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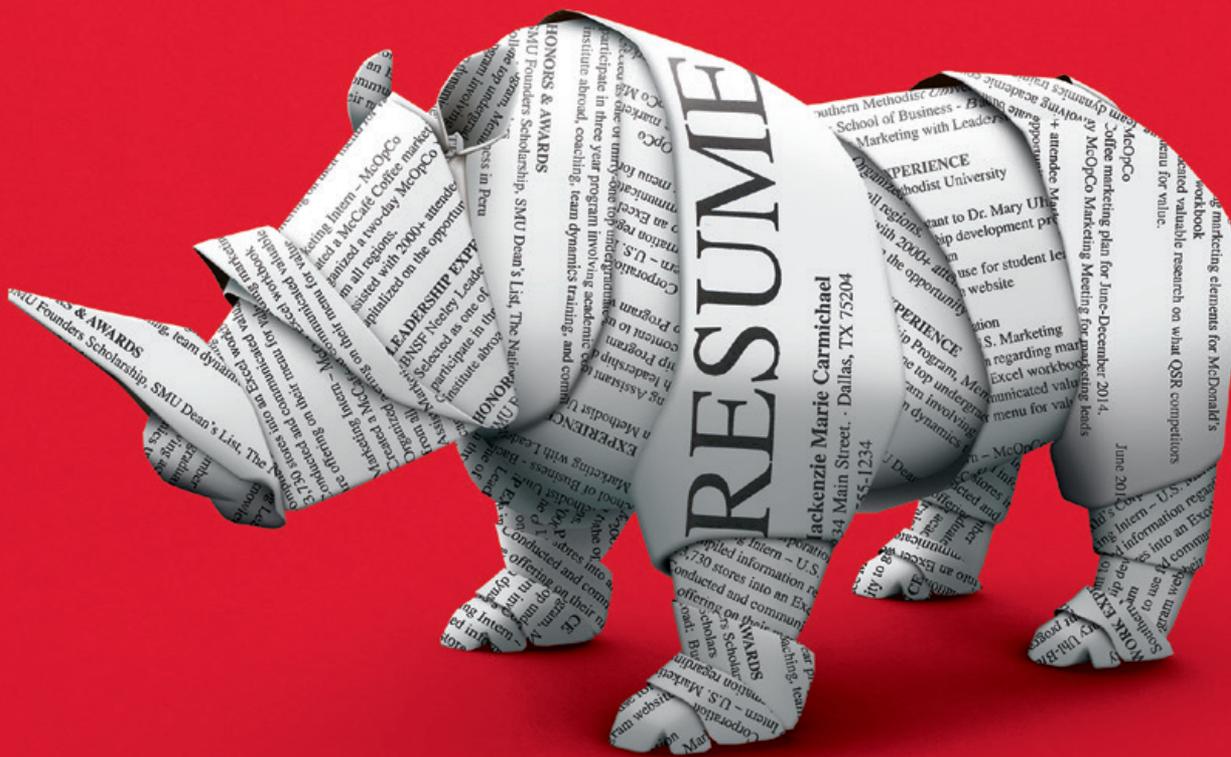
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¹Title IX of the Education Amendments of 1972, 20 U.S.C. §§ 1681-1688.



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“ When students graduate from Cox, the cutting-edge knowledge they have gained in class is applied in the field. ”

The graduates of the Class of 2018 are soon to become part of a workforce in transition, an economy in the midst of change. Effective business schools assess and reassess the business climate to ensure that we’re preparing our students to be competitive in that workforce. At the Cox School of Business, our work is never done. We continue to modernize our curricula and research priorities to reflect a more technologically-based, digitally-driven marketplace.

An emphasis on rigorous, relevant research is critical to our efforts at academic excellence. In this issue, we take a closer look at the wide-ranging impact of Cox faculty research — “from advances in a discipline to the world of policy.” As highly ranked global researchers, our faculty members are thought leaders whose work has the potential to change the economic environment, and often does. Students benefit directly as those same faculty members disseminate their research in the classroom. When students graduate from Cox, the cutting-edge knowledge they have gained in class is applied in the field.

The foresight of generous donors helps attract and retain dedicated faculty with a passion for research and classroom education. As we see in a profile of Senior Associate Dean Bill Dillon, an endowed faculty position can be an effective recruiting tool. The endowed positions he’s held at different points in his career have been a factor in his ability to amass an impressive body of marketing research and build a venerable career as an educator who takes joy from imparting his research findings in the classroom.

Endowments also help build scholarships, institutes and programs, and ultimately make the difference between a strong business school education and a superior one. By making the decision to honor SMU Cox alumnus Kyle Miller (BBA '01) with an endowed gift of \$5 million, SMU Trustee Tucker Bridwell (BBA '73, MBA '74) and the donor consortium he led enable the Cox School to enhance the current MBA energy finance concentration and strengthen undergraduate energy offerings.

An endowed gift from a recently retired faculty member will create a new faculty chair position in the finance department. Professor Emeritus of Finance Andy Chen helped touched the lives of many students in the classroom. He will continue to make an impact at Cox for years to come through a \$2 million gift from Andy and his wife, Elaine.

As I near the completion of my first year as dean of the Cox School, I am grateful to each of you for your generosity and support in growing the school’s reputation as a premier global institution. Thank you for sharing in our ultimate goal of creating a foundation of lasting career success for our graduates.

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

Matthew B. Myers
Dean, Cox School of Business

PROGRAM NEWS

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

UNDERGRADUATE PROGRAMS



Edwin L. Cox (center) with BBA scholars

SMU Cox BBA Ranks as One of Best Undergraduate Business Programs

Poets&Quants recognized the SMU Cox BBA Program as one of the country's Best Undergraduate Business Programs of 2017. The Cox School is ranked No. 19 out of the 82 BBA programs that qualified for the ranking. The publication calculates data from three categories: admissions standards, academic experience and employment outcomes, and factors in the survey responses of BBA alumni.

SMU Undergraduate Real Estate Team Brings Home the Win

In November, a team of four real estate-focused undergraduate students competed against seven universities in the 2017 Texas International Council of Shopping Centers Undergraduate Case Study Competition. The SMU Cox team was faced with a challenging prompt and clocked countless hours preparing. The students presented their findings and recommendations to a panel of industry professionals. SMU Cox reclaimed its 2015 first place standing.



2017 ICSC Case Competition team L to R: Cameron Farr (BBA '19), Connor Axtell (BBA '18, Captain), Max Lerner (BBA '19) and Alec Davis (BBA '19)



Simon Mak, second from right, leads his team of "Identifying Entrepreneurial Opportunity" students at the PEP Business Plan Competition

Students Judge Prison Entrepreneurship Program Business Plan Competition

Simon Mak, associate director, Caruth Institute for Entrepreneurship, took students from his "Identifying Entrepreneurial Opportunities," class into the community to volunteer as judges at the Prison Entrepreneurship Program's (PEP) Business Plan Competition. Mak chose this experience because he wanted students to learn how to use their skills to help those in need.

SMU Cox BBA Program Reaches Record Enrollment

The Cox School BBA Program is a driving force in bringing top undergraduate talent to SMU. Enrollment in the BBA Program reached 1,542 students this spring, shattering the previous high of 1,440 in 2017. The BBA Program is the largest undergraduate program at SMU, and interest shows no signs of slowing.



Michael Nelson

Michael Nelson Selected in the 1st Round of Major League Soccer Draft

Michael Nelson (BBA '17) was the 20th pick in the 2018 MLS SuperDraft. Nelson, drafted as a goalkeeper, was selected by the Houston Dynamo. During his time as a student, Nelson was named 2014 and 2015 American Athletic Conference Goalkeeper of the Year and the 2016 American Athletic Conference Preseason Goalkeeper of the Year.

BBA Students Raise Nearly \$3,000 for Hurricane Harvey Relief

After Harvey ravaged the Gulf Coast early this fall, SMU Cox BBA students and future candidates sprang into action. Students collected items to donate to victims, traveled to Houston to help clean up and prepare food for the community and surpassed the \$2,500 fundraising goal set by the BBA office. Together they raised nearly \$3,000 for the Red Cross Hurricane Harvey Relief. BBA alumni and parents supported the students' efforts.



SMU undergraduate students and SMU Cox BBA hopefuls Nick Durvasula, Luca Zaharias and Ryder Stahl

GRADUATE PROGRAMS

Professional MBA Program Welcomes Class 82

The 82nd Professional MBA program welcomed 43 students in January. As a cohort of full-time working professionals, the students represent a variety of companies including Amegy Bank, Brinker International, Children's Health, Citigroup, HollyFrontier Corp., Raytheon, Sabre, Stantec, Verizon and Wells Fargo.

The PMBA 82 class assembled for the first time during orientation, when they met study team members. They spent the day learning about all that the Cox MBA program offers, including a curriculum overview, insight into international trips offered by the Global Program team, information on seminars offered through

the Business Leadership Center and an introduction to members of the Career Management Center. They gained peer-to-peer knowledge from members of the Student Advisory Board (SAB) and participated in an interactive team-building scavenger hunt.

To end the day, Lauren Harner (former PMBA SAB president, MBA '16) addressed the group, "I encourage you to make the most of your time at SMU, because it will fly by," she said. "Truly get to know your classmates, immerse yourself in the coursework, attend BLCs, utilize career services and even catch a happy hour or two! The friends you



L to R: John Prater, Bernadette Orona, Joseph Glancy, Karl Snow, Gabo Andonie and Emmanuel Hitti

make and the relationships you build over the next two years will remain some of your closest professional confidants long after you graduate."

STEM Designation Granted for SMU Cox Master of Science in Finance Degree

Beginning in the fall semester of 2018, the SMU Cox Master of Science in Finance degree (MSF) will be STEM-designated, meaning the program will fall under the science, technology, engineering and math fields of study. The SMU Board of Trustees has approved changes to the MSF program curriculum and the request to change the classification of instructional programs code.

The U.S. government views expertise in the STEM fields an important driver of innovation and job creation. According

to the U.S. Department of Homeland Security, the country is currently facing a shortage of qualified candidates for STEM jobs. As a result, international students completing STEM-designated programs in the U.S. are encouraged to stay after graduation and contribute their knowledge and skill, while gaining work experience related to their field of study.

"The new STEM designation is a strong signal to potential employers of the strong quantitative content of the Cox MSF program," said Mukunthan Santhanakrishnan, director of the SMU

Cox MSF Program. "Furthermore, this makes it easier for international students on student visas to get additional years of work experience in the U.S., making them more valuable when they return to their home countries. The net result is that our program will be attractive to more prospective students (both domestic and international)."

In order to qualify the program for the STEM designation, Santhanakrishnan and Cox finance department faculty members worked to bring the MSF curriculum more in line with STEM requirements. The MSF curriculum, which has been taught since 2012, included elements of financial mathematics, but STEM content has now been strengthened with additional math-focused classes and statistics content to better prepare students for careers in finance. The STEM designation falls under SMU's financial mathematics category.

New fall 2018 and returning SMU Cox MSF students are eligible to apply for the STEM Optional Practical Training Extension through the Department of Homeland Security, which would allow them to work in the U.S. for an additional 24 months, for a total of 36 months. Visit smu.edu/cox/msf to learn more.



Team Tundra, SMU Cox professors and TFS judges at the ITOM Case Competition

Toyota Financial Services Hosts SMU Cox Case Competition

Toyota Financial Services (TFS) hosted the SMU Cox Information Technology and Operations Management (ITOM) Case Competition at its headquarters in the fall. The competition was open to all graduate students. TFS senior executives and SMU Cox professors judged the student groups.

The case was written by members of the TFS sales and product marketing analytics team. The real-world challenge involved a heavy reliance on data analysis, marketing and financial acumen. Professor John Semple commented, "I like the fact that it was a case developed by folks in the industry instead of academia, because then it's very real."

Karen Ideno, TFS vice president of product, marketing, corporate social responsibility and communications, served as a judge. "I was absolutely blown away by the intelligence and creativity of the SMU students," said Ideno. "They came up with amazing solutions and analytics for a very complex project. It's just the kind of expertise and innovation that we are proud to have in our team members at TFS, and we hope to see some of these SMU students here in the future."

Hannah Cho, Ross Kinnaird and Praveen Sevugar (all MBA '18) won first-place. Li Wei, Lyu Waikang and Mao Kejing (all MSF '18) were runners-up.

Master of Science in Finance Formalizes Part-Time Program

The SMU Cox Master of Science in Finance Program will formally offer a part-time degree for working professionals, starting in the fall 2018 semester. The change is in response to an increase in demand for the program option. Course work is the same as the full-time program, and candidates will complete the degree in two years instead of one by taking classes in the evenings. Visit smu.edu/cox/msf to learn more.



Caldwell Moore, third from left

SMU Cox MBAs on Two Winning Teams at the TCU PepsiCo Invitational Business Case Competition

Kate Trimper and Caldwell Moore (both MBA '18) participated in the Third Annual Case Competition sponsored by PepsiCo and hosted by the TCU Neeley School of Business this fall. SMU Cox students were placed on teams of four with students from 14 business schools throughout the nation. Trimper's team placed second and Caldwell's team placed third.



Zach Hodge (MBA '19), Eric Schneider (MBA '19), MC Finney (MBA '19), Drew Langford (MBA '18) and Stephen Loughren (MBA '19)

MBA Students Win 2nd Place at Energy Case Competition

Full-time MBA students MC Finney, Zach Hodge, Drew Langford, Stephen Loughren and Eric Schneider placed second at the 2017 University of Texas at Austin Energy Case Competition. Twelve teams competed in Austin, and the Cox School students, who are all members of the Energy Club, finished behind the Haas School of Business. SMU Cox beat teams from notable schools including the Jones Graduate School, the Wharton School and the Booth School of Business. ■

EXECUTIVE EDUCATION

NAFTA Negotiator Visits SMU Cox

The SMU Cox Latino Leadership Initiative hosted Salvador Behar, Mexico's deputy chief NAFTA negotiator, for the event, "NAFTA Renegotiations: Realities, Projections, and Challenges for a New Era." Javier Velez Bautista, CEO of Mission Foods; Armando Beteta, executive director of EY Global Trade and the Latin American Business Center; and Bud Weinstein, associate director of the Maguire Energy Institute, were panelists. Open to the public, the event examined NAFTA renegotiation from varied corporate, government, policy and academic perspectives.



L to R: Salvador Behar, deputy chief NAFTA negotiator for Mexico; Ana Rodriguez, director of Latino Leadership Initiative; Javier Velez Bautista, CEO of Mission Foods; Armando Beteta, executive director of EY Global Trade and the Latin American Business Center; Juan Luna, SMU Cox Senior (BBA in Finance) and AEM-SMU Chapter president



Inaugural meeting of the U.S.–Mexico Corporate Board Program

U.S.–Mexico Inaugural Corporate Board Program

2017 marked the inaugural U.S. Corporate Boards Key to Selection and Service program. The daylong event was offered to a select group of senior Mexican executives in the James M. Collins Center, in a partnership between ProMéxico and the EY Center for Board Matters. Participants learned, interacted and networked with an elite group of Mexican and U.S. executives, including sitting board chairs and active board members. Executive recruiters shared valuable insights with candidates on board candidate qualifications and the selection process. The SMU Cox Latino Leadership Initiative hosted a special reception at the Meadows Museum for program participants to meet local Mexican executives and entrepreneurs.

The Changing Workplace: Leadership for the Future Launches at Granite Properties

In collaboration with Granite Properties, SMU Cox Executive Education announced an exclusive launch of The Changing Workplace: Leadership for the Future. The three-week certificate program for tenant customers was held onsite in the Granite Park community, delivering top-ranked Cox School of Business faculty to Plano's doorstep. Tenant customers were training on leadership topics such as emotional intelligence, innovation and leveraging teams in multicultural environments.

President & COO of Granite Properties Greg Fuller said, "I am pleased to offer unique educational opportunities to our customers, with the goal of building an environment where they can become more connected with each other and the Granite community. SMU Cox Executive Education programs offer such opportunities." SMU Cox looks forward to extending the program and providing other learning experiences for local companies. ■

CENTERS OF EXCELLENCE

Southwest Venture Forum Keynote Shares U.S. Venture Capital Trends

Bobby Franklin, CEO of the National Venture Capital Association, was the keynote speaker at the Southwest Venture Forum (SWVF) in January. Franklin updated the audience, made up of investors, entrepreneurs and the professionals who serve them, with news that 2017 had the highest U.S. venture capital investments since the dot.com era — more than \$84 billion, with 8,076 deals closed. The U.S. venture industry has raised \$143 billion since 2014.

The Cox Caruth Institute for Entrepreneurship assumed responsibility for organizing the venture in 1990. Its mission is to connect entrepreneurs who are looking to start or expand their businesses, a natural extension of the institute's objectives.



Bobby Franklin



J.W. Logistics, LLC, the fast-growing company, moves up from No. 5 last year. Simon Mak, associate director of the Caruth Institute, is at left.

No. 1 Entrepreneurial Company in Dallas Area is J.W. Logistics, LLC

Frisco-based J.W. Logistics, LLC, which provides tailored delivery solutions for the nation's largest e-commerce companies, is the fastest-growing entrepreneurial company in the Dallas area, according to the SMU Cox School of Business Caruth Institute for Entrepreneurship. The company's top entrepreneurial status was unveiled at the 27th Annual SMU Cox Dallas 100™ Awards Ceremony in November.

Dallas 100™, co-founded by the Caruth Institute, honors the ingenuity, commitment and perseverance of the fastest-growing privately held entrepreneurial businesses in the Dallas area. The event annually reveals the rankings of the top 100 Dallas entrepreneurial companies based on percentage sales growth and absolute dollar growth over the previous three years.

"This year's No. 1 company is not a household name, and yet, like all our Dallas 100™ winners, its existence profoundly enhances our area economy," said Simon Mak, associate director of the Caruth Institute. "We recognize fast-growing privately held corporations, proprietorships or partnerships headquartered in the area that often don't get attention, but which have created jobs and generated wealth for their founders, employees and our economy."

The Career Management Center and Alumni Relations Department Introduce CoxNetworker to Current Students

The SMU Cox Career Management Center and Alumni Relations Department have joined to make CoxNetworker, the Cox School professional networking database, accessible to current Cox students. The platform has united thousands of Cox alums across the globe, with new users joining daily, since its launch in 2015. The site connects SMU Cox professionals and alumni, promotes events, advertises employment opportunities and groups and fosters discussions.

Register by going to CoxNetworker.com. SMU students may register for a CoxNetworker training session on Handshake, the new recruiting platform, by going to smu.joinhandshake.com.



Business Library Announces Cox Research Paper Series Now Online

The Business Library has launched a new initiative to take the impressive body of research produced by Cox School faculty and share it online. Formerly, the research papers were collected and archived in the Business Library. Currently, they are online in the Social Science Research Network as the SMU Cox School of Business Research Paper Series. Also, a monthly e-journal from the research network will distribute recent Cox research papers to business school faculty and staff colleagues around the world. The first issue of the e-Journal, dated Feb. 12th, features research from Cox accounting, finance and marketing faculty.

The Business Leadership Center

The Business Leadership Center (BLC) offers a range of seminars with topics essential to the development of leadership, communication and soft-skills that enhance curriculum and help students succeed in the current business environment.

The Disney Institute Welcomes SMU COX BLC Students to Orlando

Forty Full-Time, *Fast Track* and Professional MBA students were accepted into the BLC Disney Institute Program and spent five days in Orlando at the Walt Disney World Resort. The exclusive program titled, "Creating and Sustaining a Service Culture," is only available to SMU Cox students through the Disney Institute, and is underwritten by an endowment from Cox benefactor Edwin L. Cox. Students participated in lectures, activities and field experiences that showed how Disney's business model could be translated and implemented within many different industries, functional areas and levels within an organization. The partnership between the SMU Cox BLC and the Disney Institute has spanned 19 years, and students clamor for the opportunity to attend because of the lasting impression it makes.

SOCIAL: See student stories and photos on social media with the hashtag: #disneyinstitute



Thuan Tran and Cox Disney Institute mascot Minnie on break during classroom training

Thuan Tran (MBA '19) shared, "I already find myself thinking and acting differently based on what I learned. I am using this in my customer engagement class. I know the methods of leadership I learned will be beneficial in my internship this summer."

New BLC Seminar: Launching an App-Based Business

Each semester, the BLC brings new topics to the seminar series offered to MBA students. "Launching an App-Based Business," a course that teaches students the ins and outs of starting, developing and launching an app business (or launching an app as part of an existing business), was added in 2017. Apps are a reflection of a company's brand, and a substandard experience can make consumers less likely to purchase from a company. Having a basic understanding of how to develop an app, hire developers and designers, and promote the app before and after launch can mitigate that risk.

Samer Abousalbi (MBA '13) taught the course. He is the co-founder, lead developer and CEO of Capparsa Inc, a software startup that helps people achieve their goals through the use of intuitive time-tracking apps. His products have been downloaded more than 200,000 times.



Executive Speaker Series Welcomes President George W. Bush

The SMU Cox BLC Executive Speaker Series treated MBA students to a small-group meeting with former President George W. Bush last fall. Students asked a variety of questions, such as what his leadership philosophy is, what it was like to make tough decisions on behalf of the country and what surprises he faced in working with other global leaders. Students found President Bush to be humble and engaging. He exchanged laughs with them and offered sage post-MBA advice: "Stay in a low-tax state with entrepreneurial values. And look at quality of life in determining what you want to do."

The Business Leadership Center

Q&A with Executive Series' Speakers Mike McGuire, Melissa Reiff and David Ridley



Mike McGuire (MBA '05)
President, Andrews
Distributing



Melissa Reiff (BS '77)
CEO, The Container Store



David Ridley
Former Senior Managing
and Executive Chairman,
Invesco Real Estate

What professional accomplishment are you most proud of?

MMG: The transformation of leaders within the organization is directly linked to the transformation of our business. Recently, 20 employees graduated from a one-year integral leadership program, and experiencing the bond of the team and the transformation in their lives was moving.

MR: Ringing the New York Stock Exchange bell when The Container Store became a public company. My dad was a stockbroker and I knew that would make him very proud.

DR: In founding the predecessor of Invesco Real Estate (IRE) in 1983, I'm proud IRE is considered one of the largest, most stable and respected global real estate investment management firms in the world. And we did this while balancing our lives and are able to live without regrets — which happens to be the name of my talk.

What is your leadership style?

MMG: I strive to be a servant leader, thinking about others more often than about myself. Andrews' culture makes caring about others a core value and giving people what they need to be successful, and I work to live it each day.

MR: I developed my "15 Heartfelt Characteristics of a Great Leader" for my kids years ago and they all hold true to my leadership style today. They are security, confidence, a positive attitude, maturity, focus, courage, sweetness, communication, tenacity, humor, agility, creativity, commitment, inspiration and passion.

DR: I am a team-based leader. In complicated businesses, it is of paramount importance to work together towards solutions and competitive advantages. I called this "IQ compounding," and to effectively achieve this effect, there had to be rules for the room in all meetings. The rules became embedded within our culture and I believe were mostly responsible for our success in an ultra-competitive market place.

How do you impact your organization's culture?

MMG: I impact the culture three ways: the behaviors that are rewarded, the design of the organization and the appointment of key people to the executive team. Our culture is creating an exciting customer experience and our behaviors reflect our team's efforts to accomplish that mission.

MR: I'm a believer that consistent, reliable, predictable, effective, thoughtful, compassionate and courteous communication is absolutely essential in developing and sustaining a successful company culture. So much so that nine years ago we inducted the 7th Foundation Principle to our company, "Communication is leadership!"

DR: Building a culture has to start at the top of any organization. It has to be authentically owned by the senior management to stick and add value. IRE structured everything around its two most important values. For example, all employee interviews started and ended with a description of the values. We attempted to ascertain whether or not the interviewee was a good culture match. If we got that right, the people we hired stayed with us over the long-term and overall, we were more stable.

What advice do you give students?

MMG: I advise students that their next step is not about finding a job, it is about finding a way of life. I share with them the letter Hunter S. Thompson wrote to Hume Logan on finding purpose and understanding yourself, your values, your gifts and strengths. The 'sweet spot' is applying your strengths and your passion on your path that overlays a need within an organization.

MR: Seek mentorship from multifarious individuals for advice and guidance.

DR: Hone their people skills. So much of business is simply working effectively with people. I have often directed students

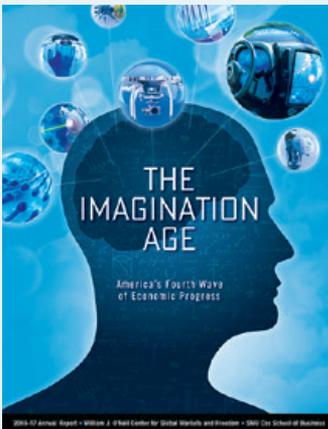
to read *How To Win Friends and Influence People*, by Dale Carnegie. What I learned from the book is responsible for much of my success, as it addressed some of the soft skills not taught in business schools.

Why is it important to you to be a part of the Executive Speaker Series program through the BLC?

MMG: My personal purpose is to be an instrument in the development of others towards their own purpose. Working with students on their journey and helping them become more aware and courageous is incredibly energizing and fulfilling.

MR: I am very proud to be an SMU alum and a part of the SMU Cox Executive Board. Any time I can help students, share experiences and “give back” I certainly want to, as I had several mentors guide me throughout my career.

DR: This program is so enjoyable because of the level of talent represented in the room. There are strict qualifications of eligibility in place to attend the leadership sessions, so student engagement and questions are far above average compared to the different universities I’ve spoken to around the country. The leadership for the program is engaged and there is a great deal of pride from the program sponsors, staff and students.



“The Imagination Age: America’s Fourth Wave of Economic Progress” is available at oneil.cox.smu.edu

O’Neil Center Reports America Enters The Imagination Age

The O’Neil Center for Global Markets and Freedom added intellectual heft to its annual report with an essay based on original research. “The Imagination Age: America’s Fourth Wave of Economic Progress.” The essay gives a wide-angle view of where the American economy has been and where it’s going.

W. Michael Cox, O’Neil Center founding director, and co-author Richard Alm contend that today’s unsettling times reflect the economy’s transformation. There have been three such epochal shifts before — from an agrarian economy to an industrial one, and from an industrial economy to an information-driven one. Each new age required workers to develop new skills and offered new opportunities for entrepreneurs.

Cox and Alm suggest that The Imagination Age arose because technology made information cheaper — a commodity. Computers are doing more of our analytic reasoning. They assert that success in the future will depend more than ever on inherently human characteristics — imagination and creativity, people skills and emotional intelligence, and integrity and reputation.

University Economic Reading Groups Unite for a Special Speaker

The O’Neil Center for Global Markets and Freedom hosted Dr. Walter Williams, John M. Olin Distinguished Professor of Economics at George Mason University, for its Reading Group Summit in October. Texas Tech University and Baylor University reading groups joined SMU Cox students for a unique opportunity to interact with the renowned economist. Williams gave a public lecture titled “The Role of Government in a Free Society,” which was attended by 500 students, faculty and members of the local community. Reading group students from all three schools had the opportunity to engage in an extended question-and-answer session with Williams.



Walter Williams



L to R: Dinner reception; Associate Board Members Caroline Billings, Robert Bennett, Leo Corrigan, IV; Fehmi Karahan; and Folsom Board Members talking with students

Folsom Institute Introduces New Advisory and Associate Board Members

The Folsom Institute for Real Estate welcomed an outstanding group of new Advisory and Associate Board Members at its annual fall meeting, reception and dinner. Newly inducted members include:

- Caroline Binning (BBA '12), JLL
- Chip Clarke (BBA '85), Transwestern
- Caitlin Clinton (BBA '09), Eastdil Secured
- Leo Corrigan, IV (BBA '06), Corrigan Family Holdings
- Jeffrey Hammond (BBA '14, MSF '15), Black Creek Group
- Kelly Johnson (BBA '14), Deloitte
- Andrew Kastanos (BBA '06), StreetLights Residential
- Fritz Konker (MBA '14), Clarion Partners
- Matt Leyrer (BBA '91), Sarofim Realty Advisors
- Adam Miller, Matthews Southwest
- Christina Morrow (BBA '11), Crow Holdings Capital
- Brian O'Boyle (BBA '06), ARA, a Newmark Company
- Chris Selbo (BBA '10), KDC
- James Walsh (BBA '12), Goldman Sachs
- Craig Wilson (BA '99), Cushman & Wakefield
- Tucker Wincele (JD/MBA '14), Invesco Canada

A crowd of 120 board members, students and industry guests greeted the evening's keynote speaker, Fehmi Karahan, president and CEO of The Farahan Companies and member of the SMU Cox School of Business Executive Board.

Brierley Institute Hosts Professors Institute

For the second consecutive year, the Brierley Institute for Customer Engagement and Marketing EDGE, a nonprofit dedicated to the development of college marketing students, welcomed 38 professors from top business schools around the country to the Cox School for an exchange of ideas and insights aimed at educators of marketing students. Over a dozen speakers from industry and academia discussed opportunities to advance teaching practices and research agendas in marketing. During the two-day event, professors and presenters enjoyed networking opportunities, listened to academic and industry speakers and visited the new Toyota North America headquarters in Plano.

The professors, representing 31 universities, are early in their careers and eager to find research collaborators, teaching concepts and exposure to the ways industry tackles cutting-edge ideas in the fast-moving space of marketing and technology. Among topics discussed were "Artificial Intelligence in Marketing," presented by Venky Shankar from Texas A&M, and "Mobile First Methodologies for Modern Customer Insights" by Craig Stevens, CEO of uBMobile Research.

Charlotte Mason, from the University of Georgia, gave a detailed lineup of case studies to teach essential marketing



2017 Professors Institute

concepts. John Deighton, from Harvard Business School, led a spirited discussion about teaching marketing to digital natives.

Representatives from American Airlines, Brierley+Partners, Oculus 360 and Synchrony Financial presented broad-ranging industry insights following comments from Toyota's representatives about who they recruit and what they believe the most crucial marketing ideas will be for their company as it transitions from an automotive to a mobility company. ■

GLOBAL CONNECTIONS



7-Eleven field experience, L to R: Kenny Ryan (MBA '18), Ben Lee (MBA '17), Rachel Vitemb (MBA '17), Kirubel Gershaw (MBA '18), travel guide, David Arledge (MBA '18), Natalie White (MBA '18), Suzie Wagstaff (MBA '18) and Harry Ting (MBA '18)

MBA Students Learn Firsthand About Working in China

The fall class, "Doing Business in China," culminated with a four-day trip to Hong Kong and Shenzhen. MBA students had jam-packed days visiting 7-Eleven, BYD Company, CBRE, Guangdong Hi-Tech Chamber of Commerce, TAL Apparel, Twinkle Leatherwear, UBS and the U.S. consulate to Hong Kong. Professor Michael Davis, who led the trip with Assistant Dean of Global Programs Linda Kao, told Li Dong, vice president of the Guangdong Hi-Tech Chamber, "There is only so much I can teach my students from a book and case studies. To hear from the entrepreneurs of China is where the real learning happens."

One of the most impactful experiences for the students was seeing the working communities in China.

"The jobs we saw at TAL and Twinkle represent opportunity, much like what our own forefathers pursued on our behalf. At TAL, I occasionally spotted a sign on the walls that read, 'If you work here, you can apply for a scholarship to send your child to school. Pursue the dream.' We saw that Chinese laborers have the same dream parents around the world have: a better life for their children," said Kenny Ryan (MBA '18).

"Hearing how employees strive for work-life balance in Hong Kong made a big impression on me. It was evident from our meeting with 7-Eleven and CBRE that the Hong Kong citizen is always on the go. They commute up to two hours each way, due to the high cost of living in the city, and put in long hours at work. On top of these commutes and long hours, the younger Hong Kong citizens balance an active social life," said Suzie Wagstaff (MBA '18). "This was different than what I observed across the border in China. The mainland citizens live closer to where they work, in some cases on an employee 'campus.' Their life centers around work."

SOCIAL:

Follow student stories and photos on social media with the hashtag: [#doingbusinessinchina](https://twitter.com/doingbusinessinchina)

First International Trip for Newly Appointed Dean Matt Myers



Mary Kay CFO and SMU Cox Executive Board member Deborah Gibbins (BBA '87) gave the SMU Cox team a tour of the facility in Monterrey and presented gifts. L to R: Lisa Tran, career management center executive director; Deborah Gibbins; Ashley Pitts, director of development; and Ana Rodriguez, LLI director.

Dean Matt Myers visited Mexico City and Monterrey in November with representatives from the SMU Cox Latino Leadership Initiative (LLI), career management center, alumni and external affairs, admissions and development. This was Dean Myers' first international trip as dean of the Cox School. He intends to strengthen the SMU Cox presence in Mexico and establish stronger ties.

The team met with AT&T México, CBRE México, CEMEX, EY México, Mary Kay Cosméticos de México, Nestlé

México, Vitro and Walmart de México y Centroamérica to discuss student career opportunities, custom executive education programs and company recruiting and professional development needs.

In addition, the U.S.-Mexico Chamber of Commerce hosted roundtable discussions for top executives and Dean Myers in both cities. John Anthony Santa Maria (BBA '79, MBA '81), CEO of Coca-Cola FEMSA and SMU Cox Executive Board member, hosted receptions for friends of SMU Cox to meet Dean Myers in Mexico City and Monterrey.

Full-Time MBA, Professional MBA and Masters Students travel to Morocco

This past December, ten SMU Cox graduate students traveled to Casablanca and Marrakesh, Morocco, as part of a non-credit experiential learning program offered through the Global Programs Office. Morocco has capitalized on its proximity to Europe and low labor costs to build a diverse, open market economy. Led by Professor Hettie Tabor, director of the Master of Science in Business Analytics, the group visited Jumia Maroc, Africa's leading e-commerce platform, and the Casablanca Stock Exchange. In Marrakesh, students visited Sofitel, a leader of luxury tourism, and Menera Holdings, a real estate firm. ■



Students and Professor Hettie Tabor in Marrakesh

COX IN THE COMMUNITY



Dean Matt Myers and Lacey Horn find time to connect during SMU Homecoming

SMU Honors Distinguished Alumna Lacey A. Horn with Emerging Leader Award

Emerging Leader Award winner Lacey A. Horn (BBA '04, MSA '05) has been the treasurer of the Cherokee Nation since 2011. She is noted for her ability to find optimal solutions for ideal outcomes and making a difference in the governance of organizations and the lives of people.

Horn began her career with Hunt Oil and KPMG Chicago as an auditor. As Cherokee Nation treasurer, she oversees all financial functions of the

tribal government, including the tribal administration's \$1 billion annual budget, and the Cherokee Nation's tribal health care system, which is the largest of its kind. In 2015, Horn was appointed to the U.S. Department of Treasury's Tribal Advisory Committee. In 2014, she was selected as Executive of the Year by the Native American Finance Officers Association. She appeared in *Oklahoma Magazine's* 40 Under 40 list in 2012.



Undergraduate accounting students volunteer for VITA

Accounting Students Offer Volunteer Income Tax Assistance

Thirty undergraduate students spent 10 hours training to participate in the Volunteer Income Tax Assistance program (VITA). These students have committed to volunteer at least 25 hours providing free income tax preparation assistance at community tax centers sponsored by the United Way for individuals and families

who do not have access to affordable tax preparation services and are unaware of how to take advantage of tax credits and deductions for which they are eligible. The money saved on taxes because of VITA volunteers' assistance can help community members obtain greater economic stability. Participating in VITA is rewarding for the

students, as they engage with community members and meet a significant financial need. The students also receive valuable tax training and get practical experience that is highly valued by employers. Contact student coordinator Tim Le, thle@smu.edu, or faculty sponsor Susan Riffe, sriffe@smu.edu, to get involved.

MBA Students Report Economic Impact of Dallas Arboretum

Richard Briesch, marketing professor and Marilyn and Leo F. Corrigan, Jr. Endowed Professor, recruited four MBA students to research and report the estimated economic impact of the Dallas Arboretum on the local economy. Berry Brandon (MBA '18), Jennifer Chen (MBA '17), Nelson Oribhabor (MBA '18) and Audrey Palmer (MBA '18) analyzed 2015-16 Arboretum activity, such as construction projects, visitor spending, education outreach and compensation. In December the students presented the findings to the Dallas Arboretum board of directors, which was thrilled with the results.

"Our mission is to educate students and to provide them with the skills and experience to succeed in their future careers. Real-world projects like this are integral to their education and future success. A second part of our mission is to interact and help the local community. This project served both purposes," said Briesch.

Oribhabor added, "The report gave me confidence in my public speaking skills because we presented our insights directly to the Dallas Arboretum board. I've received compliments on the report design and structure and have been able to showcase it to other individuals and companies that I want to consider for my post-MBA career transition." ■



Nelson Oribhabor and Audrey Palmer at the Dallas Arboretum



As we were going to press, we sadly learned Professor Briesch passed away at his home on April 8. In his 16 years at Cox, he developed many friendships and relationships that had a deep impact on the school as well as the community. Professor Briesch won the Outstanding MBA Teaching Award and the Cox Research Excellence Award multiple times. We send our heartfelt condolences to the family and friends of Professor Briesch.

COX EVENTS

SMU Cox Sponsors Annual BMW Dallas Marathon

Throughout a deceptively sunny weekend, on Saturday, December 9 and Sunday, December 10, SMU Cox alumni, students, faculty and staff members braved cold, clear conditions to race or volunteer in the annual BMW Dallas Marathon, Half Marathon and SMU Cox School of Business Relay.

The first woman to finish the marathon, Chandler Self, a Texan now living in New York, finished in dramatic fashion when she fell several times in the final half-mile and was helped to her feet repeatedly by local high school relay runner Ariana Luterman of Addison's Greenhill School. Self, with an unofficial time of 2:53:58, collapsed as she crossed the finish line. Former SMU runner Caitlin Keen (BS '14, MSSM '15) came in second place with an unofficial time of 2:56:38.

Despite the assistance given to the first-place finisher, Keen told the *The Dallas Morning News* that she would not dispute the marathon results. "I know if I were in her shoes, that if I fell 10 feet before the finish line, I wouldn't want someone to complain about me."

SMU Cox is the title partner of the 5-Person Relay and Corporate Relay Challenge race day events through 2019. Watch for upcoming opportunities to race and volunteer.

Keen, who completed her Master of Science in Sport Management degree in 2015 through a joint program of SMU Cox and SMU Simmons, now volunteers as an assistant cross-country coach at TCU. The BMW Dallas Marathon was her first full marathon. She placed third in the half marathon last year. Keen remains active as a competitive runner, helping found the Cowtown Elite, a Fort Worth running group sponsored by Fort Worth



SMU Cox School of Business racers and volunteers at the BMW Dallas Marathon Sunday event

Running Company, a running resource and supply retailer. She competed as a runner for four years as an SMU undergraduate and plans to become a collegiate coach.

Many other SMU alumni, students and faculty members took part in the state's oldest marathon. Also, about 25 SMU Cox students, faculty and staff members helped set up the Cox tent, distributed Cox giveaways and operated water stations at various runs held throughout the weekend, including the main event on Sunday. SMU Cox returned to its role as a race partner for the 47th running of the BMW Dallas Marathon, having helped launch the Corporate Relay Challenge in 2006 and serving as a partner through 2013. SMU Cox signed on earlier in 2017 as a podium level partner, which entails being the title partner of the Five-Person Relay and Corporate Relay Challenge race day events through 2019.

"The BMW Dallas Marathon and SMU Cox are both integral to the city's identity and our focus is very much on the same target demographic," said Kevin Knox, assistant dean of external relations.

"Most importantly, SMU Cox believes that

getting involved in the community and encouraging our students to do the same is a key component of preparing well-rounded business leaders."

Paul Lambert, president of the BMW Dallas Marathon, credits SMU Cox's participation as title sponsor of the race day relay events with helping increase participation in the Five-Person Relay and the Corporate Relay Challenge. According to Lambert, they are "two events that make BMW Dallas Marathon race day a unique and rewarding experience for participants and spectators."

The five-person relay, launched by the Dallas Marathon in 1995, has expanded to include hundreds of corporate relay teams and thousands of participants. Runners who took part in the relay categories followed the same 26.2-mile course as BMW Dallas Marathon participants.

Relay team members completed 4.4 to 6.5-mile course segments, depending on which leg of the relay they were running. Texas Scottish Rite Hospital for Children is the BMW Dallas Marathon's primary beneficiary. The annual event has donated more than \$3.9 million to Texas Scottish Rite since 1997.

SOCIAL:

See event photos on social media with the hashtag: [#werunthistown](#)



NYSE Closing Bell® (Photo credit: NYSE)

SMU COX Dean Matt Myers Rings NYSE Closing Bell®

SMU Cox Dean Matt Myers rang The Closing Bell® from the podium of the New York Stock Exchange on Monday, Jan. 8, at 4 p.m. Myers traveled to New York with a delegation of SMU Board of Trustees members, Cox Executive Board members, alumni and staff.

"It's a privilege to ring The Closing Bell® at the New York Stock Exchange, especially at the start of a new year, with high hopes for more record-breaking growth," said Myers. "As one of the nation's leading business schools, we take pride in helping shape tomorrow's business leaders, thus contributing to the success of the U.S. and the global economy."

Among the podium contingent were SMU Board of Trustees Chair Michael Boone (BBA '63, JD '67); his wife, philanthropist Marla Boone; SMU Vice President for Development and External Affairs Brad Cheves; SMU Board of Trustees and Cox Executive board member Gerald Alley (MBA '75), president and CEO of Con-Real, LP; SMU Board of Trustees member and Cox Executive Board member Tucker Bridwell (BBA '73, MBA '74); SMU Board of Trustees member and Cox Executive Board member David Miller (BBA '72, MBA '73), EnCap Investments, founder and managing partner. SMU Cox Executive Board member and alumnus

Peter Dameris (BBA '82), CEO of On Assignment (NYSE: ASGN), helped arrange the event and was part of the podium group, as were two active duty military SMU Cox alumni: Justin Bokmeyer (MBA '16), captain in the U.S. Army and Noël Koenig (MBA '15), lieutenant commander in the U.S. Navy.

Steve Booth (BA and BBA '82), CEO of R.W. Baird; Kyle Miller (BBA '01), president and CEO of Silver Hill Energy Partners; Cox Executive Board member Kirk Rimer (MBA '89), Cox Executive Board member and co-head and principal of Crow Holdings Capital Investment Partners, and Justin (BA '08) and John Cox (BBA '11), both partners in Cox Partners, Inc., rounded out the podium party when Dean Myers rang the bell.

The bell ringing commemorated the 40th anniversary of Cox School's naming for benefactor Edwin L. Cox. In addition to Cox's grandchildren John and Justin, their parents, Berry ('77) and SMU Board of Trustees member Jeanne Tower Cox (BBA '78), and Justin's wife, Molly (BA '08), were on the floor of the exchange with 30 other SMU Cox supporters.

The Cox School was originally established at SMU as the Department of Commerce in 1920. This visit marks the first time the Cox School has traveled to the NYSE to ring The Closing Bell®. The school participated remotely from campus in a long-distance NYSE bell ringing in April 2011.



L to R: Tracy Merzi, Dallas Business Journal publisher; Dean Matt Myers; Mike Keown, CEO, Farmer Brothers Coffee

Speaker Series Shines Light on CEO Mindset

Michael Keown, president and CEO of Farmer Brothers coffee, engaged in "coffee talk" for the January installation of CEO Conversations, a partnership between SMU Cox and the *Dallas Business Journal*. Keown recounted the challenges he faced coming into a family-owned business that was observing its 100th anniversary, but losing market-share. He returned the company to profitability and, although it created controversy, moved the company out of Torrance, California to build a 540,000-square-foot state-of-the-art headquarters in Northlake, Texas, near DFW Airport. Keown was the second guest in the quarterly breakfast speaker series, which gives guests an opportunity to gain insight into the CEO mindset and the business challenges they face. ■

FACULTY AND STAFF ACHIEVEMENTS



Amit Basu, Carr P. Collins Chair in Management Information Systems (MIS) and chair of the information technology and operations management department (ITOM), served as MIS Education Track Co-Chair for the International Conference on Information Systems, in Seoul, South Korea and was invited to the 2017 MIS Leadership Conference at the University of Maryland in College Park. He

presented a paper on "Online Matching Platforms" at the 2017 Conference on the Digital Economy (CODE '17) in India. Additionally, he served on two external expert committees: management structure of the *Decision Support Systems Journal* and design of the Conference on Information Systems and Technology. With Associate Professor of ITOM **Sreekumar Bhaskaran**, Basu co-authored "An Economic Analysis of Customer Co-design," which is forthcoming in the *Information Systems Research Journal*.



Gauri Bhat, assistant professor of accounting, spoke about "Bank Capital Structure, Implications for Liquidity, Risk Management and Lending to Non-financial Corporates," as part of the Financial Executives International Dallas Chapter Breakfast Series. At the Singapore Management University Accounting Symposium, she presented "Bank Capital and Loan Monitoring," which she co-authored with

Hemang Desai, Robert B. Cullum Professor of Accounting and department chair.



Neil Bhattacharya, associate professor of accounting and Ernst & Young Faculty Fellow, was invited to present at the Accounting Department Research Colloquium at the University of Arizona. His co-authored paper

explores the extent to which high-frequency traders facilitate incorporation of fundamental information into stock prices around earnings announcements in an era of superfast computers and sophisticated algorithms.



Michael Braun, associate professor of marketing and Fisher Faculty Fellow, wrote "sparseHessianFD: Estimating Sparse Hessian Matrices in R," a peer-reviewed presentation of his sparseHessianFD package for the R statistical computing platform. The paper was published in the *Journal of Statistical Software*.



Marcus Butts, associate professor of management and organizations (MNO), co-authored "Further Understanding Incivility in the Workplace: The Effects of Gender, Agency, and Communion,"

which was accepted for publication by the *Journal of Applied Psychology*. His research demonstrates that women experience more workplace incivility from other women than from men — with this effect being amplified for women who are more agentic at work.



Linda Kao, assistant dean of global programs, was one of seven recipients of this year's Outstanding Asian American Business Achievement Award. The U.S. Pan Asian American Chamber of Commerce – Southwest honored Kao

for her community impact and as someone who serves as an example of hard work and steadfast commitment. The award was presented as part of the chamber's 17th Annual Asian Lunar New Year Good Fortune Banquet.



Maribeth Kuenzi, associate professor of MNO, is the lead author of "Supervisor-Subordinate (Dis)agreement on Ethical Leadership: An Investigation of its Antecedents and Relationship to

Organizational Deviance." The co-authored paper has been accepted for publication by *Business Ethics Quarterly*.



James Linck, chair of the finance department and Distinguished Chair in Finance, co-authored "Do Qualifications Matter? New Evidence on Board Functions and Director Compensation," which was published in the *Journal of Corporate Finance*.



Jill McGinness, administrative coordinator for ITOM/MNO/Strategy/Student Employment and the Brierley Institute, was voted president-elect of the campus-wide SMU Staff Association. She will complete the first year of a three-year commitment to the SMUSA Executive Board at the end of May, and will then move into a one-year term as president, followed by a one-year role as immediate past president and staff advocacy chair.



Sal Mistry, visiting professor of MNO, co-authored "Multi-teaming: Linking Primary Team ID and Number of Teams to Fragmented IDs and Turnover," which focuses on when and how simultaneous multi-teaming influences employee turnover. It was accepted to the Society for Industrial and Organizational Psychology Conference in Chicago and is a contender to be a symposium presentation at the Academy of Management Conference, also in Chicago.



Milica Mormann, visiting assistant professor of marketing, co-chaired a session on the salience of information and its effects on consumer choice at the Association for Consumer Research Conference in San Diego. She presented

her co-authored paper titled "When '4' is Greater than 'Four': The Influence of Visual Representation of Numbers on Magnitude Perceptions and Product Evaluations."



Rajiv Mukherjee, assistant professor of ITOM, co-authored "Platform Preannouncement Strategies: The Strategic Role of Information in Two-Sided Market Competition," which

was a runner-up for the 2017 Institute for Operations Research and the Management Sciences' eBusiness Section Best Paper Award. The paper revealed that in a competitive market, firms prefer not to pre-announce their platform features even if pre-announcement may increase expected network effects. With fellow Cox ITOM researchers **Amit Basu** and **Sreekumar Bhaskaran**, Mukherjee co-authored "An Analysis of Search and Authentication Strategies for Online Matching Platforms," which provides insights for online matching platforms regarding authentication services and guidelines for pricing and positioning. The paper has been accepted for publication by the journal *Management Science*.



McKenzie Rees, assistant professor of MNO, co-authored "Bounded Ethicality and Ethical Fading in Negotiations: Understanding Behavior," which reviews characteristics of negotiations that may encourage unethical behavior. The journal *Academy of Management Perspectives* has accepted the paper for publication.



Ulrike Schultze, associate professor of ITOM, co-authored "Implementing Organization-Sponsored Sharing Platforms: Recommendations for Building Employee Engagement," which

was accepted for publication by the journal *MISQ Executive*. She participated in a debate on "Sociomaterial Theorizing in IS: A debate on Whether, When, Why, and How," at the Organizations and Society in Information Systems workshop, part of the International Federation for Information Processing working group in Seoul, South Korea. She also gave invited talks at two practitioner conferences held in Dallas: "Business Agility Methodology & Transformation," the NCS Madison CIO Strategy Summit and "The Ethics of AI in Balance with ROI" at the Chief Data Officer Conference.

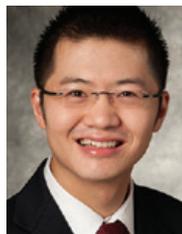


Raj Sethuraman, Harold Simmons Distinguished Professor and chair of marketing, was appointed co-editor of the oldest academic marketing journal, the venerable *Journal of Retailing*. He wrote "Consumer Preference Distributions and Corresponding Store Brand Strategies: A Compilation," which was accepted for publication in the *Handbook of Research on Retailing*. Additionally, he presented his paper "The Many Faces of Private Labels: A Taxonomy of Private Label Strategies" at the North American Society of Marketing Educators of India Conference in Chennai, India.



Dean Stansel, research associate professor in the O'Neil Center for Global Markets and Freedom, was an invited speaker at the Texas Public Policy Foundation in Austin, the State Policy Network annual meeting, and the

O'Neil Center's Teaching Free Enterprise in Texas program. His paper "Local Governments and Economic Freedom: A Test of the Leviathan Hypothesis" was accepted as a Mercatus Center Working Paper. Stansel organized and chaired three sessions at the Southern Economic Association Annual Conference and had three papers on the program. He is the primary author of the Fraser Institute's annual *Economic Freedom of North America*; the 2017 report was released in December.



Tom Fangyun Tan, assistant professor of ITOM, co-authored "Fluid Teams and Knowledge Retrieval: Scaling Service Operations," which has been accepted for publication in the journal *Manufacturing and Service Operations Management*. His co-authored paper "Is Tom Cruise Threatened? An Empirical Study of the Impact of Product Variety on Demand Concentration," which was published in *Information Systems Research*, was the basis for an article published in the Wharton School's Knowledge Magazine.



Meg Tuszynski, research assistant professor, O'Neil Center for Global Markets and Freedom, was promoted to assistant director of the O'Neil Center in October. Tuszynski and O'Neil Center colleague **Dean**

Stansel were awarded one of four research grants from SMU's Mission Foods Texas-Mexico Center for their paper "Institutions, Trade, and Economic Prosperity: An Examination of the U.S. and Mexican States."



Kumar Venkataraman, James M. Collins Chair in Finance, has been appointed by the U.S. Securities and Exchange Commission to its newly formed Fixed Income Market Structure Advisory Committee

(FIMSAC). He attended the inaugural meeting in January. Venkataraman has also been appointed to the Cary M. Maguire Chair of Oil and Gas Management, and will have academic oversight of the newly established Kyle D. Miller Energy Management Program. Additionally, Venkataraman co-authored "Do Buy-Side Institutions Supply Liquidity in Bond Markets? Evidence from Mutual Funds" with SMU Cox Associate Professor of Finance **Chotibhak "Pab" Jotikasthir** and Amber Anand, professor of finance at Syracuse University. Venkataraman presented the work at the Financial Economics & Accounting Conference at Texas A&M University and the 8th Emerging Markets Conference. He also served as a discussant at the Financial Economics & Accounting Conference at the Fox School of Business, Temple University and the Oklahoma University Energy Finance Research Conference.



Bernard Weinstein, associate director of the Maguire Energy Institute and economist, was named to the "Dallas 500," an annual special edition of *D* CEO magazine, which celebrates the most

influential business leaders in North Texas. SMU President **R. Gerald Turner** and Cox School Dean **Matthew Myers** were also honored to be named in the "Dallas 500." Additionally, Weinstein offered his perspective on energy resource and renewable energy challenges facing the U.S. and the rest of the world at the World Affairs Council in Charlotte, North Carolina. He gave similar presentations at the Environment Council of Oklahoma in Oklahoma City, the Indiana Council of World Affairs in Indianapolis, Indiana, and the America First Energy Conference of the Heartland Institute in Houston. For the 29th year in a row, Weinstein offered his assessment of where the economy has been and where it is going at the annual North Dallas Chamber of Commerce Economic Outlook Conference in Dallas. ■

“ COX QUOTABLES

Bloomberg Businessweek

“Shale Oil Surge Still Hammering OPEC Push to Drain Glut”

Bernard Weinstein, Maguire Energy Institute associate director and economist, comments on the skyrocketing output of U.S. crude, which has risen to levels not seen in more than three decades. “It’s a brave, new world in the oil market.”

(11/08/17)

The CEO Magazine

“Filling the Gaps in Your Negotiation Skills”

Robin Pinkley, Janet and Craig Duchossois Endowed Professor of Management and Organizations, explains what it takes to become a master negotiator. “Novices tell you only about their successes. Master fishermen and master negotiators don’t just tell you about their successes; they tell you about their failures. And they study the differences between the two.”

(12/08/17)

Fox Business Network

“Do You Need an MBA for Success”

Peter Dameris (BBA ’82), CEO of On Assignment (NYSE: ASGN) and Cox Executive Board member, helped SMU Cox ring The Closing Bell® at the New York Stock Exchange. Dameris and **David Miller** (BBA ’72, MBA ’73), SMU Board of Trustees member and Cox Executive Board member, explained why an MBA from SMU Cox is beneficial. “The second degree differentiates you and sets you apart,” says Miller. Dameris offers that, “SMU sits in the right spot geographically being in Dallas. The Southwest is booming and SMU and the Cox School are feeding that growth with their graduates.”

(01/08/18)

(Read more about SMU Cox at the NYSE on page 17.)

KTVT-TV, CBS 11

“Two Plano Businesses Could Change the Way You Get Pizza”

Mike Davis, senior lecturer in business strategy and economics, believes a new agreement between two Plano-based companies, Pizza Hut and Toyota, is important for North Texas’ reputation as a center of innovation. “The promise has always been that if we attract these corporate headquarters . . . there’s this synergy that develops. When you think about what happens in Silicon Valley with the tech companies, it’s the same thing.”

(01/08/18)

CNBC

“Competitive International Students Feel Anxiety over Rhetoric”

Matthew Myers, SMU Cox School dean, looks at factors that are affecting enrollment at business schools in the U.S. and globally. Despite a decline in some U.S.-based programs, Myers says the Dallas economy is a positive factor for enrollment. “We’ve got a very robust MBA program at SMU Cox, thanks largely to, and we’re thankful for, the DFW marketplace and the excitement that’s going on in the Texas economy.”

(01/08/18)

KJZZ-FM

(Phoenix NPR affiliate)

“Two of Apple Shareholders Focus on Creating Social Change”

Nickolay Gantchev, associate professor of finance, weighs in on news that two of Apple’s shareholders are urging the company to research the impact of its technology on children. Gantchev studies corporate governance and shareholder activism and says this case is unique. “Activists like these don’t usually focus on creating social change. Normally, it’s about increasing shareholder value.”

(01/11/18)

(Read more about Gantchev’s research on page 21.)

WFAA-TV, News 8

“Can the National Debt Be Paid Off?”

Harvey Rosenblum, professor of practice in finance, contends that there is not a realistic expectation of the national debt being paid off; however, Rosenblum says carrying a debt forward is not uncommon, and not necessarily a bad thing for governments or businesses. “It’s advantageous, if they want to grow their businesses, to borrow more when the price is right and when that money can be used profitably.”

(01/13/18)

Austin American-Statesman

“After Amazon names Austin among Finalists for Second Headquarters, What’s Next?”

Al Niemi, professor of economics and O’Neil Chair in Global Markets and Freedom, weighed the benefits of Austin and Dallas, both named as Top 20 finalists in the nationwide competition to become home to Amazon’s second headquarters. “Austin has a great quality of life, but it is not necessarily a center for Fortune 500 companies. When I see Dallas, I see retail giants like JCPenney. I see American (Airlines) and Southwest Airlines. I see ExxonMobil. . . Big companies like Amazon like to be surrounded by other big companies. People also want a place to live where there are professional sports teams and affordable houses. Dallas increasingly has good answers.”

(01/18/18)

U.S. News & World Report

“Health Stocks Pressured Under JPM-AMZN-BRK Venture”

Don Shelly, Fabacher Endowed Professor of Alternative Asset Management, believes that managed health care companies may be under pressure in the future as Amazon, Berkshire and JPMorgan announced plans for a new venture to reduce the cost of healthcare through technology. Health care stocks initially dipped on the news, and Shelly warns of long-term consequences. “If they are successful, this will encourage other large employers or groups of employers to replicate this disintermediation strategy.” ■

(01/31/18)

COX FACULTY RESEARCH

Hedge Fund Activism Shows Firms a Better Path

Nickolay Gantchev, Associate Professor of Finance

When it comes to corporate governance, hedge funds are the new sheriffs in town. That's the take-away of "Do Activists Turn Bad Bidders into Good Acquirers?" Associate Professor of Finance Nickolay Gantchev and his co-authors reveal new insights about the mergers and acquisitions strategy of firms that shareholder activists target. Among them: activism deters empire-building acquisitions of targeted firms, an often value-destructive force in public companies.

From the end of 2009 to the beginning of 2015, 15 percent of firms in the S&P 500 Index encountered an activist campaign. Around 50 percent had an activist on their share register over the same period.

"In terms of governance, mutual funds, pension funds and unions have ceded their role in actively monitoring firms to hedge funds," notes Gantchev. Hedge funds, now leading the charge often with activist campaigns, typically own five to 10 percent of their targets, that is, the listed company. "Hedge funds achieve better outcomes and improve the firms they target," he says. "They are less constrained as investors, have fewer conflicts of interest and better incentives to improve the firm's performance."

"Once a firm is targeted by an activist, it tends to have a better M&A strategy."

Empire-building firms are natural targets for activists, according to Gantchev.

"Activism and mergers and acquisition (M&A) activity are intertwined," he says. "A firm's M&A strategy is one of the reasons they get targeted in the first place. If a company has had low returns from past acquisitions or a high number



of recent acquisitions, it's more likely to be targeted by activists." This visible, public aspect of the company reveals how management performs.

Activist investors target firms that over-invest in unproductive acquisitions. The authors studied activist campaigns from 1994-2011 and merger data from 1990 - 2015. They found that some targeted firms had become merger targets themselves. However, those that remained independent exhibited a more disciplined M&A strategy following activism. The study shows that an activism target is about 15 percent less likely to engage in a takeover in the three-to-four years after activism. This lower M&A likelihood is observed especially in cash bids. Gantchev and co-authors say this is consistent with prior research findings: activists frequently demand a reduction in excess cash and an increase in leverage (debt) at their targets, which limits their availability of capital to pursue acquisitions.

Importantly, activists also influence the quality of the deals undertaken. Compared to firms without activist involvement, recent activist targets receive higher announcement returns from the fewer

acquisition bids they make after activism. Specifically, these acquirers have three-day announcement returns that are 1.4 percent higher, compared to firms that are not activist targets. Their deals also outperform acquisitions by non-targeted firms by 11 percent over the two years after the announcement, even though they do not pay less for their targets.

"The market believes activity by activists is value-increasing," Gantchev surmises. "Investors think these acquisitions are better because of the prior engagement of an activist." The result of better performance years later confirms this positive role of activists.

The study's results suggest that activists perform an important governance role in the market by disciplining inefficient acquirers. Hedge fund activism lowers the value destruction associated with empire building, and ultimately adds more lasting value for shareholders. Gantchev concludes: "Firms with activist influence tend to buy better firms in the future. Put differently, once a firm is targeted by an activist, it tends to have a better M&A strategy."

CEOs' Style of Information Processing Reflected in Growth Strategies

Daniel Zyung, Assistant Professor of Strategy

How do CEOs process information? Does their cognitive style matter? That's what strategy Assistant Professor Daniel Zyung and his co-authors assess in their research paper, currently under review, "CEO Cognitive Complexity and Firm Growth Strategies: Evidence from Acquisitions and Internal Innovations."

The findings suggest that a CEO's "style" can have important implications on growth strategies as manifested in firm acquisitions and innovation. A particular cognitive style, or cognitive complexity, means the extent to which one differentiates and integrates informational stimuli. "Conceptually, the research is a revisit of the related literature," Zyung offers. "It suggests that cognitive complexity is more than a cognitive 'capability' — it's a 'style.' But it is also an advance empirically," he notes. "CEOs are hard to survey. So we borrowed some tools from psychology to understand them through more unobtrusive ways."

The study was based on a sample of 3,144 public U.S. firms across industries. The authors obtained quarterly earnings conference call data from 2002 through 2013. Language markers, captured in the calls' transcripts and analyzed for specific content implications, were used as indicators of CEO cognitive styles. An average of three transcripts for each CEO annually and 66,024 transcripts in total were analyzed.

CEOs face high information-processing loads. In the vernacular of psychology, cognitive complexity is likened to "the idiosyncratic manner in which individuals think and view informational stimuli — the extent to which they can differentiate and integrate them."



High-complexity CEOs tend to be comfortable interpreting multifaceted situations, tolerant of processing and accepting multiple perspectives, and generating the links between them. They seek an understanding of the interplays between multiple factors to make a decision. Meanwhile, CEOs with low cognitive complexity tend to draw upon a small number of dimensions in processing information and understanding issues; they have more focused ranges of attention and develop fewer links among select constructs when confronted with multifold situations.

Prior literature on managers' cognitive complexity has equated it to a cognitive "ability" and assumed that higher cognitive complexity is better. This research indicates different styles are not better or worse, just different. "Our findings offer a more balanced view, suggesting that cognitive complexity is a cognitive 'style' and various levels of cognitive complexity fit different growth strategies," the authors write.

"In our research, it's more about the style of thinking and information processing," says Zyung. "Being more simple or low in complexity is, indeed, not bad. It can be very helpful sometimes to think in black and white terms and be focused, which can better serve certain circumstances." The results indicate that CEO cognitive style plays out in different growth strategies. Firms run by CEOs with low cognitive complexity display greater focus on internal, organic growth by investing more in R&D and introducing more new products. They are more oriented toward innovation, the research finds. Innovation itself is complex — full of novel ideas, unique constructs and distinctive connections. Meanwhile, those leaders with higher cognitive complexity are more aligned with external acquisitive growth, requiring a wider search scope and complex information processing.

"Our findings offer a more balanced view, suggesting that cognitive complexity is a cognitive 'style' and various levels of cognitive complexity fit different growth strategies."

"Between acquisitions and organic growth, one approach is not necessarily better than the other," he emphasizes. "We wanted to determine whether there is a fit between the two different growth modes and style. And interestingly, there is a good match between them."

Further, the differing strategic patterns among high- and low-cognitive complexity CEOs are more salient when the industry is growing more rapidly. CEOs' preferences reveal more distinctive paths when abundant growth opportunities are prevalent. This research sheds light on how the cognitive style of the CEO relates to strategic directions.

Saving Retirement: Government Subsidy to Investment Industry Shortchanges Savers, Taxpayers

Mattia Landoni, Assistant Professor of Finance

As policymakers around the globe debate options to incentivize retirement savings, new research uncovers some game-changing facts. The two main competing options consist of traditional tax-deferred savings vehicles like 401(k)s and IRAs, in which savers contribute pretax money and pay tax on withdrawals, as opposed to Roth-type plans, whereby savers pay taxes first and withdraw funds tax-free upon retirement. Professor Mattia Landoni and his co-author find that under a Roth-type regimen, government fares better, largely because of investment fees that government implicitly pays in traditional tax-deferred accounts. Landoni recently presented "Should the Government be Paying Investment Fees on \$3 Trillion of Tax Deferred Retirement Assets?" to the Federal Reserve Bank of Boston.

When the research compares the two systems without taking into account investment fees, both government and savers are indifferent: savers can achieve the same level of consumption during both working life and retirement, and the present value of government tax revenues is constant.

Things change when the authors add investment management fees into the mix. Assuming fees are fixed as a percent of assets under management, they show



that individuals are still indifferent to the timing of taxation, but the government is not. The government implicitly owns a share of all back-loaded retirement accounts (like Roth-type plans). That's about \$2.9 trillion of the \$15.3 trillion currently in plans. The government, according to the research, is effectively paying investment fees on this share, something avoided under front-loaded taxation. The study estimates this cost to the government at \$15 billion per year, "about the same as the whole budget of NASA," Landoni says. If state and local government and defined corporate benefit plans of \$7.1 trillion were included, another \$1.4 trillion would be added to the government's virtual share.

The cost to the government is a de facto subsidy to the financial services sector. The authors find that traditional back-loaded taxation is more expensive for the government and also produces a larger asset-management industry.

In the U.S., there is \$22.4 trillion in tax-deferred retirement assets. The government is leaving money on the table, based on the subsidizing of investment fees. Running retirement plans and managing assets requires record keepers, asset managers and financial advisors. The fees for this service are typically charged as a percentage of assets under management. "It is not clear that individuals who pay higher fees on retirement accounts receive any additional benefits as a result," according to the authors. In addition, even if some do receive benefits, many of these benefits cancel out in aggregate for the government, which owns a fraction of every tax-deferred account.

"Right now, the government is counting on around 20 percent of outstanding tax-

deferred assets," Landoni explains. "In the future, these assets will turn into tax revenue; but now, they are a \$2.9 trillion account that belongs to the government." If we were in a Roth-only world, "the government would have already received the money, and paid down Treasury bonds," he notes. "There would literally be fewer assets in circulation. Thus, retirement accounts would be smaller, as would the fees being paid."

The cost to the government is a de facto subsidy to the financial services sector. The authors find that [traditional] back-loaded taxation is more expensive for the government.

The authors suggest that the average fees paid by investors (and government) are about 80 basis points or .80 percent. In comparison, the federal government's Thrift Savings Plan (TSP) pays average fees of four basis points on its indexed funds. "With lower fees, if extra assets were in the TSP, a sovereign wealth fund, or an efficient fund structure, we would not be so concerned," suggests Landoni.

In the authors' model, when presented with a choice between Roth and traditional accounts, savers are indifferent. "However, with traditional accounts, taxpayers are stuck with a higher tax bill and ultimately enjoy fewer goods and services," says Landoni. "Since in our model, taxpayers and savers are the same people, Roth accounts are ultimately better for savers too."

Landoni and his co-author conclude that while savers and taxpayers are getting shortchanged, the asset management industry's growth is magnified by government policy. ■

COX WOMEN *IN ACTION*

In the stillness of the pre-dawn morning, alarm clock sirens break the silence for an elite group of SMU Cox students who seize these sleep-defying moments to hit the track, the court, or even the books. Each year, several dozen female athletes are enrolled in Cox School. These women embody the competitive spirit of SMU through their pursuits in volleyball, basketball, tennis, soccer, rowing, swimming

and equestrian sports. Often waking between 5:00 a.m. and 5:30 a.m. to put in four hours of training before a full day of classes, these athletes put most of our jam-packed calendars to shame. Following their afternoon classes, they plow into homework, group projects and perhaps even more practice. Meanwhile, otherwise carefree weekends tend to be dominated by games and competitions.

"I take advantage of all 24 hours of the day," says soccer player and accounting major Mary Meehan (BBA '20). "It takes a lot of self-discipline and a strong work ethic." On the road, she and her teammates share the experience of being a college athlete. "We often work together in the airport, on the bus or plane and in the hotel lobbies when traveling for games. It's helpful having other people on the team that are taking Cox classes."

Time management is a critical skill that serves them well. Soccer teammate and finance major Hailey Bishop (BBA '20) admits, "Honestly I think it's almost easier to manage when you have less time. I'm always busy and my time is split either working for school or practicing for soccer." Volleyball player Kendall Patterson (BBA '20) prioritizes her time with extreme care. "I keep a planner and write out all of my practice times,

assignments, travel schedules and exam dates." This skill is critical since she is pursuing dual degrees in marketing as well as sport management.

"The toughest lesson I've had to learn in college is that it is ok to say 'no,'" says swimmer and Cox accounting major Ashley Mercadel (BBA '19). "Learning which opportunities to take advantage of has made college life a lot easier."

From left: Mary Meehan, Hailey Bishop





Clockwise from upper left: Ashley Mercadel, Montana Watts, Nora Gray, Sarai Delfina Monarrez Yesaki

LIFE COACHING

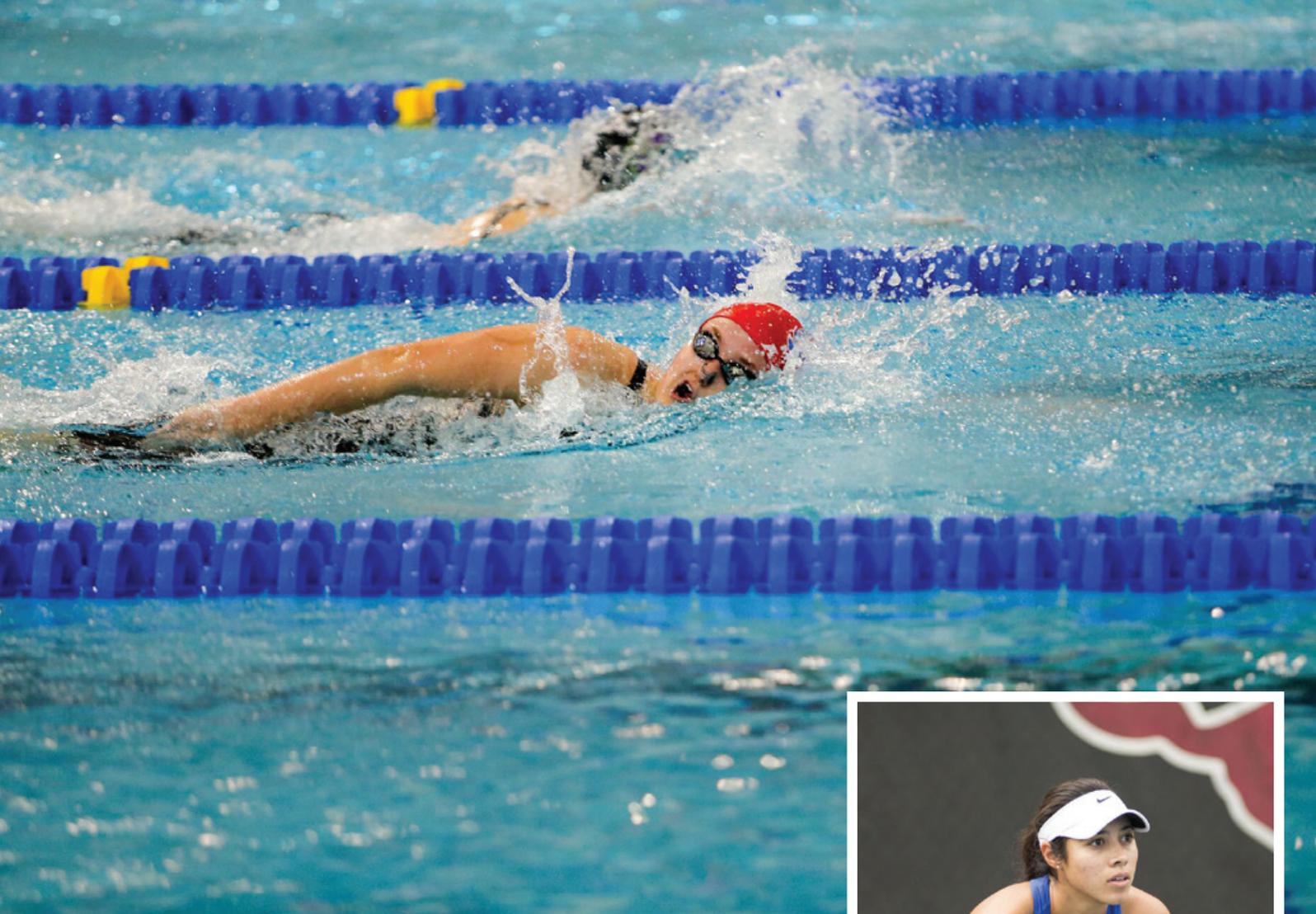
All athletes interviewed said they were first students, then athletes. Even if their athletic passions initially brought them to SMU's campus, it was often the academic reputation that closed the deal. Tennis player and Cox double major (finance and economics) Sarai Delfina Monarrez Yesaki (BBA '20) said that during the recruiting process, she spoke with SMU's head coach about the tennis program. "I liked their work ethic and their plan for the team." Interested in business, she inquired about Cox. "I was very excited for what SMU had to offer. After my initial visit, it was a no-brainer." Volleyball player and marketing major Montana Watts (BBA '20) already knew about SMU

Cox's academic reputation; however, she said the coaching staff was also a huge reason for committing to SMU. "They truly care about my growth, not only as a player, but as a woman."

SMU's coaches are supportive and empathetic to the women's challenges because they've usually been there themselves. "Our graduate assistant Caitlin Nolan has motivated me to be a better player," shares Watts. "She made great achievements when she played in college and is my role model in that sense." Equestrian Nora Gray (BBA '19) adds that her assistant coach Megan Southam (MBA '18) is a prime example of hard work, "She's currently pursuing

her MBA at Cox, coaches us and works another job. Her work ethic and attention to detail keep me motivated." Gray believes the teachers and athletic staff at SMU go "above and beyond" to make sure student athletes succeed.

Even faculty fulfill student coaching roles. "I have had a very good experience with Cox professors. It feels good to know that they generally care about me as a student and that they support me as a tennis player," explains tennis player and accounting major Anna Luisa Perez Lopez (BBA '19). "I have had some of them come to my matches and it's always exciting to show them that part of my life."



AN INTERNATIONAL DRAW

Perez Lopez hails from Oaxaca, Mexico, and is following a family tradition of tennis dating back to her great-grandfather. Like most athletes, she found relationships and friendships made at Cox to be lifelong benefits. In addition to time management, Perez Lopez found other life skills such as dealing with pressure, staying humble and unparalleled discipline. "You need to know how to control your emotions and be a beast at the same time!"

Swimmer Agata Magner (BBA '20) is another international student who came to Cox to pursue athletics and academia. "The first time I ever thought of studying in America was after reading an article

about a Polish swimmer who went to the United States to train and study. I started thinking about the future and realized that it was possible to pursue my athletic goals while getting a great quality education." She chose SMU because it had everything she was looking for — "outstanding academics, a great swim team and a perfect location." Whether Magner stays in the U.S. or returns to her native Warsaw, Poland, the finance major believes that the education and network at Cox will prepare her to succeed. While living in America, she has learned about a multitude of other cultures through other international swimmers at SMU. "There are girls and



Top: Agata Magner. Above: Anna Luisa Perez Lopez.

guys coming from countries like Croatia, Lithuania, Hungary, Seychelles, Germany, Slovakia, Bulgaria, Columbia, Israel, England, South Africa and China. It was very exciting to learn about so many cultures that I was not familiar with before coming to SMU."

GOOD SPORTS

The lessons and life skills that these athletes learn in competition will serve them well as they pursue future endeavors — particularly when applied in a competitive marketplace.

Swimmer Kelcie Winters (BBA '19) relates, "I hold myself to a very high standard, but failure is inevitable. Rather than let failure crush me, I have had to learn to use my failures to become stronger and more resilient." Kathleen Charron (BBA '18), captain of the women's swim team, says, "My strength in sport is my work ethic. I have always been willing to put in the hours and work required in this sport. I trained in the off season and I've sacrificed social functions to put in the yards, miles and time."

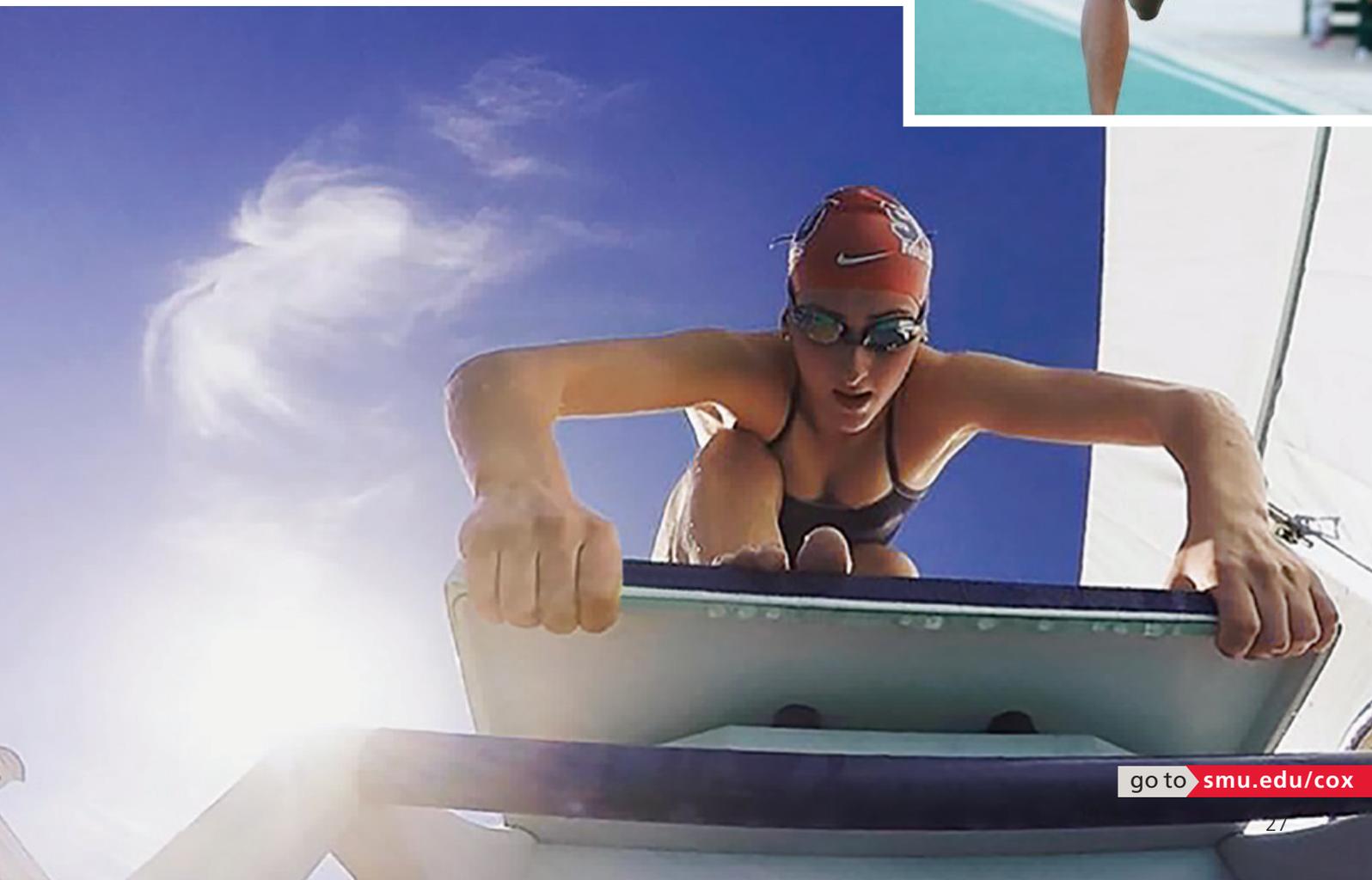
One shining example of taking athletic prowess off the field and into the boardroom is Craishia Millines (BS '15, MSM '16) a track and field athlete

during her time at Cox. Millines explained what she likes most about her sport, "I love the fight given day in and day out, owning what you did wrong, celebrating and capitalizing on what you did correctly. I love how bold and revealing the sport is — if you're not on top of your game, you will be quickly exposed. The clock does not lie." Today, Millines has a successful career in the bankruptcy field and has this advice for current student athletes, "The help offered to a student athlete is abundant, all you have to do is capitalize on it. Aspire to be great in all that you do. Continue to push through even when you're the only one doing the right thing. Remember your path is bright."

The ambition and dedication of these impressive women, combined with superb prioritization and time-management skills, will most assuredly

prepare them to be winners, if not already in competition, certainly in their careers and robust, dynamic lives. Game on! ■

Top: Craishia Millines. Below: Kathleen Charron,



RESEARCH EXCELLENCE: COX PROFESSORS STRENGTHEN BUSINESS AND POLICY

by Jennifer Warren

Research by Cox professors is a vast web of knowledge and insight, reaching every corner of all things business. Flowing through the disciplines, the streams of literature are like the Danube River, prolific in how they transect borders. Research at the Cox School pushes boundaries, identifies new frontiers and illuminates pressing issues affecting business and society.

The SMU Cox faculty is highly ranked among the top business schools in the world for research productivity. For a small school, this is a great accomplishment, the result of years of hard work. "Over the last decade, we have been able to attract the best talent coming out of Ph.D. programs and to retain productive senior faculty as well," says Bill Dillon, senior associate dean and Herman W. Lay Professor of Marketing and Professor of Statistics. Just recently, several Cox faculty members have been recognized by *Poets&Quants* as among the most impressive in the business.

OUT OF THE TOWER

Faculty research can have a wide-ranging impact — from advances in a discipline to the world of policy. Recently, Kumar Venkataraman, James M. Collins Chair in Finance, was appointed by the U.S. Securities and Exchange Commission to serve on a new fixed income advisory committee, charged with identifying improvements in bond markets for investors. His research about how bond markets were becoming less liquid in the aftermath of the financial crisis was a catalyst to the appointment.

This study, forthcoming in the top-tier *Journal of Finance*, is co-authored by Cox colleagues Bill Maxwell, Mary Jo Vaughn Rauscher Chair in Financial Investments and academic director, The Don Jackson Center for Financial Studies and Center; Stacey Jacobsen, assistant professor of finance; and Hank Bessembinder of Arizona State University. It shows that banking-



Bill Dillon

related regulation negatively impacted the ability, or willingness, of bank dealers to supply capital for market making in bond markets. Venkataraman noted, "Non-bank dealers stepped in, but they tend to be of smaller size and unable to fully offset the reduction in capital. Thus, it might be more difficult today for a mutual fund to buy or sell a corporate bond." In an earlier co-authored study, he showed that increased transparency, owing to reporting requirements, reduced trading costs, which was a benefit to public welfare. Regulators noticed.

Venkataraman's extensive research efforts in market microstructure and equity market design translated to bond

"Being an engaged researcher helps in being an effective teacher, and vice-versa. Explaining complex ideas to students and industry professionals forces me to step out of the ivory tower."



Kumar Venkataraman (center), James M. Collins Chair in Finance

markets. "Regulations need to be carefully designed as they offer benefits but also impose costs on markets," he notes. "Although larger than stock markets, bond markets continue to be dominated by old methods that do not exploit trading technology."

In the field of finance, researchers typically examine issues that are topical and important to regulators and markets, Venkataraman notes. To obtain "color" about the underlying problem, he frequently reaches out to stakeholders engaged in the debate such as regulators, investment bankers, issuers, investment professionals and traders. "These conversations help me to design better experiments for research and to learn about institutional arrangements in financial markets, which I share with students," he mentions. The stakeholder engagement often leads to guest lecturers, student mentors and advisory board members.

For Venkataraman, "It is difficult to distinguish when I switch hats from being a teacher, a researcher and a promoter of the Cox-brand." Being an engaged researcher helps in being an effective teacher, and vice-versa. "Explaining complex ideas to students and industry professionals forces me to step out of the ivory tower," he says.

RESEARCH RIGOR

Successful academics spend 60 to 70 hours a week on research and teaching, Dillon emphasizes. "Creating knowledge is not easy. With low acceptance rates at top journals and more faculty competing for limited journal pages, this process is extremely challenging." Given the number of revisions, it usually takes 18 months to two years to have a paper

accepted. "At Cox, we demand excellence in the classroom, and faculty do a great job training our students," says Dillon. Students recognize the richness research excellence brings to the classroom. "A challenge," Dillon says, "is to continue to provide the necessary resources for faculty success."

To have a chance at tenure, a professor will need to have four to six A-level academic publications and a reasonable number of citations of their work. A-level publications are discipline-specific and are the most prestigious outlets for professors' work. These journals have the lowest acceptance rates, in the low teens, and the most academic citations. "At SMU, we have a six-year tenure clock, which makes the four-to-six A-level publications criterion rigorous," says Dillon, speaking from firsthand experience. In 2009 the *Journal of Marketing* ranked the 50 most prolific scholars according to publications in the top marketing journals over the period 1982-2006. Dillon ranked 16th in the world out of more than 2,700 scholars. A large number of academic papers are vying for a very limited number of top journal pages, so rejection rates are high. At Cox, tenured faculty are expected to stay "research active" and to have one A-level publication every two-to-three years.

Cox supports research opportunities for faculty in several ways. Teaching schedules allow for research and resources are provided for data collection. Faculty also have travel budgets to attend and present papers at conferences. At these conferences, faculty receive valuable input about their research, which increases the likelihood of acceptance to a journal. "By creating and maintaining a collegial environment, the school provides a supportive environment for faculty to exchange ideas and encourages junior and senior faculty interaction," according to Dillon.



Amit Basu, ITOM department chair

Several ITOM faculty papers have been accepted in top-tier academic journals, such as *Management Science*, *Information Systems Research* and *Manufacturing and Service Operations Management*.

or applied. "We would like faculty to publish work that has traction within and outside the academy, whether it's applied or basic," Dillon says.

CONNECTING TO THE WORLD

Increasingly, the media cite research papers, both working papers and published research, in mainstream articles. *The Wall Street Journal* and *The Economist* regularly mention research in their publications. For example, *The Wall Street Journal* recently featured research by visiting Assistant Professor of Marketing Milica Mormann; it cited findings about when investors see the color red used to present a firm's financial data, they expect less from future stock returns than they do when the same data are presented in black. Given their research repertoires and knowledge of subject matter, the media look to Cox professors for commentary and answers.

Since 2004, Cox has been "translating" the work of its academics into language that the media and other stakeholders can more easily access. Deciphering 20-to-40 page journal articles can be an overly intense exercise for busy journalists and practitioners. The highlighted research is accessible on the website for all to learn about what is going on in the minds of the academics — the experts at Cox. For the academic community, an upcoming Cox working paper series integrated with Social Sciences Research Network will offer greater visibility.

An expertise in research or a subject matter can lead to true thought leadership. Robin Pinkley, Janet and Craig Duchossois Endowed Professor of Management and Organizations, is renowned in the field of negotiations, and her popular gain-gain approach has served as the foundation for classes and curricula in mastering negotiations, for example. Filling a void, her work has supplied a growing demand for advances in negotiating skills for business managers and executives.

Sometimes research shows the world a better way. In the strategy department, Assistant Professor Julian Kolev highlighted patterns in the labor market that went beyond the headlines followed by the crowd. Tough news tends to come in waves, he showed — like the Zika virus, financial market woes and broken

In their research processes, faculty often reach out to industry experts to gather information about salient issues, problems and trends. As a frequently published researcher of marketing and statistics, Dillon points out that his own interests have been shaped by interactions with marketing research professionals and brand managers.

Likewise, real-world professional challenges are sometimes at the heart of research projects undertaken by the Information Technology and Operations Management (ITOM) department. "The ITOM faculty is composed of a highly engaged set of researchers with diverse, yet intersecting research interests," says Amit Basu, ITOM department chair and the Carr P. Collins Chair in Management Information Systems. Several faculty papers have been accepted in top-tier academic journals, such as *Management Science*, *Information Systems Research* and *Manufacturing and Service Operations Management*. Leading companies and government agencies sometimes sponsor research projects, he adds.

"Most of our faculty are attacking practical problems, the majority of work being translatable to real-world problems," adds Dillon. "Though the research would be classified as 'applied,' since focused on a real-world problem, the models and protocols created by faculty are quite technical and sophisticated." Cox does not dictate a research agenda, whether it is basic (known as pure or fundamental research)

CREATING A RESEARCH-FOCUSED SCHOOL IS ONE OF OUR KEY PERFORMANCE INDICATORS

Syrian cease-fires. In the case of layoff announcements, it arrives in packs, like a disease outbreak. The way in which Fortune 500 companies manage their financial reputations influenced the timing of layoffs, with negative consequences for the labor market and economy as a whole.

Other times business gets a nudge in the right direction. ITOM Professors Amit Basu, Sree Bhaskaran and Rajiv Mukherjee have been using game-theoretic models to analyze how information technology innovations and online resources are reshaping new product development and supply-chain management. In a recent paper, they also provide guidance on the effective positioning and pricing strategies for online services that match up business partners. Tom Tan, Assistant Professor of ITOM, works on the impact of innovative technologies, such as tabletop devices in the hospitality industry, and offers insights for more widespread adoption and better service delivery.

Cox professors are also pioneers. Associate Professor of Accounting and EY Faculty Fellow Neil Bhattacharya's analysis of high-frequency traders' impact on market price efficiency and fundamentals was a first in academic research. "We need to understand whether they are incorporating, facilitating or obfuscating the assimilation of fundamentals information into prices," says Bhattacharya. "It's important to know because they are the 800-pound gorillas in the market." In all of these patterns and findings, how can the world absorb these insights?

The task of research dissemination looms large. In the months ahead, more efforts will be made to promote the research

excellence and insights at Cox. "We are commissioning a series of publications that will highlight the accomplishments, both research and teaching, of each Cox department," says Dillon. Additionally, a new website will "more conspicuously" feature faculty accomplishments. "We simply need to do a better job of marketing the outstanding Cox faculty that we have in place," Dillon states.

CULTURE OF EXCELLENCE

The faculty that are active in research are leading experts in their fields, notes James Linck, Distinguished Chair in Finance and chair of the research-prolific finance department. "Students benefit from being exposed to the latest theories and evidence, and often get a first-hand look at new insights in the field," he adds. "Staying active in research through publishing, attending seminars, and presenting their work, Cox faculty stay engaged, informed, and on the leading edge."

Being a part of a top research institution creates a culture of research excellence. "The ability to create a research-focused school means that we can attract high-quality faculty who want to be part of that culture," says Dillon. "Research productivity is contagious." It creates an exciting environment wherein faculty co-authoring and researching projects become the topics of the day. "Bottom line: Creating a research-focused school is one of our key performance indicators," Dillon concludes. ■

Professor of Management and Organizations Robin Pinkley, renowned in the field of negotiations and her popular gain-gain approach, has served as the foundation for classes and curricula in mastering negotiations.



Professor Robin Pinkley



Bill Dillon: From Stock Boy to Endowed Professor and Senior Associate Dean

How an Endowment Can Enhance Research, Build a Career Path and Shape a Faculty

If you've ever walked by the Cox School's Fincher Building on a weekend morning or stayed late into the dinner hour on a weeknight, you've likely seen the light on in Senior Associate Dean Bill Dillon's office. His work ethic is respected among colleagues, but from his own perspective, working seven days a week isn't really work so much as simply a part of who he is. It earned him early recognition in academia and brought him to the Cox School in 1994 as the Herman W. Lay Professor of Marketing, an endowed position — the third of three endowed positions he's held throughout his career.

The Early Years

Dillon developed his strong work ethic growing up in New York City. His father died young, and he began working to help make ends meet. Dillon describes himself at that time as a "young kid who took a job as a stock boy" at S.H. Kress and Company, a "five and dime" retail store in the Brooklyn borough

by Anna Martinez

neighborhood of Canarsie. The retail environment was not only a comfortable fit for young Dillon, but an invigorating one. He thrived on the challenge of balancing a full load at school and long hours at work. By the time he began attending what is now Lehman College, one of the four-year colleges in the City University of New York (CUNY) system, he had already worked himself up to assistant manager at Kress. "What I would do is book early classes, work from 1:00 p.m. to 10:00 p.m. every day and work the weekends." Sound familiar?

"I loved retail, I loved the community, the family," Dillon recalls. "I think I would have stayed there, but I also wanted to go back for my MBA." While working toward his MBA at Baruch College in Manhattan, also part of CUNY, Dillon distinguished himself. "The department chair asked if I would consider teaching. At Baruch, the CUNY system's primary business college, there are literally ten thousand business majors. Consequently, they relied on Ph.D. students to teach,

and I was thinking about pursuing my Ph.D. because I really enjoyed learning." Dillon enrolled in Baruch's Ph.D. program and went part-time with his management job, moving to the Kress corporate headquarters in Manhattan.

Although he ended up not pursuing a career in retail, his formative years in that world informed his academic interests. He gravitated from economics into a joint Ph.D. degree in quantitative methods (statistics) and marketing. "I got very interested in statistics. Marketing was the functional area, the discipline that I saw as offering the greatest opportunity to apply the kinds of techniques I was learning. I was interested in discrete multivariate techniques and saw their applicability to solving a variety of marketing problems."

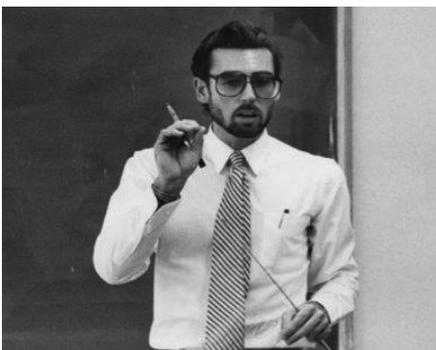
Rising Through the Ranks

After he completed his Ph.D., Dillon rose up the professorial ranks quickly, beginning as an assistant professor of marketing at the University of Massachusetts at Amherst. He dedicated long hours to research on segmentation, position and market structure and the

development and application of latent class models. During his time at Amherst, nearly 30 of his authored and co-authored research articles were published in high-profile academic journals, and two computer software programs he authored were also published. Seven years after becoming an assistant professor, he returned to Baruch College, this time as a full professor and the holder of an endowed position as a distinguished professor of marketing.

As a relatively young professor, Dillon understood that holding an endowed position gave him serious scholarly credibility. Years later, Dillon sees how the school, as an employer, benefits from having the potential to offer endowed chairs. “Endowed positions are critical to a business school if it hopes to attract the most accomplished senior faculty,” he says. “We can only do that if we can offer market-driven compensation packages and faculty research budgets that endowed professorships make possible. Endowments also serve to bestow prestige to the holder, the school and the university in general.”

Dillon’s next career move was as the holder of another esteemed endowment at the University of South Carolina’s College of Business Administration, where he stayed for seven years as educator, researcher and administrator — taking on the added role of associate dean of academic affairs. While serving



Bill Dillon started his career in academia as assistant professor of marketing at the University of Massachusetts at Amherst.

on a search committee to fill a South Carolina faculty position, he learned about an endowed faculty opportunity at SMU Cox. Dillon’s strong academic record, a growing number of published research works and the fact that he was already an endowed professor made him a competitive candidate.

Dallas and Cox

Dallas appealed to Dillon’s, and his wife Heidi’s, inherent city sensibilities. “It was love at first visit. When we drove down Lovers Lane and saw the Inwood Theatre, it struck a chord. I’ve always been a movie-buff and in my down time, you’ll find me at the movies. The Inwood reminded me of the theater in the neighborhood where I grew up. It looked like a theater that would show independent ‘artsy’ films, something we sorely missed in South Carolina.” Cox’s offer of an endowed position sealed the deal. “I would not have considered the position if it had not been endowed. I had already held two endowed positions elsewhere. Of course, after visiting Dallas and the SMU campus I would have been tempted, but the Herman W. Lay Professor of Marketing endowment was part of the package, so I didn’t have to make the trade-off.”

Two years after arriving at the Cox School, Dillon accepted the administrative role of senior associate dean for academic affairs. Rather than slowing down on his teaching load or research, he broadened his research into dynamic structural equation models, brand equity management and customer engagement. Many of his research interests have grown out of contacts he’s made with marketing professionals and real-world problems he’s encountered, like a data tracking project for a corporation in Latin America. It led him to research that addressed the disconnect between what customers say they want versus their actual behavior. His work earned him the American Marketing Association’s highly regarded Paul Green

Award, which honors published works that make the greatest impact on the marketing profession. Dillon’s professional marketing contacts also led him into a consulting firm partnership, wherein he was able to develop new research ideas and put research theory into practice. Although he sold the company a few years ago, he’s no less busy than he’s ever been — continuing his research; teaching marketing management, fundamentals and customer value analytics; and oh yes, dealing with the dilemmas that typically face senior administrators.

Part of Dillon’s responsibility as senior associate dean of academic affairs is to ensure that SMU Cox maintains a world-class faculty and in turn, high standards of academic rigor. As a professor for whom an endowed position was an important factor in his decision to come to Cox, he’s grateful for the school’s nearly 20 endowed faculty positions and acutely aware of the growing importance of endowments at other business schools. “In the competitive world we live in today, both private and public schools have different levels of endowments. Historically, endowments came down for only very senior people at private schools. Now, many endowments or fellowships are often given to junior people in order to keep them. It’s a highly competitive labor market.”

Those kinds of issues, coupled with his own research and teaching interests, drive Bill Dillon — even after decades in academia — to squeeze every possible hour out of a work week. “It’s a great thing when your vocation becomes your avocation,” he says. “The things you do for your job, they are actually a part of what you would call your mission in life, your hobby, a confluence of things so that you find work isn’t really work at all.” All those years ago when he was booking early classes at Baruch and working nights and weekends at Kress, Bill Dillon was learning lessons that ultimately shaped his career and his life. ■

COX DEVELOPMENT

Gifts Exceeding \$5 Million To Honor Energy Industry Leader Kyle D. Miller

New Energy Management Initiative and Naming of Indoor Performance Center Will Honor 2001 SMU Cox Graduate

A consortium of donors is honoring SMU alumnus and energy industry leader Kyle D. Miller (BBA '01) with more than \$5 million in contributions to his alma mater. SMU Trustee Tucker S. Bridwell (BBA '73, MBA '74) led the effort to assemble tribute gifts in recognition of Miller's extraordinary success in the energy industry. Bridwell and Miller's wife, Gina, personally contributed to the effort, along with other SMU alumni and industry colleagues.

The majority of the tribute will establish the Kyle D. Miller Energy Management Program and the Kyle D. Miller Energy Scholarship Fund in the Cox School, which named Miller outstanding young alumnus in 2015. Both initiatives will receive endowment and current-use funding. The gift also will include a naming opportunity honoring Miller and his love of athletics within SMU's planned Indoor Performance Center.

For Bridwell, the opportunity to lead the effort to honor Miller while supporting SMU students and student-athletes was a perfect combination. "Kyle's education at SMU helped lead to his success in energy finance," Bridwell said. "The creation of this new program, scholarship fund and the plans for the new Indoor Performance Center provided all of us a chance to help future SMU students and student-athletes succeed and aspire to great careers while honoring Kyle, his achievements so far and his passion for the Mustangs."

"I am humbled and honored by the generosity, kindness and vision represented by this effort," Miller said. "I want to thank everyone who contributed to all of these initiatives that will benefit students and the broader community in the years to come."



L to R: Matt Myers, Cox School of Business dean; Kyle Miller, president and CEO, Silver Hill Energy Partners; Bruce Bullock, director of the Maguire Energy Institute; and Kumar Venkataraman, Cary M. Maguire Chair of Oil and Gas Management

The Energy Management Program will be based in the Maguire Energy Institute. It will augment the school's existing MBA concentration in energy finance and strengthen the undergraduate offering to meet the rising demand for BBA graduates in the energy sector. The energy sector is increasingly technology-driven, placing greater emphasis on efficiency and productivity. Both of these characteristics fit the Cox School's expertise in financial education and its strategy to enhance technology and innovation-based curricula in its programs.

The academic management of the program will be provided by Professor Kumar Venkataraman, who has been appointed to the Cary M. Maguire Chair of Oil and Gas Management and will work closely with the Maguire Energy Institute Director Bruce Bullock to provide modern and relevant curricula.



Kyle D. Miller (center) with students in the Maguire Energy Institute

About Kyle D. Miller

Miller received his BBA in finance from the Cox School in 2001. He serves as the president and CEO of Silver Hill Energy Partners, LLC and Silver Hill Energy Partners II, LLC, private oil and gas companies that he founded in 2011 and 2016, respectively. Before founding Silver Hill, he was a principal and senior vice president of Energy Trust Partners. Miller holds leadership positions in a number of energy industry organizations. He is an active SMU alumnus, currently serving as a member of the 21st Century Council and the Mustang Club's Board of Directors.

The Kyle D. Miller Energy Management Scholarship Fund will provide funds for both BBA Scholars and MBA scholarships. The potential to attract the most talented students — those who would excel in the Cox BBA energy concentration or MBA concentration in energy finance and be highly sought-after by corporate and industry leaders — grows as the value of scholarships increases.

“This is a very exciting new program and scholarship fund that will further increase the competitiveness of SMU and the Cox School of Business,” said SMU Cox School of Business Dean Matthew Myers. “We are delighted that both the Kyle D. Miller Energy Management Program and the Kyle D. Miller Energy Management Scholarship Fund will be endowed so that they will continue in perpetuity.”

Retired Finance Professor Gives Back With a \$2 Million Gift



The Cox School has a new endowed faculty position, thanks to the generosity of Professor Emeritus of Finance Andy Chen and his wife Elaine. Their \$2 million gift will fund the Andrew H. Chen Endowed Chair in Financial Investments. The gift will include \$1.5 million for the endowment of the faculty chair and \$500,000 for operational support, which will enable immediate use of the

position while the endowment vests. “SMU Cox gave meaning and purpose to my career as an educator, and my wife and I feel privileged to be able to ‘pay it forward’ with our meaningful gift. Finance is one of Cox’s most popular concentrations. By endowing a chair in financial investments, we’re doing our part to ensure the Cox School has the resources it needs to continue strengthening its already high academic standards.”

After retiring from the Cox School in 2012, Chen reflected on his time at SMU and wanted to make sure finance students continue to receive a high level of teaching in the competitive higher education environment, where recruiting and retaining outstanding faculty with the talent and skills to make a difference in the student educational experience has become an increasingly challenging task.

“I had heard about Chen long before my arrival at SMU, and he has always had a reputation for keeping our students challenged and excited about finance,” said Dean Matthew Myers. “This position will enable us to always remember his invaluable contributions to SMU, and will help us attract other talented scholars to the Cox School. We are so appreciative of Andy and Elaine’s generosity, and hope they will come back often to Cox to see the impact of their gift.”

Chen is a renowned researcher, educator, author, business consultant and respected colleague in the field of finance. He was a valued member of the SMU faculty from 1983 – 2012

and he earned his bachelor’s degree from National Taiwan University and his M.A. and Ph.D. degrees from the University of California at Berkeley. Chen also has been a visiting scholar at universities in Hong Kong, Singapore, Taiwan and Australia. The editor or co-author of several books, he has written more than 125 articles in leading academic and professional journals. He served as editor of *Research in Finance* and a managing editor of the *International Journal of Theoretical and Applied Finance*, and he’s held leadership positions with financial institutions and corporations and has been a consultant to several companies and government agencies. Chen served as president of the Financial Management Association International and as a director of the Asia-Pacific Finance Association. He retired as Professor Emeritus of Finance.

“SMU Cox gave meaning and purpose to my career as an educator, and my wife and I feel privileged to be able to ‘pay it forward’ with our meaningful gift. Finance is one of Cox’s most popular concentrations. By endowing a chair in financial investments, we’re doing our part to ensure the Cox School has the resources it needs to continue strengthening its already high academic standards.”

“Andy was the consummate endowed chair holder, passionate about research and teaching,” said Bill Dillon, senior associate dean of academic affairs. “What I remember most about Andy’s time at Cox was his willingness to take on independent study students. The topics assigned were always interesting and challenging, focusing on nuanced aspects of investment strategies. Given the sophistication of the topics assigned, a good deal of guidance and handholding was required. In many instances, these independent study projects produced what would be equivalent to a Master’s Thesis. Hopefully, the endowment will allow us to attract a candidate with the same passions as Andy.” ■

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IMPORTANT NUMBERS FOR COX ALUMNI & FRIENDS



December 9: Dallas Marathon 5K-10K Race: Director of Media Relations Anna Martinez pictured with MBA '19 volunteers, Sangjo Lee, Alonso Ansaldo, Bhavesh Pranav, Joonkab Lee and Sae Kyu Park.



December 10: Dallas Marathon: SMU Cox Assistant Dean of Marketing and Communications Lynda Oliver (MBA '94), Dallas Marathon President Paul Lambert and Kevin Knox, Assistant Dean of Alumni Relations.



January 28: Andrew Larkin (BBA '99, MBA '08) and his family at the SMU Cox and Dedman School of Law Men's basketball watch party.



February 13: Sean (MBA '13) and Allison (MS '15) Tremblay visit SMU Cox with newborns, Gerard and Camille.

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CALENDAR OF EVENTS

ATHLETICS

Mustang Football Schedule

September 1

SMU at North Texas

September 7

SMU vs. TCU

September 15

SMU at Michigan

September 22

SMU vs. Navy

September 29

Family Weekend

SMU vs. HBU

October 6

SMU at UCF

October 20

SMU at Tulane

October 27

SMU vs. Cincinnati

November 3

Homecoming

SMU vs. Houston

November 10

SMU at UConn

November 16

SMU vs Memphis

November 24

SMU at Tulsa

Registration for the SMU Cox and Lyle Red Zone Tailgate will begin three hours before every home game. For the full athletics schedule of all men's and women's events, go to smumustangs.com.

EVENTS

May 11

Cox Distinguished Alumni and Outstanding Young Alumni Awards
Collins Center

Contact: coxevents@smu.edu

May 19

SMU Cox Graduation

1:00 p.m. BBA

3:00 p.m. MBA/MS

Moody Coliseum

November 1

Dallas 100™ Awards

Omni Dallas Hotel

Contact: Julianne Deering,
214.768.3689



SMU Head Football Coach Sonny Dykes hosted an introductory press conference in December.

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November 4: Cox Alumni Association Board of Directors meeting: Wayne Richard (BBA '80), Dennis Cail (EMBA '06) and David Rouse (MBA '95) receive Emeritus board member certificates from Kevin Knox. We thank you for your long-time service on the board.



November 4: Cox Alumni Association Board of Directors meeting: Ava Dallas, Clayton Dallas (BBA '10, Cox Alumni Association Board of Directors) and Richard Dallas.



November 4: SMU Homecoming: Dee Powell, assistant to the Dean, with Frank McGrew (BBA '90, Chairman, Cox Alumni Association Board of Directors).



March 7: Washington D.C.: Yolanda Stradford (MBA '02), Elisabeth Schmidt (BBA '87, Cox Alumni Association Board of Directors) and Gina Myers at the SMU Alumni Association Spotlight series hosted for Dean Myers.

COX CONNECTIONS

1. October 27: Students listened to an Invesco panel speak on the topic "Understanding Careers in Asset Management." L to R: Susanna Sanchez, relationship manager; Juliet Ellis, CIO; Marty Flanagan (BBA '82, SMU Cox Executive Board), president and CEO; Suzanne Christensen, treasurer; and Wash Dender, head of human resources.



2. October 27: SMU vs Tulsa: Michael Twilley (MBA '04) and his father, Howard Twilley, were Dean Matt Myers' guests at the football game.

3. November 1: Texas Business Hall of Fame President Jason Signor (MBA '04) presents SMU Cox student candidates for the induction.



4. November 1: Texas Business Hall of Fame: Liliya Leontyeva (MBA '18) and Hannah Lee Cho (MBA '18) were award recipients on behalf of SMU Cox.

5. November 2: Liz Youngblood (MBA '05) was recognized at a dinner hosted by SMU for the SMU Cox Distinguished Alumni Awards she received in May.



6. November 2: Kirk Rimer, (MBA '89, SMU Cox Executive Board, adjunct professor) was also celebrated as an SMU Cox Distinguished Alumni at the dinner, with his wife Jane Rimer and Dean Matt Myers.

7. November 3: Kevin Knox and SMU swimmer Elizabeth Krane (BBA '16) were at the dedication of the Robson-Lindley Aquatics Center.



8. November 4: The Cox School Alumni Association Board of Directors came from around the world to participate in the SMU Homecoming activities and the fall meeting.

9. November 7: Mexico City: Roberto Flores (MBA '12) and Gaspar Torres (MBA '13) attended the SMU Alumni Association reception for Dean Matt Myers.



10. November 7: Mexico City: Horacio Ruiz (BBA '05) and Guillermo Paez (MBA '79) attended the SMU Alumni Association reception for Dean Matt Myers.



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11. November 8: Monterrey, Mexico: Deborah Gibbins (BBA '87), Sergio Martinez (MBA '91) and Ashley Pitts (BBA '05, MBA '15), SMU Cox Director of Development, attended the SMU Alumni Association reception for Dean Matt Myers.

12. November 8: Monterrey, Mexico: Dean Matt Myers was hosted at a luncheon by Bob Chandler, of Sánchez Devanny.

13. November 11: SMU vs Navy: Buddy (BA '70, SMU Cox Alumni Associate Mentor Board) and Linda Ozanne (BS '74), with Jay Carson, professor of management and organizations.

14. November 11: SMU vs Navy: Jim Bryan (JD '11), associate dean of the BBA Program, Lisa Utasi (BBA '84) and Kyle Noesen at the football tailgate.

15. November 18: SMU vs Memphis: Frank McGrew (BBA '90, Chairman of the Cox Alumni Association Board of Directors) and Kevin Knox experienced the game from the sidelines.

16. December 5: SMU Cox Faculty and Staff Holiday Lunch: L to R: Kate Hodebeck (MBA '98), Business Leadership Center associate director; Jason McMinn (BBA '12), business systems analyst; and Paula Strasser, Business Leadership Center director.

17. January 4: New Orleans: Scott Halloway, Mike Sage, Kevin Knox, Bob Sweeney (MBA '97) and Billy Walker cheered on SMU Men's Basketball at Tulane.

18. January 8: NYSE Closing Bell®: SMU Cox alumni and friends gathered after Dean Myers rang the NYSE Closing Bell®.

19. January 8: U.S. Navy Lt. Commander Noel Koenig (MBA '15) and U.S. Army Captain Justin Bokmeyer (MBA '16) were on the podium to ring NYSE Closing Bell®.

20. January 20: SMU vs Tulane: Courtney Skillman (BBA '17, MSA '18), Buck Wheeler and Hillary Skillman (BBA '15, MSA '16) watched the SMU Men's Basketball game.

COX CONNECTIONS

21. January 25: Dedman School of Law Dean Jennifer Collins and Cox School Dean Matt Myers welcomed alumni to the joint-school game watching reception.

22. January 25: Kris Lowe (BBA '04, MBA '14) and Chris Aleman (BBA '06) visited at the Cox School and Dedman Law School game watching reception.

23. January 25: Dean Matt Myers, Dane Karras (MBA '16) and Inobat Igamerdieva (MBA '16) visited at the Cox School and Dedman Law School game watching reception.

24. January 29: Exclusive Conversations breakfast series: Ronald C White, author of "American Ulysses: A Life of Ulysses S. Grant," was interviewed by Talmage Boston, partner at Shackelford, Bowen, McKinley & Norton, LLP.

25. January 29: Rich Phillips (right), SMU play-by-play announcer, hosted SMU Basketball Coach Tim Jankovich for *The Fast Track Radio Show* at Ozona Grill & Bar.

26. February 3: Cox MBA Rugby Club: Captain Emeritus Reid Cossey (MBA '13, blue sweatshirt) and Coach Charlie Mansfield trained players to prepare for the annual tournament at Duke in April.

27. February 9: Newport Beach, California: David Lis (parent of SMU admitted student) and Lorna and Cedric Ferrell (MBA '90) attended a reception hosted by the Roth and Skillman families for Dean Matt Myers.

28. February 9: Newport Beach, California: L to R: Rick Diaz, regional director of undergraduate admissions for SMU; Mike Skillman (Cox Executive Board, SMU Cox Parent); Dean Matt Myers; Jim Saccacio (BBA '82, Cox Executive Board, SMU Cox parent); and Jim Bryan (JD '11), associate dean of the BBA Program.

29. February 9: Newport Beach; California: Kevin Knox, Sherri Skillman (SMU and Cox parent) and Pratik Zaveri (MBA '09).

30. February 10: MBA students from the Executive, *FastTrack*, Full-Time and Professional programs networked at Chelsea Corner. The happy hour was sponsored by SMU Cox Alumni Relations and the MBA Programs. Pictured: Subbu Sankaralingam, Sue Ann Martinez and Corey Ware (all MBA '19).





31. February 10: Also at the All-Programs Networking event: John McFarland (EMBA '19), Hannah Douglas (BBA '16), Drew Langford (MBA '18).

32. February 11: Katie Bayne (SMU parent), senior vice president, Global Center at The Coca-Cola Company, spoke to students at a Business Leadership Center event.

33. February 14: SMU vs Memphis: Former SMU Men's Basketball star Nic Moore visited with Kevin Knox, Robb Webb and Jim Bryan before the SMU Men's Basketball game.

34. February 17: The MBA class of 2001 reunited for a happy hour with Kevin Knox. L to R: Ed Leo, Zach Carlile, John Carter, JJ Barto, Dan Kubiak, Jon Campbell, Justin Mitchell, Kevin Knox, Sean Golden, and Brad Wilson. Not pictured: Parker Coddington and Chris Ray.

35. February 23: Dean Matt Myers spoke to prospective MBAs students at an invitation-only weekend for admitted students.

36. February 26: New Orleans: Back row L to R: SMU Women's Basketball Coach Travis Mays with Mitch Gall, Dai'Ja Thomas, Mikayla Reese, McKenzie Adams, Morgan Smith, Klara Bradshaw, Kevin Knox and Kiara Perry. Front row L to R: Ariana Whitfield, Johnasia Cash and Stephanie Collins.

37. March 1: Houston: Bill Wheless hosted an SMU Alumni Association Spotlight event for Dean Matt Myers. Pictured: Shelli and Steve Lindley (BBA '74).

38. March 1: Houston: Gordon Kellerman (BS '11), Bruce Smathers (MBA '16) and Bubba Redlingshafer (BBA '14) attended the Spotlight event.

39. March 7: Washington, D.C.: Elisabeth Schmidt hosted the SMU Alumni Association Spotlight event for Dean Matt Myers. Pictured: Elisabeth Schmidt (BBA '87, Cox Alumni Board of Directors), Victoria Sheard (BBA '07) and Caldwell Moore (MBA '19, SMU Cox Distinguished Scholar).

40. March 7: Washington, D.C.: Additional SMU Cox Distinguished Scholars at the Spotlight event were Anna Wiesner (MBA '19), Courtney Duncan (MBA '19), Dylan Smith (MBA '18), Ryan McIntyre (MBA '18), Laura Bentz (MBA '19) and Alex Shapiro (MBA '19).



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