



THE
**BUSINESS
MAVERICK**
UTA COLLEGE OF BUSINESS MAGAZINE

INAUGURAL ISSUE
FALL 2019



Jacquelyn Fouse, PhD

CEO, Agios Pharmaceuticals Inc.

DISTINGUISHED ALUM FEATURE
(See story, page 10.)

From the Dean's Desk

In April 2018, Harry M. Dombroski (1979, BBA – Accounting) was named Dean of the UTA College of Business, bringing a wealth of Maverick pride and more than 30 years of business experience to the position.



PHOTO BY SHARON ELLMAN, ELLMAN PHOTOGRAPHY

Reflecting back on the past year and looking forward, I am extremely confident about the future of the College of Business. As the story on page 22 details, the College has evolved from a small collection of entrepreneurs with big dreams to an accredited business college of more than 6,400 students. I'm excited to be a part of the evolution and believe the best is yet to come!

As Dean, I work with a group of remarkable men and women who strive every day to deliver a high-quality education to a wonderfully diverse student body, as well as publish impactful research that benefits both local and international business communities and establishes a standard for inclusiveness across the College. I am also fortunate to be supported by a University leadership team that values business education and the impact the College can have on its students, the University and the community. (See President's Message, page 29.)

While the future is bright, a moment of reflection reveals a glimpse of our 2018-2019 capabilities and accomplishments:

- The opening of the Sam Mahrouq Financial Markets Lab provides students with real-world, hands-on financial valuation experiences.
- The inaugural Maverick Entrepreneur Program and Award Fund offers Engineering and Business students the opportunity to realize their entrepreneurial ambitions.
- The launching of the Dean's Leadership Circle gives alumni a means to directly engage with the College while providing students with additional scholarship dollars.
- The founding of the MAVS100, our recognition of the 100 fastest growing Maverick-owned businesses, drew over 130 entrants, demonstrating that the entrepreneurial spirit is alive and well among our alumni.

- The creation of the Executive Certificate in Business Analytics, a unique partnership with Ericsson, brings our campus to theirs to provide Ericsson employees the advanced analytic tools and techniques they need to develop a data-driven decision-making culture within Ericsson, while earning 12 graduate credit hours.
- The introduction of the Mavericks Macroeconomics Speaker Series and the Maverick CEO Roundtable allows alumni and other business leaders to discuss current economic trends and challenges.
- Our Health Care Administration program was notified by the Commission of the Accreditation of Health Management Education (CAHME) that the program has been elevated to Candidacy status, which is the second of three stages for achieving full accreditation of the program.

We also had significant faculty research accomplishments in 2019 with three College faculty members, as part of multidisciplinary research teams, receiving federal grant awards from the National Science Foundation, the National Oceanic and Atmospheric Administration, and the Agency for Healthcare Research and Quality.

As you can see, it's been an exciting year, and 2020 will produce more evidence of this momentum. During our team's strategic planning retreat, our team was challenged to define why the College of Business exists in seven words or less. Almost immediately, team members coalesced around the tagline "*Transforming Lives Through Knowledge.*" I'm sure anyone associated with the College of Business would agree that we got that one right!

— Harry M. Dombroski, Dean

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Photo by Sharon Ellman, Ellman Photography



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THE BUSINESS MAVERICK

UTA COLLEGE OF BUSINESS MAGAZINE
INAUGURAL ISSUE, FALL 2019

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College of Business celebrates completion, opening of Sam Mahrouq Financial Markets Lab

Thanks to the generous donation of UTA alumnus Sam Mahrouq (1991, BA – Journalism/Business minor), the UTA College of Business celebrated the completion and official unveiling of the Sam Mahrouq Financial Markets Lab in September 2019. Mahrouq's donation covered costs associated with the lab's construction, terminals, technology and furniture, and provides scholarships for the "Student Managed Investment Fund." (See Mahrouq profile, page 14.)

"Employing the latest and most widely used financial technology gives our students the same advantage as the top elite universities in the country," said Dr. Greg Frazier, Senior Associate Dean.

The facility, which is on the first floor of the Business Building, boasts 10 Bloomberg terminals for students and one for faculty, and features a ticker-tape board around the room that displays to-the-minute stock prices and customized messages. Three 75-inch video boards display current financial news, stock options and market indices. An additional Bloomberg terminal also will be installed in the Central Library for 24-hour access. All faculty and students at UTA are eligible to use the lab. Access to the Bloomberg terminals requires setting up a free account with Bloomberg.

The Bloomberg software system provides business students with near real-time financial market data,

up-to-the-minute news, and securities market analytics. The system covers every asset class, including fixed income, equities, foreign exchange, commodities and derivatives. The information spans companies, industries, markets, economies, countries and regions.

The lab has been used for a "Student Managed Investment Fund" course since March 2019. The course gives students an opportunity to manage an investment fund, as well as hands-on experience with equity-analysis responsibilities of investment professionals. The course is paired with "Bloomberg Market Concepts," a 10-hour e-learning course that provides Bloomberg certification. Other UTA students can



Members of Sam Mahrouq's family joined him and College of Business officials at the dedication of the Sam Mahrouq Financial Markets Lab. Fourth from left: Sam Mahrouq; Rania Mahrouq; Finance and Real Estate Professor Sanjiv Sabherwal, PhD; UTA College of Business Dean Harry Dombroski; and City of Arlington Mayor Jeff Williams.

PHOTO BY RANDY GENTRY, THE UNIVERSITY OF TEXAS AT ARLINGTON



obtain this certification at no cost to them. This certification enhances the marketability of students to employers in the financial industry.

The Office of Information and Instructional Resources is responsible for technological aspects of the lab. The day-to-day operations of the lab, such as assisting and supervising lab users, are managed by the Department of Finance and Real Estate.

“The Financial Markets Lab has made available to our students the technology and real-time business and market data used by the leading business and finance professionals around the globe,” said Finance and Real Estate Professor Sanjiv Sabherwal, PhD. “This will make our students more knowledgeable of the workings of the financial markets and the tools used by investment professionals. They will be able to enhance their research and analytical skills and learn how to make critical financial decisions. I have no doubt that these will make our students more valuable to employers.”

Access to live market data also is beneficial to other College of Business courses, such as investments and financial modeling, as well as PhD

seminars. It also helps researchers in finance, accounting and non-business areas by providing them the opportunity to analyze high-frequency financial data.

“Finance can be a gray area and sometimes difficult to interpret properly. The state-of-the-art Bloomberg terminals help analysts like myself to

make the best investment decision when analyzing a company or industry,” said Nathan L. Gray, finance major, Class of 2020, enrolled in the “Student Managed Investment Fund” course. “My fellow analysts, along with myself, are extremely grateful for this opportunity that Sam Mahrouq has generously provided.”



UTA College of Business Professor Dr. Tom Thompson (2004, PhD - Finance), top left, observes students demonstrating data from the Bloomberg terminals in the Sam Mahrouq Financial Markets Lab.

College of Business offers new economist certification

First Texas school to partner with National Association for Business Economics

The National Association for Business Economics (NABE) has partnered with the UTA College of Business to offer students the opportunity to simultaneously earn degrees in economics and NABE's Certified Business Economist (CBE) professional certification. The partnership was announced in Fall 2018 at the 60th NABE Annual Meeting in Boston.

"Students who earn their CBE certification alongside their economics degree will enter the job market with a distinct advantage, having mastered a body of applied economics knowledge sought after by employers and essential for a successful career in the field of economics and data analytics," said NABE President Mine Yücel, Senior Vice President and Research Advisor at the Federal Reserve Bank of Dallas.

The MS in Economic Data Analytics Program at UTA focuses on the major growth area of data analytics. Students learn how to find data, evaluate it, develop it via software and explain what has been learned by analysis through the lens of economic theory.

"We are pleased to work with NABE to craft degree programs that will ensure the success of our students in the workplace," said Roger Meiners, PhD, Chair, College of Business Eco-

nomics Department. "Bill Gates was right when he said, 'What's missing is often good measurement and a commitment to follow the data. We can do better. We have the tools at hand.'"

Launched in 2015, the CBE is a comprehensive professional certification program of study and examination covering core topics in applied eco-

nomics and data analytics. Students who matriculate in qualifying master's or undergraduate degree programs at partner universities will be able to complete their CBE requirements, while studying for their degrees, and sit for the CBE Exam, which will be offered on campus each year.



PHOTO BY PRESLEY GLOTFELTY, THE SHORTHORN

NABE President Mine Yücel shared her thoughts on the value of the CBE program for students and employers.

MAVS100

MAVERICK BUSINESS

uta.edu/business/mavs100

The UTA College of Business has launched a new program to recognize the growth of alumni-owned businesses. Nominations and registration with the MAVS100 business program were accepted from May through August. More than 130 companies have been nominated for the program, and the top 100 will be announced at a banquet on January 24, 2020.



Sculptor Benito Huerta spoke at the September 2019 dedication of his 'Signs of Life' sculpture.

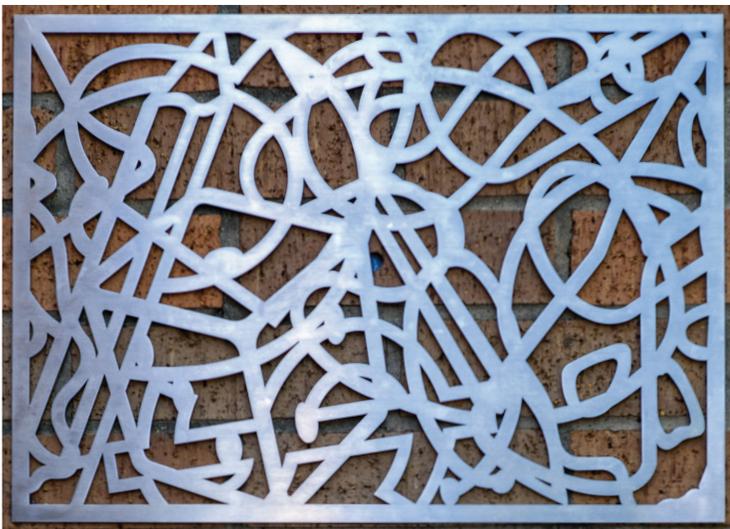
Benito Huerta 'Signs of Life' sculpture unveiled

The College of Business in September 2019 installed its new sculpture, designed by Benito Huerta, on the west side of the Business Building. Huerta is an art professor and director of the Gallery at UTA.

The stainless steel sculpture, which stands 21 feet high and 10 feet wide, comprises three panels that include various icons related to the College, such as a dollar sign, a percentage sign and a pencil.

"I kind of like the idea that [the sculpture] is this scale and looks more abstract," Huerta said. "So, people are going to walk by and not going to see what's really there, but those who do and start really looking at it will get something out of it."

Patricia Healy, the Gallery at UTA Assistant Director, said public art adds a whole new element to the campus.



A plaque or miniature representation of the sculpture's three panels is posted on the building.

New program launched to increase alumni engagement

The Dean's Leadership Circle (DLC) was created in 2019 to fund current-use scholarships for high-performing incoming students at both the undergraduate and graduate levels with 100 percent of all donations going toward scholarships.

Comprised of alumni who desire to have an integral role in promoting the success of students and the College, the DLC offers alumni the opportunity to access the College's strong networking, professional development, mentorship and alumni-engagement opportunities, while supporting current students through scholarships.

"After becoming Dean, there were two things that I knew I needed to immediately address. One was to increase alumni engagement, and the other was securing additional scholarships for our students," said College of Business Dean Harry Dombroski. "Through participation in the DLC, alumni can directly engage with the College and its leadership, providing us with much-needed input about the College's future, and member contributions to the DLC provide much-needed academic scholarships to our students."

DLC members serve as ambassadors for the College, contributing to advancement, development, and mentorship opportunities. DLC members also have access to numerous private networking and alumni events. Any costs associated with the DLC will be borne by the College.

A unique aspect of the DLC is multiple levels of annual memberships, allowing alumni, faculty, staff, and friends of the College of Business to participate at the level they feel most comfortable.



Maverick MBA Jingdong Hua named Treasurer of World Bank

Responsibility for managing the World Bank's \$7 trillion in payments and cashflows now rests in the hands of a UTA College of Business alumnus.

Since January, Jingdong Hua (1994, MBA) has been serving as Vice President and Treasurer of the World Bank, an international organization that fights poverty by offering business developmental assistance to low- and middle-income countries. Hua manages a \$200-billion debt portfolio and a nearly \$200-billion asset portfolio for the World Bank Group and its 65 clients, which include central banks, pension funds, and sovereign wealth funds. He leads the World Bank Treasury's capacity-building and advisory services in financial analytics, debt management, asset management, and financial solutions for its clients.

"I am very impressed and proud of the achievement of the World Bank Treasury over the past 70 years in using financial innovation and new instruments to effectively tap into the global savings pool and turn them into much-needed development finance resources," Hua said.

He credits the "world-class education" that he received at the College of Business as seeding his success in international finance and his rise at the World Bank. Before moving into his new position, Hua was Vice President and Treasurer of the International Finance Corporation (IFC), one of five institutions that are part of the World Bank Group. At the IFC, Hua managed its financial position, safeguarding its international triple-A rating and overseeing its debt issuance program. He helped establish a global treasury and focused on the development of local-currency-debt capital markets and innovative financial products and solutions to benefit private-sector clients.

As a College of Business graduate student, Hua remembers two professors in particular, Peggy Swanson and Ron Rutherford, who provided valuable mentoring.

"I took a number of (Professor Swanson's) classes and was her research assistant for a year," Hua said. "She was wonderful. She was Chair of the Finance and Real Estate department with a very busy teaching, research and managerial workload, but she was willing to spend quality time to coach graduate students like me. Another professor was Ron Rutherford. I took a quant class with him and used



PHOTO COURTESY OF WORLD BANK

Quatro Pro (a spreadsheet program similar to Excel) to do a Monte Carlo simulation. It was a lot of fun but, at the time, cutting-edge stuff"

In December 2018, Hua and his wife Yun Wang, also a UTA alumna (1996, MS – Chemistry), brought their daughter Hannah to visit the campus and noticed the enhancements of the College of Business. "UTA is much bigger, more international, more influential, yet the fundamental value proposition stayed the same: providing a world-class education that is also affordable, which my wife and I have benefited from," he said.

As VP and Treasurer for the World Bank, Hua is managing the ongoing challenge of exploring "new ways of mobilizing financial resources" for the bank's mission.

"Financial innovation is not an end but a means to reach more investors and to offer investors more choices based on their risk/return and social impact considerations," he said.

Hua also has served as Deputy Treasurer at the Asian Development Bank in Manila and in positions with the United Nations Development Program in New York and the African Development Bank in Abidjan. A Chinese national, he started his career in 1983 with China National Chemical Corporation.

In addition to his MBA from the College of Business, he has a Bachelor of Science in chemical engineering from Qingdao University of Science and Technology in China and a Master of Public Administration from Columbia University.



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Goolsby Leadership Academy celebrates 15th anniversary

The Goolsby Leadership Academy celebrated its 15th anniversary at the 2019 Medallion Ceremony, where 33 graduating seniors were awarded medallions. The ceremony also honored two alumni and the Academy's first director.

Dr. James Campbell Quick, professor emeritus and the John and Judy Goolsby – Jacquelyn A. Fouse Endowed Chair, received the Distinguished Faculty Member honor. Ernst and Young Assurance Manager Deepak Raj Silwai, CPA, (2009, BBA – Accounting and 2012, MS – Accounting) received the Distinguished Alumni Award. Lynn Malkawi (2009, BBA – Management and 2016, MBA) received the Jacquelyn A. Fouse Community Service Award, which honors an Academy alum who emulates the Goolsby motto of *Integrity, Courage and Impact*. Malkawi is director and founder of Wasel, a non-governmental organization (NGO) in Jordan.

The Goolsby Leadership Academy was established at the UTA College of Business in 2003 with an anonymous donor gift of \$2 million

— at the time, the largest cash gift in UTA history. The gift honored John Goolsby (1964 BS – Accounting) and his wife, Judy. John Goolsby is the former CEO, President and Director of the Howard Hughes Corporation. He traces his achievements in the corporate world to the solid foundation he received as a UTA College of Business Administration student in the 1960s.

The initial \$2-million fund established four professorships endowed with \$250,000 each and a \$1-million endowment to provide two-year scholarships for about 30 students annually. The College of Business was challenged to raise an additional \$3 million to establish critical Academy professorships and to boost scholarship levels.

By 2010, the college exceeded the \$3-million fundraising challenge through generous support from corporations and individuals alike. The economic impact of the scholarships (as of September 2019) is \$1.8 million for the Goolsby Emerging Leaders Program for juniors and seniors (2003) and the BNSF Early Leaders

Program (2015) for freshmen. Each program accepts 30 students during fall semesters annually.

“The selection process identifies future scholars with leadership potential for an exclusive cohort of students at UTA,” says Dr. Jerry Hubbard, director of the Academy. “Our job is to create an environment in which the scholar can stretch and grow.”

More than 350 Goolsby Scholars from 14 cohorts have graduated from the Academy, representing a completion rate greater than 85 percent and an average GPA of 3.5. Approximately 60 of the Academy graduates are from 32 different countries. More than 25 percent have continued their education at graduate school or law school, including Harvard University.

Alumni from the Academy serve their community in organizations and companies like BNSF, Lockheed Martin, ALCON, PwC, The FDIC, Frost Bank, Fidelity Investments, KPMG, Goldman Sachs, TD Ameritrade, Ernst and Young, Raytheon, Airbus, Athleta, Allstate, Charles Schwab, The Texas Rangers, as well as business entrepreneurs.

PHOTOS BY SHARON ELLMAN, ELLMAN PHOTOGRAPHY



Graduating seniors in Goolsby Cohort 14 were awarded medallions by Dr. Jerry Hubbard, Academy Director.



LIST OF COHORT 14 MEMBERS AT UTA.EDU/GOOLSBY/COHORTS/2017-2019.PHP



MEET

JACQUALYN FOUSE

Lifelong Learner and
CEO, Agios Pharmaceuticals Inc.

PHOTO COURTESY OF AGIOS

EDUCATION and POST-GRADUATE AFFILIATION

UTA COLLEGE OF BUSINESS

1982, BA – Economics; 1984, MA – Economics;
2012, PhD – Business Administration (Economics & Finance)

YALE UNIVERSITY

2019, Master of Environmental Management

2003 – Present, UTA Development Board

2003-2013 – UTA College of Business Advisory Council

2004 – Honored as Distinguished UTA Alumna

2005 – While CFO at Alcon Laboratories, Fouse facilitated a \$250,000 donation from the Alcon Foundation, Inc., to increase the John and Judy Goolsby Professorship (established in 2003) to a Chair position. UTA College of Business matched the donation to create an Endowed Chair within the College’s Goolsby Leadership Academy, which was formed in 2003. When the endowment was fully funded in 2008, the Goolsby–Alcon Endowed Chair was established in the Goolsby Leadership Academy.

2009 – Established the John and Judy Goolsby – Jacquelyn A. Fouse Endowed Chair in the UTA College of Business and established an endowed scholarship in the Goolsby Leadership Academy (\$250,000 donation, matched by the College)

2015 – Established the Jack and Doris Fouse Scholarship for Study Abroad for International Business and Goolsby Leadership Academy students (\$762,500 donation, supported with matching funds from the College, established the \$1.525-million study-abroad program)

2015 to present – Member, UTA President’s Advisory Board

2019 – Founding Member, Director Level, Dean’s Leadership Circle

As a high school student, Jacquelyn Fouse, currently Chief Executive Officer at Agios Pharmaceuticals Inc. and a 2004 Distinguished UTA Alumna, had the opportunity to travel to France, a trip that left big impressions on a young woman from Duncanville, Texas.

That experience, Fouse recalls, helped open her eyes to the world, to the global nature of business and, eventually, to the value of finding opportunities by taking calculated risks. It also motivated her to establish the College of Business Jack and Doris Fouse Scholarship for Study Abroad — a gift that has allowed hundreds of students to participate in business-related international travel. (See student stories, page 11-13.)

“Particularly in the business school, the ability to operate in a global way is needed,” says Fouse. “Anyone who has the ability to travel — they just grow as a person. I get letters and cards from students, and they say that it has changed their perspective. They got exposed to things that offered a huge learning experience — learning about themselves.”

Understanding the global nature of business has served Fouse well in a career that includes executive positions across a wide range of international, industry-leading companies in pharmaceuticals, biotechnology, vision care, agribusiness, food and beverage, and airlines. Her mother, Fouse jokes, says her career path just means she can’t keep a job. But Fouse learned early on that her willingness to take a risk on different positions or companies would later open up opportunities that might have been missed.

“One of the best jobs I ever had was when I was the global group treasurer for Nestlé in Switzerland,” Fouse says of her time with the world’s largest food and beverage company. “I was put into a senior position at a fairly young age and was allowed to run my functional area. I managed a function that touched almost every country in the world. This was very formative, and I learned a lot about international operations and managing in different cultural environments.”

After Nestlé, Fouse served as Chief Financial Officer for Swissair Group; eye-care company Alcon Laboratories; and at Bunge Ltd., a global agribusiness company. She became President and Chief Operating Officer of Celgene Corporation in 2016. While there, she developed relationships with colleagues at one of Celgene’s research partners, Agios Pharmaceuticals. Both companies focus on science-based development of new treatments for cancer and rare diseases. The relationships led to a position on the Agios Board of Directors, then to her current position as CEO.

“I am a big believer in taking risk,” Fouse says. “I would almost say that if you only look at it as taking a risk then you may talk yourself out of it. Instead, look at it as an opportunity that may come with some risk. I just think that

jumping into something that makes you a little uncomfortable stretches you and challenges you to reach your full potential. I found that it always led me into things that were way more interesting and far beyond anything I could have dreamed up. If you take a job in another country, then you move, and if somehow you do not like it, you can always move back. There are very few things that are irreversible, especially in a professional sense.”

In Agios, Fouse saw a company that stayed true to its core scientific values, which appealed to her. “The company has stuck with its knitting from a scientific standpoint, which is admirable in this industry, because a lot of companies will chase something that may have a large commercial opportunity rather than being true to the science,” Fouse says. “I always respected the company for this, and over 10 years they demonstrated an ability to be productive with their research and development and have brought a couple of products to the market in a fairly short period of time.”

Staying true to those values while managing growth and keeping an open, transparent, agile flexible way of doing things is always a challenge in any industry, Fouse says. “It seems to be a law of nature that, as companies grow, they stop doing that.” In pharmaceuticals, innovation is an additional challenge.

“Innovation does not typically come in a linear or straight-forward pattern. It comes in waves or in step changes,” Fouse says. “How you get to have the right scientists that have the vision to hopefully keep you ahead of the game of innovation, I think, is an ongoing challenge for all of us. Generally, all the issues that we have in the

CAREER HIGHLIGHTS

- Board of Directors, Agios Pharmaceuticals Inc., 2017-2019 & CEO since February 2019
- Board of Directors, Incyte Corp., 2017-2019
- Executive Chairman, Dermavant Sciences, 2017-2018
- Board of Directors, Dick’s Sporting Goods, 2010-2019
- President, COO, Strategic Adviser, Celgene Corp., 2016-2017
- President, Hematology & Oncology, 2014-2016
 - EVP/CFO, 2012-2014
 - Sr. VP, CFO, 2010-2012
- CFO, Bunge Ltd., 2007-2010
- Sr. VP, CFO, Alcon Laboratories, 2002-2007
- CFO, Swissair Group, 2001-2003
- Various roles including Global Group Treasurer, Nestlé, 1993-2001

U.S. around pricing, politicians, people not necessarily understanding how the health-care system works, and why drugs cost what they do, where the value is created and the system — all those things are challenges for all of us. We constantly must make sure that we do have a clear value proposition for our drugs and try to make sure that the patients that need them can get them.”

Fouse’s approach to such challenges and advice she would offer to College of Business students is to lead by helping every person reach their full potential. By doing that, the team will reach its full potential. “Then you will get more from the team than the sum of its parts. As business leaders, that’s what we should aspire to. If we are doing that in the health-care industry, and our focus is on doing great things for patients with serious medical issues, we are going to bring better solutions to those patients if we are a high-functioning team,” she says.

Fouse is pleased to see that type of leadership demonstrated at UTA in the way in which the College of Business is managing the Jack and Doris Fouse Scholarship for Study Abroad, which is named in honor of her parents.

“It is just terrific, because the program is having the impact that we all hoped that it would have when we put it together,” she says. “I am really happy with the direction the University has been taking, both generally and in the College of Business.

I think it takes people to successfully run these programs. You can have all the funding in the world, but if people do not get it right in terms of implementing the program successfully, then they are not going to achieve the intended results. I would just like to give a lot of credit to the UTA team for what they are doing for students and how they are

contributing to the community. They are in North Texas, and it provides a huge service in so many ways to students as individuals but also to the community, in general. The University is very well-run, including some of the programs we chose to fund.”

Fouse says the success of the scholarship program began with her fervent point of view on the importance of global experiences. That passion, she says, is always “a great place to start, because you will be more enthusiastic about how you partner with the University to make that idea happen,” which then keeps donors and supporters engaged and feeling good about their support.

“I think spending some time to think through what you can do that will be complementary or additive to some of the other things that are already going on is really important. Then, when you see the results of it, I think that generally sets up situations where people will want to be supportive for the long term and not just be in one year and out the next. Sustaining support is important, and people should feel gratified about what they are doing.”

Not one to be content with three academic degrees and a long, successful corporate career, Fouse recently returned to school and this year completed a Master of Environmental Management (MEM) in the school of Forestry and Environmental Studies at Yale University.

She is working with the National Park Service on the Cape Cod National Seashore Team on an environmental management project designed to restore an estuary to its natural state. The study could potentially serve as a “model for other restoration projects and ecosystems,” she says.

Once again, Fouse sees an opportunity.

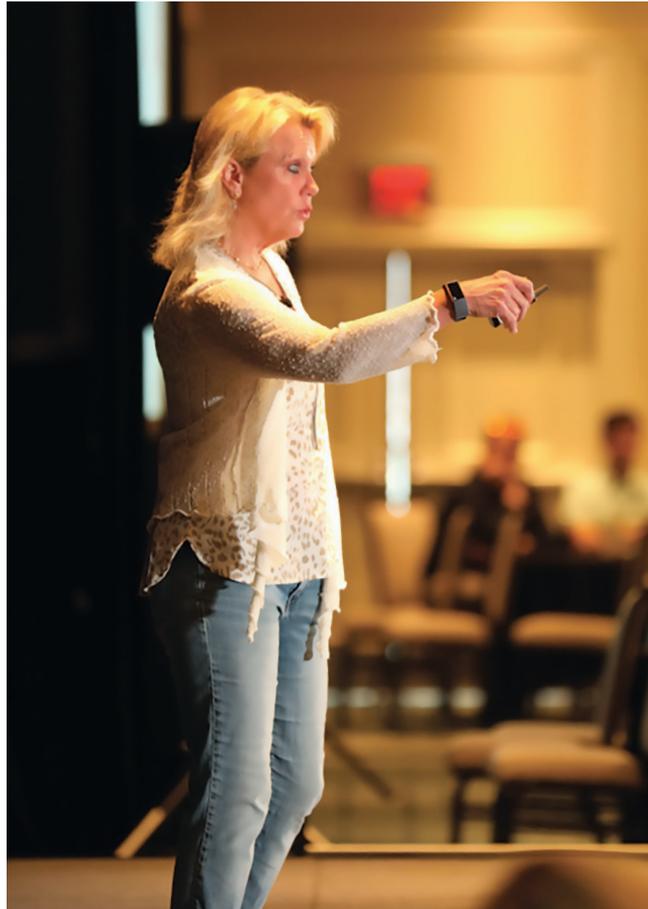


PHOTO COURTESY OF AGIOS

‘Innovation does not typically come in a linear or straight-forward pattern. It comes in waves or in step changes.’

– Jacquelyn Fouse

Fouse scholarship students grateful for study-abroad program

Since 2015, when the Jack and Doris Fouse Scholarship for Study Abroad fund was created and added to the list of UTA sponsored scholarships, almost 400 UTA College of Business students have traveled to 22 different countries for a semester.

Due to cost considerations, study abroad is typically limited to a handful of students in public universities. Thanks to a generous gift from Jacquelyn Fouse, PhD, (See Fouse profile, page 8.) the College of Business is able to offer scholarships to support a study-abroad experience for undergraduate students. Each scholarship, to date, is valued at an average of \$4,200 for round-trip transportation and lodging. Although this gift is focused on students majoring in international business and scholars in the Goolsby Leadership Academy, any qualified College of Business undergraduate student is eligible to apply. The hope is that this generous gift enables and encourages students to experience study abroad during their time at UTA.

“In this era of global business, international experience is pivotal to career success. Study-abroad experiences provide highly desirable skills that increase job prospects’ employability,” said Dr. J. Fernando Jaramillo, PhD, Associate Dean for Students and Programs. “Study abroad has been linked to numerous beneficial outcomes, including enhanced interpersonal

skills, adaptability, open-mindedness, cultural awareness, and personal growth.”

Students are encouraged to apply for funds to study abroad for a long semester or summer term. Students can join a College of Business faculty-led, study-abroad program or participate in a reciprocal exchange or affiliated study-abroad program with one of many educational partners via the Office of International Education.

According to Kelli Anderson, director of UTA’s Study Abroad Program, most of the students come from the Business, Liberal Arts, Architecture, Planning and Public Affairs programs. She also noted that while countries in Western Europe are always popular destinations, more students are exploring Asian countries, specifically China and South Korea.

UTA offers more than 500 programs in 62 countries open to undergraduate and graduate students. These courses are integrated into a student’s degree plans. The duration of the courses can range anywhere from a few weeks to a full academic year. The following students took advantage of the Jack and Doris Fouse scholarships during 2018-2019. Like virtually all other students who have studied abroad through UTA-sponsored scholarships, they found the experience extremely worthwhile and motivating.

[STUDENT ESSAYS ON NEXT PAGE](#)

PHOTO BY INÉS VALE, AMORIM & IRMÃOS DIRECTOR OF PUBLIC RELATIONS, MARKETING AND COMMUNICATIONS



College of Business students and teachers visited Amorim & Irmãos, the world’s largest manufacturer of cork products, in Porto, Portugal, 2018.



Diana Joulani

2019, BBA - Management; BBA - Marketing
Spring 2019 Scholarship Recipient
Study Abroad: Florence, Italy

In choosing an international marketing program in Italy, Diana Joulani says she was “exposed to unique concepts that I would not have been able to experience in a classroom setting.” In particular, Joulani appreciated learning from the personal experiences of her fashion and marketing professor, Sandra Nannini, former head of sales and marketing for the Nannini fashion brand founded by her family 70 years ago in Florence. “She helped expand the brand globally and attended major events, such as the Paris fashion show,” Joulani says. “Nannini’s experience made the class more enjoyable and relatable. I learned so much in such a short amount of time because she taught from personal experience, not from a textbook.”

One of the major lessons that stood out for Joulani was the cultural aspects of marketing. “I learned that Italians are very fashion forward and family oriented. Many of the advertisements in Italy depict a family aspect because that is what most Italians value the most,” she says.

The study-abroad program gave Joulani the opportunity to study Italian culture and history first-hand. “The European history was evident in the architecture and fashion,” she says. “Florence was my favorite city because it is so rich in Renaissance history.” Joulani loved the freedom she had to discover the architecture, history, and culture of Italy through tours of Florence, Rome, Pisa, and Venice, as



well as the everyday encounters with Italian customs and food. She says she came away with new perspectives and a more global appreciation for different cultures.

“Studying abroad in Italy was an amazing experience,” she says. “The knowledge I gained by exploring the world is invaluable. I was given a new perspective on many things such as nonverbal communication, family values, and even dining etiquette. As a marketing major, it is vital to be able to understand different cultures so that I can successfully tailor content to fit the interest of others. This unique study-abroad experience gave me the exposure I needed to help push me to better myself as a student and as a future professional.”

Miguel Palomares

2018, BBA - International Business
Summer 2017 Scholarship Recipient
Study Abroad: Barcelona, Spain

After his experiences in Spain, Miguel Palomares says he would “implore” students to study abroad. “It is life changing,” he says. Palomares came away from his summer in Barcelona with new friendships and “a greater knowledge of other cultures, as well as how important it is to be able to communicate with others even when there are language barriers.” He adds, “The trip helped open my eyes and changed my perspective to encapsulate a global stand-point, which I know will come in handy in the future as I head into the world of business.”

The study-abroad opportunity also challenged

Palomares on a personal level: to overcome a fear of heights by taking his first-ever airplane flight, to experiencing a foreign country for the first time, to learning more about the different social conventions of another country, which were quickly revealed in his first dinner at a tapas restaurant.

“Within the restaurant I observed that everyone was interacting with each other, and there was not a cell phone in sight,” Palomares says. “This difference between our cultures was something that I really liked in comparison to back home. In the United States, no matter where you go, unfortunately, cell phones appear to be the main priority instead of having genuine face-to-face conversations.” Palomares and his fellow students had the opportunity to learn about sparkling wine and beer brewing businesses with educational field trips to Estrella Damm Brewery in Barcelona, and Codorníu, Spain’s oldest and second-largest producer of Cava — a traditional Spanish sparkling wine.

“They showed us the process by which they create Cava and taught us a bit about the difference in the grapes and how they are selected,” he says.

But beyond the memorable new experiences, Palomares says he is grateful for the bonds he created with the new friends that he would have never discovered if not for the study-abroad opportunity. “I bonded so deeply with these people, who, otherwise, I wouldn’t have met and I am proud to say that lifelong friendships have formed,” he says. “This trip truly opened up my mind to viewing the world as a better and bigger place beyond my life and me.”

Nicole Yap

2019, BBA – International Business, Chinese
Fall 2018 Scholarship Recipient
Study Abroad: Xi’an, China, and Seoul, South Korea

Nicole Yap says the opportunity to study abroad in both China and South Korea was a “life-changing one” that altered her perspectives of the world and helped her better understand qualities that both unite and separate Asian cultures. “I believe I can bring knowledge and help to the international companies that I would be working in from what I have learned through these study-abroad” opportunities, she says.

Yap first experienced “cultural shocks” when she moved from her home in Malaysia to enroll at UTA, then again in different forms while studying in China and South Korea. Before participating in the program, she wondered to herself: “It was so hard for me to finally get used to the American culture. Why am I leaving the States and going back to Asia, again, just to experience all that cultural shock all over again?” Because of the scholarship, how-

ever, she says she was able to discover distinct cultural nuances between Asian countries that she would not have learned in a classroom and which, in turn, helped her learn and improve new languages. “I understood more about the words that I was using when I am speaking, because I learned the culture of the country at the same time. Without knowing the culture, it is hard for one to fully understand the language itself.”

Yap says her experiences working in a group with South Korean students humbled her. “After attending Yonsei University, I have come to realize that there are so many more people that are smarter and better than I. The groups that I have been in were the best that I have ever had up until now. They were efficient, smart and orientated.” The group presentations were informational and professional, just as she would expect to see if she were in a position of



approving a proposal. At the same time, Yap discovered something about herself in the process — a talent she provided to group members. “I have come to realize that they are really good in studying and doing projects, but they are not as good in presenting, as in public speaking. I was usually given the job of presenting our projects, because I was the only foreigner in the group and was confident in public speaking. They struggled in presenting without reading the script.”



MEET
**SAM
MAHROUQ**

Entrepreneur, Philanthropist,
Chairman & CEO of The MEI Group



**EDUCATION and
POST-GRADUATE AFFILIATION**

THE UNIVERSITY OF TEXAS AT ARLINGTON

1991, BA – Journalism; Business minor
2019 – \$500,000 donation for creation of the
Sam Mahrouq Financial Markets Lab

CAREER HIGHLIGHTS

- Chairman and CEO, MEI Group, 1991 to present
- Chairman, MEI Auto Finance, Inc., 2005 to present
- President, AutoMax Inc., 2000 to present
- Franchise Owner, Dollar Rent a Car, 2003 to present
- Chairman and CEO, IconGPS, 2017 to present

On cold days in Amman, Jordan, Sam Mahrouq would wait in the warmth of the school library until his father could give him a ride home in the family car. Often those afternoons meant a stop at a small stock market in downtown Amman, where his father would chat with friends and dabble in a little trading to supplement his teacher's income.

"I remember sitting back then, 40 to 45 years ago, in the market. It was so primitive, with a big blackboard and where people are sitting on these bleachers," Mahrouq says. "And the 20 to 30 companies in the entire country were being traded on that board."

Buyers would write orders on slips of paper and hand them to brokers who would match them with sellers. Primitive, indeed, by today's sophisticated global market trading standards, but as Mahrouq recalls, the concepts he learned then remain the same: There is a good life to be had in buying and selling for anyone willing to seize opportunities and take calculated risks.

"It really intrigued me when I was a kid," Mahrouq says. "As I grew, I started to understand it more and more, and I would participate in the decisions. That created in me a love for trade, for buying and selling. And I knew the power in trading. So fast forward to now, and thank God I am running several businesses in Arlington."

Mahrouq is Chairman and Chief Executive Officer of his company, MEI Group, six businesses largely focused on auto sales and financing. MEI Group has 11 dealerships and an asset portfolio valued at about \$150 million.

The path to Mahrouq's personal success story — the good fortune of being able to learn trading at his father's side — motivated him to fund the Sam Mahrouq Financial Markets Lab at UTA's College of Business (See story on page 2.) Now he hopes to spread the trading bug in college students, particularly those who are not as lucky as he was.

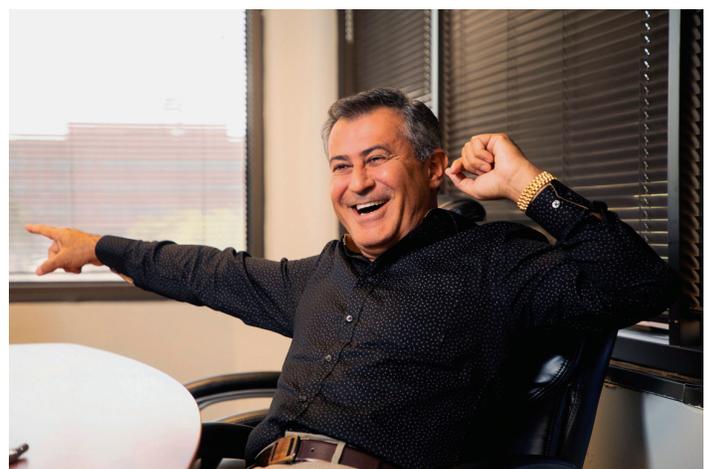
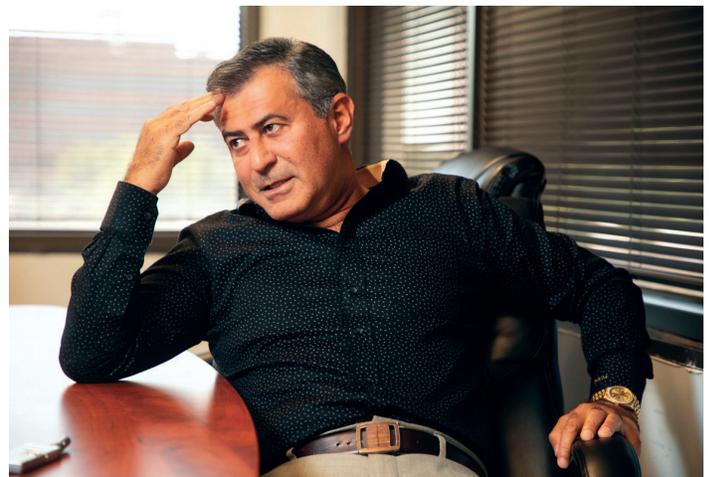
"I would not have accumulated the wealth I have or the success I have enjoyed so far if it weren't for those experiences that really made me intrigued," Mahrouq says. "And I felt there is a certain level of luck, and potentially unfairness, for people who are not lucky. I thought that at UTA we have a lot of kids who are first-generation college kids. The lucky kids, like my kids, go to places where they have trade floors."

With the financial markets lab, College of Business students have the opportunity to "get this first-hand knowledge. If I have a legacy, I want to see I'm affecting the lives of students, and that's when I came up with the idea of, I really want to donate to create a trade floor."

The donation to the College of Business is not the first time Mahrouq stepped up to back a good idea, especially one that benefits Arlington, the big city with a small-town feel that he loves dearly. After a two-hour tour of the

Arlington Museum of Art, he liked its programs so much he decided, on the spot, to support the museum by paying off the half-million mortgage on the building. He jokingly adds with a big smile that his immediate thought was: "Wait, uh, what did I just do?"

He also has made sizeable donations to the Levitt Pavilion, Downtown Arlington's outdoor concert and performance center; the Arlington Life Shelter, and Oak Ridge High School, where his children attend, and many other local charities.



SAM MAHROUQ, PHOTOS BY SHARON ELLMAN

Mahrouq's vision for the financial markets lab does not stop with its creation; he hopes it will lead to scholarships that are funded based on the students' trading success.

"I want them to trade with real money using the floor, and the group that created more yield would gain that scholarship and get real life experience," he says.

Mahrouq's ability, something he has done all his life, is to envision ways to make money from good ideas, such as the markets lab. While attending UTA, he sold used cars to help pay for his education and recognized an opportunity to make even more money exporting autos to the Middle East and, eventually, Asia. Upon graduation in 1991 he launched MEI Group.

"When I graduated, I was exporting about 20 to 30 cars a month, and I was making about \$1,000, \$1,500 a car. So, I graduated making \$30,000, \$40,000 a month, and I'm thinking, you know, I was going to law school, I'm making so much money as a car dealer, well forget that," he says.

During the economic downturn of 2008-2009, Mahrouq's ability to spot opportunities transformed MEI Group into what it is today.

"I was exposed to how horrific the economy could be and how much I lost on these luxury cars and made money on the little cars. It's a business that's good in a good or bad economy. Everybody needs a car. If you treat customers fairly, give them a good deal, give good service, then there's no end to that market."

So Mahrouq converted MEI to a "tote the note" business, creating his own sub-prime finance company that supports auto sales of about "600 to 700 cars a month." And in this success, Mahrouq came upon another idea — the solution to an inventory problem — that led to a new vertical expansion of his business, IkonGPS, which provides satellite-based Global Positioning System (GPS) hardware and software to help customers track vehicles.

"It's almost impossible to keep track of all the cars. We were losing 10 cars a year in a good year; in a bad year we lost 50. I

was tired of that and I had to find a solution," he says.

IkonGPS was born as a "geo fence" as opposed to other solutions that focused on physical fences and security cameras. Mahrouq then realized that, if he had this problem, other dealers might, too.

"Controlling inventory is a never-ending problem. When you have a moving object, and a lot of people have access to that object, you naturally are going to have displacement. You're going to have theft. You're going to have confusion on who took the car where."

But wait. There's more.

"The idea was we would go to the dealer and tell them, for free, stick the device in every car. It gives you complete control of where the car is. You sell it to your customer as an add-on, an anti-theft device that will save them more than what they will be paying long-term in insurance," he says, noting that MEI receives a portion of the sale. "The dealer is making money, we're making money, and the buyer can save money on insurance. I've always believed in a win-win solution."

Mahrouq sees even greater opportunities. "We can monetize a lot of that data," Mahrouq says. "We're at stage one of 10 stages of what I want. We have a negative cash flow right now, but in six months we will be break even and hopefully create a billion-dollar technology company from it."

Seeing how to monetize a good idea and taking calculated risks is good advice for any business student, Mahrouq believes.

"I advise them to believe in the power of entrepreneurship," he says. "People are willing to pay money to resolve problems."

During those childhood trips to the stock market in Amman, he learned from his father to take risks, but only when you can survive a worst-case scenario.

"You've got to take a gamble. Life is a gamble," he says, adding with his typical upbeat laughter, "You don't gamble on the farm and the cows. You take a gamble, maybe, on the goat in front of the house, but if it goes away you can still survive."



Sam Mahrouq at the dedication of the Sam Mahrouq Financial Markets Lab.

PHOTO BY RANDY GENTRY, THE UNIVERSITY OF TEXAS AT ARLINGTON

Sandy El-Rayes

UTA College of Business
Adjunct Professor,
“Entrepreneurship
and Venture Management”

2018, EMBA; Certificate in
Asian Business Studies
Marketing Director, TechFW



PHOTO BY SHARON ELLMAN

Sandy El-Rayes is a Fall 2018 graduate of UTA’s Executive MBA (EMBA) program, graduating top of her class and being accepted into the Beta Gamma Sigma Honor Society. She began her professional career by starting a direct sales business at the age of 23. For the next eight years, she opened 10 locations throughout the United States for varying clients, including Makeover Essentials Cosmetics, AT&T and DirecTV. She now is the marketing director at TechFW, an incubator in Fort Worth that helps entrepreneurs commercialize innovative technologies. She has had multiple articles published on Elite Daily, advocating for entrepreneurship, led the marketing efforts for Global Entrepreneurship Week in Fort Worth, and is part of the 2019 Leading Edge Cohort.

“UTA helped me shape my next career steps in many ways,” she says. “After I stepped down as CEO of my organization in pursuit of my next challenge, I wasn’t quite sure

which direction I wanted to go. I left a very high-paying career, not so I could just take a regular job, but so I could continue to elevate my life.”

The EMBA program, El-Rayes says, connected her with an executive coach, Cynthia St. John, who helped her pinpoint the type of work she wanted to do and the type of environment she wanted to be in. She eventually found that at TechFW.

“Through this role, I’ve been connected and deeply immersed in the entrepreneurial community in Fort Worth, helping support it, build it, and advance it. I am now looking forward to one day soon building another company within it,” she says.

In the Executive MBA program, El-Rayes says she learned so much in such a short period of time about business — local and global — and started to develop an “immense understanding of how you fit into the world based on your passions and skillsets.”

She advises students, “Be open to what you can learn, and don’t be pigeon-holed into what you think you’re going to end up doing. Utilize the resources given to you through the program: the executive coaches, LinkedIn specialist, etiquette classes, resume writers, alumni events and connections you’ll make. It is way more than just going to class. It can change the trajectory of your personal and professional life if you take advantage of everything that’s offered to you.”

UTA team beats Harvard, Stanford, TCU in real estate challenge

A team of real estate graduate students from the UTA College of Business placed second in the national Real Confidence University Challenge in 2018. The team was required to create a billion-dollar portfolio of real estate capital market assets as part of a theoretical fund. Even though the capital was theoretical, the investment returns were based on actual market data.

In the annual competition, university teams gain project-based experience in private and public real estate by investing \$1 billion in theoretical capital. This year, 48 universities and colleges and more than 200 students competed to win \$50,000 for their institution by creating top-performing portfolios.

“This has been a well-recognized competition at the national level,” said Professor and Chair Sanjiv Sabherwal, PhD, Finance and Real Estate Department. Students pick real estate debt and equities securities to form a portfolio.

The College’s portfolio outperformed those of Harvard,

Stanford, New York University, Texas Christian University, Southern Methodist University, Texas A&M, University of Chicago, Rice and others.

“What drew me — and I think the entire team — to it was the fact that this competition was something that was done in real time,” said Tanmay Patel, a 2018 dual master’s student in real estate and business who credited Associate Professor Sriram Villupuram, PhD, for his guidance. “This was not one of those projects or competitions that was just theoretical. This was based on real-life data and something that would take a year in real time to show us the results.”

UTA’s team consisted of John Michael McGee (2017, BAA; 2018, MS – Real Estate), Tanmaykumar Patel (2018, MBA; 2018, MS – Real Estate), Rutaj Bhatt (2016, MBA; 2018, MS – Real Estate), James Steven Stratton (2017, BBA – Real Estate), Sarah Denise Clark (2015, MBA) and Kai Cui, who earned a graduate certificate in real estate development in 2017.

Universities play a fundamental role in the creation and dissemination of knowledge. “New knowledge provides individuals with a set of skills and competencies that allows them to create new value and wealth,” says Dr. Wendy Casper, UTA College of Business Associate Dean for Research. “The generation of new knowledge is a necessary condition for innovation, economic growth, and prosperity.” Casper says faculty research is motivated by the College tagline: **Transforming Lives Through Knowledge**. “Through tireless effort and their commitment to research, faculty members advance the knowledge frontier and our understanding of business practices.” The following Faculty Research Highlights exemplify the intellectual contributions and new knowledge creation of four distinguished College of Business faculty.

COLLEGE OF BUSINESS RESEARCH MAVERICKS

PHOTOS BY SHARON ELLMAN, ELLMAN PHOTOGRAPHY

Sridhar Nerur, PhD

Goolsby – Virginia and Paul Dorman Endowed Chair in Leadership
 Professor, Information Systems and Operations Management

1994, PhD – Business Administration
 1994, PhD – Information Systems
 The University of Texas at Arlington

1988, MBA – Management/Business
 Indian Institute of Management
 1983, BE – Engineering and Electronics
 1983, BS – Electronics and Communications Engineering, Bangalore University, India

<https://mentis.uta.edu/explore/profile/sridhar-nerur>

Dr. Nerur was ranked in a 2014 article in the Journal of Systems and Software as among the top three worldwide researchers in the field of agile software development. Much of his research in this area draws on the conceptual foundations of small groups research, as well as theoretical insights from distributed cognition, team mental models, systems thinking, and experiential learning. In addition, he has made significant contributions to the literature on citation analysis,



particularly in terms of how it can be applied to unravel the intellectual structure of disciplines.

He is chair of the graduate studies committee on Business Analytics, which was set up to oversee the Master of Business Analytics program at the College of Business. In addition to teaching state-of-the-art courses in data analytics, he has actively engaged with the community to advance the analytics program in the College. His research and teaching interests include social networks, big data analytics, deep learning, machine learning, text analytics, cognitive aspects of design, dynamic IT capabilities, and agile software development. He has co-authored journal articles on social capital and knowledge networks of software developers, harnessing the “wisdom of the crowd” to solve medical mysteries, user engagement in the era of hybrid agile software development methodology, and advances in social media research

RESEARCH SPOTLIGHT

TITLE: *Is Technological Similarity a Predictor of Patent Litigation? An Empirical Analysis Using Text-Mining*

DR. NERUR'S SUMMARY: The increasing incidence of patent litigation has led to efforts to identify the predictors of patent lawsuits between firms. Prior research has identified this as an indicator of infringement. Our study contributes to this small but growing body of literature by demonstrating that technological overlap between firms — in terms of the lexical similarity of their patents — is positively associated with patent litigation. The study explains how text-mining can be used to assess and visualize technological similarity between firms. The findings suggest that technologically similar firms are more likely to be involved in patent litigation. Given the enormous amount of time and financial resources spent by organizations involved in patent lawsuits, insights from the study can be useful to them in anticipating and pre-empting such litigations.

PUBLISHED RESEARCH: *MIS Quarterly, Strategic Management Journal, Journal of Association of Information Systems, Information & Management Journal, Journal of International Business Studies, Communications of the ACM, Communications of the AIS, and the European Journal of Information Systems, among others.*

Jennifer Jie Zhang, PhD

Fellow, Eunice and James L. West
Distinguished Professor
Professor, Information Systems and
Operations Management

2003, PhD - Business Administration
2003, PhD - Computer Information Systems
University of Rochester

1997, BE - Engineering Economics
1997, BA - English
Tianjin University, China

<https://mentis.uta.edu/explore/profile/jie-zhang>

Dr. Zhang uses analytical and empirical techniques to closely examine issues in advanced and business applications of information technologies. Her research includes trend and business impacts of social media, digital marketing strategies, web analytics, online word-of-mouth and consumer online behaviors. Dr. Zhang has taught courses on e-commerce and web technologies, web and social analytics, management of digital enterprises, advanced web

programming and object-oriented business programming.

Dr. Zhang has established a strong reputation in the areas of online word-of-mouth consumer buzz, social media and digital marketing. Her studies show that online word-of-mouth affect product sales. Consumers are partially rational in terms of realizing the bias and identifying the “truth” in reviews. And consumers discriminate the reviews based on the reviewer identities and characteristics. Her research discovers a J-shaped distribution of product reviews that is driven by self-selection behaviors in purchasing and reporting. The findings have important practical applications, e.g., designing rating presentations and detecting fake reviews.

Dr. Zhang was ranked as global top 24 (No. 2 among females) most frequently appearing authors in high-impact information systems journals during 2005-2014.



RESEARCH SPOTLIGHT

TITLE: *A Picture is Worth a Thousand Words: How Can Emotions in Project Images Drive the Success of Crowdfunding Campaigns?*

DR. ZHANG'S SUMMARY: More than 60 percent of crowdfunding campaigns fail to hit their goal. Hence, it is imperative to study how to improve their successfulness. This research focuses on the design of project images that display the themes and contents

of the projects on a crowdfunding website. The study was conducted based on data collected from the popular crowdfunding platform *kickstarter.com*. A deep neural network, machine-learning model was implemented to identify the emotions conveyed in the project images, such as amusement, awe, anger, contentment, disgust, excitement, etc. We empirically demonstrate several emotions, e.g. sadness, contentment and fear, strongly affect the outcomes of crowdfunding projects in terms of number of backers, funds raised, and percentage of goal achieved. From a design perspective, we further explore what image aesthetic attributes (e.g. composition, color, contrast and content) evoke each emotion. These findings provide useful insights for seekers to design a successful crowdfunding campaign.

PUBLISHED RESEARCH: *MIS Quarterly*, *Journal of Economics and Management Strategy*; *Information Systems Research Journal*; *Journal of Management Information Systems*; *Decision Support Systems Journal*; and *Journal of Electronic Commerce*, among others.

Michael Ward, PhD

Professor – Economics

1993, PhD – Economics

1986, MA – Economics

University of Chicago

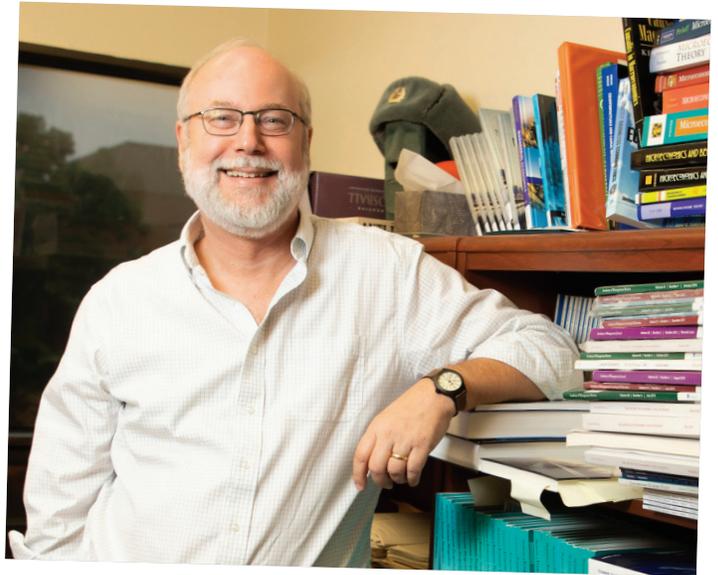
1983, BA – Mathematics & Economics

University of California, Los Angeles

<https://mentis.uta.edu/explore/profile/michael-ward>

Dr. Ward specializes in applied microeconomics, industrial organization and economics of innovation. He teaches courses on economic analyses of business decisions and strategies, and economics of the video game industry. His research interests are in competition and productivity in research-intensive industries, especially telecommunications, e-commerce, and pharmaceuticals. Of particular interest are market regulation and policy, and institutions to facilitate information transfer.

“I have studied the economics of innovation and technology. This had been examining policy toward telecom, e-commerce and mobile phones. About a decade ago, I started looking into the fastest evolving medium of communication ever devised — video games. I have papers that cast serious doubt on video games causing violence. This is likely because video games take a lot of time away from activities that instigate violence, like drinking and



just hanging out. On the other hand, I have shown that they also take time away from school studies. And I have investigated strategic scheduling of game releases to avoid competition,” Dr. Ward says.

RESEARCH SPOTLIGHT

TITLE: *Understanding the Effects of Violent Video Games on Violent Crime* (27,454 downloads since it was first published in 2011); currently writing a book on the evolution of the video game industry, to be published by MIT Press, working title: “The Entertainment Software Explosion.”

DR. WARD’S SUMMARY: Video games are an increasingly popular leisure activity, and many games contain hyper-realistic violence. Many researchers and policymakers hypothesized that violent games cause violent behaviors. Laboratory experiments have found evidence suggesting that violent games increase aggression. Our study uses a quasi-experimental methodology to identify the short-run and medium-run effects of violent game sales on violent crime using time variation in retail unit sales data of the top 30 selling video games and violent criminal offenses. We found no evidence of an increase in crime associated with video games and possibly a decrease.

In the to-be-published book on the entertainment software explosion, I show how specific innovations changed consumer behaviors, firm strategies, and industry structure over five decades. The goal is to apply some economics to the current technological shocks, e.g., virtual reality or augmented reality, to predict how the industry will continue to evolve.

PUBLISHED RESEARCH: *Review of Economics and Statistics, Journal of Law and Economics, Research Policy, Journal of Industrial Economics, Technological Forecasting & Social Change, China Economic Review, World Development, Contemporary Economic Policy, Managerial and Decision Economics, and American Behavioral Scientist.*

Narayanan Janakiraman, PhD

Associate Professor, Marketing

2003, PhD – Business Administration
University of Pennsylvania

1995, MBA – Business
Pondicherry University, Kalapet, Puducherry, India

1993, BE – Electronics & Instrumentation Engineering
Government College of Technology, India

<https://mentis.uta.edu/explore/profile/narayanan-janakiraman>



With a specialization in consumer psychology, Dr. Janakiraman teaches courses on creativity, innovation, product design, marketing strategy and consumer behavior. His research is focused on how consumer behavior is affected by a company's marketing actions, and in turn, how marketers design strategies to influence behavior. His research examines four types of consumer behaviors in retail and service contexts, specifically how consumers react to: 1) waiting time; 2) variances in product quality (e.g., product return policy or information provided to consumers on 911 calls; 3) reciprocity (e.g., pricing policy

to initiate and advance pay-it-forward chains, or offering unexpected deep discounts); and 4) different marketing strategies (e.g., type of slogan devised, or local/global ads played in stores).

“My aim has been to engage in systematic and programmatic research to understand these consumer behaviors and its implication to marketers,” Janakiraman said. “Prior to my PhD, I had worked as a market researcher, doing a lot of product tests, conjoint analysis studies and assessment of consumer feedback to product concepts, and as a product manager for fragrances, trying to help fast-moving consumer good companies introduce new products. During that time, I was intrigued by consumer behavior and why consumers reacted to products and services differently even with seemingly similar products/services. The curiosity and need to understand consumer behavior led me to my PhD at Wharton.”

His research on local-global identity explains why certain buyers prefer premium brands and are willing to pay higher prices for their purchases. Study findings show that local and global identity are related to price and quality perceptions. Individuals with a local identity are faithful and respectful of local traditions and are more likely to believe higher prices mean higher quality. Conversely, individuals with a global identity favor globalization and view the world as a global village. These individuals are less likely to associate higher prices with higher quality.

RESEARCH SPOTLIGHT

TITLE: *The Effects of Local-Global Identity on Preference between Purchase versus Rent Decision: The Role of the Settler-Traveler Mindset*

DR. JANAKIRAMAN'S SUMMARY: Four laboratory experiments and one field study consistently demonstrate that consumers high in local identity have a greater preference toward purchase decisions, whereas consumers high in global identity have a greater preference toward rent decisions. A key mechanism underlying these effects is the activation of settler-traveler mindset. This research has implications in the rent vs. own shared economy, also called the “Netflix Economy” in which consumers are interested more in shared experiences than outright ownership, as reflected in the emergence of businesses such as Uber ride-sharing and Airbnb.

PUBLISHED RESEARCH: *Journal of Consumer Research, Journal of Marketing Research, Journal of Marketing, Harvard Business Review, Journal of Consumer Psychology, Journal of Retailing, Journal of Business Research, Journal of Consumer Marketing, and Marketing Letters.*

The Evolution of a Recognized College of Business 1895-2019

The importance of a relationship between education and business has been evident throughout the UTA College of Business history since the beginning. And strengthening that relationship continues to play a role in the College's future, as evidenced by the Dean's message for the future on page 27.

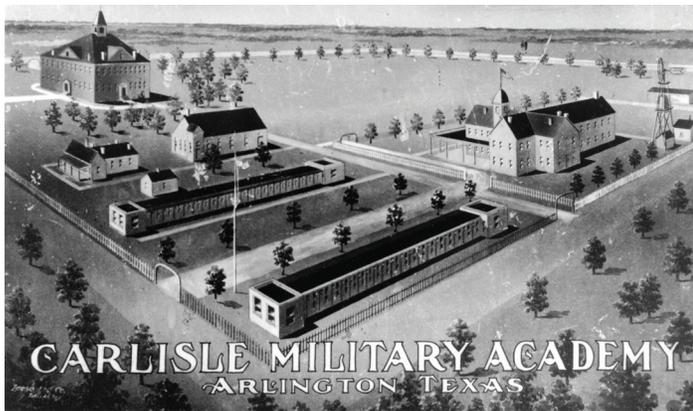


1895-1959

The Founding Years

In the late 1800s, an Arlington, Texas, business merchant named Edward Emmett Rankin organized a group of fellow citizens to donate materials and land to build a private school for primary through secondary level students. The wood-frame, two-story Arlington College building opened in 1895 as a private liberal arts institution in the center of Arlington, which was platted in 1876 and incorporated in 1884.

Arlington College struggled to grow its enrollment, and it was sold to the City of Arlington in 1900. Two years later, the college was closed when the Arlington Independent School District was created, and the building was sold to James McCoy Carlisle, who re-opened it as **Carlisle Military Academy**, with classes in physics, chemistry, geology and botany. Enrollment in 1905 was 150, but the academy was forced to close in 1913 because of continuing financial difficulties.



Illustrated poster showing aerial view of Carlisle Military Academy and surrounding property, which was in operation from 1902 to 1913.

In 1914 another attempt was made to transform the academy into **Arlington Training School**, with 11 buildings on 10 acres and 95 students enrolled. Two years later, it was renamed **Arlington Military Academy**. In 1917, a group of Arlington officials, including Judge Vincent Grubbs, joined forces with The



Known as the Father of Arlington College, E.E. Rankin, center, ran Rankin's Grocery (and hardware supplies store) on East Main St. in Arlington, c. 1900.

Agricultural and Mechanical College of Texas in College Station to lobby the Texas state legislature for approval to transform the academy into a junior college. The campus was established as a branch of the A&M College of Texas and was called **Grubbs Vocational College**.

By 1923, the college got another name change — **North Texas Agricultural College (NTAC)** — sometimes called "Northaggieland." The Great Depression resulted in major cuts to funding and a decline in students, so more general college courses were gradually introduced at NTAC instead of vocational classes.



Shorthand and Typewriting class c. 1919 at Grubbs Vocational College, a branch of the Agricultural and Mechanical College of Texas. Grubbs opened in 1917 with coed classes.



PHOTOS THIS SECTION COURTESY OF SPECIAL COLLECTIONS, THE UNIVERSITY OF TEXAS AT ARLINGTON LIBRARIES, ARLINGTON, TEXAS



Courses in livestock were conducted just west of the main NTAC campus.



By the late 1940s, the NTAC campus had assumed a familiar look. Centered on west Second Street, the main campus occupied eight city blocks.

Throughout World War II, NTAC trained students with a “war program” focus and participated in the V-12 Navy College Training Program, offered at 131 colleges and universities in 1943, giving students a path to a Navy commission.

When the Texas A&M System was created in 1948, Ernest H. Hereford became the first president of NTAC, and shortly thereafter, NTAC became **Arlington State College (ASC)**. In 1949, ASC had 110 teachers and 2,000 students.

In the 1950s, the college expanded significantly, from 1,322 students in 1952 to more than 6,000 students in 1959. Students could enroll in two-year programs in accounting, merchandising, and secretarial training, or those working toward a Bachelor of Business Administration degree could take the first two years of the four-year degree before transferring to a four-year institution. Texas A&M officials resisted lobbying to turn ASC into a four-year institution, supposedly because they feared ASC would become larger than the College Station campus.



The 1960s

A new 4-year college is born. Business, Liberal Arts, Science, and Engineering programs launched.

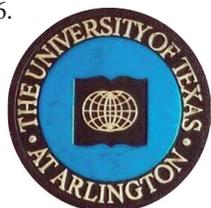
After a controversial battle of wills with the Texas A&M System, **Arlington State College** became a “senior college.” Approval of four-year status in 1959 created the foundations for programs in business, engineering, liberal arts and science. With an enrollment of 6,388 in 1959, the College originally comprised two schools: the **School of Arts and Sciences (for business administration, liberal arts and science programs)** and the School of Engineering. The Aggies’ greatest fear came true: Enrollment at ASC jumped to 9,116 students in 1963, while enrollment at Texas A&M’s College Station campus was 8,122. ASC received full accreditation from the Southern Association of Colleges and Universities, and relevant accrediting associations approved undergraduate programs in accounting, business administration, social work, architecture, and nursing. Because enrollment grew so quickly in the non-engineering programs, specifically in business (from 1,512 in fall 1959 to 3,434 in fall 1964), the School of Arts and Sciences was divided into three separate schools in 1965: the School of Liberal Arts, the School of Science, and the School of Business.



When Texas A&M proposed renaming ASC “Texas A&M University at Arlington” in 1964, students, faculty, and alumni opposed the change and advocated a separation from the A&M system.

In April 1965, after five years of being denied increased funding by Texas A&M’s board, and with support from North Texas state legislators and business leaders, the Texas legislature transferred Arlington State College from the Texas A&M University System to the University of Texas System for “administrative purposes.” A year later, ASC’s graduate school was established with an initial slate of six master’s degrees. And in March 1967, ASC became **The University of Texas at Arlington**. At that time student enrollment was 11,501, with a faculty of 486.

The UTA College of Business Administration received initial accreditation for its undergraduate degree program from the American Assembly of Collegiate Schools of Business (AACSB) in 1969, and the first master’s degrees in business administration were awarded that year.





College of Business Time Capsule (1970-2020)

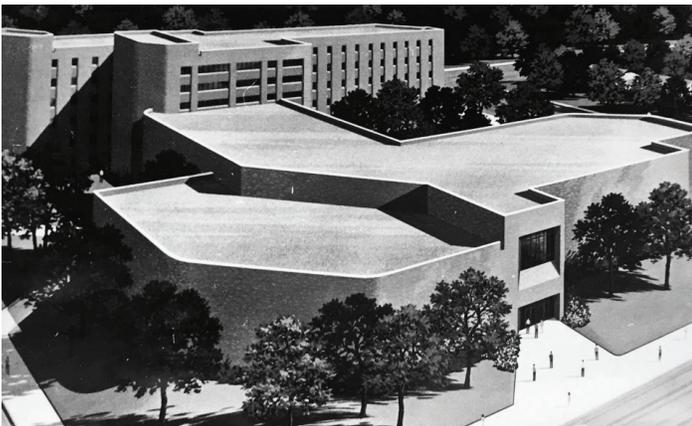
The 1970s

The Rapid Growth Era

School of Business Administration elevated to College of Business Administration



The College of Business Administration was in the Life Sciences Building (above) from 1970 to 1977 when the current College of Business building opened (below).



In 1970, the new Business Administration and Life Sciences Building opened on the southern end of campus.

The School of Business Administration became the College of Business Administration in 1973, and its master's program received AACSB accreditation.

The first PhD in Business Administration was awarded in 1977, and the College moved into a modern 157,810-square-foot building. The building was dedicated by Texas Governor Dolph Briscoe in January 1978.

College of Business Administration enrollment in 1979 was 6,241.

The 1980s

The PC Era

The first endowed chair at UTA, the Eunice and James L. West Chair of Private Enterprise and Entrepreneurship, was established with a gift of more than \$1 million in 1980.

The College received AACSB accreditation for its Accounting programs in 1984.

The College offered its first MS in Real Estate and MS in Personnel and Human Resources Management in 1985.

In 1986, the College established its first two endowed professorships: the Public Accounting Professorship and the Gould/Mayfield Professorship in Real Estate. The third endowed professorship in the College of Business Administration, the Accounting Alumni Professorship, was established in 1986.

The College opened the first state-of-the-art 50-unit networked executive PC classroom at any north central Texas university in 1986.

The College began offering an MS in Information Systems in 1988.

In Fall 1989, College of Business total enrollment was 6,803 (5,831 undergraduates, 972 graduate level).

The 1990s

The MBA Era

In 1990, the College received approval to offer a PhD in Business Administration degree rather than a business track under the previous PhD in Administration program.

The College's MBA program was recognized as one of "America's 57 Best" in Prentice Hall's Top Business Schools in 1990.

In 1994, the College collaborated with the U.S. Army for Acquisition Corps officers to earn their MBA and work with local defense industry firms.

The College launched a Bachelor in Business Administration – International Business/Foreign Language degree program in 1994.



A networked PC classroom was created in 1986.



PHOTOS THIS PAGE COURTESY OF THE COLLEGE OF BUSINESS

In 1997, the College faculty approved a professional program in business, a program that allowed College of Business students to get both a bachelor's and master's degree in approximately five years.

By 1995, UTA's centennial year, the university was the second largest in the UT System, and the College of Business graduated more than 1,000 students per year.

The College of Business and College of Engineering partnered to begin the MS in Logistics program in 1998.

In Fall 1999, College of Business total enrollment was 5,266 (4,422 undergraduates, 844 graduate level).

The 2000s

College of Business goes international

The College launched the first MS in Health Care Administration cohort class at Fort Worth and received approval to launch an Executive MBA program.

In 2002, the College received approval from the Ministry of Education of the People's

Republic of China to offer an Executive MBA at Tongji University and the Beijing University of Science and Technology.

The College received a \$2-million gift to establish The Goolsby Leadership Academy and four professorships in 2003. The anonymous gift honors John L. Goolsby and his wife, Judy, and was the largest single gift in UTA history, at the time.

The first commencement ceremony was held in Beijing for graduates of the Executive MBA program in 2004. In the same year, the College began offering its MS in Health Care Administration at University Center – Dallas.



The College of Business launched an EMBA program in China in 2002.

In 2005, the College received a \$250,000 gift to establish the Chester “Chuck” Carlock Distinguished Professorship in Accounting in honor of Chuck Carlock, the 2005 UTA Distinguished Accounting Alumnus. And, the College received a \$250,000 pledge from Alcon Foundation to fulfill the first matching gift requirement in the Goolsby Leadership Academy, establishing the Goolsby-Alcon Endowed Chair in Leadership.

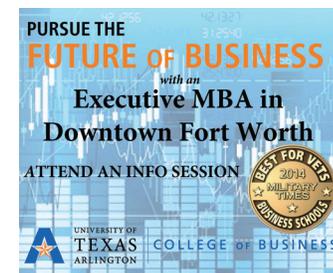
Also in 2005, the College received approval to offer the Master of Science in Quantitative Finance.

In 2006, General Tommy Franks (1971 BBA) was awarded the first Goolsby Leadership Medallion.



Maintenance (continuance) of AACSB accreditation was achieved in business and accounting, at all degree levels in 2006.

The first cohort of domestic EMBA students began classes at the UT Arlington Fort Worth Center in 2006.



The first cohort of domestic Executive MBA students traveled to China for a two-week immersion in 2007.

Also in 2007, UTA opened the historic and renovated Santa Fe freight building in downtown Fort Worth for educational purposes. Initially, the College of Business Administration offered only Master of Business Administration classes but later expanded to offering more classes for a few more degree programs on the graduate and undergraduate levels.

In 2008, the College received the second Alcon Foundation gift in support of Goolsby Leadership Academy scholarships. The family of Manny Rosenthal contributed \$250,000 to fully fund the Goolsby Rosenthal Endowed Chair.

In 2009, The John and Judy Goolsby – Jacquelyn A. Fouse Endowed Chair and an endowed scholarship were established in the Goolsby Leadership Academy.

The University dropped the word "Administration" from the College's name in 2009. Enrollment was 5,719 (3,988 undergraduates, 1,731 graduate level).

2010-2020 Broadening Horizons

Maintenance (continuance) of AACSB accreditation was achieved in business and accounting, at all degree levels in 2011.

Through pledges and funds received, the College met the \$1-million goal for establishing the Dan Himarios Endowed Chair in 2013.

In 2014, the College surpassed 2,000 graduates of the Asian Executive MBA program.



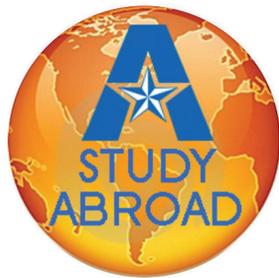
The Goolsby Leadership Academy began its Early Leader Program for freshman students with endowment funding from BNSF in 2014.

Two new specialized master's degree programs were launched in 2015: the MS in Economic Data Analytics and the MS in Business Analytics, both STEM designated programs.

The inaugural meeting of the MS in Health Care Administration advisory board was held.

A major gift was received from alumna Jacquelyn Fouse,

establishing the Jack and Doris Fouse Scholarship for Study Abroad in 2015.



The College of Business MBA and EMBA programs moved up to Tier 1 in Global Ranking by *CEO Magazine* in 2016, and UTA was named one of the best business schools by *Princeton Review*.

A Veterans Business Outreach Center was opened in the College of Business, with support from a U.S. Small Business Administration grant.

In 2017, the College worked with BNSF to establish a program for employees to earn a BBA with a concentration in management.

Also in 2017, *topmanagementdegrees.com*, a business education and career guide, listed UTA's MBA program one of the top 25 in Texas. Programs were ranked according to accreditation, affordability, average salary and prestige.



In 2018, UTA became the first Texas university to offer students the opportunity to earn a master's degree in economics and a National Association for Business Economics Certified Business Economist, or CBE, professional certification simultaneously.



PHOTO BY RANDY GENTRY, THE UNIVERSITY OF TEXAS AT ARLINGTON

In Fall 2018, the College launched a 100-percent-online, accredited MBA for working professionals.

The Sam Mahrouq Financial Markets Lab (above) opened in 2019, thanks to a large donation from UTA alum and entrepreneur Sam Mahrouq.



The Beta Gamma Sigma (BGS) Chapter at UTA qualified for recognition as a Highest Honors Chapter, indicating that the campus's academic excellence is highly valued and that chapter officers work diligently to enhance Beta Gamma Sigma's stature on campus. Recognition of this and other honorees will be made by the BGS Global Headquarters in 2020.

The Health Care Administration program was notified by the Commission of the Accreditation of Health Management Education (CAHME) that the program has been elevated to Candidacy status, which is the second of three stages for achieving full accreditation of the program.

College of Business Enrollment
Fall 2019 – 6,434

(4,870 undergraduates and 1,594 graduate level)

- 81% Texas Resident
- 19% Non-Texas Resident
- 8.2% Veterans

Degrees awarded
Jan-Sept 2019

- 1,274 + (1,000 est. Dec).



PHOTO COURTESY OF ERICSSON

Dean Harry Dombroski; Amy McCune, head of Managed Services of Ericsson North America; Dr. Radha Mahapatra, Chair, ISOM; Brian White, Jaya Pragash, and Chelliah Samuel of Ericsson; ISOM faculty Dr. Kay-Yut Chen, Dr. Sridhar Nerur, and Dr. Jay Samuel, with the first group of Ericsson students at the Signing Ceremony for the Executive Certificate in Business Analytics, August 2019.



Senior Associate Dean Greg Frazier, PhD; Associate Dean J. Fernando Jaramillo, PhD; and MBA alumnus Bob Bedell.

In 2019, new programs and accomplishments at the College of Business included:

- Dean's Leadership Circle;
- MAVS100 program honoring UTA alum-owned businesses;
- Business Week program attendance records set with 81 speakers in 91 classes;
- The Mavericks Macroeconomics Speaker Series;
- Maverick CEO Roundtable among alumni and other business leaders to discuss current economic trends and challenges;
- Executive Certificate in Business Analytics, a unique partnership with Ericsson;
- Installation of new iconic Business Building sculpture.



PHOTOS BY RANDY GENTRY, UNIVERSITY OF TEXAS AT ARLINGTON (TOP LEFT); AND SHARON ELLMAN, ELLMAN PHOTOGRAPHY



Dean's Vision 2020 and Beyond

From a business school perspective, the Dallas Fort Worth Metroplex (DFW) is truly a “target rich” environment. Home to 24 of the Fortune 500 and over 10,000 corporate headquarters, the Metroplex is the largest concentration of corporate headquarters in the United States. Additionally, it is expected that between now and 2030, the Metroplex will grow by another 3 million people and, in the process, pass Chicago to become the country’s 3rd largest economic and population center in the United States.

The UTA College of Business is well positioned to meet the challenges of this future growth. Situated in the heart of this vibrant economic center, and combined with our reputation for providing the highest quality education, the College will be an essential institution to propel the Metroplex forward and realize its full potential.

We will meet tomorrow’s challenges by providing the educated workforce that tomorrow’s business environment will demand; conduct impactful research that will allow businesses, as well as the community at large, to face tomorrow’s challenges; and produce alumni that will provide the Metroplex leaders to meet these inevitable challenges.

The business environment in 2030 will require a much more educated and data reliant workforce. Currently estimates are that 65% of all jobs in 2030 will require some type of post-secondary education, either a degree or a certificate. It is also expected that students entering college between now and 2030 will increasingly be first generation in college and increasingly minority. Future students also will be looking for increased flexibility in the management of their own education.

These changing demographics will require many of today’s universities and colleges to look to expand their student population, adapt to the increased number of first generation in college, and provide all students increased flexibility regarding their degree plans. That, however, is not the case at the College of Business — that is our wheelhouse.

Since the beginning, the College has been a leader in providing students the flexibility they need to complete their educational dreams. We understand that there is no such thing as a “one size fits all” when it comes to balancing one’s dreams and responsibilities. That is why one of the busiest times on our campus is 7 p.m. and why we have embarked on new and innovative programs, such as our new partnership with Ericsson, which recognizes our commitment and reputation in the data management and analytics space. This is also why everyone at the College, beginning with our advisors and including our faculty, program directors, departmental chairs, administrative staff, and the Dean’s office are dedicated to ensuring that any students willing to commit their time and resources will have every opportunity to complete their degrees.

It is our commitment to students, the future of the Metroplex and to each other that will allow us to continue to be a premier College of Business well into 2030 and beyond.

— Dean Harry M. Dombroski

The UTA College of Business is in the top 100 nationally and top 50 public business schools, recognized for its programs and faculty research contributions. A sampling of those recognitions follows:

#6 MS HUMAN RESOURCE MANAGEMENT
 only program of its kind in North Texas
Human Resources MBA (2019)

#7 MS TAXATION
 among top 10 tax accounting programs in nation
Tax Talent (2018)

#20 EXECUTIVE MASTER OF BUSINESS ADMINISTRATION
 “Best EMBA Programs in North America”
CEO Magazine (2019)

#25 MS HEALTH CARE ADMINISTRATION
 “Best Masters Rankings” (U.S.) *EdUniversal* (2019)

#29 MS BUSINESS ANALYTICS
 “Best Masters Rankings” (U.S.)
QS World University (2020)

#28 MS ECONOMIC DATA ANALYTICS
 “Best Masters Rankings” (U.S.) *EdUniversal* (2019)

#40 MS QUANTITATIVE FINANCE
 “Best Master of Financial Engineering Program”
The Financial Engineer (2019)

#40 MS MARKETING RESEARCH
The Financial Engineer (2019)

#58 PART-TIME MBA
 “Best Part-Time MBA” Rankings
EdUniversal (2019)

85 FACULTY MEMBER PUBLICATIONS IN TOP 50 ACADEMIC JOURNALS SINCE 2014
Financial Times

ASIA EXECUTIVE MBA PROGRAM
 One of the largest of all foreign universities operating in China.

3,000 UTA graduates hold leadership positions in the Chinese government, multinational corporations, and industries such as banking, oil, steel, transportation, and nuclear energy.



UTA President Vistasp Karbhari

As one of the fastest growing universities in one of the nation's fastest-growing states, UTA is setting new standards in higher education — achieving excellence and access — while ensuring that

students are prepared through rigorous academics and transformational experiences that prepare them to make an immediate impact in the workforce. Nowhere is this more evident than in the College of Business, which just set a record enrollment of 6,464 students for Fall 2019.

UTA Business is alive and well, graduating a record number of business students who are making their mark in the world as Business Mavericks. Over the past five years, the College of Business has graduated more than 8,500 students, helping make UTA the third-largest contributor of intellectual capital in Texas.

Texas' growing economy and the opportunities that come with it are the core focus of the College of Business. Known for its innovation in business education, the College focuses on enhancing the student experience while also delivering tomorrow's educated workforce, developing future business leaders and establishing deeper relationships with the business community.

One example of this innovation in business education is the College's Executive Certificate in Business Analytics, a unique partnership between the College and Ericsson, one of the world's leading providers of information and communication technology. This program sets the standard of public/private partnerships and is a testament to what can be accomplished when private enterprise and higher education work together to solve common problems.

Combined with two existing degree programs in Data Analytics (and soon a third), the College of Business is fast becoming a leader in data-driven discovery, one of the four themes of UTA's Strategic Plan, adding to its reputation and leadership in the field.

The College also expands the student experience through its robust Study Abroad Program (a key part of UTA's Maverick Advantage Program). Generously funded by alumna Dr. Jacquelyn Fouse, the Study Abroad Program exposes students to the world of international business. Hundreds of students have participated in this program over the last five years, enhancing their preparation to be leaders in a global economy.

The College is leading efforts at UTA in building an entrepreneurial environment through a range of programs, including a partnership with the College of Engineering, to form the Maverick Entrepreneur Program and Award Fund. Funded by a generous gift from a UTA alumnus, the program is a competition that encourages and supports entrepreneurs and innovation programs at UTA. Additionally, the College is organizing the MAVS100, a program created to recognize the 100 fastest growing Maverick-owned enterprises, as a means of recognizing and encouraging entrepreneurship.

These are only a few examples of the wonderful progress being made by the College of Business as it sets new directions under the able leadership and vision of Dean Dombroski and our faculty. They continue to show all of us what can be accomplished through dedication to their craft and commitment to our students, setting standards for others to follow.

R-1 "VERY HIGH RESEARCH ACTIVITY UNIVERSITY"

The Carnegie Classification of Institutes of Higher Education (2019)

Among "BEST OF THE WEST"

Best Colleges: Region by Region rankings
Princeton Review (2019)

1 among TOP NATIONAL UNIVERSITIES IN NORTH TEXAS;
#111 NATIONWIDE
Washington Monthly (2019)

#5 BEST ONLINE COLLEGES IN AMERICA
niche.com (2018)

#1 "BEST FOR VETS" COLLEGE
Military Times (2020)

#191 "BEST VALUE COLLEGES"
Forbes (2018)

#6 FOR UNDERGRAD ETHNIC DIVERSITY
US News and World Report (2020)

#8 FOR ETHNIC DIVERSITY (TOP 10% OUT OF 119 COLLEGES IN TEXAS)
11.4% Asian
14.8% Black or African American
27.4% Hispanic
4.1% Non-Resident Alien
36.3% Caucasian
collegefactual.com (2019)

The UT Arlington College of Business has an Alumni population of 52,435 (as of Summer 2019), and we want to hear from all of you, including the 127 CEOs, 270 CFOs and 365 Vice Presidents among you. We would like to include a Class Notes section in future issues of the magazine. If you have a story to tell, send your information to collegeofbusiness@uta.edu.

or

uta.edu/academics/schools-colleges/business/contact

Coming March 2020

Sponsorships available soon via uta.edu/business



LEGACY NIGHT GALA & DINNER



UNIVERSITY OF
TEXAS
ARLINGTON

COLLEGE OF BUSINESS