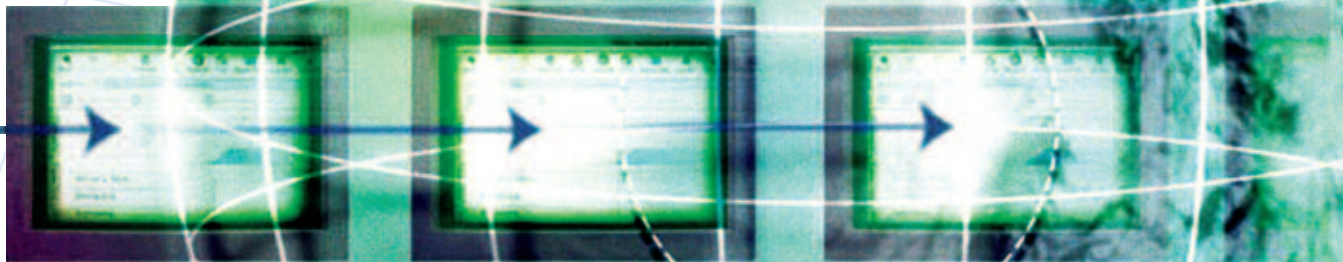


THE SCHOOL OF  
**MANAGEMENT**

THE UNIVERSITY OF TEXAS AT DALLAS

VOLUME 9 No.2 SPRING 2006



Global  
Connections  
Global  
Connections

## MESSAGE FROM THE DEAN



**Hasan Pirkul, Ph.D.**  
Dean, School of Management

With the technology-driven global economy as a major focus of our curriculum, it is appropriate for this issue to feature not only our successful initiatives with the technologies of online learning but also the recognition our faculty is gaining on a worldwide basis.

A story on our global research prominence highlights the work of three School of Management (SOM) faculty members — Professors Mike W. Peng, Livia Markóczy and Jane Salk — who have published works that are among the most cited papers on business issues of Central and Eastern Europe. The forthcoming relocation to the SOM of the highly respected *Asia Pacific Journal of Management*, of which Dr. Peng serves as editor, adds to our prominence in the international management field.

The work of these three scholars exemplifies the quality of the research the SOM faculty is producing. That work is climbing ever higher in the research productivity rankings. Our faculty is now 32nd worldwide in research productivity, according to *Financial Times*, the London-based international business newspaper. We are 33rd in the nation in the UTD Top 100 Business School Research Rankings, which look at publications in the top 24 peer-reviewed academic journals spanning all areas of business over the last five years. More importantly, according to the last two years' worth of data in the UTD Top 100, The School of Management ranks 26th nationwide, indicating a rapid ascension into the category of elite business faculties.

Another story reports on a new named professorship in international strategy — made possible by a generous gift from Dallas World Salute — that will allow us to hire an additional senior scholar with this specialty, strengthening our faculty even more in the area of international business. Our hiring activities this spring will result in similar strengthening of our operations management, information systems, micro-economics and finance faculties.

While our faculty as a whole continues to gain prominence, individual SOM faculty members are receiving worldwide recognition for landmark achievements in their fields. Last fall, the University of South Australia named an institute in honor of Professor Frank M. Bass and bestowed an honorary doctorate on him for his contributions to the field of marketing science. Also last fall, Professor Stan Liebowitz was invited to deliver a keynote address on the topic of intellectual property and innovation at a worldwide conference in Malaysia. This spring, friends and colleagues of Professor Suresh Sethi will gather from around the world to honor his prolific contributions to the field of operations management at an SOM conference at which Nobel laureate Harry M. Markowitz is the keynote speaker.

Not only our faculty but also our academic programs are receiving wide recognition for their excellence. In *Financial Times*' latest rankings of Executive MBA programs, UTD's EMBA Program is 46th in the world and 25th in the United States. *U.S. News & World Report* lists our Cohort MBA Program 54th nationwide and 25th at public colleges and universities in the United States. Also in the 2006 *U.S. News & World Report* rankings, our Management Information Systems Program is 24th in the nation, tied with Harvard University, and 16th among public colleges and universities.

In addition, the public of this region is giving an enthusiastic reception to the activities of our centers and institutes, which are drawing wide participation and attendance. The inaugural event of our Foreign Trade Institute, highlighted in this issue, drew broad interest from state and regional transportation and trade officials. The Leadership Center at UTD's two Wachovia Excellence in Leadership Speakers Series events — addresses by retired four-star General Tommy Franks and business consultant and author Jim Collins — attracted some of the largest audiences of any event in the university's history.

Such support and recognition from every level — local, regional, national and global — indicate that we are rapidly achieving our goal of becoming one of the leading public business schools in the United States. We welcome the support and input of our alumni and friends as we continue in our endeavors to meet this goal.

Best wishes,

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

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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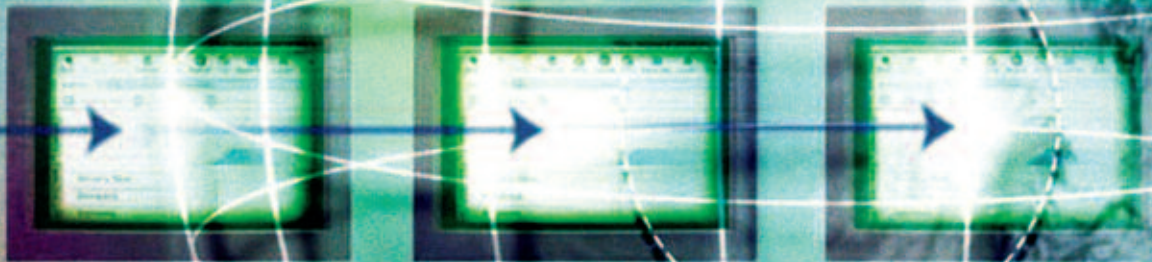
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connection

- + Anniversary gift
- + Workout@gym
- + Staff meeting
- + Forecast presentation
- + Lunch w/Lisa
- + Sales training
- + Soccer practice

# The Right

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remote

# The Right Connections Connections

New or improved,  
SOM courses offered online are better than ever  
— and increasingly popular  
among students of all types.

By Paula Felps



In the early days of online education, The University of Texas at Dallas School of Management (SOM) quickly recognized the promise underpinning the delivery of courses via the Internet and other electronic means. Technology could overcome time and distance; its versatility could provide viable alternatives to some students who might otherwise struggle to achieve their college goals.

“A lot [of our students] are professionals with full-time jobs, so they are part-time students. If they’re traveling or changing jobs, they might be hesitant to enroll in a class,” says SOM Dean Hasan Pirkul, Ph.D. “We felt that we could give them the opportunity to take the same classes [that they would get on campus] whether they were traveling or had to relocate. We felt if we could meet the needs that other schools were unable to meet, we would succeed.”

That hunch — along with careful planning and execution — has paid off. The School of Management’s online programs rank among the world’s largest 25 distance-learning providers of Master’s of Business Administration (MBA) curriculums, according to a *Financial Times* survey that appeared in that London-based newspaper March 20. Altogether, nine United States-based schools appeared in the list. Six of them, including The School of Management, are accredited by AACSB International — The Association to Advance Collegiate Schools of Business.

SOM created one of the nation’s first Internet-based management education programs with its Masters in International Management Studies (MIMS) in 1996. MIMS changed its scope to become the Global Leadership Executive MBA in 1999 (see “Opti-

Continued on page 5



By Paula Felps

# Setting the Bar High

W

hen The University of Texas (U.T.) System decided to develop a master of business administration (MBA) program online in the late 1990s, The School of Management (SOM) at U.T. Dallas took the idea one step further.

“Originally, each school [in the U.T. System] was supposed to develop two courses, and students were required to take the 16 different courses offered by eight schools in the system through the U.T. Telecampus,” explains George Barnes, director of SOM’s Global MBA Online Program.

“We developed our two courses for the Telecampus but wanted to go beyond that...to offer a full online MBA degree that includes a good complement of elective courses.”

It was an ambitious task; UTD’s Global MBA Online Program went online in 1999 and was offering the full MBA curriculum within three years. The Global MBA Online delivered to students the same education opportunities as those available on campus. Students, too, could mix and match, opting to take some courses online and others on campus.

## A change in setting, not substance

“The faculty and the materials are the same, whether you’re walking into a classroom or logging in online,” Mr. Barnes says. “What’s different is the environment. Other schools will create a general online course, then drop in an instructor. That’s not how it’s done here.”

Instead, the faculty work with professional Web-based instructional designers who help transform the material into cyber-friendly curriculum.



Global MBA Online  
Director George Barnes

“While the faculty knows the subject they’re teaching, they aren’t always comfortable with taking it online,” Mr. Barnes says. “It takes knowledge of how to use Web-based technology to maximize the learning environment, and we’ve invested in that.”

## Think easy ‘A’? Think again.

Students who might think that a virtual classroom makes for an effortless outing will quickly learn that’s not the case at UTD. While the Global MBA Online Program is designed for convenience, it also requires work.

“We make it very clear that students are going to get the same rigorous experience that they’d have

in the classroom,” Mr. Barnes notes. “It is possible that some people are expecting a good old-fashioned correspondence course, where you don’t have to do much to get a diploma. But this is not an easy way out.”

## And teachers work, too

Dr. Steve Perkins, associate dean for masters programs at The School of Management, echoes that sentiment: “We have seen that, in order for the classes to be successful, the professors must put in as much time as they would in a traditional classroom course. We see it as an opportunity to reach more students with high-quality courses.”

## ‘Genuine intellectual and professional growth’

Students who have completed the program agree. A recent survey the school conducted indicates that an overwhelming majority of students completing the Global MBA Online Program are happy with their educational experience.

“UTD will give you an excellent education,” says Bruce Wright, who earned his MBA degree online while holding down a full-time job.

“The professors and students within the online program will provide the challenge you need toward genuine intellectual and professional growth.”

That challenge keeps students returning. Although, for some universities, enrollment in online MBA programs is either flat or falling, UTD has seen the numbers increase. Today, enrollment in all SOM online programs puts the school in fifth place among all business schools that offer courses online and also are accredited by AACSB International — the Association to Advance Collegiate Schools of Business. The program has reached an enrollment of some 200 online MBA students. Each semester, about 200 more enrollees either take Global MBA Online courses as electives or are on-campus MBA students with special scheduling needs.

The program has “actually grown a little faster than I thought it would,” Mr. Barnes says. “I think the dean gets a lot of credit for that. We believe in excellence and quality, and if we had settled for anything less, it wouldn’t have worked so well.”

### Keeping it real in cyberspace

Class size is limited to 50 students, which ensures that course instructors aren’t overextended. Mr. Barnes says that online courses can be more demanding on the instructor than their classroom counterparts.

“In a classroom, you might have three or four people asking ques-

tions, and the rest of the class listens. In this situation, they can contact the professor by e-mail and ask questions, and he or she responds individually. We have to keep it manageable.”

Class exercises require interactivity and participation to emulate the classroom experience, and the recent survey showed that graduates of the program found such interactive features as discussion boards, online chats and teleconferences extremely effective.

“I could not have completed the [now] 50-plus hour requirement without the various classes being offered online,” says Michael Davis, whose job as a project manager for a Dallas-based building controls company required some travel. He did a lot of class work from hotel rooms. “It was a unique experience to interact with classmates in different states and countries via teleconferences, chats and message boards.”

More than 92 percent of the survey respondents said they would recommend the online program to others, and nearly 87 percent were “satisfied” or “very satisfied” with the Global MBA Online Program.

“We set the bar high, and I’m proud of that,” Mr. Barnes says. “We’ve kept those quality standards, and our enrollment is strong. As the constantly evolving technology we use becomes more mainstream, more faculty will embrace it for teaching purposes. Our expectation is that education will continue evolving with significant gains in online courses and we’re ahead of the curve.”

## The Right Connections Continued from page 3

mizing Opportunity,” *MANAGEMENT*, Vol. 4, No. 1, Autumn 2000, page 2, and “Managing the Distance,” *MANAGEMENT*, Vol. 1, No. 2, Spring 1998, page 24). Today the school offers four online master’s programs, three of which lead to MBAs. SOM also augments many of its degree and non-degree programs with online options.

Enrollment in online classes now accounts for nearly 10 percent of SOM’s graduate credit-hour enrollment. This enrollment growth is part of a national trend reported by the Sloan Consortium in *Growing by Degrees: Online Education in the United States, 2005*, published last November. Statistics gathered by the consortium show that between 2003 and 2004, enrollment in U.S. online programs grew from 1.98 million to 2.35 million. This growth rate is 10 times that forecast for the post-secondary level by the National Center for Education Statistics. An association of educational institutions and organizations, the Sloan Consortium — of which SOM is a member — was created with funding from the Alfred P. Sloan Foundation to improve learning effectiveness, access, affordability for learners and providers, and student and faculty satisfaction with online education.

The success of SOM’s online classes lies in more than flexibility. An intricate partnership between instructors and course designers has resulted in an online experience that emulates the “live” classroom experience (see *Cyberspace Innovators Make Online Classes Meaningful* on page 11). Dean Pirkul says that SOM wanted to do online classes only if the school could offer substantive courses comparable in value to their on-campus counterparts.

Where many institutions failed, the dean says, was in thinking that teaching online would be faster, easier and cheaper than teaching in class. SOM knows that quality online education is time-intensive, equally as demanding as — and sometimes even more demanding than — in-person instruction, and never to be short-changed financially.

But done right, online courses do give students another entry into the halls of learning.

The stories presented here not only introduce SOM’s online degree programs; they also provide insight into the work that has gone into and the benefits that can be derived from the school’s various distance learning curriculums.

By Paula Felps

# Easing Scheduling, Encouraging Self-Starters

## Encouraging Self-Starters



Faculty in the Accounting and Information Management (AIM) area of The School of Management weren't sure how well their curriculum would translate as an Internet experience when administrators began putting AIM classes online.

"We started out slowly with some courses in the tax area in 2002," explains Amy Troutman, assistant director of accounting programs and senior lecturer for AIM. "We did a slow rollout of classes, but by the fall semester of 2004," all courses required to earn a Master of Science degree were available online.

### Less pressure for employers as well as students

Like many other School of Management (SOM) programs, the master's degree classes in accounting and information management are largely populated with students who already are employed but who want to further their careers. The flexibility of the online degree program is a godsend to both students and employers.

"Many of our students are employed by Big Four accounting firms, and they have to travel as part of their job. It's very difficult for them to continue their education without online classes," says Charles Solcher, J.D., senior lecturer and manager of SOM's graduate taxation program.

"Part of the success of this [online] program is that it attracts students in the last stages of their education who are starting their careers. Because they can take these classes online, they're able to take the job they want and still continue their education."

That takes the burden off employers, who might have been torn between the needs of

their company and the educational obligations of their employees, Mr. Solcher says.

"This gives them some release from the pressure," he says. "The students have a lot of flexibility. They can attend their classes on Saturday morning or late at night, whatever is most convenient for them. That is its biggest draw; the students get to control their time and choose when to 'go to' the classes."

To be sure, students must participate in group activities and meet homework and exam deadlines. And professors do use Web communications tools to schedule class conferences and other real-time sessions. But mostly, class members access each course's Web site, materials and tools and proceed on their own whenever they want.



(Left to right) AIM-Online faculty members Ron Blair, Charles Solcher and Amy Troutman



## Classroom or computer? The student decides.

The advantages of online instruction are a big enough draw that the 14 AIM courses offered have an average of 40 students in each class. With the rollout of several new courses this spring in subjects such as auditing and accounting systems, enrollments have nearly tripled since the fall 2005 semester. AIM online enrollments now total 588 compared to 201 last fall. Feedback has been positive, with the majority of students reporting that they would recommend the on-line degree program to others.

Kerry Christal, a senior credit analyst at American National Bank in Plano, Texas, now is taking courses on campus, but she took three online accounting classes in the fall 2005 semester, including ethics. She says that the online classes exceeded her expectations and were more difficult than she had expected.

"I would recommend [taking courses online] to students who are above average in their learning pace and have the ability" to study on their own, she says. "I would expect that the more intelligent, independent students tend to do better in online courses because they are not held back by the classroom environment, which may be slowed by other students."

Mr. Solcher says that students can pick and choose classes they prefer to take in a classroom and those they complete online. One of their few constraints is the Texas State Board of Accountancy requirement that 15 of the required 30 course hours be taken on campus for a student to be eligible to sit for the CPA exam. Mr. Solcher teaches a class on corporate taxation that many students choose to take "live" because they feel they benefit from the interaction with their peers on a very complex subject. Mr. Solcher attributes this spring's increased online enrollments, in part, to the April tax season — traditionally a time when accounting employees work long hours and may have difficulty attending classes on campus.

"It's largely a personal choice," Mr. Solcher says, "and the online classes give them that choice."

## An end to scheduling conflicts

For Jaya Dash Tripathy, a full time AIM master's degree student, the option of online classes alleviated scheduling problems and allowed for a



(Top to bottom) AIM Online students Jaya Dash Tripathy and Kerry Christal



more streamlined education process. "There was a conflict of class schedules for the in-class courses," Ms. Tripathy cited as her reason for choosing their online equivalents. Going online "allowed me to take classes which I may not have been able to take in the summer and would have to wait until fall to take," she says. "I didn't want to delay my graduation."

Ms. Tripathy, who is taking Auditing and Intermediate Accounting II online in addition to on-campus accounting courses, praises the online environment. "I would definitely recommend it because of the flexibility, convenience — and the advantage of perhaps graduating early. The freedom to choose when you want to take a class, with no time constraints, is very important."

Ms. Christal agrees, noting that she valued being able to listen to the class lectures at any time — and as many times as she needed. "I really appreciated the fact that I could replay the lectures if I did not understand fully the first time," she says.

## More planning and prep at the faculty end

One of the greatest challenges of an online setting is to keep students moving at the same rate they would in a traditional classroom. Instructors have worked closely with course designers to ensure the necessary pace is maintained.

"The obvious difference [between the two environments] is the immediate feedback," says Ron Blair, manager of the AIM online program and senior lecturer in federal taxation. "When you're in front of a classroom, and someone asks a question, the rest of the students benefit from the answer or the discussion. Online, you can still do that, but obviously there isn't as much direct interaction."

Mr. Blair says that instructors must anticipate many of the questions that arise with the course work and answer them before they are asked.

“There’s a lot more work and planning that has to go into preparing an online course,” he says. “I really have to hand it to [SOM’s instructional] designers, because they’ve done a tremendous job of adapting [the in-class course] to the online environment.” To add to the interactive feel of online courses, faculty members make a point of responding to students’ e-mails within 24 hours.

### Online is here to stay

Mr. Solcher says that competition for online enrollment does not come from other online courses; it comes from on-campus classes.

“There will always be a place for the live classroom,” he says. “For example, I don’t see [online education] translating well to the undergraduate experience. But we are coming into an era where the students are much more comfortable with online education. I think that as long as we have a quality program that gets good results for the students, it will continue growing.”



By Jeanne Spreier

executive education

## Building in Portability and the Right Pace

**R**ocket scientist H. Jeff Durham’s expertise is backed by several degrees, an undergraduate diploma in aerospace engineering and master’s degrees in nuclear engineering and systems management. But in his position as payload integration manager for the International Space Station Payloads Office in Houston and an advanced engineer with United Space Alliance, the joint Boeing Company-Lockheed Martin Corporation space systems operations company, there was one thing he didn’t have — time to get the project management training he believed he needed to complement his skills.

He started the Online Project Management Degree Program in 2004 and completed it this year. It is one of many online program choices

the Executive Education area in The University of Texas at Dallas (UTD) School of Management (SOM) makes available.

Exec Ed offers the Global Leadership Executive Master of Business Administration (GLEMBA) degree as well as project management degrees online. In other Exec Ed disciplines — medical management is one — students can complete some of their courses via distance learning. Beyond that, several of the area’s many certificate and non-credit programs — besides those discussed here — have gone online. In each case, SOM leaders have found an untapped and under-served group of students who needed not only the portability of these programs but also, in some cases, the flexibility to work at their own pace.

## Online Project Management: A doable path to a degree

"With my work and travel schedule, as well as family and church responsibilities, 'online' was the only alternative that offered a reasonable chance of completing the program," Mr. Durham says.

"Project managers travel a lot. It's the nature of the beast," says Jim Joiner, director of the school's Project Management Program.

About half the students in the program complete their studies online, and half take classes the traditional way — on campus.

"We put [the program] online because the market for project management studies is really a worldwide market," says Mr. Joiner, noting about 40 percent of the online students live outside the Dallas area.

## Students don't go it alone

Whether delivered electronically or in the classroom, the Project Management Program has three exit points. After the first year and 21 hours of class work, students complete the certificate program; after 39 hours, students receive a master's degree; after 53 hours, they earn an MBA with a concentration in project management. Students selecting the online program must attend a three-day workshop on campus at the beginning of course work and after completing the first 21 hours. "Our program is heavily team-based," Mr. Joiner says. "That helps students get off to a good start."

The team approach was a surprise to Mr. Durham, who didn't expect "the degree to which we were made to be dependent on the formation and operation of 'virtual teams.' I had expected our 'teams' to be temporary, ad hoc groups formed for a short-term project or problem. Instead, we developed into a long-term, effective collaboration that lasted for almost the entire two years of my attendance."

Dave Prior, another online participant, also found the collaborative work useful. "I never felt that a classroom would have made the experience better," says Mr. Prior, who earned an MBA online from The School of Management in December 2005. He is vice president of curriculum and instruction for True Solutions, a project management consulting company headquartered in Dallas, where he is responsible for

overall management and development for all educational programs the company offers. Teamwork "allowed for frequent and lively interaction with other students across the globe," Mr. Prior remembers. "The diversity in students was the best part of the program. This would not have been possible if it had been a face-to-face program."

(Left to right) Exec Ed online program directors Dr. Anne Ferrante, Jim Joiner, Dr. Robert Hicks and John Fowler



About 125 universities worldwide offer master's programs in project management, and 25 have online programs. Less than a dozen of those, UTD's program among them, are certified as a registered education provider by the Project Management Institute, a global advocacy organization for the profession.

"Online programs are a new frontier for executive education," says David Springate, Ph.D., SOM's associate dean for executive education. "We want to be there. We can provide both pipelines and content to help."

## GLEMBA: For go-getters

Anne Ferrante, Ph.D., director of the Global Leadership Executive MBA (GLEMBA) Program, says one reason for the success of GLEMBA, which does a tremendous amount of its class work via Internet, is that it seeks "experienced, motivated learners."

"Research shows that for any method of online or virtual delivery, self-motivation is key," says Dr. Ferrante. "That usually coincides with

an older learner, and that's the learner we go after."

Jeremy Chappell, president of JESA Inc., a Dallas-based business consulting service, fits the bill. He earned undergraduate degrees in mathematics and computer science in 1983, but because of his heavy international travel schedule was unable to commit to a brick-and-mortar based postgraduate program. The two concerns he had before

enrolling in GLE MBA, which he completed in 2004, were the quality of interaction with faculty and whether he could commit enough time to make the most of his studies.

He need not have worried. "I found all of my professors to be readily available via e-mail and for telephone discussions by appointment," he says.

Mr. Chappell also says the program gave him the flexibility he needed to avoid time binds. "With the knowledge that an assignment needed to be completed within a window of a few days, I was able to plan adequate time for my studies."

### The 'blended' approach

GLE MBA also requires students to attend six on-campus "retreats" periodically during the 27 months it takes to complete studies. Students get together on campus to meet each other and professors. Dr. Ferrante calls this a "blended" approach to an online program and attributes part of the GLE MBA program's success to this requirement.

"Not everything can be put online," she says. This way, students realize they belong to a class; they get to know one another, creating a community. In the fast-paced global economy of today, it's a good fit. "People are comfortable with the blended model," she says, noting students, about 20 percent of whom don't live in the United States, already are fluent in the technology GLE MBA utilizes and are doing business online.

### Executive and Professional Coaching Program: Tapping a broader market and teachers across the country

Like GLE MBA, The School of Management's Executive and Professional Coaching Program, which leads to a graduate-level certificate,

was conceived as a virtual classroom offering. Program director Robert Hicks, Ph.D., says two primary issues drove that decision. First, The School of Management wanted to tap into a broader market than just the Dallas area; second, this allowed Dr. Hicks to assemble a faculty from across the country, bringing together what he calls some of the best teachers in the coaching field. Some of these instructors work at other universities; some have their own executive coaching practice.

Students in the coaching program tend to be a bit older than other distance learners, Dr. Hicks says. Many already have MBAs; some already have their own coaching practice or want to augment their business skills. "Our students come in with some trepidation in using the technology, especially with executive coaching, since there's a lot of interpersonal [material]," he says. "They're pleasantly surprised."

This spring, the second class has started this one-year program, with a student population from across the country that includes a medical doctor, a participant with a Ph.D. and several who hold master's degrees.

### Professional Development Programs: Training update central

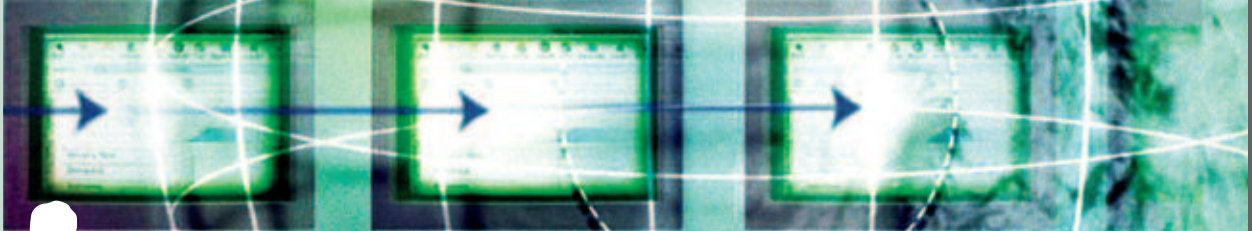
For John Fowler, director of SOM's new initiatives, the motivations for offering classes online are somewhat different. The programs he oversees offer non-credit training to those already in the workforce. Those who attend may need skills they didn't master in undergraduate school or may want to explore options before deciding upon a graduate-degree program. He says engineers, for instance, often find they need training in marketing or sales management as they move within a corporation and take on additional responsibilities. "The Certificate of Management is clearly designed as a mini-MBA," he says.

Two Exec Ed offerings now online are the five-course Certificate in International Business and Trade, which is designed for those interested in doing business in the global marketplace, and a sales management program, which teaches how to build and lead winning sales teams. "There is a void in sales management training," Mr. Fowler says, explaining the popularity of this course.

The portability and flexibility that online technologies offer allow Exec Ed programs such as UTD's to make their programs available to those students otherwise prevented from enrolling, Dr. Springate notes. "Half our executive-degree students are now online participants," he says. "Online technologies represent an important market and opportunity for us, and also an important service that we can offer to the business community." 🌐



# Cyberspace Innovators Make Online Classes Meaningful



It's no small feat to move a college course into cyberspace. "There are a lot of things involved to move from the traditional classroom to online," says Qin Fang, one of three instructional designers at The UTD School of Management (SOM). "We work with each individual professor to present [his or her] material in the best way. There's lots of audio to record and a lot of work to convert the material to an online format."

Ms. Fang, formerly a technical trainer in California, was the first instructional designer the SOM hired. When she started in February 2000, she worked exclusively with the Global MBA Online Program. Since then, she and two additional instructional designers have been

called upon to add SOM's Accounting and Information Management program to the online programs they manage.

"It's the trend in education now, and there are more and more things avail-

able online," she says. "We have to keep learning. Whenever new tools become available, we try them out and learn which ones work best."

Ms. Fang and her colleagues, Darren Crone and Katrina Adams, do much of their work in SOM's new state-of-the-art production facility and work closely with professors to create the online curriculum (see "Global MBA Online Opens Professional Production Studio," *MANAGEMENT*, Vol. 9, No. 1, Autumn 2005, page 34). Mr. Crone has worked at UTD for nearly three years and is a doctoral candidate studying instructional technology and distance education at Nova Southeastern University. Ms. Adams joined the staff in May 2005 after more than five years of instructional technology experience. She is pursuing a master's degree in instructional systems technology at the University of North Texas.

The designers develop a 12-week timeline for each course that is going online. They serve as project managers to help design, develop and maintain the course. They provide technical training for the professors and teaching assistants. While two of SOM's Executive Education programs — Global Leadership Executive MBA and Project Management — manage their own technological requirements in the delivery of their online instruction, the three instructional designers do support other Executive Education coursework presented in the online environment, as well.

"SOM's new production studio has drastically improved the technical quality of the course materials," Mr. Crone says. "We have always had outstanding professors; now their message is able to be conveyed more effectively." 🌐



(Left to right) Instructional designers Katrina Adams, Darren Crone and Qin Fang



# FOREIGN TRADE INSTITUTE LAUNCHES WITH A CONFERENCE ON A 'CRUCIAL' DALLAS TRADE TOPIC

(Above) Shipping containers being unloaded at the Dallas Intermodal Terminal. | (At right, left to right) Port of Dallas initiative architect District 10 Dallas City Councilman Bill Blaydes | Conference keynote speaker Tracye McDaniel, executive director, Office of the Governor, Economic Development and Tourism Division | John Fowler, SOM's director of new initiatives and professional development programs, officially welcomed Ms. McDaniel.



*The initiative to make Dallas an inland port for global freight transfers gave the SOM Foreign Trade Institute a timely subject that drew a very interested audience to its inaugural public forum.*

**T**welve miles south of downtown Dallas on Interstate 45, the big rigs zipping in and out of Union Pacific's sprawling new freight-transfer facility are signs of hope that the North Texas region in general and South Dallas in particular are on the move.

Operations at the new 342-acre "railport," which opened only last September, hinge on one key function: moving freight, without repacking any shipping containers, by more than one mode of transportation. Hence, the hub's name: the Dallas Intermodal Terminal. But while the name is local, the venture is global, because the incoming and outgoing containers hold imports and exports that are traversing the world.

Since 1989, Union Pacific, the largest U.S. rail company, reports that its international volume has increased nearly 37 percent (an annual growth rate of 8.2 percent). During 2003, consumer goods shipping from the Far East to Dallas via intermodal container grew by more than 20 percent, the company says.

Overall, international trade in the Dallas-Fort Worth (DFW) area has increased 67 percent since 1971, according to Greater Dallas Chamber of Commerce figures. The region's total international trade reached \$49.6 billion last year, a nearly 13 percent increase from the \$44 billion mark of 2004. The chamber's figures show that the area's largest trading partner, China, accounted for much of that growth, with a 34 percent in-

crease in imports. China trade represented 27 percent, \$13.6 billion, of the area's trade last year, versus 23 percent, \$10 billion, in 2004. And DFW trade with North American Free Trade Agreement (NAFTA) countries totaled \$1.5 billion in 2005, up from \$891 million a decade earlier.

### A DALLAS PORT? THE PERFECT TOPIC

Such activity and concentrated local efforts to create a thriving inland trade port caught the attention of the leaders of The School of Management's new Foreign Trade Institute. The institute was founded last summer to foster international trade growth in Texas, and its top hands were searching for a topic for its first conference scheduled for October.

One of the SOM's international consultants, Thierry Meyrat, "suggested we focus on the development of the Port of Dallas," because it was a significant — but not widely known — trade topic for the region, explains David Springate, Ph.D., SOM's associate dean for executive education.

"We realized it was the kind of issue that fit our mission very well," Dr. Springate says.

Thus was born the institute's inaugural conference "North Texas: From National Distribution Center to International Inland Port." The one-day event held at the SOM attracted wide attention and drew more than 50 officials and others in the region interested in the impact of



Dallas's developing inland port.

## HOW THE INITIATIVE CAME ABOUT

In March 2004, Harris County Judge Robert Eckels and Port of Houston Authority Chairman James T. Edmonds invited a Dallas contingent, representing both governmental and business interests, to Houston to discuss plans to double container storage capacity of the port during the next 15 to 20 years. They also asked Dallas officials to consider working with them in trying to make Dallas an inland distribution point to facilitate the flow of goods. Houston realized that if it wanted to spread goods faster to Northeastern and Canadian markets, for logistical purposes it had to gain access to Interstates 20 and 45 in order to likewise access the NAFTA transportation chain that travels through Dallas on Interstate 35. A month later, a memorandum of understanding to forward that goal started a flurry of agreements and activity that's still in high gear.

The port concept involves shipping maritime container cargoes by express rail from congested docks in Houston to Dallas for inspection,

sorting and distribution. "Using Houston as a port of entry, with really efficient rail connections to Dallas, is an idea made in heaven, given the challenges we face," Undersecretary of Transportation Jeffrey Shane told *The Dallas Morning News* in June 2005. "It can be a model for the rest of the country."

## CONFERENCE HIGHLIGHTS NEW INSTITUTE'S RELEVANCE

Creation of a Dallas inland port gave the new Foreign Trade Institute a conference topic "crucial to the overall economic development of North Texas," notes John Fowler, director of SOM's new initiatives, under whose auspices the conference was produced. By "expanding on the topic to include representatives from other parts of the North Texas trade infrastructure, such as Dallas/Fort Worth International Airport, the UPS Supply Chain Group, and freight forwarders and expeditors," Mr. Fowler says, the conference demonstrated "just how strong an international trade hub this area can be with the addition" of a Dallas inland port.

# Ahoy!

## DALLAS BUILDS AN INLAND PORT

By John H. Ostlick

**I**nland port activity that provided the grist for the SOM Foreign Trade Institute's inaugural conference is moving forward with workmanlike consistency.

"We've never had this kind of capability or possibility in the city's southern sector before," notes Dallas City Council member and chairman of the council's economic development and housing committee Bill Blaydes. Mr. Blaydes was among the trade exporters, decision makers and political leaders who addressed the conference "North Texas: From National Distri-

bution Center to International Inland Port."

The Dallas-Fort Worth area is home to more than 2,250 global companies, according to City of Dallas materials. Although the region already is a major distribution center, home to a vast network of railroad lines, highways and air-cargo facilities — including Alliance Airport, which primarily handles goods headed to Winnipeg and the western half of the United States and Canada — the southern half of the Dallas-Fort Worth region is largely undeveloped, save for strip-mall retail centers and business parks.

Efforts to build a "Port of Dallas" underscore the underutilized resources in South Dallas, city officials acknowledge, including five interstates within eight miles of one another, a southern-sector foreign trade zone that although small is expandable, two area airports with open land around them that can be expanded to accommodate 12,000-foot runways, and a workforce of 60,000 unemployed people between downtown Dallas and the county line to fill the warehouse jobs such development would require.

Area leaders have reached a number of agreements to further the inland port cause. The River of

Trade Corridor Coalition (ROTCC) was created to protect, expand and maximize that stretch of the original and historic North American Free Trade Agreement (NAFTA) Trade Corridor that runs from Laredo to Memphis via Dallas and Little Rock, Arkansas. Change arose because more players were needed in the game to make the Dallas area competitive with Kansas City or Chicago as a distribution base.

The Union Pacific and BNSF (Burlington Northern Santa Fe) railroads are both integral to the hub plan. Needing more rail connections, the coalition expanded its approach to include the Los Angeles-



Besides conducting specialized conferences, such as the one focused on the Port of Dallas initiative, the Foreign Trade Institute accommodates international events and visitors. It also develops programs based on SOM faculty's regional trade expertise, offers two online courses, provides professional consultants on trade issues and conducts reviews on certified global business professionals testing for the North American Small Business International Trade Educators. The institute works in tandem with the International Bridge for Business and Technology, an SOM program partner concerned with high-tech investment in the region, by facilitating trade initiatives for the area.

As the Port of Dallas initiative goes forward, the institute does as well, planning to leverage SOM faculty expertise in its efforts.

In starting the institute, Dr. Springate explains, "we looked at areas where we had resources in the region and at faculty and contacts we have internationally, and decided to initially focus on Canada, China, France and the European Union."

The SOM's Exec Ed Foreign Trade Institute is currently working on a proposal to conduct seminars for several Dallas business groups and is in the early stages of planning a conference at the school focused on trade with the countries of Eastern Europe. 🌐



Shipping containers shipped via Union Pacific and BNSF railroads at Dallas's 342-acre "railport"

Long Beach area and has signed working agreements with the Pacific Mexican ports of Manzanillo, Lázaro Cárdenas and Topolobampo, as well as with the Port of Houston and with the Panama Canal.

The group is also conducting meetings with the shipping unions on the Pacific and Asian rims to start direct shipping to Dallas for distribution, to increase the number of containers coming through and to encourage the development of light industry, assembly, repackaging and other types of warehouse jobs in South Dallas.

Other efforts linked to the port initiative include:

**Roadways:** The addition of I-69 (running from the Rio Grande Valley from Brownsville northeast through Houston and included as a Congressional High Priority in the transportation bill signed by President George W. Bush in August of last year) is intended as a relief route in about 10 years, because projected trade-related traffic increases would eclipse I-35 capacity. Further, the Trans-Texas Corridor-35, a 600-mile Mexico to Oklahoma thoroughfare through Texas to alleviate burgeoning transportation stress, is conceived as a 10-year project, although it may encounter industry opposition because it is being



planned as a toll road.

**More intermodals terminals:** The coalition is pushing very hard for another intermodal terminal at Burlington Northern's yard in southeast Dallas. (The rail company has one at Alliance Airport.)

"This initiative will be the thing to develop South Dallas," Mr.

Blaydes predicts. "It will become our light-industrial and warehousing location for this entire distribution process. Although this is probably a 30-year project, during the next five years, I expect to see a fairly large increase in our warehouse capabilities in the city's southern sector." 🌐

# cultivating



By John H. Ostdick

# Global

## research prominence

**a** trio of School of Management (SOM) professors who specialize in Central and Eastern Europe not only increase the breadth and depth of the faculty's research expertise, they also add to the knowledge base propelling SOM's rise as a global management investigative powerhouse.

Two of the three, Mike W. Peng, Ph.D., Provost's Distinguished Professor of Global Strategy, and Livia Markóczy, Ph.D., associate professor, joined the faculty last year. They, along with four-year veteran Jane Salk, Ph.D., associate professor, work in the school's Organizations, Strategy and International Management area.

The three are among the top-tier publishing researchers in their field. According to an analysis in the 2005 issue of *Journal of International Business Studies*, Drs. Peng, Markóczy and Salk authored three of the top five most-cited papers on Central and Eastern Europe published between 1986 and 2004. (For a listing of those works, see *Off-Cited Works by Drs. Peng, Markóczy and Salk* on page 18.)

SOM didn't set out to draft a dream team on Central and Eastern Europe. The team came together because of the school's commitment to hiring the best faculty.

"We always try to hire the best people; it was serendipity that they actually had this synergy," explains SOM Dean Hasan Pirkul, Ph.D. "Early on, we determined that as one of our general strategic directions,

we recognize globalization and develop faculty, programs and research in that field effectively.

"Clearly, we have become a very strong faculty in the study of global businesses."

### MIKE W. PENG: SPECIALIZES IN ASIA AS WELL AS EUROPE

**Dr.** Peng, whom Dean Pirkul calls "one of the top most-productive scholars of his generation in his field," is unstinting in his pursuits. While he was at Ohio State University, the National Science Foundation (NSF) provided Dr. Peng the largest single grant ever awarded a business school faculty member, more than \$420,000 over five years (through 2008), which he has carried with him to UTD. The research, now more than 10 years in development, focuses on emerging economies.

"[The NSF grant] was an indication of how important the topic of institution-based strategy is," Dr. Peng says. "We can do a lot working in our offices but to fully understand the research...you have to actually go to see the actions going



on in these different countries and meet with entrepreneurs. It's also very expensive to collect data; you have to employ people proficient in the local languages."

Dr. Peng's *Global Strategy* (South-Western College Publishing, 2006) is a best-selling textbook on the subject (see *New Books* on page 28).

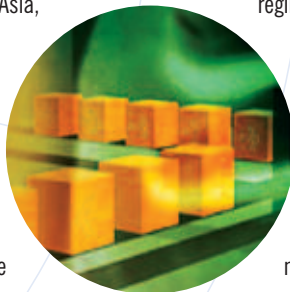
Besides Europe, Dr. Peng has academic interests in Asia, with a focus on China. In June, he will travel to Nanjing, China, to receive the 2006 Scholarly Contribution Award from the International Association of Chinese Management Research. Last December, he co-chaired an academic conference in Singapore on Asian business groups and conglomerates. He serves as editor of the *Asia Pacific Journal of Management*, the official journal of the Asia Academy of Management. In January 2007, the publication will relocate from its longtime home in Singapore to The School of Management, when Dr. Peng will assume the role of chief editor.

#### LIVIA MARKÓCZY: LOOKS DEEPLY INTO THE CULTURAL CONTEXTS OF BUSINESS DECISIONS

**Dr.** Markóczy, who joined the SOM faculty last July, focuses her research on strategic management (including how differences between individuals play a role), cross-cultural research, and decision making. She earned her Ph.D. from the University of Cambridge.

"I was attracted by the quality of the faculty here and wanted to join the team," Dr. Markóczy explains. "I didn't know about Mike Peng yet, because he was hired later, but when he joined UTD, it just reinforced my belief that this was the place to be.

"Dean Pirkul is also a very positive force for the school. He wants to increase the rank of the school, both in terms of research standards and quality and teaching."



Hungarian by birth, Dr. Markóczy witnessed the political and economic evolution there firsthand. "We can see the process unfolding in Central and Eastern Europe, and it is very interesting to follow," she says. "It is exciting to see the changes there not only as a researcher but also from [the perspective of] someone who lived under the old regime and witnessed the political and economic transformation. Today, the region has a highly trained young workforce, and the productivity is rising faster than in the rest of Europe."

Dr. Markóczy currently is concentrating on how people make decisions and how certain practices that work a certain way in the West gain different meaning when they are applied to a different institutional context.

Exemplifying this work is research about Russian banks she has collaborated on with Andrew Spicer, Ph.D., assistant professor of international business in the Moore School of Business at the University of South Carolina. The pair has found that in the 1990s when Westerners were deciding to which Russian banks to give loans, they relied on signals regularly used in Western markets to judge the quality of a bank, such as advertising expenditures and ratings by third parties.

"We found, however, that these signals not only do not reflect the quality of a Russian bank in Russia, but because the Westerners used these signals, [it] created an incentive for Russian banks to fake these signals to dupe Westerners to invest in them. Unlike in the U.S., the institutional environment in Russia does not make it difficult to fake these signals," she explains.

"We found that these signals were indeed faked because the more a Russian bank emitted Western signals, the more likely they were to go bankrupt during the 1998 bank crises. Also interesting is that Russian investors followed the example of the Westerners and ended up supporting the wrong banks, paying dearly for doing so."

## NOT-CITED WORKS BY DRS. PENG, MARKÓCZY AND SALK

Papers by School of Management faculty members Mike W. Peng, Ph.D.; Livia Markóczy, Ph.D.; and Jane Salk, Ph.D., top a "Citation Analysis" list for the period 1986 to 2004 presented in Table A1 of "Probing Theoretically into Central and Eastern Europe: Transactions, Resources and Institutions." The article by Dr. Peng and Klaus E. Meyer, Ph.D., of the Copenhagen

Business School, appears in the November 2005 issue of the *Journal of International Business Studies* (Volume 36, No. 6, pages 600-621).

The most-cited paper on the list, "The Growth of the Firm in Planned Economies in Transition: Institutions, Organizations and Strategic Choices," published in 1996 in *Academy of Management Review*, was co-authored by Dr. Peng and Peggy Sue Heath, a colleague at the

**JANE SALK:  
FOCUSES ON CULTURALLY DIVERSE  
MANAGEMENT AND STRATEGY**

**dr.** Jane Salk, who earned her Ph.D. from the Massachusetts Institute of Technology, joined the SOM faculty in September 2002 after spending seven years as a professor at Groupe ESSEC in Paris, France. She has more than a dozen years of experience in research and executive training to enhance leadership effectiveness in culturally diverse management teams. Her published research includes such titles as “National Culture, Networks, and Individual Influence in a Multi-National Management Team” and “Managing Cross-Border Innovation.”

Dr. Salk served on the hiring committee that recruited Drs. Peng and Markóczy.

“Our paths have crossed over the years,” she explains. “Our research is complementary. Livia is very much involved with organizational behavior and the extendibility of theories across borders. Mike has done a great deal of work on alliances. His work is much more quantitative and macro than most of my research, although he has made forays into what I do, which is work at the intersection of human resource management and strategy.

“Mike also brings a strong China and Asian Pacific focus. Most of my work to date has focused on managing multicultural teams, especially top management. We all have lived in multiple countries and are multilingual.”

Dr. Salk notes that building a strong international business-international management group is very appropriate for the Dallas-Fort Worth area, given the strong presence of foreign subsidiaries here.

In addition, she points out, SOM is working to establish an undergraduate concentration in international management studies, “so we will be able to offer a much more interesting palette of courses.”

**GREAT EXPECTATIONS**

**dean** Pirkul expects great things from his global business faculty. “They do support each other very well on a regional study basis,” he says. Because of their “top-five most-cited papers” status in the Central and Eastern Europe area, “they obviously dominate that field,” the dean adds. “And China is very important to our colleagues in the



(Left to right) Livia Markóczy, Ph.D.; Mike W. Peng, Ph.D.; and Jane Salk, Ph.D.

industry in this region because it is one of the major ports for Chinese exports. [See *Ahoy! Dallas Builds an Inland Port* on page 14.] Going forward, I expect us to be highly ranked in both research and academic programs in this field.” 🌐

University of Washington.

Number three on the list is Dr. Markóczy’s “Host-Country Managerial Behavior and Learning in Chinese and Hungarian Joint Ventures,” which she co-authored with John Child, Ph.D., a professor of commerce at the Birmingham Business School at the University of Birmingham, UK. It appeared in 1993 in *Journal of Management Studies*.

Dr. Salk’s “Knowledge Acquisition from Foreign Par-

ents in International Joint Ventures: An Empirical Examination in the Hungarian Context,” appears as the fifth-most-cited paper on the list. Dr. Salk co-authored the paper, which was published in 1996 in *Journal of International Business Studies*, with Marjorie A. Lyles, Ph.D., who holds the OneAmerica Chair in Business Administration and is a professor of international strategic management at Indiana University Kelley School of Business. 🌐

# Dallas World Salute Grants Named Professorship in International Strategy

by paula felps

Professorship recognizes group's efforts to promote Dallas as an international city and SOM's expertise in international management

With a donation of \$100,000, the Dallas World Salute Board of Directors has made possible the Dallas World Salute Professorship in International Strategy. The contribution, made to The School of Management in January, will be matched by The University of Texas at Dallas (UTD).

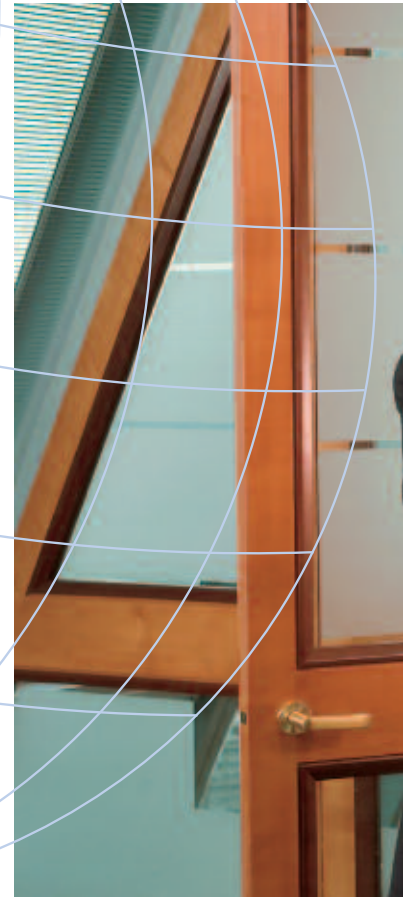
"From our view, The University of Texas at Dallas has a great position in the community," says R. Jay Powell III, chairman of Dallas World Salute. "The school is active in technology and also has a strong international presence. Our emphasis has always been on the international side of things, and we thought it would be the ideal use of our funds."

The professor the school names to the post will be an expert in global strategy, and his or her research presence will augment the efforts of the City of Dallas and the Greater Dallas Chamber in the international arena.

Dallas World Salute (DWS) was formed in the 1980s by the mayor's office with the goal of heightening the profile of Dallas as an international city. The mayor appointed members, and DWS operated as a nonprofit entity that received funds from civic organizations and private donations. It was first part of the city's Office of Protocol and later operated under the Dallas Office of International Affairs and Economic Development.

Longtime board member and legal counsel Henry Gilchrist recalls that, working with mayors such as Starke Taylor and Annette Strauss, DWS achieved some ambitious goals. During its early years, it organized such events as a yearlong Salute to Greece, a celebration of the 500th anniversary of Columbus discovering America, and a Salute to Japan. Dallas World Salute programs in the Dallas Independent School District emphasized the international aspects of Dallas, and DWS brought World Cup soccer matches to Dallas.

"Our mission to promote Dallas as an international city fits in well with the international scope of The School of Management at The University of Texas at Dallas," says Mr. Gilchrist, who is also co-founder of the Dallas-based law firm *Jenkins and Gilchrist*. "In recent years, however, Dallas World Salute has not been as active, and we felt it was time to do some-



thing significant for the community. Creating a professorship at the university was a great opportunity.”

UTD’s willingness and ability to match the DWS contribution, Mr. Gilchrist says, also played heavily into the decision to earmark the funds for the professorship. “We wanted to preserve the name of Dallas World Salute in some way, because we felt that was important. We felt the mission of The School of Management at UTD was compatible with the goals we’ve always had for Dallas World Salute.”

Diane Seay McNulty, Ph.D., The School of Management’s associate dean for external affairs and corporate development and former DWS chairwoman, says the professorship is significant because it recognizes the importance of a continued pursuit of international strategy.

known for our internationalism and global economics long before other schools in Texas. It’s something that we’ve been working on since the late 1970s.”

Hasan Pirkul, Ph.D., dean of The School of Management, says that the DWS contribution confirms UTD’s role as a leader in global studies.

“International studies is very important for us,” he says. “We set globalization as one of our directives because it is so important to the Dallas area. We have an outstanding program for international studies, and this professorship will further strengthen our efforts in this area.”

The concentration of multinational companies in the Telecom Corridor, the complex of major multinational technology corporations located at the convergence of Dallas,

Richardson and Plano, alone is evidence of the strength of Dallas as a major player in international trade, Dean Pirkul adds. Alcatel, which is headquartered locally, is a French company, and Nortel and Ericsson are among the international companies that have built their U.S. headquarters in Richardson.

“Greater Dallas is a major metropolitan area with a significant amount of international trade,” Dean Pirkul notes. “Many multinational and U.S. businesses are operating out of Dallas, and our international studies program is very important for these compa-

nies as the source of a trained workforce and talented expertise. Then you add the amount of trade that is taking place here—it’s a powerhouse.” 🌐



Henry Gilchrist (left) and R. Jay Powell III

“Also, the fact that our efforts in this area are being recognized by those outside The University of Texas at Dallas is extremely important,” she says. “We were

# EXECUTIVE EDUCATION ADVISORY COUNCIL'S NEW CHAIRMAN SETS NEW STRATEGY

By Jeanne Spreier

**T**he School of Management's Executive Education Advisory Council is reshaping its membership and working structure. The changes are designed to help the council achieve its goals: to get the input of business leaders in determining the education needs of their organizations and to improve public awareness of executive education opportunities at The University of Texas at Dallas.

To those ends, Dr. David Springate, The School of Management's associate dean for executive education, and **Robert Ressler**, the Executive Education Advisory Council's new chairman, have restructured the board so that it now includes four committees. The committees are organized around four topics — the characteristics of each program, the needs of Executive Education “customers,” professional education and certification, and the “channels”

used to deliver each program to student “customers.” Committee chairs meet monthly with the directors of Executive Education programs to talk about how each program is addressing the committee's focus.

It is important, Dr. Springate says, to also make sure committee members benefit from their work for UTD. “It's a ‘value proposition’,” Dr. Springate says. “We've addressed the question of, ‘Why should [I] be a member?’”

Mr. Ressler and Dr. Springate have come up with three answers to that question. First, members are supporting the growth of The University of Texas at Dallas (UTD) and the community in which they live. It's certainly an aspect most volunteers understand — all the work done to benefit an institution ends up benefiting one's own community and personal life in the end. Members could look at it as an “it's our university, why not make it the way we want it to be” kind of proposition, Dr. Springate says.

“I am committed to and believe in partnership roles between education and business.”

— Robert Ressler



Robert Ressler



The advisory council also provides members a business networking opportunity. “We’re trying to say you’re helping yourself as much as us,” Dr. Springate says. And finally, being a member of the council provides members with access to university resources.

Mr. Ressler, director of the Dallas-Fort Worth office of North Highland, a management consulting company, has spent 20 years in management consulting, including time with Arthur Andersen, Ernst & Young and Hitachi Consulting.

While looking for the most effective organizational structures is part of what Mr. Ressler does professionally, it’s also something he says is in his nature. “I’ve characterized my career as starting things,” he says, noting that he initiated a service line while at Arthur Andersen and was instrumental two years ago in opening the Dallas office of North Highland.

Mr. Ressler, who holds a bachelor of arts degree in social sciences from California State University, Fullerton, and a master of arts in psychology from Pepperdine University, traces his first connection with The School of Management (SOM) to 1997, when he was invited to speak to a business class. Dr. Springate says that optimally the advisory council would be split 50-50 between members who were educated at UTD and those who were educated elsewhere. For his part, Mr. Ressler considers his work with the advisory council a worthwhile experience. “I am committed to and believe in partnership roles between education and business,” he says.

The following members have recently been appointed to the UTD Executive Education Advisory Council:

**Britt Berrett**, president and CEO of Medical City Dallas Hospital, a 598-bed acute-care facility. Mr. Berrett arrived in

Dallas in 2000 and promptly began improving the quality of services at the hospital, which serves more than 60,000 patients annually. “We have a workforce of 2,200 employees and 400 volunteers,” Mr. Barrett says. “I am responsible for strategic planning, operational management, human resource development and community involvement.” Under his guidance, the hospital has developed a strategic plan incorporating \$5 million for internal and external messaging campaigns, received approval for a \$212 million site-expansion plan, and created a guest services program. Mr. Berrett, who received his master’s degree in healthcare administration from Washington University in Missouri, is now working on his doctorate in public administration in The University of Texas at Dallas School of Social Sciences.

Mr. Berrett serves on many Dallas area boards, including the Greater Dallas Chamber of Commerce, where he is an executive board member; the Dallas-Fort Worth Hospital Council; the Health Industry Council of the Dallas-Fort Worth Region; Texas Business and Education Coalition; and the American Heart Association. He agreed to join the Executive Education Advisory Council, he says, because “I am inspired by the dedication and commitment by UTD to explore new and innovative relationships with the business community. I hope to assist in bridging the gap between the business and academic worlds.”

**Christina Williams**, principal for the Dallas, Texas, Atiara Group, which specializes in executive and organizational development. Ms. Williams sees her role with the advisory council as crucial to the school and possibly to her own clients. “Because I work with senior executives on issues surrounding leadership in organizations, executive ed-



Britt Berrett



Christina Williams

The committees are organized around four topics — the characteristics of each program, the needs of Executive Education “customers,” professional education and certification, and the “channels” used to deliver each program to student “customers.”

education is a key component of many of my recommendations,” she says. “I have taught at San Francisco State University in the past and recognize the importance of continuing education.”

Ms. Williams, who received her master’s and doctoral degrees in industrial and organizational psychology from the University of California at Berkeley, also serves on The Nature Conservancy’s advisory board, a position that she has enjoyed. “I got involved with them five years ago as part of a pro bono effort on developing their ‘Next Generation Leaders.’ After working with several of their key executives on personal leadership issues, they asked me to formally serve on their board. I’ve enjoyed being able to see both the inner workings of the organization as well as observe the overall performance of the organization as an ‘outsider.’”

Drawing upon her experience working with senior executives, Ms. Williams says she hopes to contribute to the Executive Education Center’s future growth by helping identify pertinent issues relevant to the business community.

**Michele Pomella**, vice president of payment technology solutions for Alliance Data Systems in Dallas, Texas. Ms. Pomella will be providing the advisory board the sort of homegrown leadership that institutions often need. Ms.

Pomella earned both her undergraduate degree in management information systems (1984) and her MBA (2001) from The School of Management. “I live and work in the neighborhood,” she says. “I believe in lifetime learning and would like to contribute [and] influence the school’s ability to meet the continuing needs of myself, people like myself and the business I am in.”

Ms. Pomella also wants to help strengthen UTD’s value as a business resource.

Her work with the advisory council, Ms. Pomella hopes, will not only help UTD but also serve her own professional needs. In her present position with Alliance Data Systems, Ms. Pomella seeks channels of innovation, opportunities for continuous education of staff, and networking with other professionals for career and best practices — all areas of interest for executive education. Areas that she oversees — including building and maintaining visibility through vendors, trade shows and industry standards organizations, and introducing new product concepts and overseeing their implementation — all speak to areas of interest among School of Management faculty members.

**De’Edra S. Williams**, senior manager with the North Highland Company in Dallas, Texas. Ms. Williams consults



Michele Pomella



De’Edra Williams

with global clients on customer relationship management, supply chain management and financial services as well as in areas of process improvement, process re-engineering and strategic marketing. She also is a graduate (2000) of SOM's Global Leadership Executive MBA (GLEMBA) Program.

Ms. Williams has served on other advisory boards, targeting her service to those that directly impact learning. She was board president for Literacy Instruction for Texas in 2003-2004 and has served on the board of directors of the Friends of the Dallas Public Library. "What I've relished about each of these organizations is the opportunity to give something back to the Dallas community, particularly as it relates to education," she says. "I became involved in each organization because of my commitment to fostering the educational options of the people in my community."

In the same way, she hopes to help "elevate the academic profile of UTD's School of Management to that of comparable universities nationwide."

**Phil Pirkle**, vice president for talent management — human resources — at United Supermarkets in Lubbock, Texas. "My responsibility lies with the 'people side of the balance sheet.' Our overall charge is to maximize service performance for our customers while creating a great place to work," Mr. Pirkle says.

Having earned an undergraduate degree at Baylor University and an MBA at Texas Tech, he will be able to give that "outside" voice to the council. He also plans to offer members of the council and The School of Management his business perspective, which combines the needs of retail, the grocery business and West Texas — all topics often not

understood in the general business world.

The council, Mr. Pirkle says, also will offer networking opportunities for his company. "With a number of our folks involved with the Executive MBA Program and the [customized management] certificate program, we have a vested interest in this partnership," he notes.

**Hank Mulvihill**, a local financial adviser and portfolio manager involved in stocks, bonds and real estate. Because he knows how local and area companies are faring and what they need to pursue success, Mr. Mulvihill offers to the advisory council a local, in-depth perspective of the community needs and desires for executive education. In addition, he has spent years on local councils and advisory committees, working with agencies as diverse as Dallas Area Rapid Transit, the City of Richardson and various civic groups, including Richardson Rotary, Dallas Association of Financial Professionals and Cottonwood Creek Civic Association. He earned a bachelor of arts degree in interdisciplinary studies from UTD in 1995.

Mr. Mulvihill is founder and regular presenter of FED FRIDAY, a forum that meets in the week of scheduled Federal Reserve Open Market Committee meetings (about eight times annually). Because the forum is a registered sponsor for continuing professional education credit with the Texas State Board of Public Accountancy, Texas Association of Counties and the Government Finance Officers Association of Texas, Mr. Mulvihill keeps his calendar full. Nonetheless, he hopes that his service on the advisory council will contribute to the continued growth and quality of executive education at UTD. 🌐



Phil Pirkle



Hank Mulvihill

## PROMINENT MARKETING PROFESSOR JOINS SOM FACULTY

The Internet changes everything, and Brian T. Ratchford, The School of Management's new professor in marketing, studies what those changes mean for retailers and consumers.

Dr. Ratchford arrived at The University of Texas at Dallas in December 2005, coming from the University of Maryland, where he was the Pepsico Chair in Consumer Research. While there, he taught marketing research classes and conducted doctoral seminars in marketing models and the economics of information. These topics dovetail with his research, which focuses on durable goods. "Dating back to my dissertation, [I] have studied choices of durable goods [such as cars] characterized by multiple performance attributes such as price, acceleration, reliability, leg room of a car," he says. "This naturally led to how consumers go about searching for a best buy, and an interest in the economics of information. The relatively recent introduction of the Internet as a medium gave a new life to this stream of research."

The research confirms what many probably already suspect. "Consumers now tend to substitute the Web for information that had been obtained at the dealer," he says. "In particular, they obtain



Brian T. Ratchford, Ph.D.

price information on the Internet and come to the dealer armed with this information. This allows consumers to get better buys but also lowers time that salespeople spend in negotiations with buyers. These changes are predicted to lead to changes in the structure of auto retailing. There will be less need for salespeople and more uniform prices across consumers."

After receiving his MBA in 1966 and doctorate in 1972 in business administration from

the University of Rochester, Dr. Ratchford joined the faculty of State University of New York at Buffalo. He moved to the University of Maryland in 1999. While there, he resurrected a dormant doctoral program, helped build it into one that retained most of its students, and vastly improved its placement record. He is on the editorial review boards of *Journal of Consumer Research*, *Journal of Marketing Research* and *Journal of Retailing*, and was editor of *Marketing Science* from 1998 to 2001. At UTD, Dr. Ratchford is teaching MBA and doctoral classes related to consumer behavior and retailing.

### Three Professors Share Best-Paper Honors

The research of three UTD School of Management faculty members received



Vijay Mookerjee, Ph.D.



Wei T. Yue, Ph.D.



Radha Mookerjee, Ph.D.

special recognition with a best-paper award at the annual meeting of the Workshop on Information Technologies and Systems (WITS). Vijay Mookerjee,

Ph.D., Wei T. Yue, Ph.D., and Radha Mookerjee, Ph.D., were co-winners of the coveted award for their paper, "Main-

taining a Diagnostic Knowledge-Based System: A Control Theoretic Approach." The award was given at the 15th annual WITS held in Las Vegas, Nevada, in December 2005. The SOM trio shared best-paper honors with three researchers from Purdue University. Professor Prabuddha De and Assistant Professors Mohit Tawarmalani and Karthik Kanna's winning submission was "A Mechanism for Allocating Objects in a Network of Symmetric Caches." Dr. Vijay Mookerjee and Dr. Radha Mookerjee are husband and wife.

# UNIVERSITY OF SOUTH AUSTRALIA NAMES INSTITUTE FOR PROFESSOR BASS

University of Texas at Dallas (UTD) School of Management Professor Frank M. Bass, Ph.D., has gained special recognition with the University of South Australia in Adelaide's announcement that it has created the Ehrenberg-Bass Institute for Marketing Science, named in honor of Dr. Bass and Professor Andrew Ehrenberg of South Bank University in London.

Dr. Bass, Eugene McDermott University of Texas System Professor of Management, also was awarded an honorary doctoral degree by the Australian university. University of South Australia Professor Byron Sharp, director of the newly formed institute, presented the degree at a luncheon hosted in October by School of Management Dean, Hasan Pirkul, Ph.D., on the UTD campus.

Dr. Bass, who has been at UTD since 1982, was awarded an honorary degree from The Ohio State University last August, and the 2005 INFORMS Marketing Science Conference at Emory University held a special conference last June in his honor. Additionally, the University of Groningen in The Netherlands established the Frank M. Bass Chair and announced its first recipient last September. In 1988, Purdue University awarded Dr. Bass the degree of Doctor of Management *honoris causa*.

Dr. Bass says that he was particularly surprised by the creation of the new South Australian institute. "They have established a curriculum for students built around the research that [Professor] Ehrenberg and I have done," he says. "They thought it would be a nice

way to honor us. I was surprised, because I didn't know anyone (from the University of South Australia) and had no idea they had built the institute."

The Ehrenberg-Bass Institute for Marketing Science is devoted to the discovery and applications of trends in marketing, consumer behavior and brand performance. When the university's large research center, previously named the Marketing Science Centre, reached the status of institute, school officials decided a name change was in order.

"It was decided to [re-name it] after the two academics famous for promoting empirical generalization as the foundation for scientific knowledge about buyer behavior and marketing,"

Professor Sharp explained at the presentation ceremony.

"Professor Bass showed that it is possible to discover scientific laws concerning buying behavior."

Professor Ehrenberg's major contribution to marketing science is that he discovered it is possible to find law-like regularities in buyer behavior. He formally received his recognition award from the Australian institute in London last November.

A leading operations research theoretician and practitioner, Dr. Bass earned international recognition with his development of the Bass Model in 1969. That mathematical model was used to predict the sales and life cycles of various

consumer products, from color television sets and disposable diapers to digital satellite radios. Two years ago, the research journal *Management Science* hailed his paper as one of the most-cited research papers in the journal's 50-year history.

Dean Pirkul says that Dr. Bass' recognition was well-deserved. "Dr. Bass is widely recognized as one of the founding fathers of the field of marketing science, and we are pleased to see him recognized in this way," Dean Pirkul says.

Dr. Bass is a native of Cuero, Texas, and received his Ph.D. from the University of Illinois, an M.B.A. degree from The University of Texas at Austin and a B.B.A. degree from Southwestern University. He



Professor Byron Sharp (left) of the University of South Australia, Professor Frank M. Bass (center) and UTD School of Management Dean Hasan Pirkul

joined the faculty of Purdue University in 1961 and later became the Loeb Distinguished Professor of Management at Purdue's Krannert School of Management.

**New Books Analyze International Dynamics in New Ways**

New books from two School of Management (SOM) professors in the Organizations, Strategy and International Management area are attracting a good deal of academic attention.

*Global Strategy* (South-Western College Publishing, 2006), written by Mike W. Peng, Ph.D., Provost's Distinguished Professor of Global Strategy, is a best-selling textbook on the subject. The book broadens the definition of global strategy beyond the scope of multinational enterprises, providing, as South-Western says, "in-depth and consistent explanation of cutting-edge research" and engaging methodology.

*Culture and Demography in Organizations* (Princeton University Press, 2005), co-written by J. Richard Harrison, Ph.D., associate professor of organizations, strategy, and international management, examines how corporations and other organizations maintain and transmit their cultures over time.

Dr. Peng's *Global Strategy* not only explores the foreign side of conducting international business but also examines how domestic firms compete against each other and against foreign entrants.

"Historically, most of the non-global strategy research relied on Michael Porter's five forces theory," Dr. Peng says. It "basically says that you have a diversity

of strategy by firms around the country, depending on the dynamics and difference within any given industry, or [on] the resource-based school of thought," explains Dr. Peng.

"The most interesting finding in the research I've been doing is the realization that institutions matter, that institutions are the rules of the game. In my view, global strategy research is adding a third leg to the strategy tripod."

Because Michael Porter was working in the U.S. economy, he could say that government really doesn't matter because regulations are generally consistent throughout the country, Dr. Peng notes.

"But if you go outside the United States, even in fairly familiar ground such as Canada and Mexico, regulations are very different; and [that is] multiplied if you are doing business in China, Russia or India," he says. "If you are a Dallas company, for example, and you are trying to do business in the Middle East, you have to know the

rules of the game there — from formal laws and regulatory systems to informal norms and values — or you will be flying in total darkness."

In *Culture and Demography in Organizations*, Dr. Harrison and co-author Glenn R. Carroll, Ph.D., the Laurence W. Lane Professor of Organizational Behavior and Change at Stanford University's Graduate School of Business, introduce a new analysis based in mathematical

tools and computer simulation.

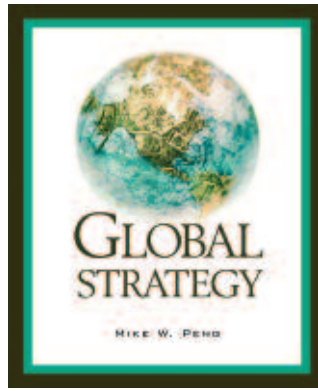
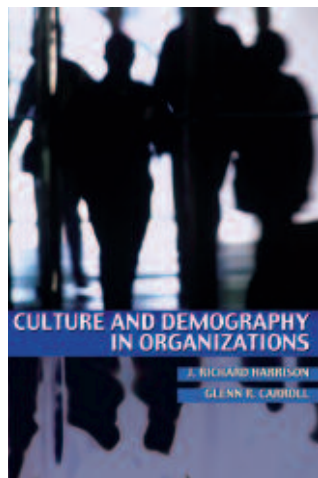
In the book, the scholars base their analysis on a formal model with three components: hiring, socialization and employee turnover. In exploring the model's implications through computer-simulation methods, the authors cover topics such as organizational growth and decline, top management teams, organizational influence networks, terrorist organizations, cultural integration following mergers, and organizational failure. For each topic, they identify the conditions influencing cultural transmission.

"By changing parameters in the simulation program — such as cultural selectivity in hiring, the socialization influence of management relative to co-workers, the level of turnover and its sensitivity to cultural fit, and the rate of growth or decline in the size of the organization — we are able to examine an organization's cultural behavior under different scenarios," Dr. Harrison explains. "For example, we can use different combinations of parameter settings to examine differences in Japanese and American organizations. Compared to American firms, Japanese firms tend to be more selective in hiring, to put more emphasis on socialization by management and to have lower turnover rates."

**Professor Liebowitz Delivers Keynote Address at Innovation Conference in Malaysia**

UTD School of Management (SOM) Professor Stan Liebowitz, Ph.D., delivered the keynote address last November at a conference in Malaysia on the convergence of information systems and business.

Dr. Liebowitz, professor of managerial economics and director of SOM's Center



for the Analysis of Property Rights and Innovation (CAPRI), presented a talk titled "Who Wins and Why" at the one-day event. The conference, called the "Regional Innovation Forum 2005," was held in Putrajaya, Malaysia's new administrative capital, located about 15 miles from the capital city of Kuala Lumpur.

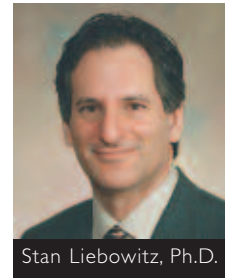
The conference was sponsored by the Business Software Alliance, an inter-

national trade group founded in 1988 whose members include many of the leading software publishers. The group's principal activity is fighting piracy of software produced by its members.

Dr. Liebowitz founded CAPRI in 2004 to conduct academic research in the area of property rights and innovation and related issues in the expanding digital domain. It was one of the first

think tanks of its kind in the country. Dr. Liebowitz is an expert on the economic effects of piracy on digital media,

such as the illegal downloading of music from the Internet. (<http://som.utdallas.edu/capri>)



Stan Liebowitz, Ph.D.

## NOBEL LAUREATE TO SPEAK AT CONFERENCE HONORING PROFESSOR SETHI

Nobel Prize winner Harry M. Markowitz, Ph.D., was scheduled to be the keynote speaker at a conference in May at The School of Management to honor the contributions to the field of operations research of SOM faculty member Suresh Sethi, Ph.D.

Friends, colleagues, classmates, students, postdoctoral fellows and teachers of Dr. Sethi, who is University of Texas at Dallas Ashbel Smith Professor of Operations Management and director of SOM's Center for Intelligent Supply Networks, organized the three-day conference, which was scheduled for May 20 through May 22.

Dr. Markowitz is the winner of the 1990 Nobel Prize in Economic Sciences for his theory of portfolio choice. He is professor emeritus at Baruch College, The City University of New York, and owner of a San Diego-based consulting company. The topic of his address at the conference was to be "A Detailed, Asynchronous Stock Market Simulator."

Scholars from around the world also were scheduled to deliver papers at the May conference on a range of topics that included control and game models in marketing, economics and financial engineering, flexible manufacturing systems, optimal control theory and applications, and supply chain management.

In addition to celebrating Dr. Sethi's 60th birthday, conference organizers said they wanted to recognize Dr. Sethi's profound influence on the field of operations research and optimal

control communities as well as his service to their profession. Dr. Sethi also has made fundamental contributions to operations management, finance and economics, marketing and industrial engineering, conference organizers said.

SOM Professor of Operations Research Kathryn Stecke, Ph.D., served as chair of the conference's 17-member organizing committee, which included scholars from the United States, Canada and China.

The May event marked the second time within a year that Dr. Sethi was honored with a conference to celebrate his 60th birthday. In June 2005, more than 40 people gathered in Aix en Provence, France, to honor his work and scholarly contributions.

Dr. Sethi, who received his Ph.D. in operations research from Carnegie Mellon University, came to The University of Texas at Dallas School of Management in 1997 from the University of Toronto, where he was a faculty member for more than 20 years.

Dr. Sethi has been recognized by his peers numerous times. In 2005, he was named a fellow by the Production and Operations Management Society. He was named a fellow in 2003 by the Institute for Operations Research and the Management Sciences. The same year, the American Association for the Advancement of Science also named him a fellow. He is also a fellow of the New York Academy of Sciences and of the Canadian Academy of the Sciences and Humanities.



Harry M. Markowitz, Ph.D.



Suresh Sethi, Ph.D.

## WACHOVIA EXCELLENCE IN LEADERSHIP SPEAKERS SERIES FEATURES GEN. TOMMY FRANKS

**1. AN AUDIENCE OF NEARLY 500 PEOPLE** gathered last October 27 at the UTD Conference Center Auditorium to hear an address by Presidential Medal of Freedom recipient and retired four-star United States Army General Tommy Franks, who served as commander in chief, U.S. Central Command, in Afghanistan and Iraq. Gen. Franks' appearance was part of The Leadership Center at UTD's 2005-06 Wachovia Excellence in Leadership Speakers Series.

**2. LATER THE SAME EVENING,** (from left) UTD President David E. Daniel, Ph.D., and Leadership Center Director Gerald Hoag and his wife, Betty, visited with Gen. Franks at a reception at the Westin

Galleria in Dallas that preceded a dinner address by the general.

**3. UTD DIGNITARIES GATHERED WITH GEN. FRANKS** (center) before his address, including (from left) UTD President Daniel, Mr. and Mrs. Hoag, Mrs. Hasan Pirkul, School of Management (SOM) Dean Hasan Pirkul, Ph.D.; SOM Associate Dean Diane S. McNulty, Ph.D., and UTD Vice President for Research and Economic Development Da Hsuan Feng, Ph.D.

**4. GEN. FRANKS' ADDRESS AT THE WESTIN EVENT** was titled "Leadership, Management . . . and the Difference."

The Leadership Center at UTD is part of The University of Texas at Dallas School of Management. The center's Wachovia

Excellence in Leadership Speakers Series features prominent leaders, scholars, government officials and business executives who share their experiences with UTD students, faculty, staff and others from the Dallas community. The second speaker in the series, well-known business leader, consultant and author Jim Collins, gave a lecture April 4 at the Eisemann Center in Richardson. The 2005-06 lecture series is being sponsored by a \$200,000 grant from Wachovia Bank.

More information on the Wachovia Excellence in Leadership Speakers Series is available at <http://som.utdallas.edu/leadership> or by contacting Mr. Hoag at 972-883-4785 or [jhoag@utdallas.edu](mailto:jhoag@utdallas.edu).

## Birkman Learning Center Opens at SOM

The School of Management (SOM) is the home of Birkman Learning Center at The University of Texas at Dallas, giving executives another avenue to hone their workplace skills and achieve additional widely acknowledged certification.

The well-known Birkman Method is a multidimensional assessment that integrates behavioral, motivational and occupational data with the goal of improving workplace and employee performance. Matthew Zamzow, director of training for Birkman International, says this is the first time away from its home office in Houston the company has offered on an ongoing basis its certification training for consultants. Mr. Zamzow says there are several reasons Birkman, which was established more than 50 years ago, believed the time was right to expand its base of operations, and UTD's School of Management offered a prime location.

Robert Hicks, Ph.D., director of SOM's Executive and Professional Coaching Program, is a certified Birkman consultant. Dr. Hicks, a licensed psychologist specializing in industrial and organizational psychology, says offering Birkman training complements other programs in the school's coaching curriculum. "Rob was

looking for different opportunities to enhance UTD's executive education programs," Mr. Zamzow says.

He also notes that UTD's location, near a major airport hub, makes it easy for his company's clients to come for training sessions and will offer both the university and Birkman cross-development opportunities. He says UTD students may learn about Birkman and decide to get certification in that methodology; meanwhile those coming to UTD specifically for training or to update their certification will be exposed to UTD's executive education offerings and may wish to continue their studies in other School of Management programs.

In addition, Mr. Zamzow says, there are long-term partnership opportunities for the school and Birkman, possibly with students using the Birkman instrument as part of their research. "We are hoping to capitalize on that in the future," he says.

About 60 percent of those who hold Birkman certifications are independent management consultants, and the remaining 40 percent are internal consultants, Mr. Zamzow says. Dr. Hicks says the Birkman assessments have "a wide variety of uses for organizations and individuals within organizations."





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**IECG Speaker and Seminar Delve into the Changing Role of Directors**

Attorney Holly J. Gregory, a corporate governance specialist in the New York City headquarters of the law firm Weil, Gotshal & Manges LLP, spoke on the importance of restoring public confidence in the role of corporate boards at the fall 2005 Institute for Excellence in Corporate Governance (IECG) seminar.

The role of “directorship is a real occupation today and not just an honorary position,” Ms. Gregory told seminar attendees. The corporate director’s role “demands time and attention and interest and understanding of the industry involved.” Her address, delivered at the one-day seminar’s luncheon, focused on the impact of legal risks on the effectiveness of public company directors.

The seminar, “Compliance and Be-

yond: Developing Effective Directors,” was part of a series of programs IECG presents designed to enhance the abilities of corporate directors, senior officers and institutional investors to protect and promote stakeholders’ interests in an effective and ethical manner.

IECG’s seminars are accredited by Institutional Shareholder Services (ISS) and are designated as official ISS Preferred Boardroom Education Programs. Programs with such designation offer director participants special continuing education credits.

In other IECG news, Constantine Konstans, Ph.D., SOM professor and executive director of the institute, has announced that Dresser, Inc. and Fossil, Inc. have joined IECG as corporate sponsors. Corpo-

rate sponsors help the institute by reviewing and evaluating proposed programs and identifying and recruiting speakers and panelists for IECG seminars. Other IECG corporate sponsors are Exxon Mobil Corporation; JCPenney Company, Inc.; Kimberly-Clark Corporation; Lennox International Inc.; The Staubach Company; Texas Instruments Incorporated; and TXU Corp.

Four other companies — Deloitte, Haynes and Boone LLP, JPMorgan Chase, and Marsh & McLennan Companies — serve the institute as strategic partners by donating financial support and giving advice on their specific areas of expertise.

IECG is also assisted by institutional advisors, which alert it to impending changes and events that may have a broad effect on the area of corporate governance. IECG’s institutional advisors are the Center for American and International Law; Financial Executives International; Financial Executives International (Dallas); Greater Dallas Chamber; the NASDAQ Stock Market, Inc.; and the Texas General Counsel Forum.

For more information on the IECG, contact Dr. Konstans at 972-883-6345 or [konstans@utdallas.edu](mailto:konstans@utdallas.edu) or <http://som.utdallas.edu/iecg>.



Holly J. Gregory



## UTD Moves Up in Business School Rankings Based on Faculty Research Productivity

The University of Texas at Dallas (UTD) School of Management on March 10 released the results for 2006 of its ongoing study that ranks the top 100 business schools on the basis of the research productivity of their faculties.

The research rankings of the top five business schools are unchanged from their positions — both worldwide and in North America — first announced in February 2005. They are the Wharton School at the University of Pennsylvania in first place, followed, in order, by the Harvard Business School, the Leonard N. Stern School of Business at New York University, the Columbia Graduate School of Business and the Sloan School of Management at the Massachusetts Institute of Technology.

The UTD School of Management ranked 33rd in North America, up from 35th in February 2005, and 36th worldwide, up from 38th in the rankings' initial announcement.

"The UTD Top 100 Business School Research Rankings" tracks the publications of business school faculty worldwide since 1990 in 24 leading academic journals, all of which are peer-reviewed. The study

then ranks the business schools based on the number of articles published in those journals by their faculty members over the last five years.

UTD School of Management Dean Hasan Pirkul, Ph.D., said the rankings should be of interest not only to business school faculties and administrators but to the general public as well.

"The rankings provide a tool for business school faculties and administrators to benchmark their research productivity against that of their peers," Dean Pirkul said.

"Also, the results are of interest to students, parents and other stakeholders because research is an integral part of the work of institutions of higher education and faculty research plays an important role in providing students with the most advanced educational experience," he said.

For a complete listing of the research productivity rankings of both the top 100 North American business schools and the top 100 business schools worldwide, visit the website of the school's Center for Information Technology and Management (CITM) at <http://citm.utdallas.edu/utdrankings/>.

## Nortel's Aspiring Leaders Attend SOM Lecture



Members of Nortel Networks' Executive Edge Program attended a lecture and reception at The School of Management (SOM) in March on the topic of enterprise transformation. Michael Oliff, Ph.D., director of enterprise research in SOM's Executive Education Center (at left, standing), delivered the lecture. Nortel's Executive Edge is a professional development program for employees aspiring to be leaders at the senior management level. Doug Eckel, Ph.D., SOM's new director of corporate development, organized the event (see *Director of Corporate Relations Joins SOM Staff* on page 37).

## U.S. State Department Brings Foreign Tours to SOM

In January, The School of Management (SOM) hosted visits by two groups from abroad participating in tours of the United States that the U.S. Department of State's Bureau of Educational and Cultural Affairs sponsored.

On January 23, eight women economic and business leaders from North Africa and the Middle East heard presentations on SOM programs focused on international management and on promotion of women for membership on corporate boards. One objective of the State Department's program was to examine the roles of educational institutions, media, businesses, courts, civic and religious organizations, and women's groups in advancing women as business leaders. Countries represented by the delegation were Egypt, Gaza, Iraq, Mauritania, Oman, Saudi Arabia and Yemen.

The following week, on January 31, a Southeast Asian delegation from India, Pakistan and Sri Lanka included a visit to SOM on a tour focused on studying the workforce development and education that result from business partnerships with local chambers of commerce and schools. The Southeast Asian group also heard presentations from several SOM administrators and faculty members and — like their counterparts a week earlier — attended a breakfast reception, toured the SOM Building, visited classes and attended a luncheon before departing.

The Dallas visits were part of the groups' itinerary during their three-week U.S. tours. SOM international management faculty member Habte Woldu, Ph.D., coordinated the visits to SOM, the only U.S. institution of higher learning included on the tours.

## EXECUTIVE EDUCATION HONORED FOR PROFESSIONAL COACHING EFFORTS

Top honors have come to the Executive Education area of The University of Texas at Dallas (UTD) School of Management (SOM) for its initiatives in executive and professional coaching.

The North Texas Chapter of the International Coach Federation (ICF) has awarded Executive Education its 2005 Prism Award. The annual award recognizes demonstrated excellence and organizational results achieved through targeted professional coaching initiatives. Inaugurated in 2004, the award last year was presented to two recipients, IBM and Oracle.

The Executive Education area won the 2005 honor for establishing the Executive and Professional Coaching Program, a graduate-level certificate curriculum, and for employing coaching as a critical part of the curriculum in its Executive MBA (EMBA) Program.

"The UTD School of Management is taking a prominent role in the positive impact executive coaching makes on the development of business and organizational leaders," says Frances Shuster, ICF North Texas Chapter president. "The school is also giving a huge vote of confidence to the executive and professional coaching profession."

In accepting the award, David Springate, Ph.D., SOM's associate dean for executive education, says the school considers executive and professional coaching important to leadership development.

"Our EMBA students gain from the enhanced professional and personal development opportunities these coaching initiatives offer. The positive influence and culture of coaching touches all of their organizations. And, our coaching program students are positively influencing their clients and the companies they interact with, as well," Dr. Springate says.

Jasper Arnold, Ph.D., director of the EMBA Program, notes that each student in both the Class of 2006 and the Class of 2007 is assigned his or her own executive coach.

Robert Hicks, Ph.D., established the school's executive and professional coaching program in 2004 with assistance from Judith Feld, who holds ICF's top certification as a Master Certified Coach. The program meets the requirements for ICF Professional Coaching Certification and offers academic graduate credits at UTD.

In addition, in January The School of Management hosted a meeting of the newly formed Graduate School Alliance for Executive Coaching, an organization that works for high academic standards in executive and professional coaching. Dr. Hicks is serving as acting president of the organization. Representatives from eight universities in the United States and one in Australia attended the meeting.



(Left to right) Jasper Arnold, Judith Field, David Springate, Frances Shuster and Robert Hicks.



## SOM Magazine Earns Accolades

**M**ANAGEMENT, The School of Management's (SOM) semiannual magazine, has recently received top recognition for design, photography and overall excellence from three professional organizations.

In October of last year, the first two pages of "Above & Beyond IT," the opening story in the Volume 8, No. 1, Autumn 2004 issue, was accepted into the Art Directors Club of Houston's 50th Annual Awards Show.

In November, a logo created as a design element for the feature story "Putting Our Best Fit Forward" was chosen to be included in Volume III

of *LogoLounge*, a logo design book to be published next year by Rockport Publishers, Inc. of Gloucester, Mass. "Putting Our Best Fit Forward" appeared in *MANAGEMENT'S* Volume 4, No. 1, Autumn 2000 issue. Dorit Suffness of the Dallas design firm Peterson Ray and Company designed the logo and the first two pages of "Above & Beyond IT."

Also in November, "Shanghai City Streets," which appeared as *MANAGEMENT'S* Volume 8, No. 2, Spring 2005 cover image, was chosen by the Press Club of Dallas as the year's top feature photo. The photo, which won over finalist competition from the *Fort Worth Star-Telegram* and *The Dallas Morning News*, was taken by student Becky Sullivan while on an SOM international management study tour in China. Another Katie Award went to photographer Jim Reisch for his series of portraits of CEOs, each of which appeared in *MANAGEMENT* during 2004-2005. *MANAGEMENT* was also a finalist in the 2005 Katies competition for "best magazine" in the Corporate Communications category, which was won by the Office of Publications at Southern Methodist University.



logolounge



art directors club of houston

### School Offers Students Several Career Seminars

**F**ifteen area companies sent representatives to a February career management seminar at The School of Management (SOM) on implementing an internship program within their company. Judy Guyer, director of SOM's Career Programs Office, presented the seminar, one of a series of career management forums this spring. At subsequent seminars, representatives of industry shared their expertise on career options for students in various majors, including management information systems, finance, marketing and supply chain management. For more information on the seminars, which are free to SOM students, contact Ms. Guyer at 972-883-6832 or [guyer@utdallas.edu](mailto:guyer@utdallas.edu).



### SOM Certificate of Management Program Now Available in Denison

The University of Texas at Dallas School of Management (SOM) has joined forces with the Center for Workplace Learning at Grayson County Community College in Denison, Texas, to offer a nine-week Certificate of Management program geared to managers and supervisors already on the job. The community college began offering the program, which SOM's Executive Education area created, in January and repeats it regularly.

The non-degree "mini-MBA" program takes a broad approach to all functional management elements, says David Springate, Ph.D., SOM's associate dean for executive education.

"The program integrates fundamental academic theory with practical applications and is designed to equip supervisors and managers with the knowledge of business practices and concepts they need for

effective management,” he says.

Also regularly offered on campus at UTD, the program’s objective is to enable managers to lead their teams to higher levels of productivity. The version being taught at in Grayson County is tailored to specifically address the needs of businesses in that part of the state. “In this sense, we are addressing the economic development needs of North Texas as a whole,” Dr. Springate notes.

David Spivey, SOM’s Certificate of Management program director, adds that the executive management education credentials and knowledge the UTD “mini-MBA” offers in Grayson County “supplements the county’s initiatives to expand efforts to continually upgrade its workforce.”

Because the Certificate of Management is a non-credit program, there are no graded assignments or course grades. Each session focuses on a single topic, immersing students in the subject matter and allowing them to explore the fundamentals and applications of the topic. The opening session deals with understanding, managing and organizing business. Subsequent sessions delve into:

- strategy and its relation to quality, supply chains and operational excellence
- the principles of marketing
- managing information, communications and knowledge
- employee motivation, collaboration and performance
- the principles of accounting
- ethics, diversity and human resource management
- the fundamentals of finance
- the global perspective.

Classes meet weekly from 6 to 9:30 P.M. on nine consecutive Tuesday evenings and are held in the new Center for Workplace Learning on the main campus of Grayson County Community College in Denison, Texas. The cost is \$2,195 per person. To register, contact Lila Myser with the GCCC Office of Admissions at 903-463-8731 or [myserl@grayson.edu](mailto:myserl@grayson.edu).

## GLEMBA Takes Study Tour in China

Students in The School of Management’s Global Leadership Executive MBA (GLEMBA) Program traveled to China in September of last year to learn, firsthand, about that country’s economy and investment climate. The study tour was led by GLEMBA Program Director Anne M. Ferrante, Ph.D., and Associate Director Jonathan M. Hochberg, Ed.D.

While in Beijing, GLEMBA students visited several businesses, including Lenovo, the Chinese company that purchased the personal computer division of



IBM last year. Also in Beijing, the class made company visits to Microsoft and GE Energy. They then traveled to Shanghai, where they visited Home Depot’s Chinese facilities, and to Suzhou, where they visited a Black & Decker factory. GLEMBA’s 2006 study tour will be to Chile and Argentina.

## Seminar for Women Leaders Draws Participants From Coast to Coast

Positioning Women for Corporate Boards (PWCB), a seminar designed to prepare female business leaders for membership on corporate boards of directors, drew 14 participants who completed the autumn 2005 session.



The three-day seminar combines firsthand experiences of current corporate board members and selection-committee chairmen with case studies presented by faculty from The School of Management’s Institute for Excellence

in Corporate Governance and The Leadership Center at UTD.

In addition to the District of Columbia, attendees at the PWCB seminar last November came from California, Arkansas, Texas, and Ontario, Canada. The School of Management, Leadership America and the Leadership Texas Alumnae Association jointly sponsor PWCB. The next seminar is scheduled for November 6, 7, 8, 2006. For more information, visit <http://som.utdallas.edu/pwcb>.

# SOM ADDS HEALTHCARE ADMINISTRATION CONCENTRATION

**R**esponding to the unique needs of the North Texas health-care sector, The School of Management (SOM) has created a new major area of graduate-level study in healthcare administration.

Students in both the Master of Business Administration Program and the Master of Science in Management and Administrative Sciences Program can elect the new concentration, which was crafted by an interdisciplinary faculty committee.

The first two classes, both held in the evening, began in January at the start of the spring semester. John F. McCracken, Ph.D., SOM clinical professor of healthcare management, says the curriculum will grow incrementally until it includes a total of six classes that students can take.

Healthcare now employs more people than any other industry in North Texas, Dr. McCracken says, and is the second-largest employer in the country.

Beyond that, statistics from the Health Industry Council of the Dallas-Fort Worth Region show that “health industry employment rates continue to outpace other sectors of the Dallas-Fort Worth economy” and that the sector is likely to keep supplying a growing number of diverse job opportunities.

These facts and more gave the school impetus to create the concentration, says Varghese Jacob, Ph.D., SOM’s senior associate dean.

“There is a recognition that this is one of the fastest-growing industries in this area, with its own unique needs, which is somewhat different from the traditional service industry,” Dr. Jacob says about the decision to craft a specialized curriculum in the field.

Healthcare is an industry “where there’s a lot of layers, all of which have to interact efficiently for things to run smoothly,” Dr. Jacob explains. “Healthcare managers need to take into account not only medical aspects but also legal aspects, government policy, operational

aspects, not to mention the competition they’re facing.

“There are several management issues, we think, that are unique to this industry. So we wanted to...allow students to focus on this particular industry, rather than functional topics.”

The interdisciplinary concentration has launched with an introductory class, *The American Healthcare System*, that Dr. McCracken is teaching, and *Negotiation and Conflict Resolution in Healthcare* that Laurie Ziegler, Ph.D., senior lecturer in organizations, strategy and international management, is teaching.

Dr. McCracken says the other four classes that will be added are *Strategic Management of Healthcare Organizations*, *Healthcare Costs, Management and Control*, *Healthcare Informatics* and *Special Topics in Healthcare Management*.

Healthcare administration is SOM’s “first industry concentration,” Dr. McCracken points out. Historically, the concentrations that The School of Management has offered, such as finance, management information systems and general business, “have been ‘functionally’ oriented, not industry oriented,” he says.

Dr. McCracken also is executive director of the Alliance for Medical Management Education (AMME), a joint program of SOM and The University of Texas Southwestern Medical Center at Dallas. He notes that while AMME, in its ninth year, has been geared primarily “to clinical people, doctors and professionals already in the healthcare field,” in adding the new healthcare administration concentration, SOM “is opening the doors for non-clinical people.”

Dr. Jacob says that whereas the AMME program — administered by the school’s Executive Education area — is geared toward doctors and executives in healthcare, the new concentration aims to reach those who want to advance to managerial positions in the industry.

For more information about the healthcare administration concentration, call Dr. McCracken at 972-883-6252 or e-mail him at [JFM@utdallas.edu](mailto:JFM@utdallas.edu).

## Director of Corporate Relations Joins SOM Staff

In the recently created School of Management (SOM) position of director of corporate relations, Doug Eckel, Ph.D., routinely looks at the school's many component activities, aptitudes and scholars, then envisions how faculty, degree programs and training classes can come together to help companies with their staff development.

"Our programs can have immediate payoffs in specific functional areas, such as with classes in supply chain management, internal audit or directed research projects in information management," says Dr. Eckel, who received his Ph.D. in finance from Virginia Tech.

"But many of the benefits of employee development are more long term, including increased employee satisfaction and retention, and longer term profitability and sustained competitiveness."

Prior to joining the SOM staff last summer, Dr. Eckel organized

the research marketing effort at Virginia Tech's College of Engineering, which had annual research expenditures of more than \$70 million.

"The aspect of that job that was most rewarding was bringing together unrelated research groups and individual faculty whose combined expertise could address new, larger, often interdisciplinary scientific questions," he says. "This job is very similar to that position... although the target audience...is somewhat different"

Contact Dr. Eckel at 972-883-5923 or [Doug.Eckel@utdallas.edu](mailto:Doug.Eckel@utdallas.edu).



Doug Eckel, Ph.D.

### UTD Athletics Department Honors SOM Director of Special Events

SOM Director of Special Events Tammy McNew was named "honorary coach" for The University of Texas at



Tammy McNew

Dallas women's basketball game last December 15. In announcing the recognition, Albert Buckles, UTD's assistant director of athletics, said Ms. McNew was being honored for volunteering to help with athletics department special events. Ms. McNew has organized several receptions for the athletics department and is a member of the UTD Golf Tournament Committee. She was recognized during the game and presented a special T-shirt. UTD's Honorary Coach

program recognizes outstanding faculty and staff who give significant "support and involvement with ... athletics and our student athletes," Mr. Buckles said. The program is sponsored by ING Financial Services, he said.

### SOM Administrative Assistant Receives UTD Staff Scholarship

School of Management (SOM) staff member Jessica Brown has been chosen to receive a \$250 Staff Scholarship from The University of Texas at Dallas (UTD) Staff Council.

Ms. Brown, administrative assistant to SOM Senior Associate Dean Varghese Jacob, Ph.D., is working on a Master of Science degree in special

education at the University of North Texas in Denton.

The staff council has developed the scholarship program to further the education of UTD staff members in academic or vocational programs. To be eligible, staff members must be attending community colleges, universities or accredited vocational schools and be employed as a staff member for a minimum of two consecutive years at the time they submit an application. They must also work a minimum of 20 hours per week, maintain an overall grade point average of 2.5 for undergraduate work or 3.0 for graduate work, and be a U.S. citizen or permanent U.S. resident.

The scholarships are awarded twice each year, in the spring and fall semesters. Application deadline is September 15 for the fall semester and February 15 for the spring semester. More information is available at [www.utdallas.edu/utdgeneral/staffcouncil/staff\\_scholarship.html](http://www.utdallas.edu/utdgeneral/staffcouncil/staff_scholarship.html).



Jessica Brown

## Friends, Family, Classmates Dedicate Painting Commemorating SOM Alum

By Kris Imherr



A dedication of artwork given to The School of Management (SOM) in memory of the late Nancy Perry, EMBA 2003, drew family, friends, fel-

low classmates, faculty and administrators to the reception area in SOM's Executive Education wing last December 6 for a commemorative unveiling and reception.

Cedar Park, Texas, artist Anne Heinrichs, creator of the mixed-media painting titled "Too Soon Tomorrow," also attended the event at the invitation of Mrs. Perry's friend and classmate, Michael Grant, EMBA 2003. A certified public accountant and senior vice president of internal audit and chief privacy officer of the Dallas, Texas-based Wyndham International hotel and resort chain, Mr. Grant led fundraising among Class of 2003 alums to purchase the piece. He also spearheaded a committee to find an artist.

The efforts began after the November 22, 2004, death of Mrs. Perry from complications following surgery.

Before deciding on Ms. Heinrichs, whose work Mr. Grant first encountered at the Main Street Fort Worth Arts Festival last year, the committee borrowed some of her paintings as well as some from a gallery in the Uptown neighborhood of Dallas. The group had the paintings hung in the Exec Ed reception area, and passersby were polled on which they preferred. Results led the committee to commission Ms. Heinrichs.

"I think the size, and the media and the color [are] really what made Anne's pieces speak to us," Mr. Grant says.

The 4-by-5-foot "Too Soon Tomorrow" incorporates a tree that symbolizes education, life, growth — all of which were important to Mrs. Perry, Mr. Grant believes.

An interior and graphic designer who had shortly before her death started her own design firm, Mrs. Perry "was one of those lifelong learner type people and threw herself into everything," Mr. Grant says.

"Attire-wise,...she'd come to class in real textury, chunky, folksy type sweaters and jewelry," Mr. Grant recalls. "So that

kind of incorporated itself into the artwork as well."

What Mr. Grant didn't learn until the unveiling was that as a young woman, Mrs. Perry had done two paintings similar in color and texture to what Ms. Heinrichs created. Her widower, Bruce Perry, and two daughters, Laura Duckworth and Kristi Means, "thought that was so cool that I knew that," Mr. Grant says, "but I didn't know it."

Mr. Perry calls the Class of 2003 efforts "extremely nice." He adds that "Nancy loved UTD and her time there."

"As far as the painting," Mr. Perry says, "the painting was fantastic. Down through the way the artist named it... It's really a very good painting."

Ms. Duckworth adds that the dedication in her mother's honor was very special to her family. "...to see the painting...it was beautiful. It was very much like my mother. The artist captured some of her personality with the details," she says.

Her sister, Ms. Means, echoed Ms. Duckworth's sentiments. "Giving a painting in Mom's memory ... would surely make [her] happy to know she had inspired a contribution to UTD because she enjoyed her time there very much. She always enjoyed learning and moving on to new challenges and achievements. It was a blessing to me, to finally meet some of those people who had meant so much to Mom at UTD. I would like to thank those who shared stories of how she touched their lives."

Mr. Perry and Mr. Grant gave brief remarks at the dedication, as did SOM Dean Hasan Pirkul, Ph.D., and David Springate, Ph.D., SOM's associate dean for executive education.

Because not all the money raised in Nancy Perry's honor has been spent, Mr. Grant says there may be occasion to gather again. He and fellow fundraisers were considering using the remaining \$3,500 to underwrite a seminar, speakers series or other program in line with Mrs. Perry's belief in continuing education. 🌐





Michael Grant (left) and Bruce Perry unveil the commemorative painting honoring SOM alum Nancy Perry.

A L U M N I N O T E S

**1970s**

**Linnet F. Deily**, MA 1976, was nominated in March by the board of directors of Honeywell International to stand for election as a director at the company's annual meeting of shareholders, slated



to be held April 26. Based in Morris Township, New Jersey, Honeywell is a worldwide diversified technology and manufacturing company known for its building-control

equipment, aerospace products and services, automotive products and more.

In January, Linnet took a seat on the board of directors of the Chevron Corporation. The San Ramon, California-based energy company employs more than 53,000 employees in approximately 180 countries. In November of last year, she joined the board of directors of Lucent Technologies, which is based in Murray Hill, New Jersey, and designs and delivers systems, services, and software for communications networks.

Linnet's directorships come in the wake of her June 2005 departure after four years of service as the U.S. representative to the World Trade Organization (WTO) in Geneva. In announcing she was leaving, U.S. Trade Representative Rob Portman praised her, saying, "Ambassador Deily has done a superlative job in representing the United States at the WTO. Because of her efforts, the United States is recognized for its leadership in launching the Doha Round of multilateral trade negotiations in November 2001, in advancing Doha negotiations, and in strengthening the system of international trading rules and the WTO institution itself."

Recipient of an SOM Distinguished Alumni Award in 2001, Linnet previously worked at The Charles

Schwab Corporation, where she served as president of the corporation's institutional management business and as president of the Schwab Retail Group. She earned her bachelor's degree from The University of Texas at Austin in 1967.

**1980s**

**Pat Priest**, MAS 1981, is managing director and chief financial officer of The Beck Group, an affiliation of companies headquartered in Dallas, Texas. Beck is involved in the real estate, architectural and construction industries and provides a variety of services to real estate owners, users and investors. Pat, who joined the group in 1999, is also involved in developing strategic opportunities.

She serves on the boards of directors of The Beck Group, Dave and Buster's, the Real Estate Council, the Dallas Opera and the Dallas chapter of the International Women's Foundation. She is a past chairman of the Executive Women's Roundtable of the Greater Dallas Chamber of Commerce, which she still serves as a member of the finance committee. She also is a member of the Advisory Council of the McCombs School of Business at The University of Texas at Austin.

**Melendy E. Lovett**, MS 1982, a senior vice president of Texas Instruments (TI) Incorporated and president of TI's Educational and Productivity



Solutions business, was inducted into the Women in Technology International (WITI) Hall of Fame last year. Based in Sherman Oaks, California, WITI is

a worldwide professional organization dedicated to advancing the careers of women in business and technology. The organization honored

Melendy and five other inductees at an awards ceremony in December.

WITI established the hall of fame in 1996 to recognize outstanding women for their research contributions and achievements in science and technology. Besides having worldwide responsibility for TI's math and science educational technology and professional development, Melendy is a member of the TI's strategic leadership team. She was instrumental in the creation of Women of TI Fund, through which a group of women leaders make personal investments in programs to promote math and science education for girls in elementary through high school.

Melendy, the sixth woman at TI to be named to the WITI Hall of Fame, "is an excellent example of someone who is making a positive difference, both inside and outside our doors," TI vice president Tegwin Pulley said of her induction.

Melendy also was among four School of Management graduates the UTD Alumni Council honored last fall by bestowing the Alumni Achievement Award on them (see "Exemplifying Leadership" in *MANAGEMENT*, Volume 9, No. 1, page 7).

**1990s**

**Paul Pergande**, MBA 1993, has taken a new job as development manager of LabNow, Inc., which deploys point-of-need laboratory testing. The company, headquartered in Austin, Texas, has licensed lab-on-a-chip sensor technology from The University of Texas at Austin. The technology has the capability to automate complex fluid analysis quickly. The microfluidics sensor technology has broad uses in medical, homeland security, environmental chemistry and process engineering applications. Paul formerly worked at Applied Science Fic-

tion, where he designed a film and digital photography kiosk.

**Amani Armand Ballou**, MS 1999, MAS 1999, joined Natexis Banques Populaires, a French bank with branches all over the world, last October.



Based in Abidjan, the commercial capital of his home country, Ivory Coast, he is vice CEO for financing commodities for the West and Central African regions.

Amani, who became a certified public accountant in 2002 while still in Texas, previously was chief financial officer at a private commodity trading company in Abidjan. He returned to Ivory Coast in 2003 after having worked for three years at PriceWaterhouseCoopers in Dallas, Texas, as a financial auditor.

**Anupama Phene**, Ph.D. 1999, assistant professor of strategy at the David Eccles School of Business, University of Utah, received the Brady Superior Teaching Award in April. The award is named for Dr. Rodney H. Brady, who funded the honor and who earned his undergraduate degree and an MBA at the University of Utah. He later became president of Weber State University and today heads Deseret Management Corporation, the holding company for all of the for-profit business assets of the Church of Jesus Christ of Latter-day Saints.

"Professor Phene inspires her students to be their best in her classes. She exemplifies the challenging, caring professors Dr. Brady remembers as among the best he had, ... the individuals who inspired this award," said David Eccles School of Business Dean Jack Brittain, Ph.D. (Before becoming dean, Dr. Brittain taught at The University of Texas at Dallas School of Management, where he won several teaching awards).

Dr. Phene has taught at the David Eccles School of Business since 1999. Prior to earning her doctorate, she worked for several years in the treasury division of American Express bank. Her research focuses on firm strategy in a multinational context, evolution of firms and subsidiaries, firm innovation, high-technology industries and knowledge dissemination and geographic boundaries. Her work has been published in the *Strategic Management Journal* and the *Journal of International Business Studies*. She teaches courses on strategic management and international business.

**2000s**

**Brian O. Casey**, MBA 2000, became president and chief executive officer (CEO) of Westwood Holdings Group, Inc., a Dallas, Texas-based institutional asset management firm on January 1 this year. Brian moved up from his previous post as president and chief operating officer (COO), succeeding founder Susan M. Byrne, who remained at the company as chairman of the board and chief investment officer.

"Brian has been a strong partner for over 13 years, and this transition of the CEO title is the codification of a plan under consideration for some time," Ms. Byrne said of the leadership change.

Brian joined Westwood in 1992 as vice president, became president and chairman of the board of Westwood Trust in 1996 and later was named to the board of directors of Westwood Management Corp. He was named COO of Westwood Holdings Group, Inc. in 2001.

Previously, he was a portfolio manager for a pri-



vately held trust company. A certified financial planner, he earned a Bachelor of Science degree in finance from Trinity University. He and his wife, Meredith, and their three children reside in Dallas. Brian proudly serves as chairman of the Tartan Board of Texas Scottish Rite Hospital for Children, where his brother Neal was a patient most of his life. Brian is also an active supporter of Dallas Habitat for Humanity and a member of the Lone Star Chapter of Young Presidents' Organization.

**Kathy Sellers Johnson**, Positioning Women for Corporate Boards 2005, was one of 140 people who received a Certificate of Director Education last fall from the Corporate Directors Institute of the National Association of Corporate Directors (NACD). She earned certification by completing a two-day professionalism course, signing a code of



conduct for directors and committing to eight hours of continuing director education each year. She was part of the inaugural class for the course, which was held in

Washington, D.C. — headquarters of NACD — in conjunction with the association's annual conference. Owner of The Sellers Group, a consulting firm based in Alexandria, Louisiana, Kathy provides public relations, marketing, human resources and career outplacement training to public and private sectors.

In early 2005, she was elected vice chairman of the board of Blue Cross and Blue Shield of Louisiana and chairman of the Compensation Committee. She was re-elected chairman of the Board of Supervisors of the Louisiana Community and Technical College System in July 2005, a post to which she was originally elected in July 2004.

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Monies have been contributed and pledges targeted specifically to reach the \$8 million needed to match the U.T. System Regents' \$30-million allocation for construction of the new School of Management Building. Checks should be made out to: The School of Management Building for the Future Fund, and sent in care of Diane S. McNulty, Ph.D., Associate Dean, School of Management, The University of Texas at Dallas, P.O. Box 830688, SM42, Richardson, TX 75083-0688.

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