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FALL 2017

SMU COX DEAN  
MATTHEW B. MYERS

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FALL 2017

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<sup>1</sup>Title IX of the Education Amendments of 1972, 20 U.S.C. §§ 1681-1688.



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**In order to shape tomorrow's leaders, we must meet the changing needs of students who are earning their business degrees in an evolving world.**

”

**H**oliday Greetings from the Cox School of Business! I'm so pleased to be here, working with and for all of you, and I look forward to accomplishing great things together.

As you may already know, my family and I moved to Dallas in the summer, after I served three years as dean of Miami University's Farmer School of Business in Oxford, Ohio. It was not an easy decision for me to leave my former post; however, after my visit to campus last spring, SMU Cox and its warm, welcoming attitude made sense to my family and me for many reasons. I've always heard there's no match for Texas hospitality, and now I know that's true.

When Al Niemi stepped down as dean after leading 20 years of impressive growth at Cox, he left the school in an admirable position. Accordingly, we intend to expand on the enviable strengths of SMU Cox: our faculty full of thought-leaders doing cutting edge research; our high-achieving students; hard-working staff; innovative programs; a competitive yet supportive academic environment; and last, but certainly not least, the advantage we have of being located in a business-friendly state, in the heart of an economically diverse city. The relationship between SMU Cox and the Dallas metroplex is synergistic, and growing stronger every day. In addition, I believe it is critical to our continued success to be globally oriented. In November, I traveled to Mexico — the first of many trips geared toward growing and enhancing Cox's global relationships, especially in Latin America, Asia and Europe. After two decades in business education, I've come to embrace this truism: You cannot have a world-class city without a world-class university, and a world-class university cannot exist without a world-class business school. You'll hear me say this often because, as we emphasize with our students, building relationships is key.

In order to shape tomorrow's leaders, we must meet the changing needs of students who are earning their business degrees in an evolving world. One of the big shifts currently underway is the rapid growth of technology and innovation in the global economy. Data-driven decision making is creating new opportunities. The more nimble we are in meeting varied career interests and in giving students options about how best to prepare themselves to pursue those interests, the better the career outcomes. To that end, Cox has purposefully set about creating multi-disciplinary degree options, and we've expanded degree offerings at the graduate level. Beyond our traditional programs, Executive Education offers another avenue for educational outreach into the business community and provides a two-way learning opportunity for executive "students" and the faculty members who teach them.

You, as Cox alumni and supporters, play a big role in the success of Cox. We strive to make you proud of your alma mater. Word of mouth is the best kind of awareness. Your support guarantees that SMU Cox will shine brightly for years to come. I look forward to meeting you at Cox events and SMU activities here in Dallas or around the globe. Thank you for your support, and it's wonderful to be a Mustang!

A handwritten signature in black ink, appearing to read "M. B. Myers". The signature is fluid and cursive.

Matthew B. Myers  
Dean, Cox School of Business

(Editor's note: Read more about Dean Myers in our cover story, pages 16-19.)

# PROGRAM NEWS

Undergraduate Programs | Graduate Programs | Executive Education | Centers of Excellence | Global Connections | Cox in the Community

## UNDERGRADUATE PROGRAMS

### SMU Cox Welcomes the Class of 2021

More than 1,400 first-year students arrived on campus this fall as part of the Class of 2021. Of those, 45 percent expressed interest in studying business. The prestigious SMU Cox BBA Scholars

and Business Direct programs admitted 129 and 107 students from across the country, respectively. Sixty-four percent of BBA Scholars and 71 percent of Business Direct students are from outside of Texas.



BBA students learned how Irish whiskey is made at Teeling Whiskey Distillery

### Dublin is a Hot Destination for BBA Internships

The city of Dublin, Ireland, is winning the hearts and minds of SMU Cox BBA students. The SMU Abroad Internship Program, held each June, has seen student interest in the Emerald Isle grow from 18 students in 2016 to 55 students in 2017. Led by Professor of Practice Jay Carson and Senior Lecturer Chip Besio, students completed practical classwork while enjoying extracurricular activities such as touring the Teeling Whiskey Distillery.



Team Zypher: Sam Rudelich, Allie Colbert, Marisol Moran-Sendra, Kelly O'Halloran and Adriana Bremer (BBAs '17)

### Marketing BBAs Score with the Dallas Stars

Cox BBA Team "Zephyr" won the sixth annual marketing campaign competition sponsored by FOX Sports University, FOX Sports Southwest and the Cox BBA Honors Marketing Practicum, taught by Senior Lecturer Judy Foxman. Five teams of students developed a marketing campaign for FOX Sports Southwest's coverage of the Dallas Stars hockey team. Teams presented campaign proposals to the Dallas Stars and FOX Sports Southwest senior executives, who announced the winning team on the final day of classes.



Brandon Cohanin, Simon Mak, Francois Reihani

### TCU Business Plan Competition

This spring, a team of SMU students competed in the TCU Values and Ventures™ Business Plan Competition for the coveted Ripple Effect Award. Led by Simon Mak, professor of practice and associate director of the Caruth Institute for Entrepreneurship, Brandon Cohanin (BBA '19) and Francois Reihani (BBA '18) won \$5,000 for their idea. Cohanin and Reihani are experienced restaurateurs in Dallas. They opened Pök the Raw Bar in 2016 and Reihani opened Bar Stellar in July 2017.



L to R: Alexander Porter, Tegan Webster, Kimberly Kooker, Marisol Moran-Sendra and Allie Colbert. Not pictured: Kelsey Brown (all BBA '17)

## Marketing Student Awards Celebrate Star Undergrads

Marketing faculty honored a group of exemplary Cox BBA seniors with its annual Marketing Student Awards. Department faculty evaluated the students' GPAs, campus organization involvement, and internships, then selected students who were most likely to be successful in their careers. The 2017 JCPenney Outstanding Marketing Student Award went to Tegan Webster. Distinguished Marketing Student

Award recipients included: Kelsey Brown, Allie Colbert, Kimberly Kooker and Marisol Moran-Sendra. Alexander Porter received the 2017 JCPenney Outstanding Marketing Student. Cox grad and JCPenney Outstanding Marketing Student Award winner, Katherine Boomer (BBA '13) served as the keynote speaker at the awards luncheon. Boomer is now a management consultant at Sandero.



Alec Bucshon



Megan and Laura Kohner

## Best and Brightest BBAs in the Class of 2017

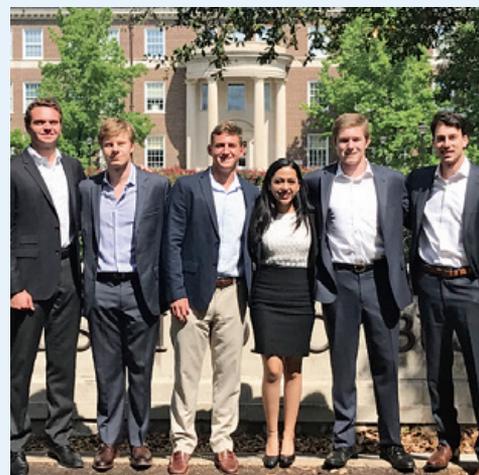
Alec Bucshon and Laura and Megan Kohner were recognized by *Poets & Quants for Undergrads*, as "The Best and Brightest — Class of 2017." Bucshon double-majored in finance and economics and made the honor roll with high distinction for all completed semesters. While excelling at his studies, Bucshon also worked as a resident assistant and was elected Homecoming King.

Laura and Megan Kohner majored in accounting and minored in international studies. While at SMU, the Kohners developed a nonprofit called Bikes For Kidz, Inc., which they still manage. The company teams high school students with Title I elementary students to serve as mentors and tutors, and rewards the elementary students' progress with bicycles and helmets.

## SMU Undergrads Distinguish Themselves at International Real Estate Case Competition

Six SMU undergraduates took high honors at the 2017 University of Southern California Marshall International Real Estate Case Competition in April. The 2017 team was made up of students from the Cox School of Business and the Lyle School of Engineering. Together, they competed against USC, the National University of Singapore, Ohio State University, University of Auckland (New Zealand), University of Colorado, University of Texas at Austin, University of Wisconsin and Villanova.

The competition gave students the opportunity to test their abilities in developing innovative finance and design solutions for the redevelopment of a site. The competing teams were given 72 hours to research, strategize and develop their presentations. Teams traveled to Los Angeles to present to a panel of judges consisting of prominent industry leaders in Southern California. SMU placed second behind hometown favorite USC. ■



L to R: Connor Axtell (BBA '18), Chris Siemasko (BBA '18), Tucker Wells (BBA '17), Sunjoli Aggarwal (BS '20), Wesley Gilmer (BBA '18) and Max Lerner (BBA '18)

## GRADUATE PROGRAMS



Michelle Davis and David Peña, Jr., ALPFA National President for Colleges and Universities, at the 2017 ALPFA National Convention

### MSA Student Selected for 2017 ALPFA Scholarship

Michelle Davis (MSA '18) was named an Association of Latino Professionals for America (ALPFA) Scholar as part of the 2017 ALPFA National Scholarship Program. PwC sponsored the \$2,500 scholarship and chose Davis from a pool of applicants. ALPFA supports more than 81,000 Latino students, professionals and entrepreneurs through 40 professional chapters and 160 student chapters at major colleges and universities nationwide, including SMU.



Professional MBA '81 class during orientation

### SMU Cox Welcomes the 81st Professional MBA Class

The Professional MBA program welcomed 69 students into the PMBA 81 class with a two-day orientation that included meeting with current students, faculty, staff and alumni, as well as team-building activities. All students are working professionals and represent companies such as: Apple, Bank of Texas, Bell Helicopter, BNSF, Capital One, CBRE, Epsilon, EY, Federal Reserve Bank of Dallas, Fidelity Investments, Hewlett Packard, Lockheed Martin, Pioneer Natural Resources, Raytheon and TXU Energy. The PMBA 81 class is the first group of students to have three cohorts due to the introduction of two new class formats. The program now offers weekday evenings and Saturday-only class schedule options.



EMBA class of 2019 at Leadership on the Move

### Executive MBA Program at Leadership on the Move

Seventy new EMBA students spent a day in Ponder, Texas, during orientation at the Leadership on the Move course. Students were challenged to work in teams, problem-solve, make decisions and identify individual and collective strengths. According to Tom Perkowski, assistant dean of the Executive MBA

program, the incoming Class of 2019 showed diversity in thought, strength and character, while working together to solve each challenge. This year's class includes experienced professionals and business leaders from DFW and beyond, representing companies such as Eaton, Hunt Oil, PepsiCo and Toyota.

### Chief Medical Officer Makes an Impression on Executive MBA Program



Dr. Bob Probe  
(EMBA '17)

Dr. Bob Probe joined the EMBA program at SMU Cox after being promoted to chief medical officer of the Baylor Scott & White Health in 2015. He commuted three hours from Temple, Texas, four times a month to complete his EMBA degree. Always encouraging and available to help out his classmates, Dr. Probe finished in the top 10 percent of his class and proved to be a terrific mentor to younger students in the class. Assistant Dean of the EMBA program Tom Perkowski called him a highly motivated, efficient and results-oriented EMBA student. Dr. Probe saw the EMBA program as an opportunity to enhance his leadership skills, tackle challenging problems and implement a team approach with a diverse set of class members. *Poets & Quants for Executives* named Dr. Probe as one of the "Best and Brightest EMBA students in 2017."



Gbemi Maiyegun (MBA '17)

## Gbemi Maiyegun Picked as 2017 MBA to Watch

Gbemi Maiyegun (MBA '17) was honored as a "2017 MBA to Watch" by *Poets & Quants*. Growing up in France, Austria, Nigeria, Kuwait and the U.S., Maiyegun experienced many diverse cultures before starting her career at Teach for America, where she supported Dallas-area schools. Afterward, Maiyegun worked in a marketing capacity for H&R Block and AMN Healthcare prior to pursuing her MBA. At SMU Cox, she concentrated in marketing and strategy and served as an active member and treasurer of the Black Graduate Student Association. Upon graduation, Maiyegun joined General Mills as an associate brand manager.

## U.S. Army Veteran and Cox Student Michael Orr Named One of 2017's Best MBAs

Before coming to SMU, Michael Orr (MBA '17) served in the U.S. Army for six years, where he gained life and work experiences stretching from Haiti to Afghanistan. Drawing upon leadership skills developed in the military, Orr earned his bachelor's degree in business and economics from Wheaton College and his master's degree in management and leadership from Liberty University, before pursuing his MBA with a marketing concentration at SMU Cox. He completed his internship with The Hershey Company during his first year of the Full-Time MBA program and joined Hershey as an associate brand manager upon graduation. Those factors contributed to *Poets & Quants* choosing Orr as one of the nation's "2017 Best MBAs." ■



Michael Orr (MBA '17)

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## EXECUTIVE EDUCATION

### SMU COX Executive Education Delivers Innovation

Flexibility is a key advantage for SMU Cox Executive Education, as it innovates its delivery of educational experiences to the customer. Executive Education provides instructional resources when and where they are needed to help client companies and managers stay competitive by building transformational skills quickly, for immediate impact in workplaces.

### Energy Companies Benefit from Innovation in Professional Development Delivery

The oil exploration and production companies that are prospering since the depression in oil prices are the ones that transitioned to cultures of efficiency. Professionals, geologists and managers are now making business decisions in addition to traditional technical decisions. Recently, a prominent energy company turned to SMU Cox Executive Education when faced with the need to quickly equip hundreds of employees with new business skills. The company wanted cohorts of 80-100 employees,

a group size that was too big to be accommodated in one classroom, and too expansive for meaningful interactive executive learning.

Veteran finance Professors James Linck and Michael Vetsuypens developed a unique solution by teaching classes in parallel. They split the cohorts in half and met in separate classrooms, alternating morning and afternoon teaching sessions. The solution not only met the client's capacity needs, but also lowered travel costs since the professors taught at

locations near company headquarters.

The program was so successful that other departments within the company have enrolled employees in training. An unintended benefit for SMU Cox is that Professor Vetsuypens used the program as an opportunity to refresh a long-standing open enrollment program on financial skills for the energy industry. The streamlined four-day program is attracting a new generation of oil and gas company leaders as the industry rebounds.



Baylor Physicians

## Management and Organization Experts Train Medical Professionals at Baylor Scott & White Health

SMU Cox Executive Education has a longstanding partnership with Baylor Scott & White Health to develop and deliver the Nurse Leadership Program. As of today, 125 nurses have completed the training as a step to becoming a Chief Nursing Officer. The program saved Baylor Scott & White Health more than \$1 million in recruiting expenses.

Another program, called the Nurse Fellowship Program, is one of three leadership development offerings by SMU Cox. Advanced Physician Leadership and Baylor Edge programs have trained 275 physicians and 50 administrative leaders to improve the quality and efficiency of health care delivery throughout the system.

Recently, Baylor Scott & White Health received a grant to fund a complementary nurse development pilot program, called Foundations of Nursing Leadership. The goal is to train nurses to be skilled and empathetic servant leaders, and to develop a common leadership culture across all facilities. The expected outcomes include reduced errors, increased team cohesion on the floor, improved consistency in successful patient outcomes, reduced turnover and an expanded nurse leader pipeline that can fill the growing demand for executive level nursing talent.

The pilot, consisting of all 180 nurse managers and supervisors in two Dallas-area facilities, has challenged Miguel Quiñones, management department chair and O. Paul Corley Distinguished Chair in Organizational Behavior, to find a creative way to deliver training. Professor Quiñones and two colleagues train Baylor Scott & White Health facilitators to deliver SMU Cox-developed content through modeling, coaching and feedback. As a result of the collaboration between Cox Executive Education and Baylor Scott & White Health, the entire cadre of nurse leaders will be trained to achieve the curriculum goals in less than a year.

## Management Benefits from Tailored Digital Strategy Program

The three-day Digital Strategy program exemplifies how SMU Cox Executive Education brings world-class content to the Dallas-Fort Worth business community. While there are many digital and social media courses that focus on tactics, few serve mid-level and senior managers who want to understand how digital and social capabilities are dramatically altering their industries and their businesses.

Amit Basu, information technology and operations management department chair and Carr P. Collins Chair in MIS, called on colleague Steve Muylle, professor of marketing and digital strategy and marketing department chair at the Vlerick Business School in Belgium, to develop and co-teach a Digital Strategy program that helps managers understand disruptive digital technologies, and how to leverage the technologies to lead transformation.

A pilot program was delivered to Verizon, where Cox Executive Education staff worked with employees to apply company tuition benefits to the cost of the certificate program. Due to the success of the pilot, the Digital Strategy program expanded to non-company sponsored programs for individual registration. ■



## CENTERS OF EXCELLENCE



Brad Cheves, SMU vice president for development and external affairs; Casey Irwin, financial analyst at Texas Bank; and Greg Wisian, financial examiner at Texas Department of Banking

### The 58th Class of the SW Graduate School of Banking Graduates

The SW Graduate School of Banking (SWGSB) held its 2017 commencement for the 58th class to fulfill the requirements of this graduate program, renowned for its dynamic faculty, challenging curriculum and exceptional student body from around the world. The top graduates received more than \$20,000 in merit-based scholarships during their three years at SWGSB.

The 2017 graduates represent more than 71 financial institutions in 16 states. They each have at least five years of banking experience, either in a financial institution or a federal or state regulatory agency. Most hold senior posts in their organizations, or are on a fast track within their management ranks. They have a fundamental knowledge of bank operations, credit administration, accounting, financial statement analysis and economics. These banking professionals also come to SWGSB with many past accomplishments and enthusiastic recommendations from their institutions' leadership.

Established in 1957, and celebrating its 60th anniversary this year, the SWGB has become one of the country's top banking educational programs. It is a professional school for bank officers, regulators, and others holding management positions in the financial services industry. SWGSB meets annually for two weeks at SMU Cox, for three years, bringing into focus and augmenting these managers' on-the-job experience. Emphasis is placed on financial management, leadership development and strategic planning. The graduate school's sponsoring partners include the Arkansas, New Mexico, Oklahoma and Texas banker's associations, the Independent Bankers Association of Texas and SMU.



Jerry White, Tim Draper and Simon Mak

### Tim Draper Speaks at Southwest Venture Forum

Silicon Valley venture capitalist Tim Draper, founder of Draper Fisher Jurvetson, was the keynote speaker at the Southwest Venture Forum in March hosted by the Caruth Institute for Entrepreneurship. Draper spoke about his most successful investments, including Hotmail and Skype, while noting that not all investments can be winners.



Jenn McMillen (MBA '13), CEO, Incendio and DFW Retail Executives Association chapter president, with David Holl, president and CEO, Mary Kay

### JCPenney Center for Retail Excellence Hosts DFW Executives Association

David Holl, CEO of Mary Kay, spoke at the DFW Retail Executives Association meeting in September. The event was sponsored by the JCPenney Center for Retail Excellence and marked the start of the annual speaker series. Students were given complimentary access to the event, and utilized the opportunity to network with industry leaders.

## Niemi Center Fellowship Program Creates Leaders

Within the Niemi Center for Economic Growth and Leadership Development Fellowship Program, SMU students compete for paid research fellowships with the George W. Bush Institute, SMU centers and institutes and SMU faculty. These unique learning experiences allow students to obtain research skills while developing into principled, high-achieving leaders who drive positive change by promoting growth and freedom in the global economy. Twenty-eight research fellowships are available thanks to the generous donors who provide scholarships to SMU students along with an amazing research opportunity and access to life-changing networking.

The fellows represent an interdisciplinary reach across the SMU campus, including the Cox School of Business, Dedman School of Law, Dedman College of Humanities & Sciences, Lyle School of Engineering, Meadows School of Arts and Simmons School of Education & Human Development.

### Niemi Center Fellows and Project Impact

MBA research fellow Christopher Lu worked with the Military Service Initiative at the George W. Bush Institute where he helped research and write "Call to Action" for the study, *Combating the Invisible Wounds of War*. The Bush Institute held an international symposium at the 2016 Invictus Games to discuss solutions to help returning servicemen and women overcome their wounds and transition back to civilian life. Lu's work at the Bush Institute helped shape his new career path. As a result, he will be working in corporate strategy at Texas Health Resources.



Christopher Lu  
(MBA '17)

Masters in Arts Management and MBA fellow Meghann Bridgeman worked with the Women's Initiative at the George W. Bush Institute to evaluate the efficacy of its program to educate and empower women in the Middle East and North Africa. She also worked with the Global Health Initiative, where she helped Pink Ribbon Red Ribbon develop an international architectural competition to provide housing for African women undergoing chemotherapy who would otherwise be homeless during their treatment.



Meghann Bridgeman  
(MA/MBA '17)



Marci Armstrong and Hal Brierley

## Brierley Institute Hosts First Academic Institute

The Brierley Institute for Customer Engagement held its first Professors Institute, co-sponsored by Marketing EDGE. Led by Marci Armstrong, the Harold M. Brierley Endowed Professor, faculty peers and experienced marketing practitioners exchanged ideas, which were focused on advancing research agendas, networking and preparing students for successful careers in marketing.

Hal and Diane Brierley made a gift to SMU in 2016 to create the Brierley Institute for Customer Engagement, the first academic institute devoted to the study of customer loyalty and engagement. The gift — one of the largest in the history of the Cox School — will help students and businesses address a critical and growing business need: capturing customer attention in what Brierley describes as "a time-starved, social media-obsessed environment."

## Folsom Institute Spring Board Meeting

In March, 130 board members, students and invited guests gathered at the newly completed Perot/Hillwood Companies' Turtle Creek headquarters for the Folsom Institute's Spring Board Meeting and reception.

Real Estate students excelling in both their leadership and academic accomplishments were recognized and rewarded with the Folsom Institute's most noted awards and scholarships. Undergraduate students receiving the 2016 BBA Academic Achievement Scholarships (\$5,000) were juniors Taylor Press and Isaiah Marcelle. Graduate students earning the 2016 MBA Academic Achievement Scholarships (\$5,000) included first-year students Jordan Snyder and Carter Pipkin. The Outstanding Real Estate Student Award went to two well-deserving students, MBA Real Estate Club President Augie Sherman and BBA Real Estate Club President Tucker Wells. Both students provided tremendous leadership, as they grew the overall club membership to over 240 members.

The event concluded with a fireside chat between Ross Perot, Jr., and Jeff Ellerman of CBRE, with a focus on the history of the multi-generational success of the Perot family, as well as Mr. Perot's outlook on the commercial real estate industry and Dallas's growing importance as a hub for economic generation in the U.S.



L to R: Phil Puckett (MBA '77), executive vice president of Advisory & Transaction Services, CBRE; Bill Vanderstraaten (MBA '82), founder, Chief Partners, LP; Joseph Cahoon, executive director, Folsom Institute; and Jeff Ellerman (MBA '81), vice chairman, CBRE.



Ross Perot, Jr., chairman, Hillwood and The Perot Group, and Jeffer Ellerman (MBA '81), vice chairman, CBRE.



L to R: Jason Park, MS in Business Analytics, MS in Finance and MS in Management career coach; Katherine Hearty, BBA and MS in Accounting career coach\*; Briana Baker, BBA Finance career coach\*; Brandy Dalton, director of BBA and MS career programs, BBA Marketing and BBA Scholars career coach; Colleen Dunkel, director of employer relations and operations; Katherine Trimble, MBA finance career coach\*; Lisa Tran, executive director; Annie Cadigan Dunlap, Professional MBA career coach\*; Afsana Qurishi, BBA and MS recruiting specialist\*; Keya Tollossa, MBA recruiting specialist; Kacie Kamp, BBA and MS consulting career coach; Andrew Stoner, director of MBA career programs, MBA consulting and energy career coach. Not pictured: Jill Jones, office coordinator; Shanna Upchurch, MBA marketing, business analytics and operations management career coach. (\*New to the CMC team)

## Career Management Center Adds Staff

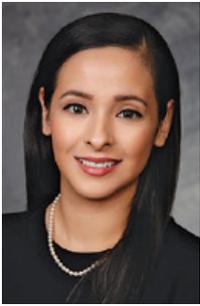
Prior to the fall semester of 2014, the Cox Career Management Center (CMC) functioned as two separate units, one to serve BBA and MS students and the other to serve the MBA students. Recently, CMC Executive Director Lisa Tran created an organizational structure

to better serve students and employers by promoting Brandy Dalton, Colleen Dunkel and Andrew Stoner to director-level and expanding to serve the growing population of students. Today, the CMC functions as one center to serve the entire SMU student body.

## Executive Director of Career Management Center Joins Leadership Dallas

Lisa Tran (BBA '02) was promoted to executive director of the Cox School of Business Career Management Center and awarded the SMU President's Award for Outstanding Leadership in March 2017. As a Dallas-native, her passion to serve the greater Dallas community led her to apply to the prestigious Leadership Dallas program through the Dallas Regional Chamber of Commerce. Tran was accepted and began in September. The program will allow her to connect with peers, as well as hundreds of Leadership Dallas alumni who are active in the public and private sectors.

## SMU Cox Executive Education Announces New Director of the Latino Leadership Initiative



Ana Rodriguez

SMU Cox Executive Education welcomes a new director to take the Latino Leadership Initiative (LLI) to the next level. Ana Rodriguez (BBA '03), brings nearly twenty years of experience in higher

education, nonprofit and corporate work. Launched in November 2013, the LLI is a national center of excellence at the Cox School of Business designed to help meet the nation's growing need for corporate leaders as the economy grows and national demographics evolve. The LLI grew out of research that shows a gap in talent at the country's executive leadership level. "I am honored and overjoyed to

return to my alma mater as the director of the Latino Leadership Initiative," said Rodriguez. "While Latinos make up nearly 18 percent of the total U.S. population, only two percent of Fortune 500 CEOs are of Hispanic origin. I am humbled by the opportunity to build upon the LLI's proven success and to work with companies to recruit, retain and develop top Latino talent."

### Latino Leadership Initiative Creates Avanzar Program

The Latino Leadership Initiative (LLI) created the program Avanzar, Spanish for advance, at the request of Toyota, American Airlines, Deloitte and Walmart to develop high-potential Latino leaders. Each company identified eight rising Latino leaders to attend the four-day session. Executives from the four companies were integrated into the program and served as advisors to help participants connect the content and discussion with work realities.



Ana Rodriguez, director of the Latino Leadership Initiative; Frank Lloyd, associate dean for executive education; Cheryl Hughes, group vice president of human resources, Toyota; Matt Myers, dean and Tolleson Chair in Business Leadership; Miguel Quiñones, department of management and organizations chair and O. Paul Corley Distinguished Chair in Organizational Behavior; Lisa Tran, executive director of the SMU Cox Career Management Center.



2017 BLC Nonprofit Consulting Program students at St. Philip's School and Community Center

### Students Hone Consulting Skills Through the Business Leadership Center

The Business Leadership Center (BLC) Nonprofit Consulting Program paired Full-Time and Professional MBA students with one of six local nonprofit organizations. Over a seven-week period, students researched, benchmarked and analyzed data to solve core business challenges. At the conclusion of the program, students presented their plans to staff and board members at each organization. Due to the breadth of projects offered, students with a variety of professional backgrounds, interests, and applicable skills were able to provide a service that

would cost these nonprofits thousands of dollars in consulting fees. Organizations include Akola, Attitudes & Attire, Dallas Children's Advocacy Center, St. Philip's School and Community Center, Texas Scottish Rite Hospital for Children and The Stewpot.

Taylor Hall of St. Philip's School and Community Center said, "The students were diligent in their quest for information and produced a great product. We truly appreciate all of their hard work and have begun implementing their suggestions."

### Business Library Celebrates 30th Anniversary



Business Library technology circa 1989

Since its opening in 1987, the Business Library has grown in both size and stature. The library's mission — to guide student success — keeps students as their top priority. Meanwhile, the library continues to develop important relationships with SMU Cox faculty and staff, thereby ensuring students thrive during their time at SMU. ■

## GLOBAL CONNECTIONS



Students review industrial park layouts at IDI Gazeley

### Global Programs Launches First Real Estate-Focused Trip to London

The Global Programs office launched its first real estate trip to London, which was led by Joseph Cahoon, professor and director of the Folsom Institute for Real Estate. MBA students were hosted by leading real estate companies and visited several large developments in and around London. Professor Cahoon said, "For the past several years, London has been one of the most dominant real estate markets globally across all property types. With the U.K.'s pending exit from the European Union, the state of global real estate flowing in and out of the U.K. is in flux. We had the opportunity to visit with both U.S.-based firms with offices in London, as well as U.K.-based firms, to examine the potential impact of the BREXIT vote."

### Graduate Students Study Global Strategy for Emerging Markets in UAE

Graduate students embarked on a week-long trip to Dubai and Abu Dhabi, United Arab Emirates, in March. Led by Linda Kao, assistant dean of global programs, this experiential learning trip was the culmination of the course, "Global Strategy for the Emerging Markets," taught by Professor Gordon Walker, chair of the strategy and entrepreneurship department. Students met with the ADIA, BakerBotts, CBRE, Emerson, the Jebel Ali Free Zone & Port, the National Bank of Abu Dhabi and PepsiCo to gain insights on key business practices in the Gulf States. They also met Barbara Leaf, the U.S. ambassador to UAE.



Alexa Higgins, John Ban, Elizabeth Weix, Harry Ting and Kyle Duong (All MBA '17)



Students visit Kirin Beer in Yokohama, Japan

### Full-Time MBA Students Visit Asia and Europe

The SMU Cox Full-Time MBA Class of 2018 experienced global business during the annual Global Leadership Program in May. Two groups of students traveled to different parts of Asia, while other peer groups traveled to Europe and Latin America.

In Japan, students met with Toyota and Sanrio, and the Japan Rail Corp. hosted them for a presentation and tour at its General Control Center at Tokyo Station, followed by a ride on the bullet train. In South Korea, students met with GM Korea and LG Display. They also found time to visit the Korean Demilitarized Zone, where they toured the tunnels and came face-to-face with North Korean soldiers. The Asia groups came together in Shanghai, where alum Benjamin Chen hosted a tour of the Citic Pacific Limited Harbor City Project, and they met with Fluor China. The European group met with JP Morgan, Dell, AT&T and several indigenous companies in Slovakia. In Latin America, students went to The Colon Free Trade Zone and spoke with the former president of Panama. They were briefed by DirecTV and Kimberly Clark in Colombia.

The Global Leadership Program is a requirement in the Full-Time MBA program, a distinctive SMU Cox curriculum offering. ■

## COX IN THE COMMUNITY



SMU Cox graduate students Drew Langford, George Pepi, Chase Campbell

## Graduate Students Organize Campaign to Benefit Houston

SMU Cox graduate students mobilized to raise money and collect items after Hurricane Harvey impacted Houston. The campaign, #PonyUp4Houston, raised \$5,447.33, which was used to buy supplies to aid clean up. A team of students traveled to Houston to deliver the truckload of materials and then went to work alongside Houstonians for the weekend.



Tim Dove and Miguel Quiñones

## SMU Cox Hosts Dallas Business Journal CEO Speaker Series

In partnership with the *Dallas Business Journal*, SMU Cox hosted the first CEO Speaker Series in October featuring Tim Dove, CEO of Pioneer Natural Resources. Dove discussed his leadership strategy for the \$22 billion S&P 500 company and his challenges and successes during his first year as CEO. Miguel Quiñones, management and organizations department chair and O.Paul Corley Distinguished Chair in Organizational Behavior of the SMU Cox School of Business, moderated the conversation.

## 2016-17 Faculty Excellence Awards

Boghetich Family Distinguished Teaching Award

**Jacquelyn S. Thomas**

C. Jackson Grayson Endowed Faculty Innovation Award

**Robert A. Gwinn**

Eugene T. Byrne Endowed Faculty Innovation Award

**Arthur K. Selender**

Carl Sewell Distinguished Service to the Community Award

**Amit Basu**

Don Jackson Outstanding Teaching in Finance Award

**William F. Maxwell**

Barbara and James Mangum Endowed Award

for Teaching Excellence

**Barry J. Bryan**

Research Excellence Award

**Kumar Venkataraman**

**Stanimir Markov**

BBA Distinguished Teaching Award

**Albert W. Niemi, Jr.**

BBA Outstanding Teaching Award

**Maribeth L. Kuenzi**

**Wayne H. Shaw**

**David T. Lei**

**Sal Mistry**

**Donald F. Shelly, Jr.**

MBA Distinguished Teaching Award

**Donald M. Vandewalle**

MBA Outstanding Teaching Award

**Darius P. Miller**

**Miguel A. Quiñones**

**Kumar Venkataraman**

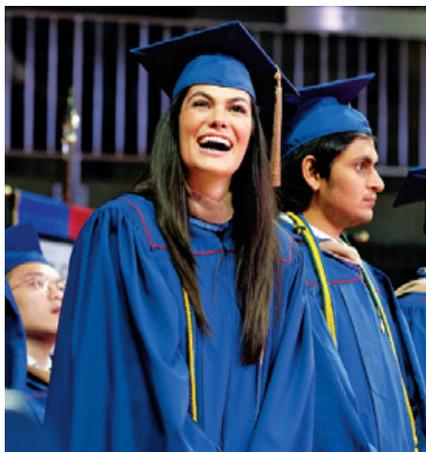
**Sal Mistry**

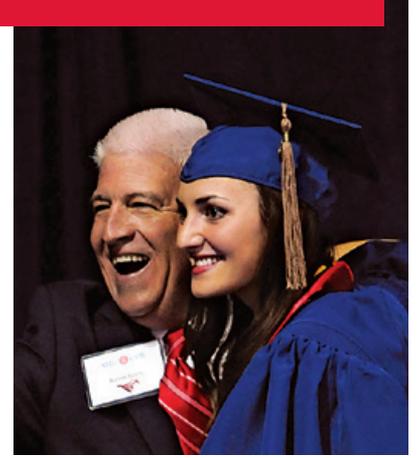
**Robin L. Pinkley**

**Tasadduq Shervani** ■



# C O N G R A T U L A T I O N S

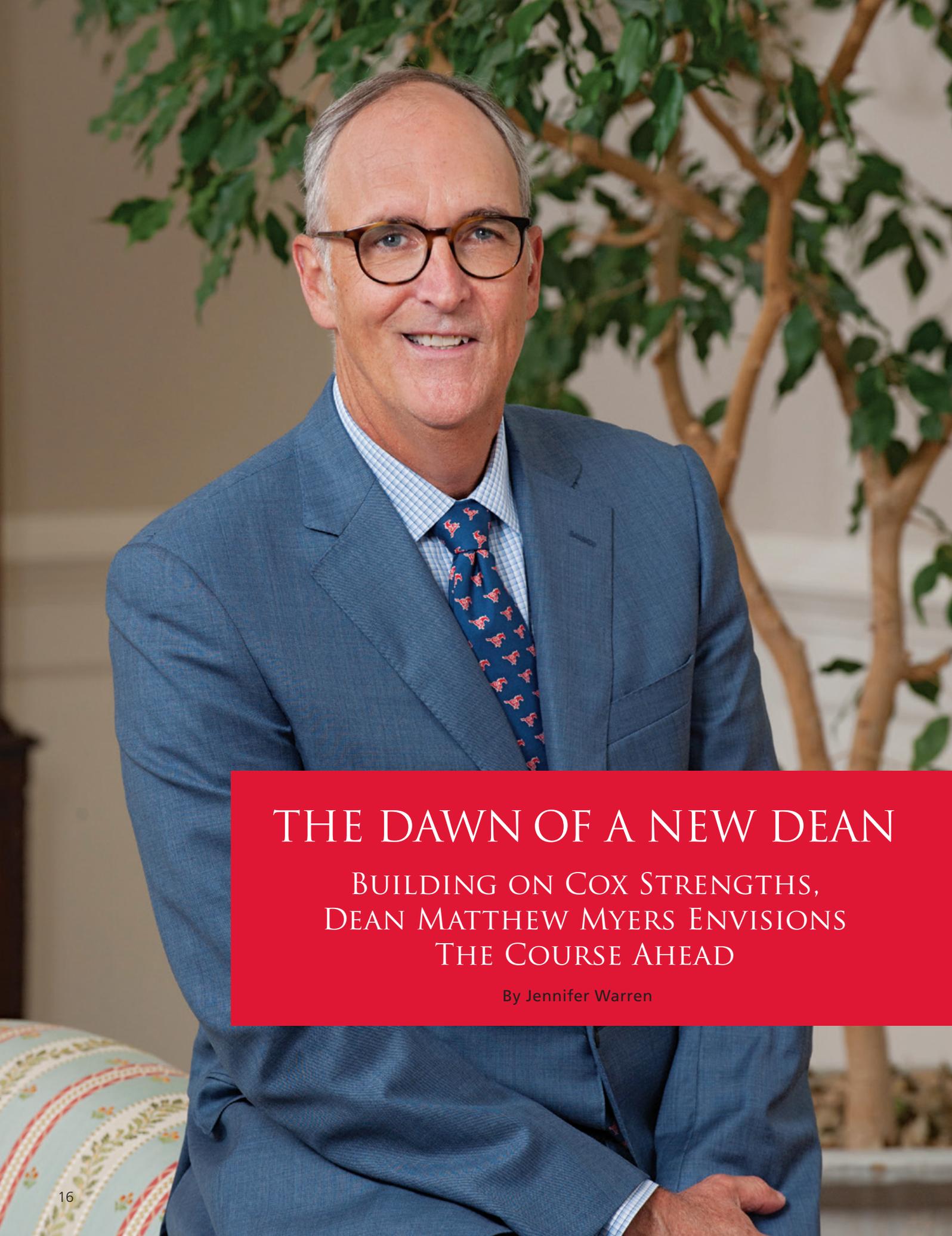




# 2017 GRADUATES



go to [cox.smu.edu](http://cox.smu.edu)



# THE DAWN OF A NEW DEAN

BUILDING ON COX STRENGTHS,  
DEAN MATTHEW MYERS ENVISIONS  
THE COURSE AHEAD

By Jennifer Warren

**D**ean Matthew Myers became the ninth dean of the Cox School of Business on August 1, 2017. Building on the Cox School's strong foundation, Myers plans to innovate and enhance Cox offerings within a growing world-class city context. Meanwhile, he credits the team that has been in place over the last two decades for transformational change at Cox. "This isn't a time of massive change or finding new directions," Myers said. "It's one of building on strengths."

Formerly the dean at Miami University's Farmer School of Business in Oxford, Ohio, Dean Myers is frequently asked: "Why Cox?"

"My wife and I were looking for an institution that really understood its place in higher education — one that had high aspirations," explains Myers. He believes higher education is struggling with its identity today and Cox is rare in this aspect. "People take it for granted that higher education and universities understand who they are and where they want to be. And that's not always the case."

The cornerstone of the Cox School is its faculty and staff, Myers strongly believes. He foresees investing in "those behind the podium, behind the computer, as well as undergraduates and graduates." He also plans to reach across the SMU Campus. "To be competitive with peer institutions, strong relationships with the Lyle Engineering School, Dedman Law School and Dedman College are important. In changing the world we live in, this is a community effort," he says.

Myers understands what Dean Albert W. Niemi, Jr. accomplished at Cox and recognizes the strong leadership President R. Gerald Turner has provided SMU. Myers' visit in the spring reinforced this fact. "Coming to Cox and Dallas was the right thing to do," he recalls. His wife, Gina, and their twin 13 year-old daughters are "taking Dallas by storm." Deeply smitten by Dallas (and Central Market), his wife tells him she plans never to leave. With the countless cuisines and venues Dallas has to offer, Myers notes, "We are currently eating our way through Dallas. The hospitality here is phenomenal." Myers views the connection between SMU, the Cox School and Dallas-Fort Worth as a



symbiotic and burgeoning opportunity. "Dallas has a robust economy with people willing to invest in Cox and SMU," he says. "You cannot have a world-class city unless there is a world-class university, and a world-class university cannot exist without a world-class business school."

## ACADEMIC LEADERSHIP

Myers' scholarly career began in 1997, after he earned his PhD in marketing and international business from Michigan State University. At The University of Tennessee, as the Nestlé Professor, Myers led the large marketing and supply chain management department at the Haslam College of Business from 2008-2010. He then served as the associate dean of executive education from 2010-2013. During his stint in executive education, Myers launched a global executive MBA program in partnership with ESSEC Business School, Paris and Central European University (CEU), Budapest. Myers was also recognized three times as the outstanding faculty member for MBA programs and received the Chancellor's

**"You cannot have a world-class city unless there is a world-class university, and a world-class university cannot exist without a world-class business school."**

Award for Globalization Initiatives.

In 2014, Myers became the dean of Miami University's business school. "The extension to the dean role was very fluid and natural," he says. "Given the external nature of work and its greater connection to business, it was an area in which I could contribute."

At Cox, Myers intimately understands that research is imperative for a business school's reputation. "If you look at the top 30 business schools, the common denominator is excellence in research reputation," he says. "Teaching and researching complement each other — rather than detract from each other, as some believe." In the research domain, global marketing and strategy issues have intrigued Myers. He has written extensively on knowledge-sharing in cross-border business relationships, international pricing strategies and comparative marketing systems.

**"Of almost every business challenge today, some type of global factor, either controllable or uncontrollable, is tied to it."**

## BEYOND BORDERS

Crossing organizational boundaries has been a theme that spans Myers' career. He initiated cross-disciplinary research collaboration between the Farmer School and Miami's STEM disciplines, as well as with the Colleges of Engineering and Creative Arts by helping establish the Center for Analytics & Data Science.

With a penchant for global business, Myers served as visiting faculty at ESSEC-Paris and the University of St. Andrews, Scotland. He taught at the Vienna University of Economics as well as in Italy, Romania, Taiwan and Uzbekistan. He has led executive education courses in China, Vietnam, India, Argentina, Chile, Brazil, Hungary and Poland.

"I have always had an interest in global markets, especially on the macro side," he says. Specifically, Myers was interested in developing economies and how business impacted their wealth. "Of almost every business challenge today, some type of global factor, either controllable or uncontrollable, is tied to it," Myers observes.

For Myers, consulting assignments and working in executive education were formative experiences. He likens executive education to consulting, "Teachers learn from students and vice versa. At least it was that way for me." Myers found that consulting provided relevant context and insight into the challenges executives face. Given his expertise, a wide array of organizations — from the global distribution, chemicals, insurance, education, pharmaceuticals to marketing research — have sought his counsel.

## GLOBALLY MINDED

From his service with the U.S. Army Airborne in Central America, Myers developed a firsthand interest in global affairs while living there, which was in turmoil due to the Cold War. "Central America was a poster child of resource misallocation, where 90 percent of the wealth was held by 10 percent. It was a great lesson about how economic growth, if allowed under the right circumstances, could benefit and grow a larger middle class."

Myers' research into global supply chains has centered on how the business distribution function could facilitate the distribution of wealth inside an economy. His notion was not based on taxation or redistribution from social programs, but on business activity. "I was fascinated and the data showed this, especially after the wall came down in Eastern Europe in 1989 and in the newly independent states in Sub-Saharan Africa," he says. "After NAFTA was implemented, there were residual after-effects in Latin America." The NAFTA issue is salient for Cox both in the types of research that can be produced and topics of discussion in the classroom, he relays. "It's a very contemporary issue, even minute-by-minute."

"We do not have a choice in business education but to be globally oriented, not just geographically," Myers suggests. In particular, he has his sights set on building relationships with both talent and business in Latin America. "The practical and relationship side of global business, including neighboring

countries such as Mexico, should be a focal point," he says.

## DEVELOPING BUSINESS LEADERS

To help Cox students succeed, modernization is foremost in Myers mind. He believes Cox should enhance the technology and innovation used



**"The practical and relationship side of global business, including neighboring countries such as Mexico, should be a focal point."**

in the curriculum. "That's where the growth sectors are in the global economy," Myers explains. "Cox graduates should have a place in those sectors after graduation no matter what their major is. It's certainly something to focus on in the next five to 10 years."

Exposure to the local and global business world is also critical to student success. "Students have numerous

choices in universities, and it's very competitive," Myers says. "The strategic relationships we have with the business community are important, as well as being attuned to growth opportunities. Many students want the option to work in entrepreneurial or nonprofit businesses, or they may want to work in London or Seoul with global firms."

Myers has discovered that the market is looking for a different type of talent. Companies are investing in employees' career at earlier stages. "Many gold standard firms are looking at undergraduates with a "4 + 1" education:

## PARTNERING FOR THE FUTURE

Myers has a rich history in partnering with the business community. At Miami, he created initiatives with start-up incubators and digital initiatives such as the BQ program, developing business leadership in the digital economy. The initiatives, largely funded by new corporate and private donations, were

is high and so are their expectations," Myers summarizes. "Cox is ready to step up to that challenge. That's how we both grow together."

Though he's early in his assessment phase, Myers sees a "future push" in executive and continuing education. With a strong foundation laid in the undergraduate and graduate programs, Myers' goal is to add excellence in executive education, alongside research.

More companies are looking for a full-service provider for all of their needs



"We do not have a choice in business education but to be globally oriented, not just geographically."

"Exposure to the local and global business world is also critical to student success."

"I'm interested in Dallas' potential with start-up incubators, venture capital and entrepreneurship."

four years of undergraduate work and a one-year master's in a discipline such as business analytics, for example," he says. "They are identifying promising students early in their academic careers."

Thus, business schools are under pressure. "With organizational structures flattening, more leadership skills are required of younger people," Myers observes. "It's being reflected in how companies hire and who they hire. At Cox, students are top-notch young people to begin with, but we will have less time to help them develop."

designed to focus business students on the technological, innovation, and entrepreneurial opportunities in Silicon Valley.

"I'm interested in Dallas' potential with start-up incubators, venture capital and entrepreneurship," Myers says. "I want to understand how we can be involved." He finds the corporate community at Cox and in Dallas 'energetic.' The community is looking for strong academic relationships to help it face problems and leverage opportunities. "Their support

in one organization, Myers notes. For example, firms are reducing the number of university recruiting relationships from several dozen to a handful, and they want institutional quality at all levels — research, undergraduate, graduate and corporate relationships with programmatic input, he observes. "We want to make sure we are inside that play with all of the major companies, such as American Airlines and GE, and with startups, too," Myers says. "We think we are there already, but it's competitive and we have to modernize."

When he is not attending to the multifaceted duties of a dean, Myers and his family enjoy outdoor activities and travelling. "I have a beautiful wife, lovely twin daughters, and a bird dog who knows she's gorgeous," he says. "I'm a big believer in balance and quality of life — with respect to faculty and staff too." From decades of building leaders, connecting diverse groups, and fostering a global outlook, Myers is uniquely qualified to shape the next generation of business leaders who learn their business acumen at SMU Cox. ■

# ASK THE DEAN

**As Dean Matt Myers gets familiar with life at SMU Cox and Dallas, students, alumni and supporters are eager to get to know his perspectives. We invited followers of Cox social media to "Ask the Dean" questions of interest to them.**

*(Editor's note: Some questions were edited for brevity and clarity. Additional questions and answers are at [smu.edu/cox](http://smu.edu/cox).)*

**Q:** Is it possible to make SMU a bigger recruiting spot for consulting firms (e.g. BCG, McKinsey, Deloitte)?

**A:** We are a "core school" for Deloitte in its technology, finance and strategy and operations groups. As for BCG, they have consistently interviewed BBA and MBA students through their non-core school recruiting routes. It takes years of steady hires and performance to become a "core school." Alumni who were successful at getting hired by companies that don't currently include Cox in on-campus recruiting events can play a key role in developing this pipeline.

**Q:** What are your thoughts on alumni relations, especially with graduates who are out of state or overseas?

**A:** Regardless of where Cox School alumni live, work, or travel, they are always close to fellow alumni. Take a look at our Cox Alumni Board on page 35. You'll see an international organization. We can and do plan alumni events throughout Texas, the United States and around the world. And don't forget fall and spring class reunions. Our marketing and communications office keeps our supporters well-informed with *CoxToday* magazine, monthly email newsletters, social media and our alumni engagement tool, the Cox Networker ([coxnetworker.com](http://coxnetworker.com)).

**Q:** Is it possible for the Cox School to come up with a program — or add to an existing program — for locating companies that could use experienced part-time alumni?

**A:** The Cox Career Management office is well positioned for assisting all Cox undergraduate and graduate alumni. Whether it's full-time employment, project work, or part-time employment being sought, there is something for everyone. As well, SMU Cox graduate students (FTMBA, Fast Track, PMBA, EMBA and MS) are welcome to participate in the Associate Board mentorship program.

**Q:** What differentiates a Cox MBA from MBAs offered at other universities in the DFW area?

**A:** Our size and culture! Both encourage interaction and collaboration in a unique way. SMU Cox students develop close relationships with professors and fellow students. We offer opportunities to learn, participate and grow that

aren't available in larger programs. SMU Cox is dedicated to helping students develop interpersonal skills that lead to successful, fulfilling careers. Through the innovative programs of the Business Leadership Center, MBA students have opportunities to enhance their business education by learning and practicing the softer skills of communication and leadership. Our Global Leadership Program, launched in 2000, gives Cox MBA students firsthand knowledge of the global marketplace through an unparalleled immersion experience in Asia, Latin America or Europe.

**Q:** What plans do you have to improve the Cox BBA program and bring it to the level of top-ranked BBA programs around the nation?

**A:** The Cox School will always strive to make all our programs the best we can, and well-known nationally. Rankings are a large part of this mission. But, we must be careful not to let the rankings define what we do. Crafting a strategy specifically to appease the ever-growing list of rankings, with a variety of methodologies, is a recipe for inconsistency and mediocrity. We continue to recruit the best students and best faculty, and provide each with the high level of service the corporate world so desperately needs. The rankings will follow. We strive to get the word out about our great students, faculty, and alumni to those that are influencers on those rankings.

**Q:** What is one skill that wasn't previously necessary in the business world, but is now growing in importance, and how does Cox plan to equip its students with that skill?

**A:** Trends such as process automation, digital commerce, social media, globalization and mobile computing are dramatically expanding the volume, variety and velocity of data available to companies in all industries. Managers are increasingly expected to draw insights and guidance from all these data using sophisticated analytical models and tools. The Cox School's business analytics curricula, including the BA concentration in the MBA program, the MSBA program, and the GBAC Certificate program for working professionals, prepare our students to excel in this complex and dynamic business environment, across all industries and business functions. ■



Dean Myers connects with old friends Powell Stark and Henry Camp on the Boulevard.



August 1, first day on the job! Kevin Knox, assistant dean of external affairs and alumni relations, presents Dean Myers with an autographed SMU Cox football.



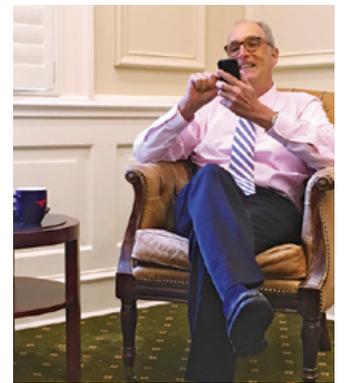
SMU Cox friend Denis Simon treats Dean Myers to the Dallas Cowboys' preseason game against the Indianapolis Colts.



Dean Myers and his family enjoy the suite life when SMU football took care of business against Stephen F. Austin.

## #DeanMyers DiscoversDallas

SMU Cox social media channels showcase the city of Dallas through the eyes of Dean Myers as he becomes familiar with his new hometown. Be sure to follow SMU Cox on Facebook, LinkedIn, Twitter and Instagram and use the hashtag **#deanmyersdiscoversdallas** to offer your recommendations on the best spots to enjoy in the city.



On behalf of the Cox School, Dean Myers challenges Homer Erekson, dean of the TCU Neeley School of Business, to a friendly wager over which university's football team would win this year's Battle of the Iron Skillet.

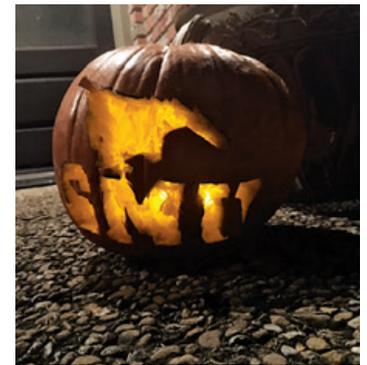


Dean Myers offers advice to the Full-Time MBAs during orientation. "You're always being interviewed. If it's casual conversation with an alum, or you're at an executive roundtable, hiring managers are always looking for talent."

FAIRNESS AND INTEGRITY  
ACKNOWLEDGE THE RIGHT  
OF THE PEOPLE TO GET  
FROM THE NEWSPAPER  
BOTH SIDES OF EVERY  
IMPORTANT QUESTION



Dean Myers met with The Dallas Morning News Editorial Board at the papers' downtown office, home to the iconic "Rock of Truth" facade inscription.



Dean Myers' daughters show off their school spirit on Halloween.

# FACULTY AND STAFF ACHIEVEMENTS



**Vishal Ahuja**, assistant professor of information technology and operations management, presented his paper titled "Continuity in Gatekeepers:

Quantifying the Impact of Care Fragmentation" at the Management and Service Operations Management Society Conference (Healthcare SIG) at the University of North Carolina. He also served as cluster co-chair for "Health Operations Management" at the Informs Healthcare Conference in Rotterdam, Netherlands.



**Marci Armstrong**, Brierley Endowed Professor and director, Brierley Institute for Customer Engagement, presented the session "Brand Loyalty" at the annual conference of

the Association of Business School Alumni Professionals. The session focused on what brand loyalty means in the context of a business school and how to leverage brands to strengthen alumni loyalty. The conference was hosted at SMU Cox, with more than 70 professionals in attendance including representatives from the nation's top business schools at The University of Virginia, New York University, Yale, The University of Chicago, Michigan, Duke, Penn, The University of California, Berkeley, Rice, The University of Texas at Austin, Carnegie Mellon, Indiana, Purdue, Notre Dame, The University of North Carolina and MIT.



**Amit Basu**, Carr P. Collins Chair in Management Information Systems and chair of the information technology and operations management

department, received the Carl Sewell

Distinguished Award for Service in May. He co-chaired a track on MIS Education for the International Conference on Information Systems, to be held in Seoul in December. He also gave a talk on "Consumer Engagement for B-to-B Companies" to Accenture Digital Innovation Practice in Belgium, and made a presentation to the leadership of Andrews Distributing at its Annual Leadership Summit in Dallas.



**Marcus Butts**, associate professor of management and organizations, co-authored "I Just Can't Control Myself: A Self-Regulation Perspective on the Abuse of Deviant Employees,"

which offers insight into how bosses find it difficult to refrain from lashing out at high performers who misbehave. The study was published in *Academy of Management Journal* and recently covered online by *Harvard Business Review*.



**Neil Bhattacharya**, associate professor of accounting, co-authored "Levelling the Playing Field between Large and Small Institutions: Evidence from the SEC's XBRL Mandate,"

which was accepted for publication by the *Accounting Review*. The paper investigates the effectiveness of an important Securities and Exchange Commission policy decision. The paper also documents how the informational playing field seems to have become more even following the eXtensible Business Reporting Language mandate from 2009. At the highly selective Financial Intermediation Research Society conference in Hong Kong, Bhattacharya presented a co-authored paper about the extent to which high-frequency traders facilitate incorporation of fundamental accounting information into stock prices around earnings announcements. He is also the recipient of the Business Library's 2016-2017 Super Teacher Advocating Research (STAR) Faculty

Award for his frequent collaboration with the Business Library in guiding student success.



**Bill Brueggeman**, Clara R. and Leo F. Corrigan Senior Endowed Chair of Real Estate, was presented with a Lifetime Achievement Award from Ohio State University at the 2017 summer send-off meeting of the DFW Alumni Association.



**Hemang Desai**, Robert P. Cullum Professor of Accounting and accounting department chair, gave an academic seminar at HEC Montreal and presented "Bank Capital and Loan Monitoring," which he co-authored with Assistant Professor of Accounting **Gauri Bhat**.



**Ed Fox**, associate professor of marketing and W.R. & Judy Howell Director, JCPenney Center for Retail Excellence, wrote a chapter titled "Choosing to Choose: The Dynamics of

Store, Product and Consumption Choices" that was accepted for publication in *Handbook of Research on Retailing*.



**Melissa Johnson**, reference and digital services librarian, was accepted to the Technology in University Libraries Committee in the University Libraries division of the

Association of College & Research Libraries. She also wrote a Tech Bites sidebar about LibWizard that appeared in the October issue of *College & Research Libraries News*.



**James Linck**, Distinguished Chair in Finance and chair of the finance department, gave an invited talk at the University of Texas at Dallas Spring Finance Conference on a paper titled "Friends

during Hard Times: Evidence from the Great Depression," which was presented by Geoffrey Tate, University of North Carolina.



**Stanimir Markov**, professor of accounting, presented "Does Crowdsourced Research Discipline Sell-Side Analysts?" at the University of Colorado and the Lisbon Accounting

Conference CATÓLICAINOVA. He also was a discussant at the 2017 Chinese Accounting Professors Association of North America in Dalian, China, and at the 2017 American Accounting Association Annual Meeting in San Diego.



**Sandy Miller**, director of the Business Library co-presented "Adding Value to the Business Curriculum Through Information Literacy Integration" at the Academic Business Library Directors'

annual conference in Toronto. ABLD is composed of library deans and directors from the top 50 North American business schools and coordinates with its sister organizations, European Business School Librarians' Group and Asia Pacific Business School Librarians' Group, in a global academic network.



**Sal Mistry**, visiting professor of management and organizations, co-authored a study about team charters that was accepted for publication in the

*Journal of Applied Psychology*. "Quality Charters or Quality Members? A Control Theory Perspective on Team Charters and Team Performance" has implications for managers regarding the universally accepted practice of creating a team charter.



**Milica Mormann**, visiting assistant professor of marketing, co-authored "In the Red: The Effects of Color on Investment Behavior," which shows that when

investors see red ink used in the presentation of financial data, they expect less from the firm's future stock returns than when the same information is presented in black ink. The paper is under review at the *Review of Financial Studies Articles*. The research was also featured in *The Wall Street Journal*, *Barron's*, the *Irish Times* and *Les Echos* (France). She co-authored an invited comment in the *Journal of Consumer Research* in response to "An Interdisciplinary Lens on Consciousness: The Consciousness Continuum and How to (Not) Study It in the Brain and the Gut." Mormann also gave an invited presentation at the Rady School of Management, University of California, San Diego.



**Ryan Murphy**, research assistant professor, O'Neil Center for Global Markets and Freedom, co-authored "Exogenous Resource Shocks and Economic Freedom," which was published in

*Economic Studies*, and which he presented at Eaton Vance in Boston. At the same event, he also presented two other papers: "Exploring Non-Linear Effects of Political Institutions and Economic Institutions," and "Social Capital, Extractive Institutions, and Redistributive Institutions." His co-authored paper, "Do Institutions Mitigate the Risk of Natural Resource Conflicts?" appeared in *Contemporary Economic Policy*. Murphy presented "The Economic Leviathan Index: An Index of State Building, State Size and Scope and State Economic Power" at the Sound Money, Free Banking, and Private Governance Conference at the American Institute for Economic Research in Massachusetts.



**Robin Pinkley**, Janet and Craig Duchossois Endowed Professor of Management and Organizations, presented "Unpacking BATNA Availability: How Probability Can Impact Power in Negotiation" at the Academy of Management Conference in Atlanta. The paper's co-authors include two SMU Cox faculty members: Altshuler Distinguished Teaching Professor **Don Vandewalle** and Associate Professor of Management **Maribeth Kuenzi**. The Academy of Management gave the paper the Best



Empirical or Theoretical Paper Award, Conflict Management Division. At the conference, Pinkley also presented co-authored research on "Understanding the Gendered Path to Negotiation Expertise: A Dual Components Model." At the International Association of Conflict Management in Berlin, she presented her co-authored research on "Implicit Theories of Negotiation: Testing a New Measure of Agreement Dynamism," and "Assertiveness versus Aggression in Negotiation."



**Miguel Quiñones**, O. Paul Corley Distinguished Chair in Organizational Behavior and chair of the management and organizations department, presented the keynote

address, "The Importance of Inclusion in a VUCA World," at the Walmart Inclusion Forum in Bentonville, Ark. He was an invited panelist discussing, "Leadership in a Difficult Climate" at the Power of Performance meeting sponsored by Prospanica and the National Black MBA Association in Philadelphia.



**McKenzie Rees**, assistant professor of management, presented two co-authored papers at the Academy of Management 77<sup>th</sup> Annual Meeting in Atlanta: "Predicting

the Symbolic Use of Ethical Reporting Violations," and "Decision Frames and Unethical Behavior: What's Wrong with a Business Frame and How to Fix It."



**Tracey Rinehart**, library specialist in the Business Library since 2008, has been appointed to user experience librarian. Since joining Cox, he has earned a Master of Liberal

Studies degree from SMU and a Master of Science in Library Science degree from The University of North Texas. His passion for excellence in customer service and commitment to educating and mentoring students are key to his new role. He was awarded the Central University Libraries Outstanding Team Award for his work on the SMU Libraries Circulation Team in preparation for Alma/Primo, SMU Libraries' new circulation and search system.



**Ulrike Schultze**, associate professor of information technology and operations management, co-authored three papers that were accepted for

presentation at the International Conference on Information Systems in Seoul. "Zimride: Insights about the Business-to-Business-to-Peer-to-Peers Business Model of Ridesharing Platforms in Organizations," "A Performative Identity Perspective of Cyberactivism: The Case of MyStealthyFreedom," and "Developing Shared Platforms: An Imbrication Lens." Also, her co-authored teaching case, "Managing the Risks of Big Data at MyTelco: Taking Ethics Seriously," has been accepted for publication in the *Journal of Information Technology Teaching Cases* (JITTC) and will become available on the Harvard

case repository in a year. Over the summer, Schultze presented "Zimride: Insights into Organization-Sponsored Sharing Platforms," at Uppsala University, Gotland, Sweden, and the University of Essen-Duisburg at Essen, Germany. She also presented "Doing 'Strong' Sociomaterial Theorizing: Methodological Principles" at the MIT Open Seminar: Sociomateriality – Exchanges on Theories and Empirical Issues at the University of Uppsala and at the University of Essen-Duisburg.



**Raj Sethuraman**, Harold Simmons Chair in Marketing and Marilyn and Leo Corrigan Professor, **Bill Dillon**, the Herman W. Lay Professor of Marketing, **Richard Briesch**, Corrigan



Research Professor of Marketing, co-authored "The Role of KVI and Category Dynamics in Shaping Store Price Impressions and Store Choice Decisions."



Professor Sethuraman presented the paper at the Marketing Science Conference at the University of Southern California. He was invited as a faculty fellow to the prestigious

American Marketing Association Doctoral Consortium, University of Iowa, and was invited to be keynote speaker at the International Conference on National Brand and Private Label Marketing in Barcelona.



**James Smith**, Cary M. Maguire Chair in Oil and Gas Management, had three energy papers accepted for publication in leading scholarly journals. Forthcoming

in the journal *Land Economics* is "How and Why Petroleum Leases are Held by Production," which examines how common provisions of mineral leases have affected the pace of drilling in the

major U.S. shale gas basins and applies the theory of real options. "The Price Elasticity of U.S. Shale Oil Reserves," a co-authored paper, formulates an economic model of shale oil development that identifies how much of the U.S. resource base is likely to be economically viable at various price levels, including estimates of the portion of potential drilling sites that are likely to be exploited. It is forthcoming in the journal *Energy Economics*. His co-authored paper "OPEC's Impact on Oil Price Volatility: The Role of Spare Capacity" finds that OPEC's investment in and management of spare production capacity has reduced the volatility of oil prices by as much as 50 percent in the past 15 years and is forthcoming in *The Energy Journal*. Professor Smith also delivered a major speech on "The Role of OPEC in the Oil Market: Changing Signs" at the 2017 European conference of the International Association for Energy Economics, in Vienna. He gave OPEC-related research presentations at international conferences held in Athens, and Nice, France, and he addressed the U.S. Energy Information Administration's 2017 Workshop, "Financial and Physical Oil Market Linkages," in Washington, D.C.



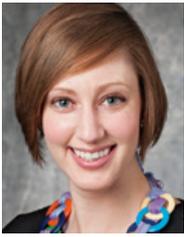
**Greg Sommers**, professor of practice in accounting and director of the Master of Science in Accounting Program, was included in a *Poets and Quants for Undergrads'* feature

about "Favorite Professors of the Class of 2017." Cox alumni Laura and Megan Kohner (BBA '17), who were named to part of the "2017 Best and Brightest Undergraduates" by the publication in May, cited Sommers and Accounting Professor of Practice **Barry Bryan** as their favorite professors.



**Dean Stansel**, research associate professor in the O'Neil Center for Global Markets and Freedom, had one paper accepted for publication: "Sub-national Economic

Freedom: A Review and Analysis of the



Literature" in *Journal of Regional Analysis and Policy*, co-authored with O'Neil Center colleague, **Meg Tuszynski**.

He organized and chaired sessions at two economics

conferences, the Public Choice Society and Association of Private Enterprise Education, and presented five conference papers, as well as mentoring one student research project that was presented at a conference poster session. Stansel gave two invited lectures at Kennesaw State University and participated in a Dallas and San Antonio panel discussion. He had op-eds published in *Investor's Business Daily*, the *Fort Worth Star-Telegram*, and *The Texas Tribune*, and did 40 radio interviews. He was a panel speaker on "Policy Breakfast: Boost Your In-House Research" at the State Policy Network Annual Meeting in San Antonio, and he presented "Economic Freedom of North America: An Overview" at the EFNA Network Conference at SMU.



**Tom Fangyun Tan**, assistant professor of information technology and operations management, authored "Is Tom Cruise Threatened?

An Empirical Study of the Impact of Product Variety on Demand Concentration," which was accepted by *Information Systems Research*.



**Don Vandewalle**, Altshuler Distinguished Teaching Professor in Management and Organizations, served as co-author, presenter, and commentator for three events at the

2017 Academy of Management Meeting in Atlanta. He co-authored "Unpacking BATNA Availability: How Probability Can Impact Power in Negotiation," which was honored with a best paper award (see **Robin Pinkley**). He also presented "Field of Dreams: Building Our Teaching Destiny via Student Motivation" as a part of the academy's Teaching & Learning Conference. Also at the academy, he served as the expert commentator for the symposium, "New Seekers, New Targets, New Dynamics: Emerging Developments in the Study of Feedback Seeking." Additionally, the journal *Personnel Psychology* has accepted for publication his paper titled, "Who Cares about Demands-Abilities Fit? Moderating Effects of Goal Orientation on Recruitment and Organizational Entry Outcomes."



**Kumar Venkataraman**, James M. Collins Chair in Finance, co-authored "Capital Commitment and Illiquidity in Corporate Bonds," with Assistant Professor of Finance **Stacey Jacobsen**; **William Maxwell**, Mary Jo Vaughn Rauscher Chair in Financial Investments; and Hank Bessembinder, Arizona State University finance professor. The study, which shows that bank-affiliated dealers have reduced capital for market making in corporate bonds in response



the federal Dodd-Frank regulations, has been accepted for publication by the *Journal of Finance*. Venkataraman also made a research presentation at the Western Finance Association Conference and took part in a discussion at the New York University Stern Market Microstructure Conference.

## Professors Cited as 'Top 40 Undergraduate Professors'

**Barry Bryan**, professor of practice in accounting, and **Bill Maxwell**, Mary Jo Vaughn Rauscher Chair in Financial Investments, were named to *Poets & Quants for Undergrads'* inaugural list of "Top 40 Undergraduate Business Professors." In the article, published in September, the editor explained, "We put out a call for nominations and what we've gathered is a group of top profs whose teaching is known to transcend the hour-long lecture in a way that transforms students' minds as well as hearts." ■

Top: Barry Bryan  
Bottom: Bill Maxwell



# NEW FACULTY



**Marcus Butts**, a native Texan, joins the Cox School as an associate professor of management and organizations. He received his undergraduate degree from Texas A&M and his PhD from the University of Georgia. His research expertise is in work-life issues, leadership, people analytics, and experience sampling methodologies.

He has published in top academic outlets including *Academy of Management Journal*, *Journal of Applied Psychology* and *Personnel Psychology*. His research on the daily impact of email and text communications for employees' personal lives has been cited in Fox News, NPR, *Time* and *HuffPost*. His work on how leadership can involuntarily become destructive has been covered by *Harvard Business Review*. Previously, Marcus was at the University of Texas at Arlington, where he was nominated for the President's Award for Excellence in Teaching.



**Chaoqun Chen** is a new assistant professor of marketing. As an empirical modeler, she combines economic theories with statistical tools to study questions in pricing, retailing, and new product development. Before joining SMU Cox, she earned her PhD and MS in marketing from the Kellogg School of Management of Northwestern University.

She also earned her MS in economics and MS in statistics from the Georgia Institute of Technology and her BA in marketing from Harbin Institute of Technology.



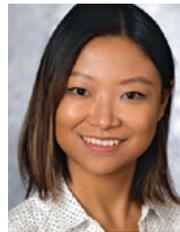
**Yunok Cho**, is a visiting assistant professor of strategy. She earned her PhD from the Stern School of Business, New York University. Her research centers on understanding a firm's international strategy and its impact on performance at the intersection of strategy, international business and applied microeconomics. Currently, she teaches

Introductory Strategy in the MBA Program. Previously, she served as a faculty member at Renmin University of China. Before joining academia, she worked for the standardization of the wireless communication system at Samsung Electronics.



**Nickolay Gantchev** joins SMU Cox as an associate professor of finance. He received his PhD in finance from the Wharton School at the University of Pennsylvania, and completed his MBA and MS in Boston College. Prior to joining the faculty, Gantchev served on the faculty of the Kenan-Flagler Business School at the University of North

Carolina. His primary research area is empirical corporate finance, with a focus on corporate governance and shareholder activism. He studies the role of institutional investors in monitoring management and improving firm governance and performance, and his publications examine the incentives of large shareholders to become active monitors, as well as the effects of institutional trading in the emergence of hedge fund activism. His recent work investigates whether peer firms undertake real policy changes under the threat of activism and study specific mechanisms through which activist hedge funds influence takeover outcomes at targeted firms.



**Rachel Li** is a visiting assistant professor in finance and received her bachelor's degree from Central University of Finance and Economics in China, with a double major in finance and accounting. Upon graduation, she pursued the opportunity to learn more about finance in the United States. She completed her MS in financial engineering at the Georgia

Institute of Technology, where she participated in several faculty research efforts and discovered her own interest in research. She pursued her PhD in finance at Michigan State University, and her research focuses mostly on corporate finance. She has taught undergraduate and advanced corporate finance and enjoys interacting with students and helping them learn finance.



**Milica Mormann** is a visiting assistant professor of marketing following appointments at the University of Miami, Stanford University and Caltech. Her research examines consumer behavior and decision-making, with a focus on the visual and attentional processes that drive consumer behavior, and has appeared in several leading

academic journals, including the *Journal of Consumer Research*, *Journal of Consumer Psychology* and *Proceedings of the National Academy of Sciences*. Her scholarly work has been featured in *The Wall Street Journal*, CNN's iReport and *Time*. Mormann has consulted with Allianz Behavioral Finance Group and the Miami Science Museum, among others.



**Arzu Ozoguz** is a visiting assistant professor of finance. She conducts research in the areas of investments, corporate finance and information economics. Her work focuses on how the information environment in financial markets affects the dynamics of asset prices and the cross-section of stock returns. More recently, she has focused on the interaction

between the information in stock prices and firms' real investment decisions. She has received Best Paper Awards from the Western Finance Association and the Financial Management Association, and her research has been published in several journals, including the *Review of Financial Studies* and the *Journal of Financial Economics*. Prior to joining the Cox School she was a faculty member at the business schools of Rice University, the University of Texas at Dallas and the University of North Carolina. She received her PhD from INSEAD in France, has a bachelor's degree in economics from Oberlin College, and received her MBA from Koc University at Istanbul. Prior to her PhD studies, Ozoguz worked as a research analyst at an investment bank in Istanbul.



**McKenzie Rees** joins the Cox School as an assistant professor of management from the University of Notre Dame, where she was a postdoctoral research associate. Her research focuses on what drives unintentional ethical and unethical behavior, particularly in contexts in which competition is salient. This has resulted in three specific branches of research

for her. First, she focuses on the biases that affect an individual's ethical decision-making. Second, she examines how being in a high-status role in a group or organization influences prosocial and deviant behavior. Finally, she examines the unique ways in which women navigate professional and ethical challenges in the workplace. She teaches courses related to general management, and in the last two years has specifically focused on the use of negotiations as a conflict-management strategy. Prior to receiving her PhD, she worked in the nonprofit industry as a major gifts fundraiser.



**Wayne Taylor**, new assistant professor of marketing, completed his PhD at The University of California, Los Angeles this past spring. His research involves customer analytics and topics related to database marketing. Prior to earning his doctorate, he worked for Las Vegas Sands for three years in marketing analytics. He earned his Bachelor of Science at Cornell

University's School of Hotel Administration. In his free time, he enjoys being outdoors, playing with his dogs and discovering new places.



**Sorabh Tomar** joins SMU Cox as an assistant professor in accounting, and studies the effects of disclosure regulation in both corporate and non-corporate arenas. He has empirically investigated whether disclosure can ameliorate a negative externality driven by firm outputs, and how a change in performance-disclosure regime affects a contracting agent's effort.

Tomar has a growing interest in firms' corporate social responsibility/ environmental performance disclosures, and believes these disclosures' prominence will only increase with time. He completed his PhD in accounting at the University of Chicago Booth School of Business, and earned bachelor's degrees in commerce and science at the University of Melbourne. In his spare time, he enjoys ultimate frisbee, yoga and the gym.



**Diego Vega San Martin**, visiting assistant professor of finance, comes to SMU Cox from Washington University in St. Louis, where he completed his PhD in finance at the Olin Business School. His research is focused on informational frictions that affect the effectiveness of different contracts in finance, the trading activity in specific markets and

corporate finance as a whole. This academic year he will be in charge of teaching investment analysis and portfolio management to undergrads seeking to specialize in finance. Before entering the PhD program, he worked as a financial risk manager for a major Chilean banks and as a researcher at the Center for Applied Economics at the University of Chile.



**Daniel Zyung** is an assistant professor in Strategy and Entrepreneurship Department. He holds a PhD in management from Rice University, a master's degree in management from The University of Texas at Austin and a Master's degree in economics from the University of Michigan. He received his bachelor's degree from Korea University,

while serving two years in the Korean army. Within the field of strategy research, he is interested in understanding strategists — the top executives of firms — and, hence, the human side of strategic decisions. Specifically, he seeks to further understand the psychological foundations of corporate leaders' strategic decisions, and how their construal and responses to environmental change are guided by their psychological attributes. Outside work, he loves to hit the gym and explore food scenes with his wife. ■

## How the Crowd is Shaking Up Wall Street

Stanimir Markov, Professor of Accounting

The many crowd-sourced investment research venues and platforms that co-exist on the Internet are a source of information for investors and capital markets. Interestingly, they are increasingly rivaling the incumbent sell-side analyst research model, also known as “Wall Street.” Sell-side analysts have been the go-to source for investment research, but they have been known to exhibit research bias.

Accounting Professor Stanimir Markov and co-authors examine how this increased competition is shaking up the status quo. Competition from new online entrants is a force disrupting the investment research industry and disciplining the sell-side. The study documents a substantial drop in the sell-side tendency to issue “pessimistic,” easy-to-beat earnings forecasts. The crowd has reduced sell-side bias where regulation has failed.

The authors focus on Estimize, an online earnings forecast venue, as a gauge. “In the past, there was a tendency for sell-side analysts to issue optimistic earnings reports so that the firms being evaluated could more easily meet or beat the consensus,” says Markov. He adds that analysts need information from company managers, and thus need “to keep them happy, and set the bar low.” Firms have been meeting or beating sell-side forecast expectations 70 to 75 percent of the time. “When earnings forecasts are benchmarked against Estimize, they are met or beaten only about 55 percent of the time,” he says, “indicating less bias.” The authors posit that this competition from the Estimize crowd

is having a disciplining effect on the typically well-educated, -trained, and -compensated sell-side analyst.

Specifically, in the three-year period before appearing on the Estimize platform, companies report earnings per share (scaled by company stock price) that exceed the sell-side consensus by 13.8 percent on average. In the three years after appearing on the Estimize platform, these same



companies report earnings surprises of 5.1 percent — a whopping 67 percent decline in forecast pessimism.

By providing investors with a clear alternative benchmark forecast, Estimize “shames” sell-side analysts into issuing less biased, harder-to-beat forecasts, Markov contends. Further, the study finds the decline in pessimism, i.e. issuing easy-to-beat forecasts, is greater when earnings uncertainty is high and investors struggle more with unravelling the sell-side bias. For example, sell-side

**Competition from new online entrants is a force upending the investment research. The crowd has reduced sell-side bias where regulation failed.**

forecast errors for technology stocks exhibit more volatility than utility stocks. Thus, investors in technology stocks have a harder time deciphering the bias than investors in utility stocks.

The founders of crowd-sourced sites Seeking Alpha and Estimize say they are empowering the retail investor. Regulators have worried that retail investors are leaving the market because Wall Street banks put institutional investors ahead of retail investors. Markov notes, “If retail investors have access to good quality investment research on Seeking Alpha and accurate, unbiased earnings estimates on Estimize, they should come back to the market. This is what disrupting Wall Street is about.

“Perhaps, regulators should think about encouraging sell-side competition. Estimize is a competing source of estimates that has pushed the sell-side toward making less biased and more accurate estimates.” In sum, the crowd is now providing benchmarks as good as the professionals.

Markov’s co-authored paper “Does Crowdsourced Research Discipline Sell-Side Analysts?” has been presented at numerous universities.

## Human Decision-Making Is a Rich Source of Business Analytics

Tom Fangyun Tan, Assistant Professor of Information Technology and Operations Management

As technology, algorithms, and artificial intelligence are increasingly projected to upend the work world, humans and their decision-making prove to be a rich source of business analytics. Co-authored research by ITOM Assistant Professor Tom Tan examines how people make decisions in a labor-intensive service setting. Routing problems, a focus of the study, are particularly difficult to solve, but solutions provide an operational and competitive advantage.

**This study points to the important role of people and their judgment alongside rules or policy — they can complement each other.**

“The assumption is that if there is a rule, people follow it like a machine,” Tan says. “We find that front-line workers in a labor-intensive setting actually use their discretion in routine routing decisions, like assigning incoming parties to their waiters,” says Tan. Overstepping the rules, it turns out, benefits operational performance and profitability. The study examines a large data set from 66 casual restaurants in a metropolitan area.

This study points to the important role of people and their judgment alongside rules or policy — they can complement each other. Tan and his co-author analyze 2 million check-level observations from sales data and nine months of work time data and conclude that to develop a better service system, frontline worker training is key. The research estimates 24 percent rise in sales by deviating optimally from the



round-robin seating rule, which rotates seating based on the next available waiter’s section for fairness.

“A lot of information or knowledge is not reflected in the rules,” explains Tan. “Nuanced information may be held by the routers on the frontlines. Analytics could identify these nuances, feed them into a system and improve it. We have scratched the surface.”

Operations research is about matching supply and demand, says Tan. “Considerable research has been done on a macro level, for example, global sourcing decisions that match supply with demand,” he explains. “Our research fits into this micro-level research matching jobs and employees.”

Artificial intelligence, disruptive technologies, and digitization across industries are all improving performance in settings such as health care and manufacturing. However Tan points to labor-intensive industries that rely on human interaction and operate in less digitized spaces, such as

**“Our research fits into this micro-level research matching jobs and employees.”**

restaurants, car maintenance shops and dry cleaners. “These businesses are investing in technology, but they are very labor-intensive businesses requiring human interaction.” Restaurants are nonetheless investing in technology related to analytics, payments, and mobile capabilities.

“We should learn about *how humans actually do things* and continuously improve their programs and systems. By incorporating new knowledge from human decision-makers, we can create a positive feedback loop moving forward,” he says. Labor plays an important role, especially in how people interact with the technology, Tan concludes. His working paper, “Behavioral Drivers of Routing Decisions: Evidence from Restaurant Table Assignment,” is under review.

## Sharing Platforms Encourage Employee Engagement, and CIOs are Critical

Ulrike Schultze, Associate Professor of Information Technology and Operations Management

The sharing economy continues to expand as technology makes it easier to connect people, goods and services. In co-authored research, ITOM Associate Professor Ulrike Schultze considers the role of information technology in attaining an organization's corporate social responsibility goals, and specifically employee engagement.

"Employee engagement is really a big deal in organizations," notes Schultze. When senior managers are asked what keeps them up at night, "certainly in the United States, employee engagement is right up there," she says. Schultze believes that organization-sponsored sharing platforms will expand in the years ahead.

The study considers the Zimride ride-sharing platform as a prototype of the business-to-business-to-peer-to-peer (B2B2P2P) business model. A key difference between this private version of P2P platforms and others

**The research finds that organization-sponsored sharing platforms present a self-sustaining approach to creating a culture of employee engagement.**

such as Uber and Airbnb is that access is limited to organization members. Schultze and her co-author stress that to work effectively, technology and management must synch up. CIOs, says Schultze, can play an important role in influencing a more effective design of sharing platform features. The authors note that the public P2P platforms of Uber and AirBNB are also seeking entry into the enterprise market.



The research focuses on the oldest, organization-sponsored ride-sharing platform, Zimride by Enterprise®, and specifically, how to more effectively integrate the platform to encourage employee engagement. Zimride does not rely on a transaction fee model like Uber or Lyft for financial success. Instead, a sponsoring organization pays for the technology through an annual subscription and a setup fee; its members use the platform for free and find and match rides as drivers or riders. The study's sample represented 22 universities, two government organizations and one corporation.

Zimride relies on organizations in which critical mass of users can be achieved. A form of security comes from its members-only access. According to Schultze, while many social platforms exist, this is "a platform where people have to use it to generate value."

After the platform is integrated with the sponsoring organization's technology, making it successful requires effort. The authors identify the need to achieve critical mass or network scope as one area of management attention. They suggest offering

incentives such as special parking or free car washes to incentivize and build the supply of drivers for the private rides-sharing network.

Sharing platforms provide an infrastructure on which employee relationships and organizational commitment can develop. "Corporate social responsibility is certainly important for reporting purposes and to create a certain culture in the organization," says Schultze. By sponsoring investment platforms that encourage individuals to share their resources — thus improving the lives of others in their community — organizations' employee engagement is likely to grow. Due to the network effects of the P2P marketplace, employee engagement will have a multiplier effect.

The research finds that organization-sponsored sharing platforms present a self-sustaining approach for creating a culture of employee engagement. They create shared value by promoting communal and sustainable living through collaborative consumption, that is, peer-to-peer sharing of goods and services via a virtual marketplace.

Given the importance of employee engagement as well as corporate social responsibility today, Schultze and her co-author believe that sharing platforms will increasingly become part of organizations' IT offerings. Importantly, this new area of management focus seeks to harness the value-generating capacities of organizational members. Schultze's co-authored paper, "Organization-Sponsored Sharing Platforms: Implementation Recommendations for Building Employee Engagement," is under review by *MIS Quarterly Executive*.

## Avoiding the Next Liquidity Crunch: Bond Mutual Funds May Save the Day

Kumar Venkataraman, James M. Collins Chair in Finance and Chotibhak (Pab) Jotikasthira, Associate Professor of Finance

The financial market crisis of 2008-2009 involved domino-like liquidity shocks that regulators including the Federal Reserve Bank and the Securities and Exchange Commission don't want to see repeated. Finance professors Kumar Venkataraman and Pab Jotikasthira show that some bond mutual funds are filling the role of a liquidity supplier, alongside a decline in dealer participation in market-making activities.

Banks have largely been the go-to bond dealers that market participants counted on to provide liquidity and for completing their trades. Liquidity is the

**The authors show that a new breed of liquidity supplier has emerged — bond mutual funds, an important buy-side investor.**

ability to buy and sell one's holdings in a timely manner. Since the financial crisis, regulations that increase bank capital requirements and restrictions on speculative trading have reduced traditional bond dealers' willingness to serve as liquidity providers. Thus, bond investors could have difficulty selling, resulting in market dysfunction.

The fixed income market is very different from the equity market, notes Venkataraman. "In equity markets, it is relatively easy to find a counterparty in an organized exchange and the ability to complete a trade is not cumbersome," he says. "The fixed income market is akin to the used car dealer market of about 20 years ago, where the car dealer is involved in virtually every transaction."

Bond mutual funds and exchanged-traded funds have more than doubled their assets under management from

7.3 percent in 2006 to about 18 percent in 2016. According to the research, from 2003-2014, the average bond fund demanded liquidity from bond dealers, the effect was when markets were stressed.

Venkataraman and Jotikasthira show that a new breed of liquidity supplier has emerged — bond mutual funds, an important buy-side investment.. The bond mutual funds that exhibit



a liquidity-supplying trading style are able to obtain better returns for investors in their funds. The study categorizes trading style based on "when institutions choose to implement their trades, rather than on what they choose to hold in their portfolios," says Venkataraman. In a low interest rate environment, where investors and retirees are earning very little in bond portfolios, the ability to earn investment returns by supplying liquidity is particularly attractive for fund investors.

Corporate bond trades can be completed more easily with the participation of mutual funds, since traditional bond dealers are less willing

**Based on the evidence, about 15 to 20 percent of corporate bond funds are exhibiting the trading style liquidity supplier.**

to accommodate the customer's desire to buy or sell quickly. Jotikasthira says the market does not observe this "immediacy," but it is an important dimension of liquidity. In a well-functioning market, the ability to buy and sell securities when desired increases the "social welfare" of market participants.

According to Jotikasthira, "Our research can potentially be generalized to other buy-side institutions, such as insurance companies and pension funds." Venkataraman adds, "Based on our evidence, about 15 to 20 percent of corporate bond funds are exhibiting the trading style of a liquidity supplier. We find that this trading style is related to future fund outperformance."

Industry participants working on next generation electronic trading platforms find the author's research highly informative.

Evidence indicates that some bond funds have been implementing this trading style since the start of the study period in 2003. Venkataraman says, "While the bond market has seen explosive growth in issuance, the bond dealers have been reducing inventories, and this points to a looming liquidity problem when markets become volatile."

Venkataraman and Jotikasthira, with Amber Anand of Syracuse University, co-authored the working paper titled, "Do Buy-Side Institutions Supply Liquidity in Bond Markets? Evidence from Mutual Funds." ■

# COX DEVELOPMENT

## Pony Power: Strengthening the Stampede

**T**his June, SMU launched *Pony Power: Strengthening the Stampede*, a three-year campaign with the goal of raising \$50 million in annual gifts between June 2017 and June 2020, for a total of \$150 million. These gifts will have immediate impact on the University's most pressing needs.

"The national universities with which SMU now competes have endowments two to three times the size of ours," SMU President R. Gerald Turner says. "Annual fund gifts that bring immediate assistance to enhance what is happening

at SMU *today* enable the University to 'fight above its weight class' as its endowment continues to grow."

When you support SMU's three-year *Pony Power* stampede, you strengthen every area of the University. Current-use gifts facilitate flexible support for the greatest needs and emerging opportunities, which make a dramatic impact on everything SMU does to shape world-changers.

Donations directly enhance the recruitment and retention of top-quality students and outstanding scholars and professors. They drive research projects

for centers and institutes while further developing the global brand of SMU Cox.

Join the *Pony Power* stampede today and support the Cox School of Business with a current-use gift to the SMU Fund for Cox Business. For more information, contact Ashley Pitts, director of development at the Cox School of Business, (214) 768-4988, or [apitts@cox.smu.edu](mailto:apitts@cox.smu.edu).

**Donations directly enhance the recruitment and retention of top quality students, outstanding scholars and professors.**

### Introducing the New Director of Development: Ashley Pitts

Ashley Pitts joined the University's development team as director of development for the Cox School of Business. In her role, Pitts will work closely with Dean Matt Myers, development and external affairs, Cox School leadership and volunteers. Leveraging the momentum generated during the Second Century Campaign, Pitts leads strategic development and fundraising efforts for Cox.

With more than 15 years of fundraising experience in education and the political arena, Pitts most recently served as vice president for development for Great Hearts Academies, a nonprofit network of public charter schools dedicated to improving education nationwide through preparatory K-12 academies. Her experience also includes a six-year tenure with the George W. Bush Presidential Center, first as regional director, then senior director and finally as interim vice president of development. She has a proven history of building strong connections locally, regionally and nationally to secure gifts that have supported the initiatives of each organization.



Ashley Pitts (BBA '01, MBA '15, and former SMU Alumni Board member)

## Every Gift Has Impact

Student scholarships shape the SMU Cox experience by ensuring that a diverse array of deserving students have the opportunity to attend and enrich the classroom. Every gift is an act of generosity and touches the lives of future business leaders.



Naomi Samuel, BBA '19

### Sewell Merit Scholar: Naomi Samuel

The Sewell Merit Scholarship helped Naomi Samuel close the gap between her dreams and reality, and is ultimately the reason she chose SMU over other universities. As a Sewell Merit Scholar in the BBA Scholars Program at SMU Cox, Samuel has spent the past two summers as an intern for AT&T in Dallas and Atlanta. She has gained experience in various business functions and has made connections with professionals across the country. Samuel has taken on leadership roles and currently serves as a Cox student senator. Reflecting on her time at the Cox school, she says, "The best part of my experience is that I'm barely getting started. With SMU Cox, you're set up to hit the ground running."

### Full-Time MBA Scholarship: Rachel Roberts

Rachel Roberts grew up in San Antonio and completed her BBA in marketing at the Cox School of Business. After graduation, Rachel joined Teach for America, first as a teacher and later as a development officer, to expand educational opportunities for underserved children. Roberts concentrated in marketing and business analytics during the Full-Time MBA Program, which prepared her for her internship at Sabre and her full-time role in Amazon's Retail Leadership Development Program.



Rachel Roberts, MBA '17



Marlissa Collier, MBA '15

### Full-Time MBA Scholarship: Marlissa Collier

Marlissa "Mel" Collier was born and raised in Los Angeles and attended the sports powerhouse Crenshaw High School. In 2006, Collier was awarded the Legacy Ladies Ashley Morgan Spiller Scholarship and went on to attend California State University, Long Beach, where she earned a BS in construction engineering and management. Upon graduation, she joined Southern California Gas Co. as a market analyst. In this role, she led the residential new construction engineering team. Collier completed her MBA at SMU Cox in 2015 and joined the AT&T Leadership Development Program. ■



# CALENDAR OF EVENTS

## ATHLETICS

### Men's Basketball

**January 4**

SMU at Tulane

**January 7**

SMU at Cincinnati

**January 10**

SMU vs. Temple  
8 p.m. at Moody Coliseum

**January 17**

SMU at Wichita State

**January 20**

SMU vs. Tulane  
5 p.m. at Moody Coliseum

**January 25**

SMU at UConn

**January 28**

SMU vs. East Carolina  
1 p.m. at Moody Coliseum

**February 1**

SMU at Tulsa

**February 8**

SMU at Houston

**February 11**

SMU vs. Cincinnati  
3 p.m. at Moody Coliseum

**February 14**

SMU vs. Memphis  
8 p.m. at Moody Coliseum

**February 17**

SMU at UCF

**February 21**

SMU at East Carolina

**February 24**

SMU vs. Wichita State  
1 p.m. at Moody Coliseum

**February 28**

SMU vs. Houston  
8 p.m. at Moody Coliseum

**March 4**

SMU at USF

## EVENTS

**May 19**

Cox Distinguished Alumni  
and Outstanding Young  
Alumni Awards Luncheon  
Collins Center  
Contact: Andrea Smith  
aesmith@smu.edu

**May 20**

SMU Cox Graduation  
1:30 p.m. BBA  
3:30 p.m. MS/MBA  
Moody Coliseum



**October 2:** Every Monday during the SMU football season, coach Chad Morris and SMU play-by-play announcer Rich Phillips entertained a live audience during "Pony Up Tempo Talk" at Ozona Grill and Bar.

## ALUMNI BOARD

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**March 12:** Kevin Knox and Mike Skillman (SMU parent, SMU Cox Executive Board member) gathered prior to the SMU vs. Cincinnati basketball game.



**April 20:** Frank McGrew (BBA '90, vice chair of the SMU Cox Alumni Association Board of Directors) visited campus.



**June 15:** Simon Mak, associate director of the Caruth Center for Entrepreneurship, and John Carter (MBA '01) ate lunch while Professor Mak taught in London.



**September 26:** SMU head men's basketball coach Tim Jankovich spoke at the SMU Faculty Club luncheon. Shown here: SMU Cox Writer in Residence Rick Alm, Coach Jankovich and Professor Michael Cox.

# DISTINGUISHED ALUMNI



**Peter T. Dameris (BBA '82)**, CEO of On Assignment Inc., is responsible for overseeing company growth as a leading provider of staffing services in the technology, creative, healthcare and life sciences sectors. Since Dameris joined On Assignment in 2003, annual revenue has grown from \$200 million to more than \$2.4 billion. *Fortune* ranked On Assignment the nation's third fastest-growing in 2014 and the fourth fastest growing company in 2015. In 2012, Staffing Industry Analysts ranked it the country's second largest IT staffing company.



**Kirk L. Rimer (MBA '89)** is a principal and co-head of Crow Holdings Capital-Investment Partners, which functions as an outsourced investment office for a select group of partner families. Since joining CHC-Investment Partners in 2011, Rimer has played an integral role in building the firm's investment strategy and expanding its partner base. Before CHC, he spent 21 years at Goldman Sachs, working with individual investors and corporations on risk management and equity investments.



**Liz Youngblood (MBA '05)** is CEO of the University of Mississippi Medical Center – Adult Hospitals. She is a veteran senior healthcare executive who's held leadership roles in for-profit, nonprofit and academic health care systems. Before she moved into healthcare leadership, she began her career as a nurse, working with thoracic and general surgery patients. Youngblood is a Fellow in the American College of Healthcare Executives. She has an extensive background in healthcare strategy, operations, coordination of care and operational improvement.



# OUTSTANDING YOUNG ALUMNI



**Amber Venz Box (BA '08)** is the president and co-founder — with Baxter Box — of rewardStyle, the largest global monetization platform for top-tier style influencers and retail brands. She co-conceptualized and launched rewardStyle at age 23. As the creative visionary behind the company, Venz Box set the tone for rewardStyle's mission-driven approach to empower content creators' growth and development. She earned her bachelor of arts degree in corporate communication and public affairs at the Meadows School of the Arts in 2008.

**Baxter Box (MBA '11)** is CEO and co-founder — with Amber Venz, now Amber Venz Box — of rewardStyle, the world's largest monetization platform for top-tier style influencers and retail brands. Baxter began his career as an engineer and investor in several technology start-ups. The same year he completed his MBA, Amber Venz and Baxter Box conceptualized an effective way to monetize the content of fashion blogs. The company represents one of the most influential and measureable marketing platforms worldwide, with over a million brands and retailers in network.



**Vik Thapar (MBA '09)** is a principal with Cypress Growth Capital. He has more than 18 years of experience spanning venture capital, private equity and information technology consulting. With the Cypress team, he is responsible for all aspects of the investment lifecycle, from identifying promising companies to providing ongoing support to portfolio companies. While working toward his MBA at Cox, he changed careers, moving from technology consulting to venture capital and private equity. He serves on the board of directors of TeXChange, the Southwest Venture Forum at SMU Cox, the U.S.-India Chamber of Commerce and the University of Texas at Dallas Institute for Innovation and Entrepreneurship. ■



# “ COX QUOTABLES

## **HuffPost**

“How Identity Plays Out Online”

**Ulrike Schultze**, associate professor of information technology and operations management, is an invited guest on the publication’s “Truth or Dare Series” podcast to discuss virtual world Second Life. “I take the word ‘virtual’ quite literally. Virtual means almost, but it has another meaning. It comes from the word ‘virtue,’ which implies that it’s ideal. So we’ve got actual reality and then we’ve got this almost ideal reality.”

(3/27/17)

## **KDFW, Fox 4 News**

“Being a Better Manager”

**Miguel Quiñones**, O. Paul Corley Distinguished Chair in Organizational Behavior and Management and Organizations Department chair, explains how an Executive MBA (EMBA) helps managers enhance leadership skills. “A lot of people go into a business because of the technical skills they gain . . . and then they learn as they move up in an organization that they have to get work done through other people. They realize that this is a set of skills in and of itself. They’re called ‘soft skills,’ but they are some of the hardest to master.”

(5/29/17)

## **The Wall Street Journal**

“It’s the Little Things That Can Color an Investor’s Outlook”

**Milica Mormann**, visiting assistant professor of marketing, finds — in her coauthored study “In the Red: The Effects of Color on Investment Behavior” — that color impacts how people view their investments. “When investors are shown past negative stock price paths in red, expectations about future stock returns are reduced . . . consistent with red causing ‘avoidance behavior;’ red color reduces investors’ propensity to purchase stocks.”

(7/10/17)

## **KTVT, CBS 11 News**

“Amazon ‘Prime’ Day Reminds of Massive Closings”

**Ed Fox**, W.R. and Judy Howell Director, JCPenney Center for Retail Excellence, examines — on Amazon Prime Day — how online shopping is impacting traditional retail sales. “It’s a tough time for brick and mortar retailers right now, [but] there are other structural factors, like too many stores, too much debt and too many promotions that are punishing retailers at least as much as Amazon and the online business.”

(7/11/17)

## **Bloomberg Businessweek**

“Liquidity, Bankruptcy and Paperwork”

**Kumar Venkataraman**, James Collins Chair in Finance, and **Chotibhak “Pab” Jotikasthira**, associate professor of finance, are quoted about their co-authored research paper, “Do Buy-Side Institutions Supply Liquidity in Bond Markets? Evidence from Mutual Funds.” Funds in the highest [liquidity-supplying] score[s] tend to be younger; have higher percentage of assets in cash; hold more liquid bonds, i.e., bonds with shorter duration, higher credit quality, and larger issues; have lower portfolio risk; and exhibit smaller volatility in investor flows. The finding on flow volatility suggests that some funds are handicapped by volatile investor flows that force costly bond trading.”

(7/18/17)

## **New York Daily News**

“Hurricane Harvey Damage Will Cost Tens of Billions of Dollars, Experts Say”

**Bernard Weinstein**, economist and associate director of the Maguire Energy Institute, notes that despite widespread damage that will take years to overcome, places stricken by disaster often enjoy an economic bump after the initial shock subsided “Economies are very resilient. While this is probably the worst flood Houston has ever seen, you have to look at it against the backdrop of a huge state economy.”

(8/28/17)

## **The Dallas Morning News**

“Cash is King When It Comes to Helping Victims of Natural Disasters”

**Mike Davis**, senior lecturer of business strategy and economics, maintains that giving tangible items after natural disasters may not be as beneficial as a donation of funds. “Houston and the rest of the gulf region will rebound. The things that made them successful weren’t swept away by Harvey. We all have an obligation not just to help them recover, but to do it the best way possible.”

(9/6/17)

## **“Texas Standard”/Texas Public Radio**

“Why Texas Could be the Best Place for Amazon’s Second Headquarters”

**Raj Sethuraman**, Marilyn and Leo Corrigan Professor and Marketing Department chair, suggests that the only drawback Texas cities have as a potential home for Amazon’s second headquarters is a lack of consistent, effective mass transit, but that shouldn’t be a deal breaker. “Our land transportation system without mass transit is fairly good and we have the capability to develop our mass transit system. A company like Amazon can come into the city and will itself become a catalyst for [further] developing mass transit.”

(9/8/17)

## **D Magazine**

“New Dean at SMU’s Business School: To Compete, We’ll Have to Think Tech”

**Matt Myers**, dean of the Cox School, talks about tech and innovation in the development of tomorrow’s workforce, and what role the Cox School plays in that development. “In the business community, expectations are high, so the expectations on us are high. A lot of this is figuring out new ways to complete...and tech [is a] big part of that. What we can do is different and we need to capitalize on that.” ■

(9/13/17)

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# IMPORTANT NUMBERS FOR COX ALUMNI & FRIENDS



**September 23:** Family Weekend: Jayne, Maddie (BBA '18) and Fred Findlen visited with Kevin Knox at the SMU Cox Lyle Red Zone tailgate.



**September 23:** Family Weekend: Byrdie and Boyce Box attended the Cox Lyle Red Zone tailgate, along with their parents, Amber (BA '08) and Baxter (MBA '11), and their grandparents, Bernay and Robin Box.



**September 30:** Todd Alsop (MBA '14) and Evan Troop (MBA '14), with Bourbon Diesel, prepare to entertain alumni and fans on the Boulevard with music prior to the SMU vs UConn football game.



**October 4:** David Jones, Tyson Taylor (MBA '12) and Mike Bandy (MBA '16) with Pioneer Natural Resources were on campus for the *Dallas Business Journal* CEO Conversation Series with Tim Dove, CEO of Pioneer Natural Resources.

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Director: Sandy Miller	214.768.4113
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## GLOBAL PROGRAMS

Assistant Dean: Linda Kao	214.768.4754
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## GRADUATE PROGRAMS

Associate Dean: Sean Ferguson (begins January 2018)	
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## MARKETING AND COMMUNICATIONS

Assistant Dean: Lynda Welch Oliver	214.768.3678
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## MBA BUSINESS LEADERSHIP CENTER/BBA BUSINESS LEADERSHIP INSTITUTE

Director: Paula (Hill) Strasser	214.768.3104
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## SOUTHWESTERN GRADUATE SCHOOL OF BANKING

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O'Neil Center Conference	214.768.4210
Southwest Venture Forum	214.768.3689

# CLASS NOTES

## ■ Class of 1950:

**Richard A. Connell** (BBA) is a retired Air Force Colonel, and has retired as a professional accountant. His wife, Anne, passed away in 2015.

## ■ Class of 1962:

**Ray Clem** (BBA) celebrates another year as a Top Producer for RE/MAX in its Executive Club in Hot Springs Village, Arkansas.

**Thomas Cullum** (BBA) is a former principle at a securities broker/dealer.

## ■ Class of 1966:

**Brian Fox** (BBA) is one of the Top 100 Most Influential People in Accounting for the third consecutive year, by *Accounting Today*. The list of winners includes the head of the SEC, the FASB chair and president. His company, Confirmation.com, has offices in 14 countries and recently received funding from the private equity firm Great Hill Partners out of Boston. Fox names Susan Riffe as his most memorable professor at SMU Cox, and continues to call on and work with SMU Cox alumni from around the world. In September, he spoke in New Orleans at the invitation of another SMU Cox alum who chaired the event.



## ■ Class of 1968:

**J. Mikel Reynolds** (BBA) is principal of Reynolds & Lapp Commercial, LLC, a commercial real estate services specializing in land and multi-family brokerage, mortgage brokerage, mezzanine and equity placements.

## ■ Class of 1971:

**David Gravelle** (MBA, BBA '69) directed the web documentary, "Massacre at Goliad: The 360 Virtual Reality Experience," and a related short-web film, "The Mystery of Fannin's Watch." Both videos are available on the Texas Historical Commission website. He cites Walter Bole and Tom Barry as his most memorable professors.

## ■ Class of 1972:

**Marvin List Underwood, Jr.** (BBA) is retired as of February 2016, after 23 years at Regions Financial Corp., where he served in senior financial roles. He worked 43 years in total in all aspects of bank accounting and finance, with three different banking companies.

## ■ Class of 1977:

**Dirk Johnston** (BBA) was recently elected to the Texas Association of Broadcasters board of directors.

**Patrick Roffino** (BBA) was the fifth Roffino to attend SMU and is a semi-retired homebuilder and contractor.

■ **Class of 1980:**

**Richard Misdom** (BBA) has been involved in the sale and lease of commercial real estate since graduation. His business has evolved into purchasing and holding single-family rental property for long-term investment of both cash flow and capital appreciation. Misdom enjoys representation of commercial real estate tenants and property owners.

**Valerie Smith** (BBA) has joined Keller Williams Realty The Woodlands as a licensed realtor. Her experience includes working 11 years with The Woodlands Area Chamber of Commerce, five years in the mortgage industry and one year of builder experience. Smith shared her most memorable professor is Dr. Deborah Chamberlain and memorable mentor is Nick Nicholas. She believes the Cox Network provides networking opportunities in Texas and around the world.

■ **Class of 1983:**

**Sam Stuckey** (MBA) manages the Commercial Aviation and Bulk Marketing business at Phillips 66 in Houston.

■ **Class of 1984:**

**Michael Montonen** (MBA) recently moved to Kansas City as a client executive with Atos, leading business relationships with Hallmark Cards Inc. Montonen comments that Amit Basu is his most memorable professor, and he mentors current students through the Cox Alumni Associate Board.

■ **Class of 1985:**

**John Garrett** (BBA) started in July as director of emergency services for Inland Hospital, EMMC Collaborative Group.

**Elena Rohweder Andro** (BBA) is an adjunct professor at the SMU Temerlin Advertising Institute, teaching brand management.

■ **Class of 1998:**

**Jamie Singer** (BBA) is owner and designer of a modern vintage line of jewelry that can be found at Stanley Korshak and Element as well as [www.crown-control.com](http://www.crown-control.com). She comments that as she has launched her company, SMU alumni opened their doors to support the business.

■ **Class of 2000:**

**Gregory Devine** (BBA) works with Bay Area Real Estate Investment Groups, Turtle Shell, LLC. and Turtle Shell Lake, LLC.





### ■ Class of 2001:

**Parker Coddington** (MBA) is owner of Shenaniganz, an indoor family entertainment facility with locations in Rockwall and Greenville.

**Jeff Drayer** (BBA) is a Realtor at Rogers Healy and Associates, and an investor in single-family rental homes and commercial properties with private equity groups. He is staying involved with the Cox School through networking opportunities along with alumni events.

**Elaine Ng** (MA/MBA) is currently a 2017-18 Fulbright Fellow in Taiwan. She is based at Tainan National University of the Arts as visiting artist, exploring ideas in cultural cartography, visual language and patterning.

### ■ Class of 2002:

**Robert Cline** (BBA) is an underwriter support specialist II in Greensboro, N.C.

**Kris Daswani** (BBA) has been in a variety of entrepreneurial ventures. His most recent is a successful custom clothing company in Dallas called Austen Dor, which focuses on image transformation, custom clothing, photography and styling for each client. Austen Dor has price points targeted for students who need a suit for interviews.

**Silvia Tapia** (MBA) is a senior operations consultant for SITAWIS LLC. She is a results-oriented consultant supporting small to medium-size companies to achieve objectives by identifying internal opportunities. Tapia's focus is on team building, cost control, continuous improvement and reducing waste to improve quality, productivity and customer satisfaction.

### ■ Class of 2003:

**Kimberly Howard** (MBA) says her SMU Cox MBA put her career in manufacturing beyond the plant into larger business leadership positions. She was honored by the Manufacturing Institute with a 2017 STEP Ahead - Women in Manufacturing Award, and featured as a Manufacturing Leader of the Week by *IndustryWeek*.

**Ana (Herrera) Rodriguez** (BBA) returned to SMU Cox as director of the Latino Leadership Initiative. (see page 11)

### ■ Class of 2004:

**Tracy DeCicco** (MBA) formed Konposit LLC and is an independent consultant helping companies grow revenues through business development and sales support and leadership. She has stayed in touch with people she met in school, and says people in her EMBA class were all exemplary.

**Abe Minkara** (MBA) is director of business development at Mark Cuban Companies.



■ **Class of 2005:**

**James Loomstein** (MBA) is the managing partner of Rogue Marketing and current adjunct professor in the Cox School of Business. Rogue Marketing was named 2016 Best Small Integrated Agency at the US Search Awards, and is a Dallas-based digital marketing and strategy agency.

**Biegel Macaraeg** (MBA) is founder and managing partner of HarloKyn Advisors, LLC, a boutique merchant bank focused on advisory services and opportunistic investments in Texas and surrounding states. He is a father of three girls, ages 4, 22 months and 6 months. The youngest was recently baptized at Highland Park United Methodist Church. Macaraeg states that the Cox School, and its far-reaching network, are integral to his company's success.



■ **Class of 2006:**

**Todd Marchesani** (BBA) is director of acquisitions at Southern Land Company. He is responsible for land acquisition and entitlement of urban infill multi-family development in the Southwest U.S.

■ **Class of 2007:**

**Nicole Kellogg** (BBA) and husband Tony welcomed a beautiful little girl, Parker, in August 2016. Kellogg was recently promoted to senior manager at Capital One and is leading a team focused on the organizational design of the sales team. She has been busy with work and baby, and has enjoyed all of the changes.

■ **Class of 2008:**

**Matthew Renna** (MBA) is as a commercial banker at Bank of Texas and recently started a men's lifestyle brand called Boulevard East. The company specializes in high-end, durable leather goods in non-traditional colors. Renna has leaned on SMU alums Kevin Lavelle and Baxter and Amber Box for guidance as the company launched in September 2017. He meets with SMU students to give guidance on commercial banking and the best way to network with the SMU alumni base.



### ■ Class of 2010:

**Travis Newkumet** (BBA) currently lives in Midland, and is founder and CEO of a private energy company, Regions Energy LLC. The company was started in 2012 and focuses on oil and gas projects in the Permian Basin. He recently formed Regions Permian with a private equity partner to continue to seek growth opportunities.

### ■ Class of 2011:

**James "Drew" Hoeffner** (BBA) pursued a Juris Doctor degree at American University Washington College of Law and French law degrees (Master 1 and Master 2) in International and European Law at Université Paris Ouest Nanterre La Défense. He is an in-house counsel in the international litigation department of Société Générale in Paris.

### ■ Class of 2012:

**Julio Dominguez** (MBA) was recognized by *The M&A Advisor* as an Emerging Leader for 2017. He is vice president of mergers and acquisitions with Generational Capital Markets, Inc. Member FINRA/SIPC, an affiliate of Generational Equity.



### ■ Class of 2013:

**Gaspar Rivera Torres Burillo** (MBA) is CEO of ID Vertical, an apartment developer in Mexico City.

**Jannat Choudhury** (BBA) is a marketing manager at the International Association of Exhibitions and Events. She is learning the latest marketing trends and how to incorporate them into email and social media marketing. SMU gave her much more than an education, she says. It gave her the confidence and work ethic to succeed and be recognized at work.

**Ryan Irby** (MBA) is senior manager of transaction services at Weaver. He states that he landed his current position many years ago due to a connection made via the SMU network, and that his degree has opened many doors in Dallas.

**Sarah Pearson** (BBA) works in account management at Compendium, Inc. in Seattle. Her team develops inspiring gift products for Target. Pearson is engaged to a fellow SMU alum, Aaron Heysse (BS '11, MS '12), and they will wed in June 2018.

**Adrienne Yim** (MSA, BS '12, BA '12) worked for a public accounting firm for almost four years in Houston and Dallas. She is back in Houston, working for an oil and gas company in its international tax department.

### ■ Class of 2014:

**Olivia Thomason** (MSA, BBA '13) graduated from Cox and went straight to public accounting at EY, before realizing that public accounting was not the right fit. She then managed a retail store for three years. Thomason just returned to accounting, working for Embark, which, she says, is making accounting cool again.

### ■ Class of 2015:

**Madalyn (Miller) Lange** (MBA) joined AlixPartners: Enterprise Improvement Consultancy Services in February, and married Jared Lange in August 2017.

**Taylor Miller** (BBA) has continued to grow her Dallas-based women's accessories company Hazen & Co. with the acquisition of two companies over the past six months. Miller recently launched a new website, [www.hazenandco.com](http://www.hazenandco.com), featuring the expanded brand's product line.

### ■ Class of 2016:

**Daniel C. Raggio** (MBA) joined J.P. Morgan Private Bank and advises successful families on asset allocation and investment management, credit and lending, estate planning and philanthropic services. He is a board member of the National Kidney Foundation Serving North Texas, a member of the Dallas Regional Chamber, and a representative in the inaugural TACA360° program, which is committed to providing members of nationally recognized companies in-depth knowledge of the Dallas arts scene to promote the arts in the DFW metroplex. Daniel and Blair Moore (JD/ MBA '16) married in May.



### ■ Class of 2017:

**Elise Redetzke** (BBA) graduates in December and will work for Gensler Dallas as a consulting analyst beginning in the spring 2018.

**Connor Saeli** (BBA) is an analyst with Goldman Sachs, special situations group.

**Laura and Megan Kohner** (both BBA) are 2020 Juris Doctor candidates at the SMU Dedman School of Law. The twin sisters fondly remember Barbara Kincaid, senior lecturer in business law, as an influential professor during their time at SMU Cox. (see page 4)

**Jeffrey Gerick** (MSM) states that the Cox Network provided initial internship opportunities which exposed him to the commercial real estate network in Dallas. The SMU Cox brand has allowed him to leverage those experiences into new opportunities for personal and professional growth.

**Yongchen (Nathan) Huang** (MSBA) is a data insight analyst at The American Heart Association.

**Jared Farber** (MSBA) is a sourcing analytics analyst at JCPenney. ■

# COX CONNECTIONS

**1. March 14:** Laguna Niguel, Calif: Caroline Goodson (BBA '11) and Allison Dewan (MLS '12) showed their Mustang pride at the annual Roth Conference.



**2. April 9-11:** Cox MBA ruggers take direction from Reid Cossey (MBA '13), who is fondly named Captain Forever.



**3. April 9-11:** SMU Cox joined forces with Dartmouth Tuck and enjoyed getting to know one another on and off the pitch.



**4. April 21:** Laran O'Neill (BA '01, MLA '08), former executive director of development at SMU, with former Cox School Dean Al Niemi at a farewell event in her honor hosted by SMU Cox. She is the chief advancement officer at Children's Health.



**5. April 28:** Taos: Kevin Knox, assistant dean of alumni relations, hosted the Cox Alumni Board for its spring meeting at the SMU-in-Taos campus. Pictured: Cody Boghetch (BBA '07, MBA '10), Jessica Boghetch (BBA '06), Katie Kitt and Greg Kitt (BBA '08).



**6. April 28:** Taos: Tryna Knox, Laura Till (BBA '82) and Vicki Moran were guests at the Cox Alumni Board reception.



**7. April 28:** Taos: Cox Alumni Board members and guests: Merrill Reynolds, (BBA '76); Bob Lawson, director, O'Neil Center for Economic Growth and Freedom; Laura Till (BBA '82); Chris Wilson (BBA '03); Bruce Bullock, director, Maguire Energy Institute; Katie Kitt; Greg Kitt (BBA '08); Kevin Knox, assistant dean, Alumni Relations; Vicki Moran; Chris Hanna (MBA '02); Lisa Tran (BBA '02), executive director, Cox Career Management; Lanell Wood, assistant to Kevin Knox; John Roeder, assistant dean, Cox Graduate Admissions; Nicole Koenig (MBA '15); Marci Amrstrong, director, Brierley Institute for Customer Loyalty and Engagement; Jim Bernard (MBA '02); Phil Moran (MBA '87); Jack Till; Jim Bryan, associate dean, Cox BBA Admissions.



**8. May 6:** Team Cox School of Business participated in the American Heart Association charity event, Cycle Nation. Pictured: Kevin Knox, Professor Marci Armstrong, Caryn Taurog Borden (MBA '05) and Professor Jim Linck.



**9. May 8:** Former Cox School Dean Al Niemi, faculty and staff hosted graduating BBA seniors at the annual send-off picnic.



**10. May 11:** SMU Cox hosted the dean's retirement reception. Pictured: Anna Martinez, director of media relations, Al and Maria Niemi.



# COX CONNECTIONS

**11. May 19:** SMU Cox Distinguished Alumni and Outstanding Young Alumni award winners: Victor Thapar (MBA '09), Liz Youngblood (MBA '05), Peter Dameris (BBA '82), Kirk Rimer (MBA '89), Amber Venz Box (BA '08) and Baxter Box (MBA '11). Read more on pages 39-40.



**12. May 23:** SMU Cox hosted a reception for retiring faculty and staff members. Pictured here: former Cox School Dean Al Niemi, Jim Collins, Marci Armstrong, Ellen Jakofsky, Bill Brueggeman, Rex Thompson, Tom Barry and Robert Rasberry.



**13. May 23:** American Airlines Global Leadership Program (GLP) Symposium: Former CEO of American Airlines, Don Carty; former Cox School Dean Al Niemi; members of the MBA Class of 2001, the inaugural class for GLP, Dan Kubiak; Alexa Kapioltas; Meg Graves Chris Ray; Misty Wightman; Cathy McEachern; JJ Barto; Michelene Graham; Alex Stem.

**14. July 14:** Pastor Chris Edwards from Trinity Church blessed the football at Big Game USA and the 2017 SMU Mustang football.



**15. July 21:** Dave Manges (MBA '07, Cox Alumni Board member) along with EY and Kevin Knox, hosted the leadership roundtable discussion on the Affordable Healthcare Act in the Collins building.



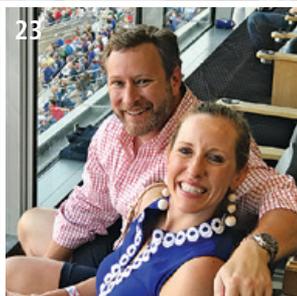
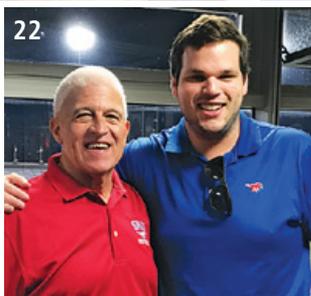
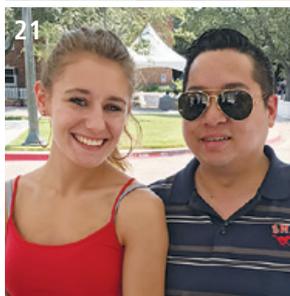
**16. August 1:** Dean Matt Myers arrived to campus and was welcomed at gathering of SMU Cox faculty and staff.

**18. August 16:** Full-Time MBA Orientation: Dean Matt Myers, Gina Myers, Alicia Andrews (MBA '14) and Max Joseph (MBA '15).





**19. August 25:** August MBA graduates in the Professional program were hosted by Dean Myers, Kevin Knox and Kimberly McKissick (BBA '05, BA '05, MBA '17) at a commencement reception. Pictured are Mizuni Knouse, David Knouse, Laila Rowther, Traci Betts, and Travis Betts (all MBA '17).



**20. September 9:** Prior to each home SMU football game, the SMU Cox Lyle Red Zone tailgate opens for alumni, students, parents, faculty, staff, corporate sponsors and community partners. Pictured at SMU vs. UNT: Rob (JD/MBA '00), Collin and Riley Pivnik.

**21. September 9:** SMU Cox Lyle Red Zone tailgate vs. UNT: Jacquie Gabriel and Vu Pham (MBA '16).

**22. September 9:** SMU vs. UNT: Kevin Knox and Steven Kitt (BBA '13) cheered on the Mustangs.

**23. September 9:** Ford Stadium SMU vs. UNT: Matt (BBA '00, MBA '07) and Brittany Peakes (BBA '05).



**24. September 19:** The Texas Economic Forum, led by Michael Cox and Rick Alm, hosted the event Innovation Economy, highlighting real estate, state and global markets and energy. Panelists shown here: Bruce Bullock, director, Maguire Energy Institute; Ryan Dalton, CFO, Parsley Energy; Randy DeWitt, CEO, Front Burner Restaurants; Nick Clark, CEO, Common Desk; Joseph Cahoon, director, Folsom Real Estate Institute.



**25. September 21:** BBA Scholars Reception during SMU Family Weekend: Dean Matt Myers, Carl Sewell (BBA '66), Edwin L. Cox and former Cox School Dean Al Niemi.

**26. September 21:** Gerard Atkinson (MBA '16) visited from Australia and talked with Kevin Knox about the Cox MBA Rugby Club.

**27. September 23:** Amber, River and Jay (MBA '07) Desimone were at the Cox Lyle Red Zone tailgate before the SMU vs. Arkansas State.



**28. September 23:** The Lavelle family visited the Boulevard during SMU Family weekend. Pictured: Michelle, Jim, Hugh (BBA '19), Gabrielle and Genevieve.

**29. September 23:** Jack Bleuler (BBA '48) and Andrew Galloway (BBA '08, MBA '13) prove the Cox Lyle Red Zone tailgate is fun for all ages.

## COX CONNECTIONS

**30. September 25:** Jens (MBA '02) and Jennifer Brock-Utne (JD/MBA '04) return to campus and Texas after living in Singapore. Shown here: Jens and Jennifer, Linda Kao (BBA '81), assistant dean of global programs.

**31. September 27:** Chicago: Dean Matt Myers spoke at the "Spotlight Series" reception, sponsored by the SMU Alumni Association.

**32. September 27:** Chicago: Brittany White (BA '07), Susie Getz, Linda Riordan (BA '84) and Bert Getz (BBA '89) were at the reception.

**33. September 27:** Chicago: Brad Cheves, SMU vice president for development and external affairs and host of the "Spotlight Series," was joined by Paul Embree (SMU parent) and Dean Myers.

**34. September 28:** As a corporate relay sponsor for the BMW Dallas Marathon, SMU Cox cheered on participants at 5k Social Fun Runs. The shorter runs were training events for the marathon runners, and were held throughout DFW. Pictured: Raymond Mimick (MBA '10) and Kevin Knox.

**35. October 4:** *The Dallas Business Journal* CEO Conversation Series, sponsored by SMU Cox, Grant Thornton and PNC bank hosted Tim Dove, CEO of Pioneer Natural Resources. L-R: Tyson Taylor (MBA '12), David Jones (MBA '19), Michael Bandy (BBA '07, MBA '16), John Sabo (BS '13), Tim Dove, Chris Leyboldt (MBA '17), Sydni Hagens (BA '10), Knox Schieffelin (BBA '18), Robert Bobo (JD '10).

**36. October 11:** NYC: The SMU Cox Alumni Association hosted Dean Matt Myers the "Spotlight Series" event. Pictured: Jim Bryan, associate dean, BBA Program; Ashley Pitts, director of development; Dean Matt Myers; Justin Bokmeyer (MBA '16); Kevin Knox; and Laura Till (BBA '82, Cox Alumni Board of Directors).

**37. October 11:** Jim (BA '72, MBA '73) and Sacha MacNaughton and Dean Myers.

**38. October 11:** NYC: Marcos Moore, SMU director of development, Nick Rosato (current parent), Jim Bryan, Courtney Galvan (BA '86), Sara Ward and Mark Massey.

**39. October 11:** NYC: Stormy Byorum (BBA '70) hosted a reception and dinner for Dean Myers. Pictured: Jim Bryan, Dean Matt Myers, Jim Hughes (SMU parent), Marcos Moore, Maddison White (BBA '15), John Klopp (SMU parent), Morgan Allen (BBA '15), Stormy Byorum, Ashley Pitts, Kevin Knox and John Robertshaw.

**40. October 12:** Christine (BA '91) introduced her husband Chris Cook (BBA '91) at the Dallas 100™ CEO's reception. The Cooks are the founders and former owners of Sleep Experts.

**41. October 12:** Chris Cook at the Dallas 100™ CEO's reception.

**42. October 13:** Talmage Boston, Shackelford Law Firm, interviewed Jon Meacham, author of *American Lion*, *Andrew Jackson in the White House*, at a speaker series sponsored by Shackelford Law Firm, EY and SMU Cox.





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