provide employers with a good pool of qualified, educated people,” says David W. Brandenburg, chief executive officer of Interville, Inc.

“What we learned [in the past few years] was that the good run we had in technology won’t last, and with UTD in our back yard, there’s a chance for people to go back to school and acquire some new skills as the needs [of industry] change.”

Founded in 1983, Interville, Inc. is a pioneer in speech technology and voice-automation solutions whose headquarters are across from the UTD campus on Waterview Parkway. The company has a long history with UTD, and Mr. Brandenburg says that, over the last twenty-plus years, the two have created a synergistic relationship.

“It has become a good resource for us,” he says. “Because of our relationship with UTD, we have been able to get some research done that we could not have done in-house because we just didn’t have the resources. Anytime you have a big base of industry like we have [in the Telecom Corridor], it’s good to have something like this available that shares some of your same goals.”

Mr. Brandenburg says those shared goals have created a sense of community between academia and industry, with members of the tech community furthering their education at UTD while the school actively participates in research projects for surrounding firms. As a member of the Executive Committee of UTD’s Development Board as well as a member of the Erik Jonsson School of Engineering and Computer Science’s Advisory Board, Mr.

Brandenburg has witnessed firsthand what The School of Management contributes to the tech community.

In return, Interville has made it a point to give back, donating to The School of Management’s building fund, while Interville Executive Vice President and Chief Financial Officer Craig E. Holmes sits as a member of The UTD School of Management Advisory Council (see *New Chairman Welcomes Five New Members* on page 18). Additionally, the company is working with UTD on a large project in the field of speech automation.

“Interville pioneered the automated phone system, and we recently started changing the interface, so people can actually talk back to an automated system instead of punching buttons,” he explains.

“There is all kinds of stuff going on in the wireless world, and it seems the progress in technology is never-ending,” he says. That’s why it’s so important for companies like Interville to have UTD, with its schools of management and engineering, so close by, he says. The country needs more engineering students who are trained in the fundamentals of management, “but you have to be able to attract students and hold their interest.

“I think some of the things UTD and the companies around here are doing will help [achieve] that.”

In August, Interville participated in the Emergency Readiness Conference and Expo, a symposium sponsored jointly by The UTD School of Management and the Erik Jonsson School of Engineering and Computer Science (see *Emergency Readiness Conference* on page 16). At ERC 2004, Interville unveiled the Omvia Notification service, an emergency event service being provided to the government sector. Through an alliance with the Emergency Email Network, government leaders will be able to receive vital information in the event of emergencies ranging from natural disasters to terrorist attacks. The information can be delivered to virtually any wireless, Internet-enabled or communication device. 📶



EMERGENCY READI





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NESS CONFERENCE

Critical security issues facing both Texas and the nation were the focus of the Emergency Readiness Conference (ERC) 2004 at The University of Texas at Dallas (UTD) School of Management in August. The conference was organized by The School of Management's Emergency Management and Preparedness Program and the Forensic and Emergency Preparedness Institute of UTD's Erik Jonsson School of Engineering and Computer Science. From August 9 to 12, some 300 attendees, presenters and exhibitors convened for sessions that updated emergency preparedness professionals and addressed better coordination of emergency preparedness and homeland security activities. Scheduled to become an annual event, ERC 2004 was the first regional gathering of its kind in the Southwest. More information on the conference is available at <http://som.utdallas.edu/erc>.



Clockwise from top left: **(1)** One of many emergency response vehicles that lined up in a display at The School of Management (SOM) for ERC 2004. **(2-5)** Members of the City of Richardson Fire Department and Hazmat Team at a hazardous materials cleanup demonstration. **(6)** Specially designed signage on The SOM Building set the tone for the event. **(7)** Jay Kimbrough, senior advisor to Texas Governor Rick Perry and former director of the Office of Homeland Security for the State of Texas, outlined the state's emergency and disaster master plan. **(8)** Gregg Dawson (left), director of the North Texas Council of Governments, with James Lee Witt, former director of the Federal Emergency Management Agency (FEMA). **(9)** From left: Dr. David Springate, SOM associate dean for executive education; George Grant, emergency management coordinator for the City of Richardson; James Lee Witt; Dr. Diane McNulty, SOM associate dean for external affairs and corporate development; and Dr. E. Douglas Harris, associate dean in the Erik Jonsson School. **(10)** Dorothy Miller (left), director of SOM's Emergency Management and Preparedness Program, with conference attendees. **(11)** Conference organizers (left to right) John Fowler, director of new initiatives in SOM's Executive Education area; Jim Staves, director of the Erik Jonsson School's Forensics and Emergency Preparedness Institute; and Ms. Miller. **(12)** ERC 2004 keynote speaker James Lee Witt, president of James Lee Witt Associates, LLC, a company that provides disaster-mitigation solutions for nonprofit organizations. **(13)** Paul Moore, senior administrative associate in the Department of Surgery at The University of Texas Southwestern Medical Center, discussing basic disaster life support issues with conference attendees.



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NEW CHAIRMAN WELCOMES FIVE NEW MEMBERS

BY BRYNN BAGOT ALLDAY

The UTD School of Management (SOM) Advisory Council plays an active role in the school's expansion, development and achievement, and its members have proven themselves not only outstanding entrepreneurs and leaders in their fields but also men and women who uphold a high ethical standard and sense of integrity. The advisory council, including its newly appointed chairman, **Barbara Curry**, and five new members, **Albert C. Black Jr.**, **Jay Chappell**, **Craig E. Holmes**, **Steve Lyle** and **Jeffrey Plowman**, plays a pivotal role in strengthening and enhancing the programs and goals of the SOM.

Over the last few years, each council chairman had "significant projects to tackle, including accreditation and [construction of] the new School of Management Building," Mrs. Curry says. "With these significant accomplishments behind us, I see the council entering a new era where we seek to reach a top-tier status among management schools across the country."

Mrs. Curry serves on a number of boards throughout the Dallas Metroplex, including the YMCA of



Barbara Curry



Albert C. Black Jr.

Metropolitan Dallas, where she is senior vice chair; The Dallas Forum, and the Executive Women's Roundtable of the Greater Dallas Chamber. She worked at TXU from 1979 until 2004, most recently as senior vice president of TXU Energy's Retail Operations. She also served as executive vice president of Global Human Resources and executive vice president of Business Services in North America. Mrs. Curry holds a Bachelor of Science degree in business from Indiana University and a Master of Science degree in Management from The University of Texas at Dallas, both received with honors. She also is a graduate of the Harvard Business School Advanced Management Program. She is a member of the 1994 Class of Leadership Texas and the 1995 Class of Leadership Dallas, and was a 1996 Leadership Fellow in a program sponsored jointly by the International Women's Forum, the U.S. Department of Labor and the Harvard School of Government.

Albert C. Black Jr. is an entrepreneur and visionary. He received a bachelor's degree in General Studies in 1982 from The University of Texas

“... I see the council entering a new era where we seek to reach a top-tier status among management schools across the country.”

— SOM Advisory Council Chairman Barbara Curry

at Dallas and a master's degree in business administration in 1995 from the Cox School of Business at Southern Methodist University. Mr. Black wanted to use his education to contribute and give back to the community in which he grew up, recognizing the need for successful businesses in the inner city. He persevered, and in Dallas in 1991, he founded On-Target Supplies & Logistics, a then-small business supply and service company. It has since expanded and now has branches in Houston and San Antonio. While his business is very important to him, Mr. Black also feels passionately about his civic duties and commitments. He has served as the chairman of the board of directors of the Greater Dallas Chamber of Commerce, as well as a member of the Dallas Black Chamber of Commerce, Chase Bank Dallas, Texas, Board of Directors, TXU Advisory Board and Governor George Bush's Business Council. The mayor of Dallas also recognized him as a “Top Talent” professional.

Jay Chappell serves as the senior vice president of FINPRO Practice Leader for the Dallas office of Marsh, Inc. and specializes in directors' and officers' liability, professional liability insurance and other executive protective insurance; mergers and acquisitions products; Internet and network risk management; and crime coverage. While he primarily serves as a consultant in these fields, he also keeps his clients abreast of industry developments. A native of Canada, Mr. Chappell began work-

ing in 1992 for the FINPRO group in the Marsh Canada, Ltd. office in Toronto.



Jay Chappell

Craig E. Holmes is the executive vice president and chief financial officer of Intervice. With a bachelor's and a master's degree in accounting, Mr. Holmes has a proven track record of academic and professional success. While serving as chief financial officer of Excel Communications, he helped orchestrate the company's successful \$150 million initial public offering and grow revenues to \$1.4 billion. He also helped raise \$90 million for EpicRealm, Inc, while serving as chief financial officer there.



Craig E. Holmes

Steve Lyle is TI's director of worldwide staffing and recruiting. His organization is responsible for hiring all talent, from administrative and manufacturing to engineering and executives. His scope of responsibility includes all college and university programs as well as all expatriate and employee relocations activity.

Mr. Lyle has been with TI for 25 years and has held several leadership roles throughout his career. He started as an applications software developer and moved through various levels of management within the Information Technology (IT) organization. He also ran the IT Management Consulting Practice as part of TI's former Software Business and served as the business excellence director for TI's Semiconductor Business. It was in this role that he discovered a passion for the human side of technology shifts. In 1997, he moved into the human resources organization.

Mr. Lyle is a veteran of the Gulf War, where he earned a Bronze Star. Mr. Lyle served in the U.S. Army on active duty from 1981 to 1983 and in the Army Reserves from 1984 to 1991, achieving the rank of major. He has served on numerous boards for the United Way, and in July, he received the AIDS Interfaith Network Crystal Hope Award for his longtime volunteer work. He is currently a nominee to the President's Advisory Council on HIV and AIDS.

Jeffrey Plowman recently completed a four-year assignment as the U.S. liaison partner in the Mexico City office of Deloitte Touche Tohmatsu. There he specialized in serving both Mexican subsidiaries of



Steve Lyle

U.S. companies and Mexican companies that have reporting requirements with the U.S. Securities and Exchange Commission (SEC) or that are planning to access the U.S. financial markets to obtain capital. He has 18 years of experience with Deloitte and specialized in serving manufacturing, consumer business and services companies. He currently

serves as the leader of the U.S. firm's Country Business Services Group for Mexico and is the partner in charge of on-campus recruiting in Deloitte's Dallas office. Mr. Plowman also serves as the lead audit partner on five SEC-reporting companies.

Mr. Plowman is a certified public accountant, a graduate of Brigham Young University and a member of the American Institute of Certified Public Accountants. His community service activities include serving as a leader in the Boy Scouts of America and coaching youth baseball.

Mrs. Curry says that, to accomplish its goals, the council must guide the school's relationships within companies in the community, resume a focus on the annual Partners in Progress Campaign to raise the funds to attract top-notch faculty and offer more student scholarships, and refocus its energies on the school's strategic plan.

"The combined intellect, experience and leadership of these new members will contribute to the further success and strength of the council," Mrs. Curry says. "We have a robust representation, and each member offers a different, unique perspective and background. This diversity makes a richer, stronger council." 🙏



Jeffrey Plowman

MICROSOFT AND CHARLES G. KOCH FOUNDATION HELP LAUNCH NEW RESEARCH CENTER

Their start-up funding allows the Center for the Analysis of Property Rights and Innovation to begin studies of digital age ownership issues.

BY PAULA FELPS

Bolstered by grants from the Microsoft Corporation and the Charles G. Koch (CGK) Charitable Foundation, the Center for the Analysis of Property Rights and Innovation (CAPRI) soon will be investigating issues crucial to an increasingly digital world. The center, which opened in August, is dedicated to researching complex issues involving digital-rights management, peer-to-peer networks and open-source software. New technology has challenged traditional views of property rights, and the center seeks to analyze the most efficient ways to protect ownership.

“The Microsoft grant was key in terms of funding,” says Dr. Stan Liebowitz, director of CAPRI and professor of managerial economics at The University of Texas at Dallas. The center has a matching funds program from the CGK Foundation, and the Microsoft grant helped achieve a minimum funding—enough for CAPRI to become viable even though Dr. Liebowitz still seeks additional funds.

Work of faculty associated with CAPRI should lead to better understanding of digital-age economics affecting corporations that depend upon profits from software development and other technology. “The faculty have been asked to submit proposals, ...and we have begun looking at those,” Dr. Liebowitz says.

Microsoft hired Dr. Jacques Lawarree, an associate professor of economics at the University of Washington, to interact with the academic community and help dis-

Charles G. Koch
CHARITABLE FOUNDATION

tribute grant money. A member of CAPRI’s advisory board, he says such programs are vital. “We have to come up with a good way of dealing with the consequences of intellectual property policies.”

He says that once software is created, it is easy to copy, and many consumers argue that it is beneficial to the general public to have access to that software for free. In reality,

Microsoft®

he says, it undermines the ability of companies like Microsoft to fund budgets used to develop technological advances. In 2004 alone, Microsoft reports, it will spend nearly \$7 billion in research and development, and Microsoft CEO Steve Ballmer has said the company will increase that spending “every year that they can.”

“The reason they are able to invest so much in research is their ability to keep the return of their investment,” Dr. Lawarree explains. “You need to have property rights in place to be able to protect that [research]. Centers like this will help create a better understanding of this process.”

CGK Foundation Communications Manager Michael Musante says one foundation interest is in stimulating innovation and technological advances. “The Charles G. Koch Foundation recognizes...the evolution of property rights and their enforcement,” Mr. Musante says. “The foundation’s long-term hope is that the work of CAPRI will lead to a more balanced understanding of such issues as the role of government, the ‘open-source’ movement and the sharing of proprietary software.”

Dr. Liebowitz, who has conducted extensive research on the impact of technology on copyright owners, says possible center research topics include the impact of file sharing on copyright owners, open-source software as a purchasing solution, the possible impact of file sharing on decay rates in music album sales, the role of intellectual property protection, and the pros and cons of alternative copyright systems. 🍷

STRENGTHENING THE ACADEMIC FOUNDATION

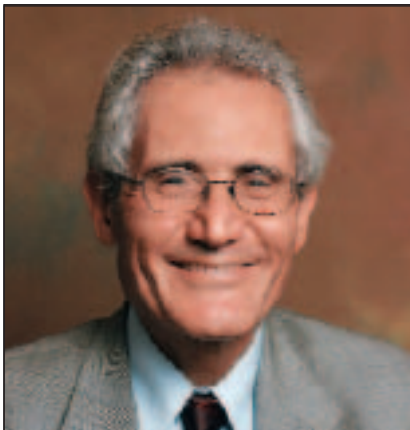
by Jeanne Spreier

A DISTINGUISHED RESEARCH PROFESSOR

AND TWO FULL PROFESSORS TOP A

LIST OF TEN FACULTY MEMBERS JOINING

THE SCHOOL OF MANAGEMENT.



Alain Bensoussan



Dr. Bensoussan joins The University of Texas at Dallas School of Management as Distinguished Research Professor in Operations Management and director of the new International Center for Decision and Risk Analysis (ICDRiA)

(see *Two New IT Centers Open* on page 9). He comes from the University of Paris-Dauphine, where he was a mathematics professor from 1969 to 2004. At UTD, his research will focus on risk management. “This is probably the main problem managers and engineers have to face in their business life,” he says. “I will compare the methodologies in various industrial sectors as well as in the financial world. My impression is that although this is a popular concept in many domains, little comparison is made. I hope to obtain some generic methodology.”

Dr. Bensoussan personally experienced the issues of risk with large innovative and technology-intensive projects when he served as president of the French space agency, Centre National d’Études

Spatiales, from 1996 to 2003, and of the European space agency, from 1999 to 2002. “I am fascinated by decision making in such areas,” he says. “Can research do something to improve the state of the art? This is the question I would like to [answer].”

Dr. Bensoussan, who holds a Ph.D. in mathematics and served as president of INRIA (National Institute for Research in Computer Science and Control) from 1984 to 1996, also is excited about the opportunity to learn about the cultural differences in teaching between France and the United States. He is teaching a graduate course on deterministic and stochastic inventory theory. He plans to establish a course in risk management next year.



Ashiq Ali

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oining UTD as Ashbel Smith Professor of Accounting and Information Management, Dr. Ali brings to The School of Management more than 15 years of teaching experience as well as a long-standing inter-

est in the workings of the stock market. "For a long time, the prevalent academic view was that stock markets are efficient, meaning that stock prices always reflect all the available information," says Dr. Ali, who most recently was a professor at the University of Arizona. "Recent studies have found that past information can predict future stock prices. This evidence seems inconsistent with the market efficiency perspective. My research addresses whether predictable returns are due to market inefficiency or due to some research design problems."

His interest in accounting and finance research made such research a logical choice, he says. "Given that the examination of the market efficiency issue requires knowledge of

both the fields, and more importantly, given the recent peculiar behavior of the stock market, I became interested in this line of research."

Dr. Ali, who received his Ph.D. from Columbia University, is a member of *The Journal of International Accounting Research* editorial review board and served for five years in a similar position with *The Accounting Review*. At UTD, he is teaching a required financial accounting course to MBA students. "A good foundation of accounting is important for all MBA students because it enables them to understand and utilize information in financial statements for making business decisions," Dr. Ali says. He also will teach doctoral level courses and guide Ph.D. students with their research.



William Cready

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he second full professor to join SOM's Accounting and Information Management area this year, Dr. Cready developed an interest in studying investors' trading responses to accounting information when he

was a doctoral student at Ohio State University. "Several papers concerning trading volume were presented at our program's weekly workshop," Dr. Cready says. "It occurred to me that it would be particularly interesting to understand how the different types of investors, whose trading in sum constitutes volume, trade in similar or differing fashion."

Since then, he has focused on this area of study. "This research is particularly useful in developing an understanding of the degree to which accounting information levels or tilts the informational playing field in equity markets," he says.

At SOM, Dr. Cready is occupying a soon-to-be-named professorship. He comes to UTD from Louisiana State University, where he held the Thomas H. Daigre Endowed Chair

of Business Administration. Prior to that, he taught for a decade at Texas A&M University, where he was the KPMG Professor of Accounting.

Recent work includes a published paper in which he and his co-author provided evidence that the broadest, most powerful basis for ascertaining whether a piece of information evokes a market response is to examine transaction activity. "Transaction activity, in particular," Dr. Cready says, "is more likely to reveal such behavior than is price behavior." Dr. Cready, who is on the editorial board of *Accounting Horizons* and previously served on the editorial board of *The Accounting Review*, is teaching doctoral seminars on the use of empirical analysis in accounting research. He also is teaching cost management systems to undergraduates.



BARANCHUK

NINA BARANCHUK

Dr. Baranchuk will attempt to apply empirical data to business questions affected by personality. “My research focuses on analyzing motives and incentives of corporate executives,” she says. “It is an important issue, since the performance of a firm depends on actions and choices of a few people who are positioned at the top of the firm’s hierarchy.” She says recent news is full of “people who virtually single-handedly were able to either take their businesses to the pinnacle of success or bring them down to smoldering ruins. Bill Gates of Microsoft and Kenneth Lay of Enron are two of the more recent cases. It has always been one of my main interests to understand what helps firms achieve the former or at least avoid the latter.”

Dr. Baranchuk received her Ph.D. in economics from Washington University and has previously taught everything from microeconomics for undergrads to financial strategy for graduate students. An assistant professor in SOM’s Finance and Managerial Economics area, she is teaching introduction to corporate finance to undergraduates.

UMIT GURUN

Dr. Gurun joins The School of Management as an assistant profes-

sor of accounting after completing his doctoral studies at Michigan State University. His research interest lies in investor behavior. “I am working on the relationship between investor sophistication and market efficiency,” he says. “I believe the level of investor sophistication, which is a byproduct of the proper use of accounting information, is one of the most important aspects of an efficiently working market.” Dramatic events in the financial markets, such as the 1987 crash and the subsequent run-up in Internet



GURUN

stocks followed by the similarly dramatic bust, spurred Dr. Gurun’s interest. “I wanted to understand why different people interpret financial information differently,” he says.

At the SOM, he is teaching financial management information courses. “The most exciting thing in my course is to show the relationship between use of accounting statements and valuation models used in most investment banks,” he says.

XU LI

This fall, Dr. Li is giving SOM undergraduate students their first taste of financial accounting. Dr. Li, who joins The UTD School of Management as an assistant professor, recently received his doctorate in accounting from the Massachusetts Institute of Technology’s Sloan School of Management, where his dissertation studied the effect on eq-

uity valuation of the discretionary part of accounting earnings of initial public offering firms. “I found that behavioral theories do not explain why the



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market does not price the discretionary part of accounting earnings correctly.”

Dr. Li’s research will focus on the markets by studying the roles of accounting information and insider transactions on equity valuation. “My research can make contributions to the informational efficiency of the equity market,” Dr. Li says. This line of research is logical for Dr. Li. “I have a master’s of finance and a Ph.D. in accounting. Naturally, I am interested in financial accounting.”

XIAOHUI (GLORIA) LIU

Dr. Liu is teaching business students one of the core skills they will need as they progress not only in their studies but as they enter the work world. Financial accounting gives students and managers the ability to understand financial reports, which is crucial in business.

At the same time, Dr. Liu, who received her Ph.D. in accounting information and management from Northwestern University’s Kellogg School of Management, will be researching the inter-



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action between financial analysts and managers. “Researchers and the press believe

managers manipulate earnings to meet or beat financial analysts' earnings forecasts. My study focuses on the impact of such a manipulation on both the forecasts and the actual earnings," she says. "For example, based on managers' motivation to beat the forecasts, analysts might intentionally lower the forecast to cultivate" a relationship with those managers.

Dr. Lui says her dissertation, which launched her in this field, was the first study in the literature that considered the strategic interaction between analysts and managers. She joins The School of Management as an assistant professor of accounting and information management.



LUTZE

HOLLY LUTZE

Dr. Lutze, like many of her colleagues at UTD's School of Management, started in engineering. "I began as an industrial engineering undergraduate student with a strong desire to pursue advanced mathematics," says Dr. Lutze, who received her doctorate earlier this year in management science and engineering from Stanford University. "I ended up as an operations research master's student with a strong desire for relevant applications for the tools I was learning." Supply chain management and inventory control research satisfies both engineering and math needs, she says, and "allows me to develop insights that are

useful to people throughout the business world."

An assistant professor in SOM's Information Systems and Operations Management area, Dr. Lutze is teaching an undergraduate course in operations research and a master's level class in inventory control while researching the incentives behind how firms behave and interact with each other. Her research will focus on the study and transformation of these incentives through new supply chain relationship structures, including contracts and requests for quotations.

ABHIJIT BISWAS

Mr. Biswas joins the school as a senior lecturer in marketing and is teaching MBA students various marketing classes, including Principles of Marketing and Promotional Strategy. For the past several years, he has taught a variety of marketing classes at UTD as an adjunct faculty member and last year received the Outstanding Adjunct Faculty Teaching Award. Mr. Biswas, who studied marketing at Purdue University, has an additional role at the university — to develop and start a new marketing certificate graduate program designed for those who already have begun their career and who would like additional training in marketing



BISWAS

without launching into an MBA course of study. In the past, Mr. Biswas has done marketing research consulting proj-

ects for clients. "I especially enjoyed [this] since the output usually had a tangible impact on the client's marketing strategy and operations," he says.



BLAIR

RON BLAIR

Ron Blair begins what he calls his third career as a full-time senior lecturer in the Accounting and Information Management area. Mr. Blair has, however, a long-standing affiliation with The School of Management, which includes his second career. Until this fall, when he assumed his full teaching load, he was the school's director of budget and finance — a position he had held since 1999. His first career was with the Internal Revenue Service (IRS), where for many years Mr. Blair served as assistant regional director of appeals, overseeing the appeals operation in the eight-state Southwest Region, and later the 12-state Midstates Region. The purpose of the IRS Appeals Division is to resolve tax controversies. Since 1991, Mr. Blair has been an adjunct faculty member at UTD, teaching no more than one course each semester. This year he is teaching graduate courses in corporate tax, partnership tax and tax research, all areas where he is able to bring his firsthand knowledge of taxation to the classroom. 🙏

UTD School of Management Faculty Papers Recognized

Several School of Management faculty members have recently earned recognition for their research papers:

- “New Product Growth for Model Consumer Durables,” a 1969 paper by **Frank M. Bass**, Ph.D. (see *AMA Honors Professor Bass* on page 27), Eugene McDermott Professor of Management, was chosen by members of the Institute for Operations Research and the Management Sciences as one of the top 10 most-influential papers published in the 50-year history of *Management Science*.

- Three School of Management researchers won the Production and Management Society’s Wickham-Skinner



Sethi

Best Paper Award for “Coordination of a Supply Chain with Risk-Adverse Agents.” The paper, co-authored by **Suresh Sethi**,

Ph.D., Ashbel Smith Professor of Operations Management and director of UTD’s Center for Intelligent Supply Net-



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works; **Houmin Yan**, Ph.D., associate professor of information systems and operations management; and **Xianghua Gan**, operations management and information systems doctoral student, was published in the spring 2004 *Production and Operations Management*.

- “Does Race Matter Within a Multicultural Context: Alternate Modes of Theorizing and Theory Testing,” co-authored by **B.P.S.**



Richard

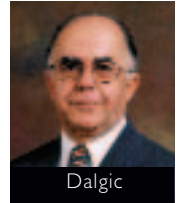
Murthi, Ph.D., associate professor of marketing, and **Orlando Richard**, Ph.D., assistant professor of organization, strategy and



Murthi

international management and Ph.D. Programs coordinator, was judged in the top 10 percent of papers accepted for Best Paper Proceedings at the Academy of Management’s 2004 conference in August in New Orleans.

- A paper co-authored by **Tevfik Dalgic**, Ph.D., clinical professor of organization, strategy and international management, titled “Perspectives on Corporate Environmental and Social Responsibilities: A Study of Managers and Professionals in 22 Countries,” was published in the Best Paper Proceedings of the Academy of Management’s 2004 conference in August in New Orleans. Dr. Dalgic’s co-authors include David A. Ralston, Michael F. Price Professor of International Business, University of Oklahoma, and others.

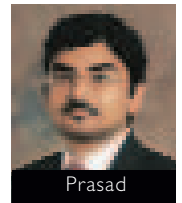


Dalgic

- A paper by **Ashutosh Prasad**, Ph.D., assistant professor of marketing, “Advertising Vs. Pay-Per-View in Electronic Media,” won the 2003 *International Journal of Research in Marketing’s* Best Article Award.

The paper was co-authored by Vijay Mahajan, professor of marketing at U.T. Austin, and Bart Bronnenberg, associate professor of marketing at University of California - Los Angeles.

- “Formulation and Solution of Non-Linear Integer Production Planning Problems for Flexible Manufacturing Systems,” a 1983 paper by **Kathryn Stecke**, Ph.D., professor of information systems and operations management, was selected by the *Management Science* editorial board as one of 50 most influential papers.



Prasad

FIVE HONORED FOR TEACHING EXCELLENCE

Recipients of The School of Management’s 2004 Teaching Awards are **Dr. Ted Day**, outstanding online teacher; **Dr. Peter Lewin**, outstanding undergraduate teacher; **Dr. Kathryn Stecke**, outstanding graduate teacher; **Robert Bender**, outstanding adjunct faculty member; and **Rabiah Moussawi**, outstanding teaching assistant. The SOM Teaching Committee reviews nominations from students and selects award recipients for their outstanding teaching abilities. All five faculty members received a plaque recognizing their achievement and a grant of one thousand dollars.



Day

Lewin

Stecke

Professor Liebowitz Debates

Professor of Managerial Economics **Stan Liebowitz**, Ph.D., shared his opinions on the economic impact of file sharing during a panel debate at the “Law and Economics of File Sharing and P2P Networks” conference in Washington, D.C., in June. The event was sponsored by the Cato Institute, a free-market think tank for government officials and academics.

Dr. Liebowitz, an adjunct scholar for the Cato Institute, is the director of UTD’s new Center for the Analysis of Property Rights and Innovation (CAPRI), which examines the interaction of new technologies with property rights (see *Microsoft and Koch Foundation Help Launch New Research Center* on page 21). His research is part of an ongoing academic and Congressional debate about whether the United States should alter its copyright system to accommodate file sharing.

“The recording industry has been suing individuals for making files available on the Web, so there are a lot of people following this topic,” Dr. Liebowitz says. “There are millions of people downloading music now, and now they’re even downloading and sharing movies. There’s been a call by some to alter the copyright system so that people can download files to their heart’s content, and have the government pay for it through some sort of taxation scheme.”

At the conference, Dr. Liebowitz voiced his opinion that file sharing has led to the recent 30 percent decline in sales of CDs. Offering the opposing point of view was Kolemman Strumpf, an associate professor of economics at the University of North Carolina, who suggested that file sharing has actually benefited CD sales.



Liebowitz

AMA Honors Professor Bass and Names Scholarships for Him

The DFW chapter of the American Marketing Association (AMA) has created a new scholarship program and awarded the first year’s scholarships in the name of **Frank M. Bass**, Ph.D., Eugene McDermott Professor of Management. The cash scholarship program, sponsored by local corporations, will be awarded annually to selected members of the local AMA organization’s collegiate chapters.

Dr. Bass is both the most-recognized AMA DFW chapter member and the one with the longest tenure, having been involved with the organization since its creation 50 years ago. One of the founders of the field of marketing science, Dr. Bass joined UTD as a marketing professor in 1982. A native Texan, he previously served 21 years at Purdue University, where he was the Loeb Distinguished Professor of Management. His landmark contributions in marketing and economics have earned him international recognition, major awards and Nobel Prize nominations.

In his 50 years as a member of the AMA, Dr. Bass served as the editor of the *Journal of Marketing Research* from 1972 to 1975, as vice president of marketing education from 1971 to 1972, and as program chair for the annual AMA conference in 1964. Through the years, the AMA has honored him with many awards, including the William F. O’Dell Award in 1979 for best article published



Frank M. Bass, Ph.D.

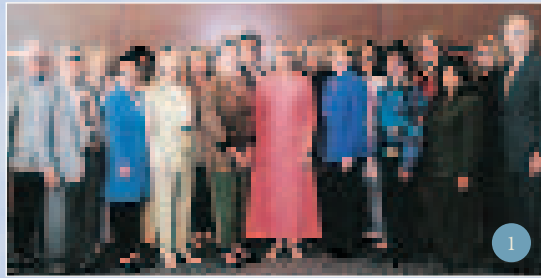
in the *Journal of Marketing Research*, the Paul D. Converse Award in 1986 for contributions to marketing science and theory, and the Richard D. Irwin/American Marketing Association Distinguished Marketing Educator Award in 1990.

He and Dr. John D.C. Little established the *Journal of Marketing Science*, and his

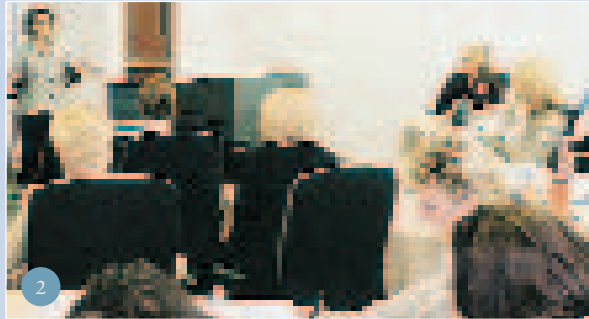
research papers are among the top five most-cited papers published in the 50-year history of that publication.

In recent years, he has been honored with the Gilbert Churchill Lifetime Achievement Award for his accomplishments in marketing research, and in 2003 he received the Charles Coolidge Parlin Award, one of the oldest and most distinguished awards in the field of marketing research. His work has made a significant impact on the way marketing managers think about brand choice and related consumer measurement, earning him international recognition dating back to 1978, when he served as president of the Institute of Management Sciences.

At a recognition event in Irving, Texas, in April 2004, the DFW chapter of the AMA presented Dr. Bass with two more awards: the Distinguished Member Award, recognizing his many successes throughout his career, and the DFW Chapter Award for Significant Achievement. The first DFW AMA Bass Scholarships also were presented at the event, and among the five recipients of \$250 each was UTD student Anand Krishnamoorth.



NEW SEMINAR PREPARES BUSINESSWOMEN TO SERVE ON CORPORATE BOARDS



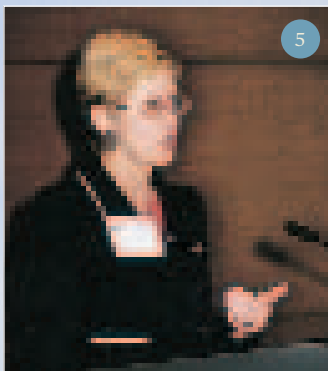
1 The first participants to complete “Positioning Women for Corporate Boards,” a three-day seminar designed to prepare female business leaders for membership on corporate boards of directors, posed with the seminar’s organizers, Dr. Constantine Konstans (far left, front row), Jerry Hoag (far left, back row), Dr. Diane Seay McNulty (second from left, back row) and Dr. David Springate (far right, front row). Held in May 2004 at The UTD School of Management (SOM), the seminar was co-sponsored by the SOM, Leadership America, Inc. and the Leadership Texas Alumnae Association. The seminar program



combined firsthand experiences of current corporate board members and selection committee chairmen as well as case studies presented by faculty from SOM’s Institute for Excellence in Corporate Governance (IECG) and The Leadership Center at UTD. The corporate governance and board operations session was presented by Dr. Konstans, IECG’s executive director, and two Deloitte & Touche USA LLP executives,



2 Judith McMillin, Deloitte’s mid-America regional partner-in-charge, Global Employer Solutions Practice, and 3 Sherrie G. McAvoy, Deloitte’s national director of Corporate Compliance and Ethics Consulting and leader, Mid-America Corporate Governance Practice. 4 Other presenters included David Palmlund, senior partner, Highland Partners, who spoke on “A Search Professional’s Thoughts on Board Selections,” and 5 Cece Smith, co-founder and managing general partner, Philips-Smith-Machens Venture Partners, who addressed the opening dinner meeting. The most recent three-day “Positioning Women for Corporate Boards” seminar was held at the UTD School of Management November 8-10. For more information, visit <http://som.utdallas.edu/pwcb>.



Entrepreneurship Concentration Is a New Option for Grad Students

Beginning this fall, School of Management (SOM) graduate students with entrepreneurial interests can get the tools they need to bring their business ideas to fruition in the real world. Now available for students in both SOM's Master of Business Administration (MBA) and Master of Science in Management and Administrative Sciences (MAS) degree programs, a new concentration in innovation and entrepreneurship is designed to give students a jump-start toward starting their own businesses or making strong contributions within entrepreneurial companies.

"We can't give a person a great business idea or the drive to become an entrepreneur, but we can provide background, knowledge, skills and perspective so they can make informed choices and hit the ground running," says Dr. Joseph Picken, a faculty member in the school's Organizations, Strategy and International Management area and creator of the new innovation and entrepreneurship concentration.

The concentration focuses on the processes of innovation and new-venture development in entrepreneurial

SOM STAFF MEMBER RECEIVES UTD EMPLOYEE AWARD

Nilza Molina-Lopez, administrative assistant in The School of Management's Information Systems and Operations Management area, has received a Celebrate Achievement: Reward Excellence (CARE) Award from the UTD Staff Council. Ms. Molina-Lopez was praised as "one of those unique individuals who can brighten up your day with a smile and a caring word." Award recipients were honored in ceremonies in May. Each received a certificate and an engraved clock to commemorate their contributions to the university. The award is given to a maximum of six employees twice each year by the council and is approved by UTD President Franklyn Jenifer to honor outstanding staff members. They may be nominated by fellow staff, faculty, visitors or customers of the university.



firms, including opportunity identification and evaluation, financing, strategy, marketing and new-venture management. Emphasizing technological innovation in both large and small organizations, the multidisciplinary sequence of courses seeks to prepare students for successful careers either as principals or key functional managers in emerging growth firms, or as leaders of technological innovation in established firms.

"We wanted to develop a program that would emphasize innovation and technology-based entrepreneurship, as compared to other local programs that offer

a more general focus on family or smaller businesses," says Dr. Picken.

The new concentration is available as one of five possible concentrations offered through the 36-hour MAS program and as one of seven concentrations offered in the 53-hour MBA program. In addition to the core requirements of the degree program, students who choose the entrepreneurship concentration must take five foundation courses in innovation and entrepreneurship and can choose from an extensive list of suggested electives representing key functional areas.

While all courses are taught by full-time faculty, many courses in the concentration also involve practicing entrepreneurs who share their experiences and participate in case discussions, says Dr. Picken, who has more than 25 years experience working in or with entrepreneurial firms gained during a 35-year business career prior to joining the SOM.



Joe Picken, Ph.D., working with SOM entrepreneurship and innovation students



Financial Management Association Students Make Contacts in NYC

A group of UTD Financial Management Association students spent a week in August visiting the financial district in New York City. The group of 25 students met with officials and visited 10 companies, including JPMorgan Chase; Labranche & Co. Inc.; Investment Technology Group, Inc.; Morgan Stanley; and Bloomberg as well as the New York Mercantile Exchange and the Nasdaq Stock Exchange. The purpose of the trip was for members to learn, firsthand, about the financial industry as well as to develop connections that might further their future careers. The UTD Financial Management Association, which has 50 members, provides opportunities for professional interaction between academicians, practitioners and students, and works to enhance education in the field of finance. Adviser to the UTD chapter is Dr. Mary Chaffin, a member of The School of Management's (SOM) Finance and Managerial Economics faculty. Dr. Chaffin is also an assistant dean and the college master for SOM undergraduate programs.

Newest Scholarship Program Benefits Five MBA Students

The School of Management's Scholarship Committee has named the first five recipients of the Summerfield Roberts Scholarship in the school's newest scholarship program. Named as 2004 Summerfield Roberts Scholars are Joseph Lundquist, Melody Macaluso, Christopher Shane McCullough, Thomas Nguyen and Natasha Garcia. All are students in the school's part-time Professional MBA Program and each has received a \$1,000 scholarship that is renewable for up to seven semesters and will cover approximately half of the tuition and fees for their UTD MBA degree.

Dr. Steve Perkins, the school's associate dean for Graduate Programs and administrator of the scholarship program, says to be eligible for the scholarship, students should have high entering qualifications and be newly enrolled in the part-time Professional MBA Program. To remain eligible, stu-

dents must take at least six credit hours each semester and maintain a cumulative grade point average of at least 3.0. The scholarship application requires a letter of recommendation and a brief narrative outlining how the student has progressed in his or her professional career as well as how he or she sees the MBA degree advancing future career progress. Applicants must be Texas residents.

The new scholarship program is made possible by an \$88,500 grant from the Summerfield G. Roberts Foundation, which is named after Dallas oilman, inventor and investor Summerfield G. Roberts. "Mr. Roberts was a Dallas business leader and fifth-generation Texan. His foundation gives back to the community through scholarships to Texas students studying business," Dr. Perkins says.

For more information on the Summerfield Roberts Scholarship Program, contact Dr. Perkins at 972-883-6789 or perkins@utdallas.edu.


INSTITUTE FOR EXCELLENCE IN CORPORATE GOVERNANCE

Beverly Jones (below, right), senior vice president, Marsh FINPRO Claims Advocacy, delivered the luncheon address at an Institute for Excellence in Corporate Governance seminar held at the SOM in May. The seminar focused on



financial statement analysis for directors and non-financial senior officers. Ms. Jones discussed the changing landscape of director and officer liability insurance coverage in the post-Enron era. Also attending the event was Jay Chappell (left), a specialist in directors' and officers' liability insurance who is a senior vice president in the Dallas office of Marsh and a new member of The School of Management Advisory Council (see *New Chairman Welcomes Five New Members* on page 18). School of Management Dean Hasan Pirkul, Ph.D. (center), welcomed the seminar's participants and speakers.

School Helps Roll Out New Program to Help Young Women 'Wise Up' Financially



The School of Management played host in July to the national rollout of "Wise Up," a new multimedia program offered by the U.S. Department of Labor Women's Bureau and specifically designed to help "Generation X" women, who are in their 20s and 30s, manage their personal finances and plan for retirement. Bureau Director Shinae Chun was keynote speaker for the event, which was co-hosted by the UTD Career, Galerstein Women's, and Multicultural centers and the Greater Dal-

las Asian American Chamber of Commerce. AXA Financial, Avian Tec, Inc., the Korean Women's Association in Dallas, and Lely White acted as event sponsors. The "Wise Up" program, which is presented in eight modules of 45 to 60 minutes each, is available free of charge at <http://wiseupwomen.org/>.



Project Management Student Wins Company Award

Brenden Martin, an MBA student in The School of Management's Project Management Program, has received a President's Award from his employer, Misys Healthcare Systems, which implements, supports and installs software systems for hospitals. A Dallas-based project manager for Misys, Mr. Martin was recognized primarily for turning around a client account relationship that had taken a turn for the worse.

The company's President's Award recognizes individuals who have shown remarkable achievement over the previous year, including outstanding contributions and performance, dedication as

team players, and commitment to providing the very best in customer service.

"This award is a great honor," Mr. Martin says. "Within our company, only 30 out of 1,700 people were selected for the award. And the selection is done by our executive team, from vice presidents on up to the CEO. For them to recognize the achievement of people at my level is really something."

In his current Misys role, Mr. Martin oversees implementation of software for the Los Angeles County Department of Health Services. Mr. Martin took over the account in June 2003 and quickly began resolving issues, reconciling with the client and rebuilding the customer relationship.

A 1991 Louisiana Tech University

life sciences undergrad, Mr. Martin enrolled in The UTD School of Management's Project Management Program in fall 2003. He attributes part of his success to what he has learned through the program.

"Our first phase in the MBA program covered nine project management knowledge areas that provided soft skills on team building, negotiation, organizational structure and organizational politics," he says. "Our instructors had been out there working, so they provided real-life examples and role play. We were able to build our skills in those areas, and we received toolkits to take back to work and use. Those things have really helped me on the job."

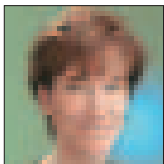
A L U M N I N O T E S

1970s

Gerald (Jerry) P. Dillard, BS 1978, among the first upper-level undergraduates UTD admitted when it opened to junior and seniors in 1975, works for Coca-Cola Enterprises in Brandon, Florida. A cost accountant for the corporate Operations – Cost Management group, he works primarily on the New York and Mid-Atlantic Divisions. His duties have included the transition of the New York Division accounting to a shared-services function, and ongoing accounting and reporting for those divisions and their production and sales centers. He and his wife, Cindy have two sons, Casey and Brian.

1980s

Melendy E. Lovett, MS 1982, joined Texas Instruments Incorporated’s senior management team in April as senior vice president of TI and president of the company’s Educational and Productivity Solutions (E&PS) business. Previously, she was a vice president in the company’s human resources organization.



The worldwide E&PS focuses on market-leading technology to improve the teaching and learning of math. Melendy brings a long-standing personal

commitment to math and science education. She has established and leads an initiative of TI women employees who are working to improve math and science education for girls from elementary through high school.

Upon her new appointments, TI President and CEO Rich Templeton said, “Melendy has consistently proven her ability to quickly assess business needs, implement strategic solutions and improve financial results.”

Melendy previously worked as a senior manager at Coopers & Lybrand. Her experience spans multiple areas, including information technology and accounting. Her SOM degree is in accounting, and she is a certified public accountant.

Dipak C. Jain, MS 1986, PhD 1987, dean of the Kellogg School of Management at Northwestern University in Evanston, Illinois, was elected in April to the board of directors of the Northern Trust Corporation, a global multibank holding company based in Chicago.

Dr. Jain, who has been dean of the Kellogg School since 2001, also serves as a director of Deere & Company, Hartmarx Corporation, Peoples Energy Corporation and UAL Corp.

Dr. Jain, an SOM 2001 Distinguished Alumni Award recipient, has been the Sandy and Morton Goldman Professor in Entrepreneurial Studies at Kellogg since 1994.

Since 1989, he has been a visiting professor at Chulalongkorn University in Bangkok, Thailand. Last year, he was appointed a foreign affairs advisor for the prime minister of Thailand.

Roy E. Jewell, MS 1986, is president and chief operating officer of Magma Design Automation, a Santa Clara, California, company that develops software that helps integrated circuit designers create highly complex electronic devices. Prior to joining Magma in 2001, Roy served in management at companies including Clarisay, Inc., which he co-founded and where he was CEO from 1999 to 2001. Earlier marketing, technical and management roles included a stint at Texas Instruments Incorporated. Before coming to UTD, he earned bachelor’s and

master’s degrees in physics from the University of South Florida.

1990s

Jack J. Lamb, BS 1990, is a member of three national working groups studying oversight of nonprofit organizations. Jack, an electronic-filing group manager for Intuit/Lacerte, represents Intuit, which specializes in tax and finance software. He says the groups’ focus is to identify and recommend strategies to states and the Internal Revenue Service to improve charitable reporting, oversight and enforcement by advancing electronic filing — e-filing of returns at the federal and state levels.

A past chairman of UTD’s Alumni Association, Jack serves on the SOM Accounting and Information Management (AIM) Executive Advisory Council.

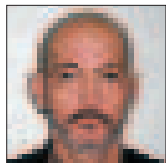
Alyssa Griggs Martin, BS 1991, MBA 1996, was named 2004 Young CPA of the Year by the Dallas (Texas) CPA Society in June. She became a partner at Weaver and Tidwell, LLP, in June 2002, after joining the firm in 1998. In 2003, she was put in charge of the firm’s Risk Assessment and Sarbanes-Oxley Solutions group.

To win the CPA Society honor, an accountant must be named a partner before age 36 and distinguish him- or herself within the society and other professional organizations. Alyssa’s activities include service on SOM’s Accounting and Information Management Alumni Advisory Board.



Thomas N. Tunstall, MBA 1992, earned a PhD in 2000 from UTD’s School of Social Sciences. He is a senior manager at the Irving,

Texas, office of Bearing-Point (formerly KPMG Consulting Inc.), a worldwide business advisory and technology systems assistance company headquartered in McLean, Virginia. Dr. Tunstall is an information technology management and economic governance advisor for the transitional government of Afghanistan.



He also recently traveled to Lusaka, Zambia, to complete a knowledge management assessment for the Common Market for Eastern and Southern Africa, and to Mombasa and Nairobi, Kenya, to undertake an Internet technology assessment.

Thomas A. Blake, MS 1993, MBA 1994, was featured in a story in the March 5-11, 2004, *Dallas Business Journal* highlighting the value of an MBA. Tom is vice president and chief financial officer of Fort Worth-based Walker Engineering Inc., an electrical contractor he joined in 2002.

He had 20 years' experience as a senior financial officer in real estate and construction when he enrolled at UTD. He told *DBJ* staff writer Sandra Zaragoza that "graduate school helped me refine my knowledge and skills" to work with entrepreneurs and startup companies.

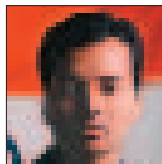
Tom encourages others to earn their MBA, a message he spreads in mentoring relationships with family friends, business associates and interns.

Scot C. Farber, MBA 1993, was the subject of a profile in the April 30-May 6 issue of the *Dallas Business Journal*. Senior vice president of investment with Grubb & Ellis Co. in Dallas, Scot is the third generation of his family to



pursue a real estate career. He handles investment property disposition for a wide range of clients — individual investors to corporate institutions — throughout the Southwest. *The Dallas Business Journal* included him on its 2003 Heavy Hitters list for his role in the sale of the Executive Center office complex. Scot earned his undergraduate degree in finance and real estate from The University of Texas at Austin.

Naveen Jindal, MBA 1993, was elected a member of India's Parliament in May and has joined the 14th Lok Sabha (House of the People) as a delegate from the city of Kurukshetra — a birthplace of Hinduism — in the northern state of Haryana. One of 10 MPs from Haryana, Naveen's term runs five years, the length of a Lok Sabha session.



Naveen is executive vice chairman and managing director of Jindal Steel and Power Limited, part of a steel and industrial conglomerate founded by his father, Om Parkash Jindal. The elder Jindal was a member of Parliament from Kurukshetra in the 1990's.

A national skeet-shooting and polo-playing champion, Naveen is perhaps best known in his native country for securing the right of all Indians to fly their national flag, the Tiranga, on a daily basis. He won the right by pursuing a protracted legal battle to change India's Flag Code, which previously permitted display of the banner's by private citizens only on special occasions.

Naveen told a reporter that while he was at UTD, the frequent sight of Americans not only hoisting the U.S. flag but also wearing it on T-shirts and otherwise proudly displaying it inspired him

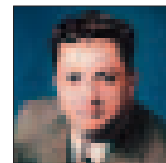
Kira Y. Lane, BS 1994, joined the Fort Worth Tycoons basketball team as vice president of marketing in June. An American Basketball Association team, the Tycoons begin

play in November. Their 36-game schedule includes 18 home games at the Fort Worth Convention Center.

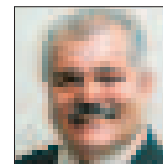
Kira previously worked in sales and marketing 10 years. His VP responsibilities include obtaining corporate sponsorships, placing advertising, negotiating the venue and managing a sales team of five people. "Once we get this franchise up and running" he says, "we will do it all over with a Houston franchise."



Brad Almond, MA 1995, was promoted in April to vice president of finance and administration and chief financial officer of ZixCorp, Dallas, Texas. ZixCorp is a publicly traded global provider of e-messaging protection and transaction services. "Brad Almond's business skills, coupled with his strong background in auditing and corporate finance in high-growth environments are the perfect mix for the top finance post," John A. Ryan, chairman and chief executive officer for ZixCorp said in announcing the appointment. A CPA, Brad earned his MBA in 1992 from The University of Texas at Austin.



Mario A. Bolaños-Avila, EMBA 1995, was chosen by *Hispanic Engineer & Information Technology* magazine as one of the 50 Most Important Hispanics in Technology and Business for 2004, a group featured in the publication's June/July issue. The editors of the Baltimore-based magazine selected Mario, who is director of the Semiconductor Group, Packaging Technology Development organization at Texas Instruments Incorporated in Dallas, Texas, because of his outstanding technology work and leadership in his field.



"The list of honorees includes many of the nation's highest-achieving Hispanic executives, managers, and researchers in industry, government, and academia," the magazine said. Honorees are presented to young people as role models, and the honorees' accomplishments are presented as examples of "the important, often unrecognized contributions made on a daily basis by the thousands of Hispanics in technology-related jobs."

Mario has worked for TI for more than 25 years. He spent his first decade at the company in his home country, El Salvador, then another six years as part of the TI management team in the Philippines. After that, he held management positions in Semiconductor Integrated Circuits Package Development and Assembly Equipment Development.

In 2002, the Society of Hispanic Professional Engineers selected him as the recipient of its National Corporate Achievement Award.

G. Todd Estes, BS 1995, left PriceWaterhouseCoopers, LLP in 2003 to accept a position at Turner, Stone & Company, LLP, in Dallas, Texas. A certified public accountant, Todd is tax manager, and his duties include tax compliance, and transaction and new business consulting. Todd is chairman of SOM's Accounting and Information Management (AIM) Alumni Advisory Board. Besides participating in a mentoring program, board members are seeking accounting alumni members and raising funds for accounting scholarships.

Todd is acting treasurer of Boy Scout Troop 1776 in Plano, Texas, to which his son, Tyler, belongs.

David J. Otterson, MS 1995, was named in May as president and chief executive officer of WestWind Technologies, Inc., a Huntsville, Alabama, aviation company. An aerospace industry and U.S. Navy veteran, David is a pilot of fixed- and rotary-wing aircraft. He has extensive experience in aircraft manufacturing, quality im-



provement and related finance. WestWind provides aviation-engineering services for commercial and military aircraft. Recent projects include customizing Blackhawk helicopters for search-and-rescue missions. In addition, the company operates the Logistics Support Facility at Redstone Arsenal in Huntsville on behalf of the U.S. Department of Defense.

A U.S. Naval Academy undergrad with a degree in mathematics, David previously served in senior positions with Wal-Mart Stores, Inc. and Koch Industries. In the late 1990s, he was president and chief executive officer of an aircraft maintenance, modification and manufacturing company. David, his wife, Pat, and their two sons Patrick, 18, and John, 17, reside in Madison, Alabama. Daughter, Tatum, 25, is married and lives in Texas, Arkansas, Texas.

Henry Ennis, EMBA

1998, was married on June 26, 2004, to Bren C. Gaudet. Bren moved to Dallas from Connecticut a few years ago to pursue a writing career. The wedding and reception were held at Henry's home in Carrollton, Texas. Several EMBA 1998 alumni attended the ceremony.

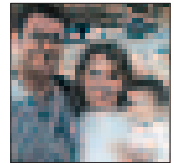
Ellen Magnis, MBA 1998, has accepted an expanded role at the Dallas-based American Heart Association (AHA). In addition to serving as vice president of the American Stroke Association, a division of the AHA, and a position



to which she was promoted in October 2003, she will be vice president overseeing the organization's Strategic Alliances functions and staff.

Bipin C. Trehan, MBA 1998, MS 1999, and his wife, **Jodi Diekman Trehan**, MBA 1998,

welcomed their first child, daughter Anika Elena Trehan, in January 2004. Bipin is a program manager responsible for the development of new solutions and services at Fujitsu Network Communications in Richardson, Texas. Jodi recently resigned from her business manager position at Fujitsu to be a full-time mom and homemaker. The Trehans live in Plano, Texas.



2000s

Wendy Cordray, MBA 2001, and **Oliver Cone**, MBA 2001, were featured in the True

Romance column of *The Dallas Morning News* on May 22, 2004. Writer Steve Kenny profiled the couple's initial encounter in a UTD SOM entrepreneurship class in January 2001 and followed it through to their June 5, 2004, wedding at St. Michael and All Angels Episcopal Church in Dallas, Texas.

Oliver, a native of Cambridge, England, is an investment officer at Bulkley Capital, a Dallas-based investment banking firm. Wendy is general manager of the Good Eats restaurant in Turtle Creek Village in Dallas. The couple now lives in North Dallas, just a few minutes from UTD.

Rick Kelly, EMBA 2002, has become vice president of sales and marketing at Beckett Corporation, an Irving, Texas-based company specializing in lawn and garden products. Mr. Kelly leads the sales, marketing and customer-service departments of this consumer-products company. He also is responsible for developing long-term strategies to better position the Beckett Corporation in the fast-growing water-gardening category.

Rick earned his undergraduate degree in business management from Stephen F. Austin State University. He and his wife, Janet, have three children, Ryan, 14, Alexander, 10, and Ruxton, 5.

2 0 0 4 D O N O R R E P O R T

**SCHOOL OF MANAGEMENT
STRATEGIC PARTNERS:**

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

PARTNERS IN PROGRESS:**INDIVIDUAL:**

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

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