

# World Changers Shaped Here

*Defining SMU in Its Second Century*



SMU®

SMU 2016-17 Annual Report



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## Letter from the Chair of the Board of Trustees

*November 2017*

*The 2016–17 fiscal year has seen SMU continue its multiyear rise as a global research and teaching university – in several different dimensions.*

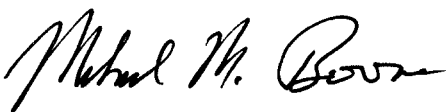
SMU is stronger financially. The University’s endowment increased \$121 million to reach a market value of more than \$1.5 billion. Investments made during SMU Unbridled: The Second Century Campaign are paying increasing dividends. And the momentum generated during the campaign has remained strong: More than 31,000 donors gave \$93 million in 2016–17. SMU’s financial strength creates opportunities for faculty, staff and students to make a greater impact on the world.

The University is stronger academically, as each incoming class of students sets a new high bar for academic qualification. SMU also continues to attract and grow the careers of outstanding faculty. The stories throughout this annual report provide meaningful examples of what Mustangs can accomplish.

Additionally, we are stronger in research – particularly in the use and analysis of data. Faculty use SMU’s advanced computing power and data modeling capabilities to address challenges that would have been impossible even a few years ago. Our resources make these opportunities available to students as early as their first year at SMU. Importantly, SMU builds data expertise in every discipline.

With so much accomplished, it is exciting to know that even brighter days are ahead for SMU. The Board of Trustees looks forward to working closely with SMU faculty and staff to continue to advance on the University’s ambitious strategic plan, and we greatly appreciate the enthusiasm and generosity of our donors and supporters.

On behalf of the Board, thank you for your investment in SMU’s bright future.



Michael M. Boone '63, '67  
Chair, Board of Trustees



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## Letter from the President

*November 2017*

*When we describe SMU by saying “World Changers Shaped Here,” what do we mean?*

The stories on the pages that follow make it clear. You can read about inspiring students, alumni, faculty and staff who have made the most of the opportunities offered to them at SMU and now make a difference in their professions and communities.

These stories demonstrate several of the University’s defining characteristics:

- » **Our close relationship with Dallas.** The city isn’t just where we’re located – SMU reflects and contributes to the warm, ambitious culture of Dallas. Our people access unsurpassed business and cultural opportunities, and they make the community better through their research, service and creativity. Like Dallas, SMU serves as a launch pad for those who want to make a global impact.
- » **An entrepreneurial spirit** expressed in every discipline and area of the University. SMU fosters a community of people who take initiative when they see opportunities and challenges, and who have the discipline and persistence required to succeed.
- » **Innovative collaborations across departments** and fields that produce new knowledge and creative expression. SMU facilitates interdisciplinary work and encourages the use of advanced computing power and data modeling capabilities in every discipline because 21st-century challenges often require multifaceted, data-driven solutions.
- » **Enrichment experiences** that give our students and friends opportunities to interact with people from a wide variety of backgrounds; to develop international perspectives through study, research and service projects; and to engage with the full range of human expression and performance.
- » **Ethical leadership.** Hands-on experiences equip people to become leaders who think through the ethical implications of significant decisions.

*Pony Power: Strengthening the Stampede* – our three-year initiative to increase current-use giving – strives to reinforce and strengthen the effectiveness of the people and programs behind each and every one of these defining characteristics. When you invest in SMU, you become a stakeholder in all the incredible work of our students, faculty and staff.

Thank you for everything you do to ensure that world changers are shaped at SMU.



R. Gerald Turner  
President





# World Changers Shaped Here

**For more than 100 years, SMU has shaped minds, explored the frontiers of knowledge and fostered an entrepreneurial spirit in its seven degree-granting schools. Taking advantage of unbridled experiences on the University's beautiful campuses and SMU's relationship with Dallas, the dynamic center of one of the nation's fastest-growing regions, alumni, faculty and 11,000 graduate and undergraduate students become ethical leaders in their professions and communities who change the world.**









## Dallas Advantage

# Game Changers

**Dallas is at the heart of a groundbreaking community partnership to reduce adult illiteracy, thanks to SMU faculty, students and alumni.**

Literacy experts and video game developers from the University have partnered with Literacy Instruction for Texas (LIFT), a nonprofit service provider in Dallas, to develop an engaging, puzzle-solving smartphone game to help adults develop literacy skills. The SMU/LIFT team has been named as one of eight semifinalists chosen from 109 teams competing for the \$7 million Barbara Bush Foundation Adult Literacy XPRIZE. And Dallas has been identified as one of the three cities where thousands of adult learners will test the final apps.

“In North Texas, where one in five adults cannot read, this is more than a competition,” said Lisa Hembry ’75, LIFT president and CEO *emerita*. “This is a dedicated effort by our team to tackle the growing issue of low literacy and poverty.”

Their work has the potential to change the world for many of the more than 36 million adults in the United States who lack basic English literacy skills. Low literacy

is linked to high rates of poverty, high health care costs and low labor productivity.

SMU’s strong relationship with Dallas and the surrounding region offers myriad opportunities for students, faculty and alumni to enrich their lives in a thriving, economically dynamic and artistically vibrant city.

Dallas also presents opportunities for students to learn, grow and gain meaningful experiences while strengthening the community and making a difference in the lives of others. The city provides a unique launch pad for realizing an ambition, making an impact or developing a revolutionary innovation.

“Working with LIFT and SMU Guildhall in the Adult Literacy



(L-R) Lisa Hembry '75, president and CEO *emerita* of Literacy Instruction for Texas; SMU Guildhall student Rebecca Ward '16, '19; and education professor Diane Gifford are among nearly 20 people in the SMU/LIFT team developing an app to help adults read better.







LIFT student Jesus Santos tested an early version of the game and provided feedback to Lisa Hembry '75, LIFT president and CEO emerita.

XPRIZE competition highlights how communities and academia can collaborate to improve the public sphere,” says Paige Ware, professor, Department of Teaching and Learning at Simmons School of Education and Human Development.

The Simmons School – a national leader in K-12 literacy research – became involved with the initiative to expand the School’s work on adult literacy issues. Simmons School faculty members Diane Gifford, a clinical assistant professor, and Tony Cuevas, director of Instructional Design and clinical professor, both in the School’s Department of Teaching and Learning, have overseen the instructional design and curriculum of the game, ensuring that it improves the literacy levels of users.

“I started my career teaching children to read,” says Gifford. “But low-literacy adults face different challenges. Just opening the door to walk into an adult literacy class can be challenging for them.

But the adults who have tested the game are hungry to learn to read.”

Games provide safe environments for learning, says Corey Clark, deputy director for research at SMU Guildhall, the top-rated graduate video game development program in the world. “They allow you to fail in ways that aren’t overwhelming. They let you keep trying until you succeed.”

SMU’s education and video game experts collaborated with the adult literacy experts at LIFT to develop the game *Codex: Lost Words of Atlantis*. Players become archaeologists hunting for relics from the imagined, once-great civilization of Atlantis. By deciphering the forgotten language of Atlantis, players develop and strengthen their own reading skills.

Adult learners at LIFT – both English and Spanish speakers – tested the game and provided key insights during its development. The designers quickly

***“Working in the Adult Literacy XPRIZE competition highlights how communities and academia can collaborate to improve the public sphere.”***

determined they needed to design for an audience with very different needs from those of other gamers. “This was the first time some participants had used a desktop computer,” Clark says. “How do you make a game that’s fun and interactive, yet simple and intuitive enough to be a first experience with technology?”

Clark and his colleagues collected and analyzed data on game elements such as the amount of time players stuck with a task, how many times they repeated moves, how quickly they progressed and whether performing the game actions translated into the desired learning outcomes.

“First, games have to be fun,” Clark says. “From story to characters, you want to engage people enough for them to play over and over again. And this is the same process that reinforces learning.”

SMU Guildhall student Rebecca Ward ’16, ’19 is one of the game’s programmers. She says being a student intern was a learning experience. She found it meaningful to put into practice the skills she learned as a computer science graduate of SMU’s Lyle School of Engineering, particularly the teamwork required to develop a mobile and web-based game.

Most rewarding to her was the potential impact on the game’s audience.

“It was wonderful working on a game meant to help low-literacy adults,” she says.

Testing of the literacy software created by all eight semifinalists began in July 2017, with the participation of 12,000 adults who read English at a third-grade level or lower in Dallas, Los Angeles and Philadelphia. Postgame evaluation of the literacy gains among test subjects will help determine up to five finalists, to be announced in May 2018. The winner will be named in 2019.

This critical experiment in improving adult literacy is just one example of the ways that big ideas and the spirits of innovation and entrepreneurship all thrive in Dallas – and the ways SMU benefits from its extraordinary location in a globally focused, forward-looking city.

“I am confident that one of the solutions to the problem of low literacy and poverty in America, which is a serious problem, will come from Dallas,” Hembry says.

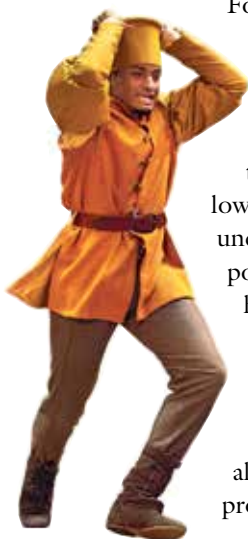




## Uniting the community through performance

*Meadows School of the Arts* and the Dallas Theater Center’s Public Works Dallas program co-produced an innovative community-based musical production of Shakespeare’s *The Tempest* in March 2017. The project drew upon the unique resources of SMU and the extraordinary Dallas arts community, and exemplified the spirit of community partnership that is a defining feature of the city.

Seeds for the production were planted



in 2015, when the sixth annual Meadows Prize was presented to Lear deBessonet, director of Public Works – an initiative of The Public Theater that engages the citizens of New York City as creators and spectators.

For casting, the collaboration relied on five local organizations that support low-income and underserved populations. Two hundred amateur thespians played supporting roles and participated in ensembles alongside five professional actors

(including Ace Anderson ’13, part of the Tony Award-winning Dallas Theater Center’s acting company) and seven local performing arts groups.

To transform the community members into stage-ready performers, local actors, including SMU theatre alumna Lydia Mackay ’08 and SMU theatre artist-in-residence Will Power, led workshops and classes. Eleven SMU undergraduates worked on *The Tempest* – as workshop teaching assistants, behind-the-scenes staff, volunteer and community coordinators, and with

the dance ensemble. James Michael Williams ’18, a graduate student in the Meadows School’s arts management program, served as assistant to Dayron Miles, director of Public Works Dallas.

The production, which was free to the public, was deemed a success by local media. SMU will continue to serve as a producing partner and will administer the fellowship program for the next Public Works Dallas production of Shakespeare’s *The Winter’s Tale*, which will be staged Labor Day Weekend in 2018.



## Adding intellectual capital to Dallas

*Dallas' leading employers rely on SMU to attract high-quality, high-performing students from every state and nearly 100 countries to Dallas to train for rewarding careers. In turn, these companies play an integral role in helping prepare these gifted students for jobs following graduation. Many of SMU's 57,000-plus alumni in the DFW area have gone on to become civic and business leaders in the region.*

- » Each year, more than 1,000 Dallas-area businesses offer SMU students 4,400-plus internships and experiential learning opportunities.
- » In 2016–17, more than 350 alumni volunteered to host a one-day job-shadowing externship or serve as a career resource for an SMU student.

» Leading Dallas employers of SMU alumni include:

Accenture	Ernst & Young
AT&T	Hewlett Packard Enterprise
Bank of America	IBM
Dallas Independent School District	Lockheed Martin
Deloitte	Raytheon
Ericsson	Southwest Airlines
	Texas Instruments

» SMU's Hegi Family Career Development Center hosted on-campus visits by 93 companies in fall 2016 and 90 in spring 2017, including:

American Airlines	Goldman Sachs
AT&T	Intel/McAfee
Bain & Company	JPMorgan Chase & Co.
CBRE	Oracle
Deloitte	Willis Towers Watson

***“The companies that hire our students tell us they can put them in front of customers faster than any other school in the nation.”***

– Marc Christensen, Dean and Bobby B. Lyle Professor of Engineering Innovation, SMU Lyle School of Engineering

## Expanding lifelong learning

Larenda Mielke, an international leader in professional, online and executive education, became SMU's first associate provost for continuing education in August 2017. Building on strong existing programs, Mielke and SMU's Continuing Education Program Council are charged with greatly expanding programs for adults in Dallas and North Texas and increasing online learning opportunities. The University created the position to support a major objective in SMU's strategic plan: to engage the community for lifelong learning through professional training and continuing education.



## Entrepreneurial Spirit

# Culture Changers

**SMU alumnae Melissa Meyer Reiff '77 and Brittany Merrill Underwood '06 have put people first in two very different businesses. Now both are regarded as among the world's top servant-leader CEOs.**

When Inc.com released its prestigious list of the World's Top 10 Servant-Leader CEOs in 2017, both Reiff, who leads national specialty retailer The Container Store, and Underwood, who founded the international nonprofit Akola Project, were included.

Both share a commitment to commerce with a higher purpose – the concept of “business as usual” doesn't apply. They're upending the top-down management model by putting their employees first and casting themselves as chief coaches and collaborators.

They also benefited from SMU's uniquely pro-entrepreneurial environment, one that sparks imaginations and supports students and faculty who take the initiative to create something new. Innovative academic programs help students see new ways of making an impact on the world.

Established resources for budding entrepreneurs teach the skills to found startup businesses, lead within large international corporations and firms, engineer new products, establish arts enterprises and more. When they leave the Hilltop, Mustangs demonstrate the proactive attitude and the discipline needed to turn bright ideas into hard-won realities.

Reiff's journey to becoming a “Power Player” on the National Retail Federation's list of the people shaping retail's future started with a very different ambition. She grew up in Independence, Missouri, and chose SMU, in part, because it satisfied her craving for a “big city with big opportunities.” Fascinated by the seismic shifts occurring in 1970s Washington, she majored in political science in SMU's Dedman College of Humanities and Sciences and planned to go to law school.



Melissa Meyer Reiff '77, CEO of The Container Store, crafted a communication principle at the heart of the company's award-winning corporate culture — and became recognized as one of the people shaping the future of the retail industry.





**“Every day we practice consistent, reliable, predictable, effective, thoughtful, compassionate and, yes, even courteous communication.”**

However, her first job after graduation steered her career in a new direction. She spent two years working for motivational guru W. Clement Stone and his *Success Unlimited* magazine. Reiff says she gleaned valuable lessons about business, sales and organization that propelled her to national management positions, including one with Crabtree & Evelyn, a global retailer of beauty and home products.

In 1995, Reiff joined The Container Store as vice president of marketing and sales. She choreographed the opening of stores from coast to coast and helped guide the nation’s foremost purveyor of storage and organization products into a leading and trusted brand. She took on the role of executive vice president of stores and marketing in 2003 and was promoted to chief operating officer in 2006. Reiff succeeded company co-founder Kip Tindell as CEO in July 2016.

Reiff champions the corporate culture that has made The Container Store a fixture on *Fortune* magazine’s “100 Best Companies To Work For” list for the past 18 years. The Dallas-based retailer’s “people first” philosophy – guided by seven Foundation Principles – is almost as famous as its Elfa storage solutions. She personally crafted the principle “Communication IS Leadership”: “They’re the same thing,” she asserts. “We want every single employee in our company to know absolutely everything. Every day we practice consistent, reliable, predictable, effective, thoughtful, compassionate and, yes, even courteous communication.”

Compassion was the starting point for Underwood’s journey, which serves as a prime example of how SMU develops entrepreneurs in programs across campus.



After her sophomore year at SMU, she spent the summer of 2004 in Uganda and was moved by the dedication of local women who sought to transform their communities. When she returned to SMU in the fall, she was determined to find a lasting and sustainable way to help the women. She didn’t have a clear plan, but she knew writing a check wasn’t the solution. So she sought out Maria Dixon Hall.

Hall, Altshuler Distinguished Teaching Professor in Meadows’ Corporate Communication and Public Affairs Division – and SMU’s new senior advisor to the provost for campus cultural intelligence initiatives – allowed the journalism major to take the Introduction to Nonprofit Organizations class she taught for CCPA majors. Underwood went on to take every class on nonprofits offered by SMU, providing her with the knowledge and skills she needed for her next step.

In 2006, Underwood founded the Ugandan American Partnership Organization, a collaboration with a Ugandan ministry to build an orphanage. Her Kappa Kappa Gamma sorority sisters pitched in to help with fundraising, and she eventually secured \$1 million to construct a three-story home for 200 children.

While working on the orphanage in 2007, Underwood established the Akola Project, a nonprofit social business that lifts women in Uganda and Dallas out of poverty through vocational training, education programs, employment opportunities, support groups and savings and loans associations. Akola’s handcrafted, high-quality fashion jewelry is sold in the Snider Plaza flagship store



and hundreds of boutiques across the country.

When the jewelry was introduced in Neiman Marcus last fall, the “full impact brand” became a bestseller. The luxury retailer has since doubled its Akola business. Underwood plans to build on the nonprofit’s success in the luxury market after winning the top prize in a United Way of Metropolitan Dallas pitch contest for social entrepreneurs in April.

By providing sustainable skills and reliable income for women, the Akola Project has empowered more than 500 women in Uganda and Dallas who have transformed the lives of 4,000 children.

Her efforts on behalf of forgotten women were recognized with SMU’s Emerging Leader Award in 2013. In her acceptance speech, she traced her life-changing odyssey and the crucial role her alma mater played.

“I’m so grateful for the many ways SMU has equipped and empowered me,” she said, “so that I can empower other women throughout the globe.”

**Brittany Merrill Underwood '06** founded the Akola Project, a jewelry company that provides sustainable skills and reliable income to more than 500 women in Uganda and Dallas.

***“I’m so grateful for the many ways SMU has equipped and empowered me so that I can empower other women throughout the globe.”***



## Creating a new area of study

*Thanks to a database and a customer loyalty pioneer, Cox School of Business has created the nation’s first academic institute devoted to the study of customer engagement. In September 2016, Hal Brierley and his wife, Diane, of Dallas made a \$10 million gift to endow the Brierley Institute for Customer Engagement. The gift – among the largest in the history of the Cox School – helps students and businesses address a critical and growing business need: capturing customer attention in what Brierley describes as “a time-starved, social media-obsessed environment.”*

To create a first-of-its-kind academic center, Brierley felt SMU would be the best academic home. “It could take years for Harvard to identify a professor interested in building a course around loyalty or engagement,

much less establish an M.B.A. concentration,” he says. “SMU already had been teaching a class on customer loyalty, and working innovatively with American Airlines to let students work with real customer data and address loyalty issues. We have a professor, Marci Armstrong, who already had a love for customer engagement, we have an innovative school in Cox, and a superlative brand in SMU. I think we can make SMU and Dallas a center of excellence in this critical part of marketing. When you think of all the Fortune 500 corporate headquarters here, we have a tremendous laboratory for advancing loyalty.”

Armstrong, who teaches marketing courses in Cox, was named the Harold M. Brierley Endowed Professor. Brierley, best known as the only consultant for the launch of



the nation’s first frequent traveler rewards program – American Airlines’ AAdvantage – serves as an executive-in-residence.

The Brierley Institute held its first Professors Institute in January 2017. Faculty peers and experienced marketing practitioners collaborated on exchanging ideas, insights

and practices – focused on advancing research agendas, networking and improving how students are prepared for successful careers in marketing.



### Shaping a ‘super school’

Principal Nancy Bernardino ’01, ’04, ’05 and her SMU alumnae colleagues pitched the concept for Solar Preparatory School for Girls and won the Dallas Independent School District’s backing for their educational startup. Launched in 2016, the innovative single-gender elementary school became DISD’s first socioeconomically diverse campus, a data-driven effort to close achievement gaps. Research also guided the development of a curriculum that equips postmillennial trailblazers with the foundational knowledge and confidence they need to unlock their full potential.



## Teaching students to start businesses

*Ask entrepreneurs to tell you their stories, and they will likely mention the mentors who played a critical role.* At the Caruth Institute of Entrepreneurship in SMU's Cox School of Business, expert faculty like Simon Mak, professor of practice in Entrepreneurship and the Institute's associate director, and Jerry White, adjunct professor and Institute director, eagerly encourage students to dream big – and help them achieve their dreams.

“We support students inside the classroom with five undergraduate and 18 graduate classes in entrepreneurship, and we support students outside the classroom with business plan competitions, coaching and mentoring,” says Mak.

The Caruth Institute makes \$125,000 available to entrepreneurial students through its annual business plan competitions and Big iDeas program. One recent winner included the team behind BioLum Sciences – Eddie Allegra '16, Miguel Quimbar '17 and Jack Reynolds '15 – which developed a mobile medical device to test and monitor asthma symptoms. In the past, SMU's entrepreneurship program also launched the career of Blake Mycoskie, founder of TOMS shoes, and those of many others.

“We help students look at their big ideas and bring them to the realization that maybe they can do this thing they've been thinking about,” Mak adds. “From a teacher's perspective, that's gratifying and exciting.”

## Growing entrepreneurial studies across campus

- » SMU's new master's degree in Engineering Entrepreneurship is a two-semester, 31-credit-hour program to develop a cadre of engineers who look at the role of technology in society through a business lens. The program is designed to fill the demand for managers and entrepreneurs to start and lead new technology ventures.
- » The Lyle School's entrepreneurship coursework gives students the opportunity to learn from faculty with high-growth Silicon Valley IPO start-up experience, distinguished teaching awards and international entrepreneurship experience. In addition, Lyle's Deason Innovation Gym offers students a space open 24 hours daily for brainstorming and prototyping.
- » The Office of Engaged Learning, through the Big iDeas program, provides grant money for interdisciplinary student teams who can successfully pitch, plan and launch new and viable business ideas that bring value to society. It also maintains The CUBE, a round-the-clock incubator office for brainstorming in a professional environment.
- » The SMU Entrepreneurship Club is open to undergraduate students from across campus. It holds educational events, speakers and social meet-ups and recently hosted its first competition, the Flagpole Elevator Pitch. The Graduate Entrepreneurship Club hosts distinguished speakers, networking events, workshops and the largest Business Plan Competition at SMU, where students from throughout campus compete for more than \$50,000 in cash and in-kind donations to turn an idea into a business.
- » As part of the FACE (First-Year Arts Community Experience) class, artists in Meadows School of the Arts learn to work together, monetize their practice, collaborate well and find common ground among different forms of artistry.
- » The Arts Entrepreneurship minor in the Meadows School helps give students the skills to start and manage their own arts-related ventures – from piano studios and galleries to dance companies and online digital music or media arts companies. In addition, Arts Entrepreneurship Director Jim Hart offers broadly applicable guidance on starting a business that is open to all students.



## Interdisciplinary Innovation

# Health Changers

**How do you fight chemotherapy-resistant cancers? SMU faculty and students have pioneered a collaborative strategy that combines lab work, a supercomputer and the popular video game *Minecraft*.**

For years, Professor Pia Vogel and Assistant Professor John Wise of the Biological Sciences Department in Dedman College of Humanities and Sciences have been working with graduate and undergraduate students – as well as Dallas-area high school students – on research into mechanisms that some cancers use to evade chemotherapy.

Once they learned that the cancers actively pumped cancer-fighting chemicals out of the cells, the researchers started to look for druglike compounds that can inhibit the action of the pumps. If isolated, such compounds could increase the effectiveness of chemotherapy for both new cancer patients and those whose cancers have returned.

Unfortunately, the pharmacology database has more than 10 million chemical druglike compounds in digital form. Each has tens or hundreds of characteristics that

may have a positive effect. Finding the most promising compounds and determining which of their characteristics makes them effective presents a massive data challenge.

When faced with such real-world challenges or when trying to create something truly new, SMU faculty and students know that often the perspective of a single field is not adequate. That's why SMU facilitates interdisciplinary innovation, making it easier for colleagues to collaborate across the University to leverage the principles and perspectives from one discipline while solving problems in another. For Wise and Vogel, that meant accessing the University's high-performance computing capabilities and tapping into the world's top video game design program, SMU Guildhall.

“SMU is unique in giving students both the interdisciplinary resources and financial help that can push



As first-year students, Dakota Okwuone '20 and Roxana Farokhnia '20 began working in the lab of biological sciences professors John Wise and Pia Vogel. SMU Guildhall deputy director of research Corey Clark helps the biologists turn video gamers into allies for their work on cancer. (L-R) Okwuone, Wise, Vogel, Clark and Farokhnia at the AT&T Performing Arts Center.







***“It’s quite amazing what the students do. Once they reach graduation, they will have made a significant impact on our research.”***

them into research,” Wise says. The Vogel-Wise research team’s innovative cancer research is funded by the National Institutes of Health, private donors and Communities Foundation of Texas.

Using SMU’s supercomputer ManeFrame, Wise ran the database with millions of digitized compounds through a computer-generated model he designed and built to represent the protein that cancers use to pump chemotherapeutics out of cells. In 18 months, the virtual model – a first-of-its-kind computational microscope – narrowed 10 million compounds to approximately 100, a number the SMU team was able to test in the lab.

The next phase of the project – determining the characteristics of effective compounds – involves examining unstructured data better analyzed by human problem-solvers than computers. So Vogel and Wise initiated a collaboration with Corey Clark (shown above), deputy director of research at SMU Guildhall, to develop a modified version of the popular video game *Minecraft* (a “mod”) to harness the intuition and

problem-solving skills of thousands of gamers.

“We’re going to have both computers and humans trying to find relationships and clustering the data,” Clark says. “If we take a small percentage of the computing power from 25,000 gamers playing our mod, we can match ManeFrame’s 120 teraflops of processing power.”



The research team also enlisted the SMU Center for Drug Discovery, Design and Delivery – a collaboration of SMU scientists who work across disciplines to tackle human health problems. For example, Alex Lippert, an assistant professor in the Department of Chemistry who works with the center, helps the Vogel-Wise team synthesize their most promising compounds so they can be tested in the lab.

SMU’s interdisciplinary approach to problem-solving also provides an extraordinary range of unique opportunities for students, including those who contributed to the innovative cancer research. For example:



- » James McCormick '17, a recent doctoral graduate, and Lauren Ammerman '21 (shown on previous page), a second-year graduate student, produced most of the data set for Guildhall to begin building the *Minecraft* modification.
- » Computer science and chemistry graduate Ketetha Olengue '15 programmed computers for the research and won recognition and prize money from the American Society for Biochemistry and Molecular Biology. After finishing her SMU degrees, Olengue earned a full-tuition scholarship at the Keck School of Medicine, University of Southern California.
- » Biology graduate and Hamilton Undergraduate Research Scholar Mindy McClean '15 developed a protocol to stabilize the proteins the lab tested. She is now in a Ph.D. program at Johns Hopkins University.
- » Dakota Okwuone '20, a President's Scholar and a member of the SMU men's soccer team, began working on the research in the spring semester of

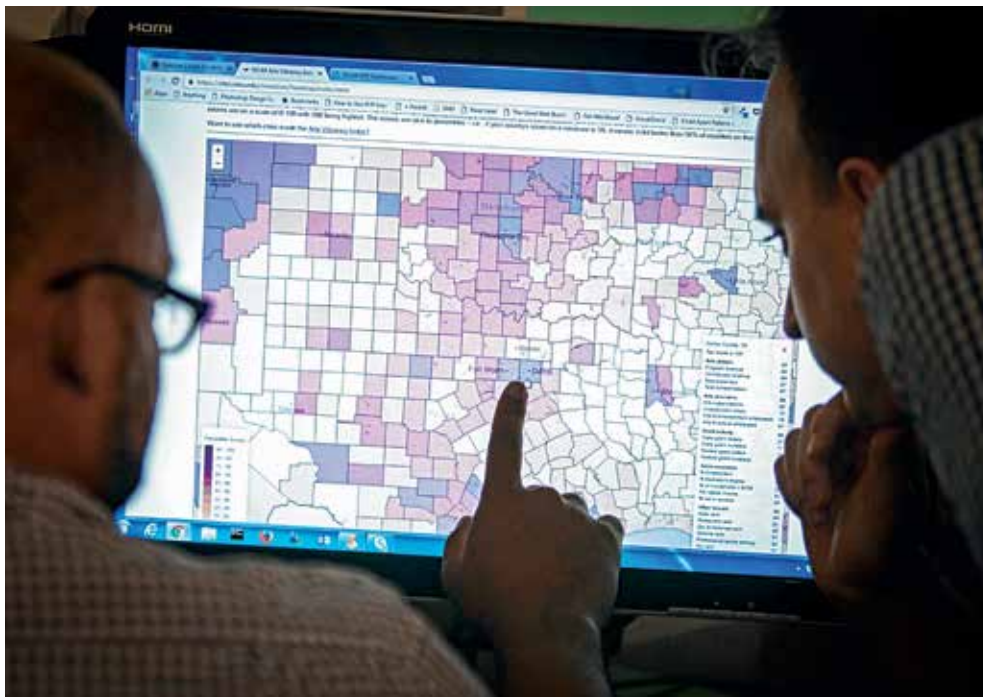
his first year at the University. "It speaks to the dedication of an SMU student-athlete to juggle athletic training and rigorous academics with high-level research activity," Wise says.

- » Roxana Farokhnia '20, a Dedman College Scholar, also entered the lab as a first-year student. Vogel says, "Roxana is an exceptionally dedicated student and a quick learner who speaks up during our group meetings to help troubleshoot other students' problems."

Vogel adds, "It's quite amazing what the students do. When they arrive in the second semester of their first year or as a sophomore, they usually learn how to test the proteins we're researching – so they learn how to grow the yeast that makes the protein for us, how to break the yeast down and how to extract and purify the protein. It isn't play; it's real. Once they reach graduation, they will have made a significant impact on our research."

**Ketetha Olengue '15 (center) and Mindy McClean '15 (right) used their time in professor Pia Vogel's lab as a launch pad to M.D. and Ph.D. programs.**





## Using big data to benefit art and culture nationwide

*Most arts organizations don't have the resources to compare their performance with others and to determine where re-allocating time and financial resources could make the biggest impact. To address this gap, SMU's National Center for Arts Research (NCAR) collects, analyzes and shares insights from the largest database of arts research ever assembled.*

A first-of-its-kind joint venture between Meadows School of the Arts and Cox School of Business, NCAR provides arts leaders, funders, policymakers, researchers and the general public with free tools that let them tap into "big data" to enhance their efforts to sustain and promote arts and culture.

NCAR periodically releases reports that assess arts organizations' health across nine performance areas. It also publishes white papers on various topics, an annual Arts Vibrancy Index that ranks more than 900 communities across the country and surveys of national arts leaders.

Organizations both large and small benefit from NCAR's work. As a direct result of making NCAR's list of top arts-vibrant small communities, the city of Bennington, Vermont, created the Cultural Bennington Arts Council, increased its marketing budget to help promote the distinction and established a downtown cultural district.

John S. Stanley, CEO of the Whitney Museum of Art in New York City, says, "The Whitney has been tracking key performance indicators across all areas of the museum. NCAR's research and work have recently presented to us other very interesting ways to track our metrics."

NCAR's key data partners and sources include DataArts, Theatre Communications Group, the League of American Orchestras, the National Endowment for the Arts, National Assembly of State Arts Agencies, the U.S. Census Bureau and the Internal Revenue Service, among others.



### Partnering to advance cloud-based communications

Communications company AT&T and SMU have forged an important partnership through the AT&T Center for Virtualization. A \$2.5 million contribution from AT&T endowed the center, where research focuses on fast, reliable cloud-based communications. Thanks to virtualization, functions that once required specialized hardware devices to transmit data are now performed with software running on general-purpose hardware. That's increasingly critical as data use grows to meet the demand for video and byte-gobbling apps on mobile devices. The center is a crucial resource for Dallas that has already attracted significant sponsors and affiliates such as Ericsson, Raytheon, Fujitsu, IBM and Lockheed Martin.



## Encouraging interdisciplinary study

SMU has long encouraged students to double or triple major. They become familiar with multiple perspectives and combine approaches from varied disciplines to address complex problems. SMU also continues to increase the number of degrees offered jointly by two schools. Examples include:

- » Lyle School of Engineering and Cox School of Business enable graduate students to concurrently earn an M.B.A. and a Master of Science degree in one of 10 different engineering disciplines. The schools are also collaborating on a new engineering entrepreneurship degree (see page 19).
- » Perkins School of Theology offers a concentration in Church Management that leverages courses in the Cox School. Ministers strengthen their abilities as nonprofit managers in areas including organizational leadership, staff and volunteer management and membership generation.
- » In partnership with Meadows School of the Arts, the Perkins School has a degree concentration in Social Innovation. Students pursuing nontraditional ministries take courses focusing on social entrepreneurship, business communication and financing for the social good.
- » The Creative Computing program combines computer science and engineering from the Lyle School and creative practice from the Meadows School. Students learn software engineering, mobile applications, interactive web design, 3-D modeling and animation, and social media to become leaders in the digital economy.
- » Fine arts and computer science and engineering students can apply for admission to the Master of Interactive Technology degree in partnership with SMU Guildhall, the world's top-ranked graduate video game design program.

*“Cyber security is inherently multidisciplinary, and keeping our personal, commercial and government data secure is critical. SMU is providing a rich environment for me to research and share information on these important issues.*

*At the Darwin Deason Institute for Cyber Security in the Lyle School of Engineering,*



*our aggressive technical research program includes significant corporate partnerships. We also understand that the search for solutions must extend beyond just the technical domain. For example, at the intersection of economics and cyber security we published a study of the frameworks companies use to guide their data protection spending. In addition to training the next generation of cyber defenders in the Lyle School, I co-taught the Tower Center for Political Studies course ‘Cybersecurity Policy for Future Presidents.’ And I have engaged with the Dallas legal community through the Dedman School of Law’s Science and Technology Law Review Cyber Security Symposium.”*

—Frederick R. Chang, Director of the Darwin Deason Institute for Cyber Security and Bobby B. Lyle Endowed Centennial Distinguished Chair in Cyber Security



## Unbridled Experience

# Community Change Agent

**As the son of refugees, Kovan Barzani '17 wanted to make the most of his college experience. Before he graduated from SMU, he triple majored, managed a Texas House campaign, started a program to teach refugees job skills and turned a finance internship into a full-time job.**

Barzani learned the importance of education and opportunity at an early age. The son of Kurdish refugees who fled Iraqi President Saddam Hussein's brutal regime for a new life in the United States, he saw firsthand the struggles his mother Tania faced because war kept her from completing elementary school.


"She could provide inspiration to me," Barzani says, "but she could never help me with the learning."

By middle school, he saw a way to help Tania learn English and pass her U.S. citizenship test. Using his public library card, he began checking out language instruction software. "I'll never forget the glow on her face after each lesson," he recalls.

During his last year of high school in Frisco, Texas, Barzani

weighed scholarship offers from three schools. "When I looked at all the degree plans and the opportunities to double or triple major and realized there were more opportunities to do that at SMU – that was a huge factor in my decision to come to the Hilltop." He also remembers his mother's smiling request: "Be sure to get at least two degrees – one for you and one for me!"

From the moment SMU students step onto the most beautiful college campus in the country, they're energized by the unbridled experience available to them. Limitless learning opportunities – in classrooms, laboratories and libraries as well as through artistic endeavors, athletic competition and engagement with a remarkable range of student organizations – come together to create the complete college experience.



Kovan Barzani '17 capitalized on SMU's Engaged Learning program, which funds student-driven community initiatives, and a Tower Center for Political Studies scholarship. He says, "It's not just finding a niche; there are organizations to help you make the most of your interest."









International Refugee Committee clients work with SMU students to learn English and computer skills, in a program created by students and funded by an SMU Engaged Learning grant.

Students like Barzani learn to work with people from diverse backgrounds and draw on experiences on campus and from around the world as they learn to be leaders in their communities and professions.

Barzani started out with majors in management and economics. During his sophomore year introduction to political science, he was encouraged by Professor Diana Newton, a lecturer in Public Policy and International Affairs, to also pursue public policy. When he received an email about the new scholarship program at the Tower Center for Political Studies in Dedman College, he decided to apply, and was accepted.

“I emphasize to prospective students that SMU is one of the best places to differentiate yourself as a student,” Barzani says. “There are so many opportunities that have amazing impacts. I heard about Tower Scholars in an email, and there are also Engaged Learning fellowships,

departmental fellowships, school scholar programs and much more.”

“It’s not just finding a niche; there are organizations behind each of these opportunities to connect you to a job market or a service project or other people who will help you make the most of your interest,” Barzani adds.

For example, Barzani and his fellow Tower Center Scholars traveled to Washington, D.C., during a winter break, and were able to meet with U.S. Supreme Court clerks, visit different think tanks and learn in person how the nation’s capital functions.

Barzani also took two classes from former U.S. Ambassador to Saudi Arabia Robert Jordan (shown on next page), Diplomat-in-Residence at the John Goodwin Tower Center for Political Studies, who, Barzani says, “has the unique ability to project his insights in a nonpartisan way. It was great to learn how he navigated the post-9/11 situation.”

***“I emphasize to prospective students that SMU is one of the best places to differentiate yourself as a student.”***

Outside the classroom, Barzani applied what he learned to real-world politics when he managed Texas House of Representatives candidate Jim Burke’s long-shot campaign bid against three-term incumbent Jason Villalba. Despite being outspent \$200,000 to \$5,000, Burke drew 28,000 votes, in part because Barzani analyzed the district’s changing demographics. Barzani also developed a strategy to focus on voters who had shown little propensity to vote in past elections, and to get them engaged by providing them access to the candidate – another example of breaking down barriers to opportunity.

Barzani says his most profound SMU experience was one that reconnected him to the feeling he had while watching his mother learn English – a class project demonstrating how SMU provides the support structures to help students make the most of their passions. Karin Quiñones, a professor in the Department of Management in the Cox School, required her project management students to develop a project that would help the community, and Barzani’s group chose to help refugees. They contacted the International Refugee Committee and, responding to their needs, applied for \$6,000 in grants from SMU’s Engaged Learning program, which funds student-driven community initiatives, to buy laptops, install ESL software and train dozens of families in English.

“SMU helped me meet the professor, collaborate with students, get funding and connect to the nonprofit partner,” says Barzani, describing the critical role the University played in the project. “SMU

creates a zone for you to excel in. Students just need to provide some ingenuity and drive.”

SMU connections also helped Barzani land an internship in the Plano-based auto finance group of Capital One, leading to a full-time job as a business analyst with the company before graduation. The globally minded company’s appreciation for continuing education and community involvement is in sync with Barzani’s next three goals – to earn both an M.B.A. and a master’s degree in public policy while “becoming a change agent in my community,” he says.

Barzani expresses his gratitude to those who made his SMU experience possible, including donors to the SMU Fund, Cox School of Business, Dedman College of Humanities and Sciences, Bickers Scholarship, Crosby Scholarship, Charles and Sarah Seay Scholarship, Maurice Acers Scholarship, the Engaged Learning program and many more.

“SMU seeks to develop you as a person,” Barzani says. “‘World Changers Shaped Here’ isn’t just a tagline; SMU donors’ investment in students makes that phrase true. I know firsthand it’s true because it is exactly what I experienced.”





## Learning while serving

In 2015, Sabrina Janski '16, '17 was named one of the nation's "best and brightest" students by Poets & Quants, a website covering business education. Since then, she earned bachelor's and master's degrees in accounting and landed her dream job at the accounting firm PwC. She says her extraordinary SMU experiences – including the opportunity to serve as an advisor in one of SMU's residential commons – were critical to her development as a business professional as well as a person.

"I was one of the founding residential advisors for Armstrong Commons the year it opened," Janski recalls. "I lived on campus all five years. Living on campus gives you an immediate network and keeps you really connected to the school."

She worked with Rita Kirk, Armstrong's Faculty in Residence member who is also communications professor and director of the Cary M. Maguire Center for Ethics and Public Responsibility. Janski says the Faculty in Residence have been "really valuable for

students because they can see what the faculty are interested in outside academics. Kirk connected with many Armstrong students, and a lot of them studied abroad with her during summer vacations."

For her international experience, Janski took advantage of SMU's internship opportunity in Seville, Spain. "That experience definitely helped develop my professionalism, and was also an immersive language experience," she says.

"I think my whole college experience was unique to SMU," Janski adds. "The community is close-knit, the school is a perfect size and the support from the Dallas business community is remarkable."

To SMU donors, Janski says, "Thank you so much. Not only for myself, but also for my tons of friends across the campus whose opportunities and educations have been made possible through your generous support."

***"That experience definitely helped develop my professionalism, and was also an immersive language experience."***





### Inspiring internship

Medical school is in SMU junior biological sciences major Noelle Kendall's future, but she grasped an opportunity to help people now as an intern at the George W. Bush Presidential Center.

"At the Bush Center I was surrounded by the work everyone was doing, and it was all for the purpose of improving someone's life somewhere," she said.

Kendall, a Tower Scholar from Coto de Caza, California, is one of more than 100 SMU students who have worked as interns at the Bush Center since it opened in 2013.

Her internship this summer exposed Kendall to much of the work of the Center, including the Presidential Leadership Scholars graduation, an event attended by President George W. Bush and President Bill Clinton.

"I have always loved that the center is on SMU's campus, and I knew coming in as a freshman that I wanted to try to work there," she said.

"President and Mrs. Bush have dedicated their lives to developing and improving leadership, women's rights, education and veteran transition in America and in the world. That kind of passion and commitment is inspiring and something I hope I will always bring to my own work."



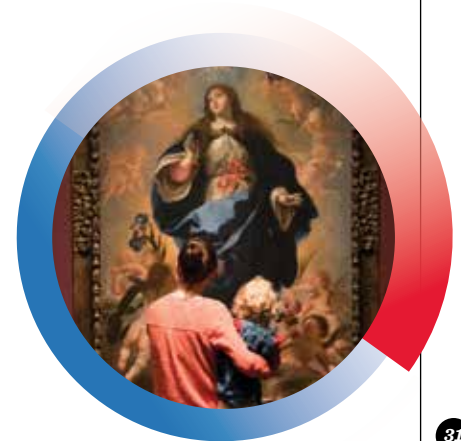
### Seizing opportunities both on and off the field

SMU's 424 student-athletes who compete in NCAA Division I sports represent 14 percent of all undergraduate students. They give their fellow students, SMU alumni and fans throughout the community the opportunity to cheer for their outstanding performances on the field – and they make other strong contributions to their communities as students and later, as alumni. For example:

- » Jonathan Wilfong '17, a "walk-on" guard who helped the men's basketball team reach the NCAA basketball tournament his senior year, co-founded Coaching for Literacy, a nonprofit literacy advocacy organization.
- » El Yellin '18, a women's swimming and diving star, visits the Children's Medical Center as a member of Mustang Heroes. As president of the Student-Athlete Advisory Committee, she plans the group's charitable events.
- » Alumnus Kelvin Beachum '12, who plays left offensive tackle for the New York Jets, uses clout as an NFL player to advocate for human rights and education.

**40,000+** visitors from 44 states and more than a dozen countries visited SMU's Meadows Museum in the 2016–17 academic year.

Spanish businessman and art collector Juan Abelló describes the Museum as "the biggest collector of Spanish art outside Spain."





## Ethical Leadership

# Life Changers

**Every year, students and faculty at SMU's Dedman School of Law provide legal help to hundreds of people who can't afford representation. Recently, two of these cases made national headlines.**

Brittany Barnett '11, practitioner-in-residence in the Deason Criminal Justice Reform Center, earned attention for work that began eight years earlier, when she was a second-year Dedman Law student. While researching sentencing disparities involving people of color, she learned about the case of Sharanda Jones, a first-time, nonviolent drug offender sentenced in 1999 to life in federal prison without the possibility of parole.

Barnett continued to work on Jones' case as a law student and, after graduation, on a pro bono basis while she also worked as a corporate attorney. In 2013, she submitted a petition for Jones' clemency. The strength of her argument resulted in the petition's approval by President Barack Obama in December 2015.

After serving 17 years in prison, Jones now lives in Dallas, has a full-time job and advocates for criminal justice reform.

As a first-time offender, Jones "did not deserve to die in prison," Barnett told *The Dallas Morning News*. "Words can't even begin to touch how joyous it is to see her have another chance at life."

In March 2017, second-year student Pablo Acosta '18 was one of eight Dedman Law students who spent their spring break at the Karnes Family Immigration Detention Center near San Antonio. Led by Natalie Nanasi, assistant professor of law and director of the Judge Elmo B. Hunter Legal Center for Victims of Crimes Against Women, the students manned a pop-up pro bono clinic for immigrant women and children who fled gang violence and family violence in Central and South America. The group spent 12 hours each day helping hundreds of clients (one as young as 8 months) make their best case for asylum in the United States.







Attorney Brittany Barnett '11 (left) works on behalf of people who have received overly punitive legal sentences. As a second-year law student, Pablo Acosta '18 helped Latin American women and children fleeing violence to apply for U.S. asylum.



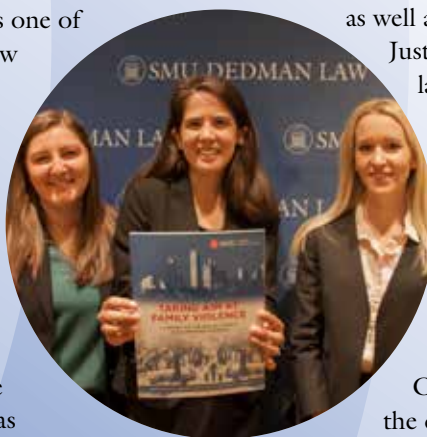
***“The students learn how to be a lawyer in a cross-cultural way, they learn empathy and they learn how to work hard for an important cause.”***

“The students see how important lawyers are in ensuring justice,” Nanasi says. “They learn how to be a lawyer in a cross-cultural way, they learn how to present evidence before an adjudicator, they learn empathy and they learn how to work hard for an important cause.”

“Helping other migrants is close to my heart,” says Acosta, who moved from Mexico to the U.S. with his family at age 6. Acosta, who became a naturalized U.S. citizen, was the first member of his family to earn a college degree. He plans to pursue a career in immigration law.

SMU alumni and students like Barnett and Acosta exemplify the way the University produces leaders with a commitment to service. Pro bono legal projects and hundreds of other SMU community initiatives undertaken by students each year make it possible for emerging leaders to gain hands-on experience, work through challenging situations and make a real impact on the world. Additionally, the need to consider the ethical implications of meaningful action is stressed in classes across campus, and ethical behavior is cultivated on the athletic field and in University clubs and organizations.

The Hunter Legal Center for Victims of Crimes Against Women is one of 10 Dedman School of Law clinics that help students gain practical experience with guidance from law professionals. This year marks the 70th anniversary of the clinics program – one of the nation’s first to provide free or low-cost legal aid. Each year, some 200 law students handle as many as 400 cases dealing with a range of civil, consumer and criminal issues.



In May, a different group of law students guided by Hunter Legal Center Director Nanasi presented a year’s worth of research on Dallas County’s gun-surrender efforts. Laura Choi ’17, Rachel Elkin ’17 and Monica Harasim ’17 (shown below) reported that while as many as 8,000 domestic abuse offenders in the county are required by law to turn over their firearms, only 60 weapons have been surrendered in two years. The students presented their findings at the Conference on Crimes Against Women sponsored by the Dallas Police Department, Genesis Women’s Shelter & Support and others. Choi, Elkin and Harasim also proposed solutions such as best-practice training for judges, creating a centralized office to coordinate gun-confiscation efforts and increasing funding for the program.

Opportunities for Dedman Law students to work at the Hunter Legal Center are made possible by Nancy Ann Hunter Hunt ’65 and Ray L. Hunt ’65. In 2014, they committed \$5 million to support the center, named in honor of Mrs. Hunt’s father.

Dedman Law students focused on criminal law have other opportunities to work on real cases and issues through the school’s Criminal Clinic and its Innocence Clinic, as well as the Deason Criminal Justice Reform Center, launched in 2016 by combined gifts totaling \$7 million from the Deason Foundation and Charles Koch Foundation.

The Deason Criminal Justice Reform Center offers students the chance to engage in research and benefit from learning opportunities focused on issues that range from wrongful convictions to overincarceration. The center pursues the



ultimate goal of ensuring fair and ethical treatment of people at all stages of the criminal justice process.

The inaugural director of the center is nationally respected legal scholar Pamela R. Metzger, who was featured on *60 Minutes* in April 2017 for her tireless work to improve public defense for indigent defendants in New Orleans. At the Deason Criminal Justice Reform Center, Metzger says she aims to bridge “the disconnect between constitutional doctrine and real-world practices.”

Jennifer Collins, Judge James Noel Dean and professor at Dedman School of Law, says the Deason Criminal Justice Reform Center will “build on our existing faculty strength in criminal law” and “will work well with our dynamic criminal clinic and innocence clinic.”

In August 2016, members of the Innocence Clinic’s first class of students were heartened to hear the Dallas District

Attorney’s office agree that the clinic’s first client, Steven Mark Chaney, was wrongly imprisoned for 25 years for a murder he didn’t commit. Associate Professor Vicki Palacios and Adjunct Professor Julie Lesser ’93, a Dallas County public defender, worked with six Dedman Law students on Chaney’s case. To secure his 2015 release, they collaborated with renowned attorney Barry Scheck and The Innocence Project. The team was able to demonstrate that the bite mark comparisons used to convict Chaney were based on “junk science” – faulty scientific findings or data.

The decision by the Dallas District Attorney’s office puts Chaney much closer to being declared “actually innocent” by the Texas Court of Criminal Appeals. Lesser told *The Dallas Morning News* it has bothered Chaney that previously “it sounded like he got off on a technicality. He wants his name cleared.”

Nationally respected legal scholar Pamela R. Metzger leads SMU’s Deason Criminal Justice Reform Center.



## Carrying on a legacy

When Hope Anderson '17 celebrated graduation in May with friends made through the Embrey Human Rights Program, it was a joyful high after an emotional, empowering year.

Anderson lost an important mentor when Dennis Simon, associate professor of political science, died from cancer in February. Weeks later she carried his torch as a student leader on the annual SMU Civil Rights Pilgrimage through Arkansas, Mississippi, Alabama and Tennessee, which Simon had helped guide since 2008.

After graduation, Anderson headed to Atlanta as a John Lewis Fellow to work on some of that city's most challenging social problems, from the school-to-prison pipeline to the segregation in residential housing. Her decision to advocate for people in need or those whose rights have been denied, bears the direct influence of Simon and two other SMU professors critical to her development as an ethical leader: Embrey Human Rights Program

Director Rick Halperin and Associate Director Bradley Klein.

"Prof. Halperin's introductory course, America's Dilemma, forced us to unpack what we thought we knew to make room for what we didn't know," she says. "Many of my classmates and I wondered, how was it okay that we had gotten to that point not knowing about the murder of Emmett Till – or America being the only industrialized Western nation still using the death penalty?"

Anderson majored in history, sociology and human rights. SMU was the first university to offer an undergraduate degree in human rights – and the Embrey Human Rights Program is still one of only seven such programs. As a student, Anderson also completed internships with the International Rescue Committee, International Justice Mission and CitySquare.

"Earning a human rights degree isn't just about earning a living," says Anderson. "It's about making a living – and a difference."



***"The course forced us to unpack what we thought we knew to make room for what we didn't know."***



## Promoting dialogue on Latino issues and Texas-Mexico relations

*Two SMU programs are providing new academic analyses of Latino voting patterns, migration, economic behavior and other subjects related to the Latino community, part of SMU's commitment to provide an education across disciplines and cultures for the next generation of leaders.*

The Mission Foods Texas-Mexico Center in the Tower Center for Political Studies sponsored a public discussion in March on the topic, "Texas-Mexico Relations and the 2016 Election."

The Tower Center has also formed an academic partnership with the Latino Center for Leadership Development (CLD), a privately funded foundation, to develop policy-focused solutions for Latino community challenges. In January, they awarded nine grants to 13 scholars engaged in research on topics like education policy, public opinion surveys, transnational students, African American-Latino coalitions, deportation's effect on children, border enforcement and human rights and others.

The Tower Center-Latino CLD Policy Partnership hosted its first public program, also in March, on the topic "Immigration in the News: How the Media Covers the Issue, and How the Public Responds."

These initiatives join the successful Cox School of Business' Latino Leadership Initiative and the Perkins School of Theology's long-standing Hispanic/Latin@ Ministries Program in addressing a broad spectrum of Latino issues. The Latino Leadership Initiative, which is part of the Cox School's Executive Education program, has helped participating companies recruit, develop and retain high-performing Latino executives since 2013. The Perkins School's ministries program, which began in 1974, prepares church leaders for ministry in Spanish-speaking contexts and cultures.



## Engineering access to healthy food and water

The Lyle School's Hunt Institute for Engineering and Humanity provides opportunities for students from across disciplines to develop technologies to improve the lives of the global poor. Through the institute, SMU's student chapter of Engineers Without Borders is developing a clean water system for a small community in Bolivia, as well as monitoring Dallas-area waterways to ensure a safer local environment. Another Hunt Institute project is Evie, a mobile plant lab designed to research solutions to "food deserts" in low-income neighborhoods.



# 2016-17 Report

**Thanks to the generous support of more than 31,000 SMU donors, 2016-17 was an incredible year of achievement. Alumni, parents, faculty, staff, students, friends and organizations invested in work that created substantial opportunities for students and faculty, and significant impact in every field.**





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Thank you, donors and volunteers

# 31,000 donors



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*\$50.5 million for SMU endowment and capital projects*



*\$10.1 million for current use, including \$5.2 million through Mustang Club*  
*\$6.9 million for SMU endowment and capital projects*



**3,400** President's Associates members

*Recognizing those who contribute \$1,000 or more for current use during a fiscal year*



**12,705** Hilltop Society members

*Honoring loyal donors who contribute in consecutive fiscal years*

**Nearly 7,000** have given for 10 or more years

For complete lists of President's Associates and Hilltop Society members, visit [smu.edu/annualreport](http://smu.edu/annualreport)

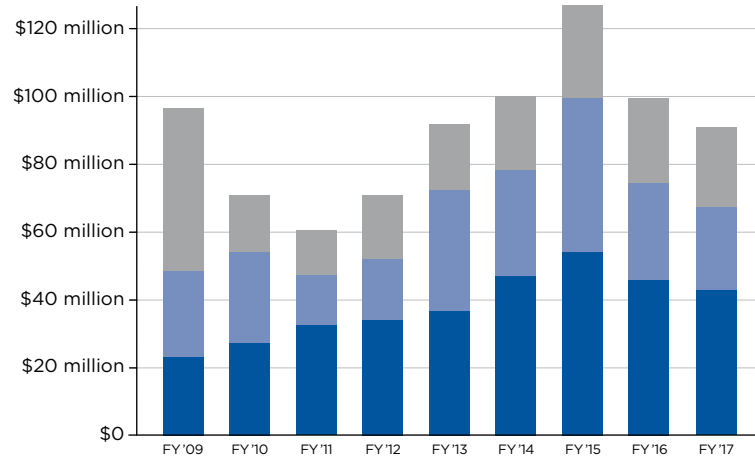
# 1,590 volunteers

**68%** also gave to SMU

## Gift Revenue Comparison 2009-17

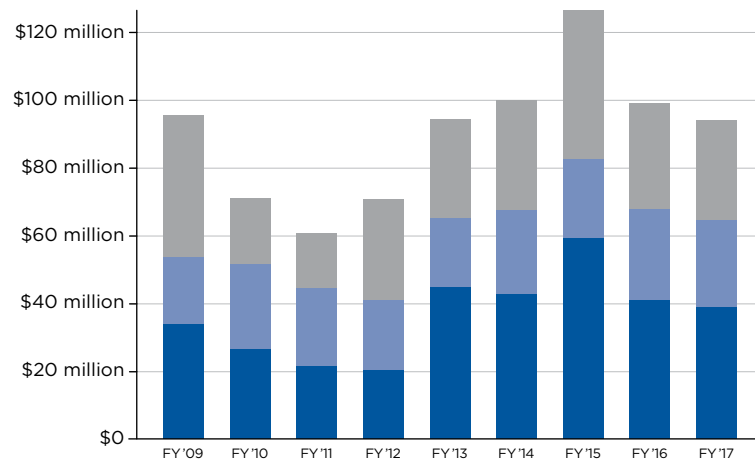
### By Type

- Capital
- Endowment
- Operations



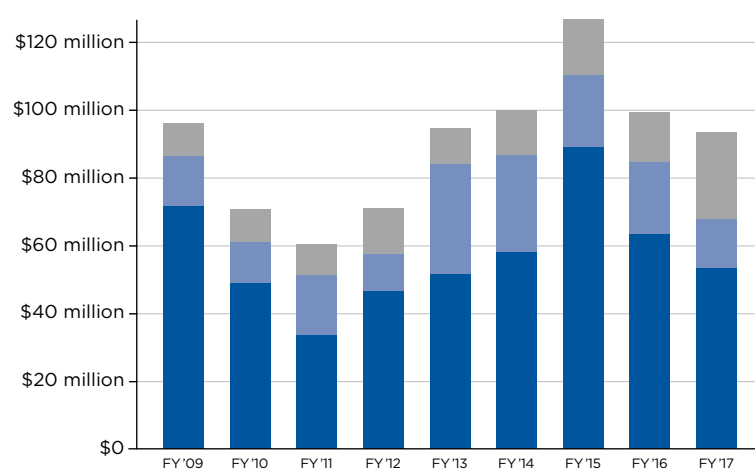
### By Purpose

- Campus experience
- Student quality
- Faculty and academic excellence



### By Source

- Friends, parents, faculty and staff
- Organizations
- Alumni





## Unbridled Generosity

SMU is grateful to more than 70 donors who made gifts and commitments of \$100,000 or more for a single initiative during the period from June 1, 2016 – May 31, 2017. Through their generosity, these donors play a critical role in supporting University priorities, strengthening SMU's endowment and powering its ascendance as a globally recognized educational and research institution.

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Athletics Master Plan - Indoor Performance Center  
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 Arlene K. Schmidt  
 Suzanne Schmidt  
 A. J. Schreur  
 Jack J. Schubert  
 Jane M. Schubert  
 Linda D. Schultz  
 Winfield W. Scott  
 James N. Scrimshire  
 Scott P. Sealy  
 Henry Seeligson  
 Faye S. Sessoms  
 Lawrence R. Sessoms  
 David L. Severe  
 Marcia R. Shannon  
 Gordon M. Shapiro  
 Carol V. Sharp  
 Bobby G. Shaw  
 Daniel R. Sheehy  
 Julia H. Sheerin  
 Enid D. Shepard  
 James C. Shields  
 Charles Robbins (Rob)  
 Shiels  
 Vinton H. Sholl  
 Wallace T. Shook  
 Carol A. Short  
 Larry D. Showalter\*  
 David W. Shuford  
 Karen L. Shuford  
 Nancy P. Shutt  
 Ellen Siegel  
 Morey J. Silverman  
 Toni B. Silverman  
 Bobby L. Simpson  
 Carl A. Skibell  
 Joan M. Slaughter  
 Lon Slaughter  
 George Slover  
 Jane G. Slover  
 A. B. Smith  
 Adelaide H. Smith  
 Allen Smith  
 Dale K. Smith  
 Gary A. Smith  
 Gretchen Smith  
 Kirby C. Smith  
 Laura W. Smith  
 Lowell N. Smith  
 Michael G. Smith

Ralph L. Smith  
 Shelby L. Smith  
 Shirley S. Smith  
 Troy R. Smith  
 William B. Smith  
 Cece Smith Lacy  
 George L. Sneed  
 Sara Jane Snell  
 Robert A. Snow  
 John D. Solana  
 Nancy J. Solana  
 George Solares  
 Gay F. Solomon  
 William T. Solomon  
 Scott R. Somers  
 Elissa J. Sommerfield  
 Frank E. Sommerfield  
 Billy D. Sorrell  
 Lee F. Soxman  
 George P. Speranza  
 Robert B. Spurgin  
 Sally D. Spurgin  
 Lucy E. Stafford  
 Joe A. Stalcup  
 Richard L. Stanford  
 Joan L. Stansbury  
 Paul P. Steed\*  
 Michael D. Stein  
 Lawrence E. Steinberg  
 Ronald G. Steinhart  
 Norman D. Stephenson  
 Steve A. Stephenson  
 William G. Sterling  
 Vicki S. Sterquell  
 Kyle O. Stevens  
 Wesley F. Stevens  
 William F. Stevens  
 David A. Stevenson  
 Jacqueline M. Stewart  
 Frederick M. Stier  
 James A. Stockard  
 Jay H. Stott  
 Cynthia L. Straton  
 John A. Streun  
 Joseph A. Strode  
 Sharon P. Strother  
 William E. Strother  
 Evelyn P. Strubinger  
 Lawrence D. Stuart  
 Alice M. Stultz  
 Barbara E. Sucher  
 David M. Sudbury  
 Christine G. Sullivan  
 Gregory M. Swallow  
 Jeffrey S. Swanson  
 Sam R. Swanson  
 W. S. Swayze  
 M. Allen Sweet  
 Carol S. Swingle  
 Frank A. Swingle  
 Mary C. Tabor  
 Mike M. Tabor  
 Glenna H. Taite  
 Ralph E. Taite  
 Charles A. Tarpley  
 Peter M. Tart

\*Deceased

Shirley S. Tart  
 Marian C. Tate  
 Alan C. Tatum  
 Stephen L. Tatum  
 Rosalie Taubman  
 Betty O. Taylor  
 Helen G. Taylor  
 James C. Taylor  
 Jerry A. Taylor  
 John R. Taylor  
 Nell A. Taylor  
 Virginia R. Taylor  
 Jean E. Tedrick  
 Mairin N. Terry  
 Marshall N. Terry†  
 Gail G. Thomas  
 Guy R. Thomas  
 Patrick R. Thomas  
 Robert Hyer Thomas  
 Virginia W. Thomas  
 Evelyn Thompson  
 Norman A. Thompson  
 Ron Thompson  
 Sydney V. Thompson  
 Ted C. Thompson  
 Elizabeth G. Thornburg  
 John D. Thornburg  
 Rosemary T. Thornton  
 J. J. Thrall  
 Donald G. Thrasher  
 Lane F. Threadgill  
 L. D. Thurman  
 Robert H. Thurmond  
 Peter B. Tinkham  
 Cameron C. Todd  
 Mark A. Todd  
 David R. Tooley  
 Donna S. Tooley  
 Robert C. Topper  
 Carolyn S. Tunnell  
 Nelson R. Tunnell  
 Daniel A. Turner  
 John L. Turner  
 Priscilla N. Underwood  
 John T. Unger  
 Raymond E. Vache  
 Frank S. Vaden  
 Arch W. Van Meter  
 Travis E. Vanderpool  
 William H. Vanderstraaten  
 Dorothy W. Vaughan  
 Lee D. Vendig  
 Ralph E. Ver Steeg  
 Mary Vernon  
 Stephen K. Vernon  
 Nelson C. Vestal  
 Glynn J. Vickers†  
 Rona A. Vickers  
 Carolyn A. Virden  
 Phillip H. Virden  
 Walter Virden  
 Cheryl W. Vogel  
 Karen S. Wade  
 Michael M. Wade  
 Paul D. Wade  
 Bobby J. Wadsworth

Patty J. Wadsworth  
 Gordon P. Wagner  
 Cynthia C. Waits  
 James B. Walburg  
 David C. Waldrep  
 Kathryn K. Waldrep  
 Allister M. Waldrop  
 Darnell L. Walker  
 Diana L. Walker  
 John P. Walker  
 William H. Walker  
 Jean D. Wallace  
 James H. Wallenstein  
 J. R. Wallingford  
 Martha M. Walsh  
 Carolyn H. Walton  
 Richard Ware  
 James F. Warren  
 Michael H. Warren  
 Richards P. Washburne  
 Steven A. Waters  
 Anthony A. Watson  
 Ann C. Watts  
 Charles R. Watts  
 Celia A. Weaver  
 Jerry A. Weaver  
 Keith C. Weaver  
 Robert B. Weaver  
 Garry A. Weber  
 Lovett H. Weems  
 Lawrence Wehlmann  
 Thomas E. Weir  
 W. D. Weisbruch  
 Kathy J. Welch  
 Dennis A. Weltman  
 Billie H. Wendt  
 Kittredge Werlein  
 Gay West-Klien  
 Jane A. Wetzell  
 Charlotte T. Whaley  
 John G. Whaley  
 David L. Whisenant  
 Angela P. White  
 Leland B. White  
 Nathan E. White  
 Stanley W. White  
 David M. Whitfield  
 Sue T. Whitfield  
 Douglas E. Whitley  
 Sherry C. Whitley  
 Barbara F. Wiggins  
 James B. Wiggins†  
 Julie D. Wilcoxson  
 Brian H. Wildes  
 W. D. Wiles  
 Katherine S. Wiley  
 Annell H. Williams  
 Donald N. Williams  
 Dwight F. Williams  
 Janet Y. Williams  
 Joretta Williams  
 Joseph R. Williams  
 Lon R. Williams  
 Marie P. Williams  
 Mitchell H. Williams  
 W. E. Williams

Billie I. Williamson  
 Diane T. Williamson  
 Jerry B. Williamson  
 John D. Williamson  
 Roberta V. Williamson  
 Clark S. Willingham  
 Walter L. Willis  
 David R. Wilson  
 Ellis M. Wilson  
 Robert E. Wilson  
 William C. Wilson  
 John M. Winn  
 Keith Wiseman  
 Lucy F. Wold  
 Richard T. Wold  
 Charles M. Wood  
 Karl D. Wood  
 Lynn W. Wood  
 Susan F. Woodall  
 Rose Y. Work  
 John W. Worsham  
 Melanie L. Wright  
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 Thomas R. Yenne  
 Gerry D. York  
 Michael H. York  
 Polly M. York  
 Barbara D. Young  
 Laura K. Young  
 Stephen F. Young  
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 B. J. Zimmerman  
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 Charles L. Aaron  
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 Deborah A. Ackerman  
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 Steve M. Addison  
 Elizabeth M. Adler  
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 Amy L. Albrecht  
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 Barbara S. Alford  
 Phyllis P. Alford  
 William A. Allard  
 Margaret O. Allison  
 Pierce M. Allman  
 Mildred C. Alston  
 Kathy L. Alvoid  
 Inez H. Amirkhan  
 Susan B. Anders  
 Ann F. Andersen  
 Dorothy J. Anderson

Elizabeth M. Anderson  
 Jack E. Anderson  
 Kay M. Anderson  
 Kimberly C. Anderson  
 Overton S. Anderson  
 Rosalee M. Angelo  
 Gary L. Appelt  
 Kathryn H. Arata  
 Elisabeth (Liz) M. Armstrong  
 Michael L. Armstrong  
 William D. Armstrong  
 Herbert Arnold  
 Lucy A. Arnold  
 Susan M. Arnold  
 Jerry W. Ashby  
 Andy S. Atalis  
 Abigail Atkins  
 William J. Atkins  
 Marilyn H. Augur  
 Charles S. Badgett  
 Robin B. Bagwell  
 Harmon B. Bailey  
 Jesse L. Baker  
 Margaret L. Ballew  
 Benny L. Banks  
 George Y. Banks  
 Bernard F. Bareis  
 Lucy B. Barlow  
 Samuel S. Barlow  
 Stephen D. Barnicoat  
 Jean L. Barrar  
 Kay A. Barron  
 Thomas E. Barry  
 Sherry S. Bartholow  
 Catherine A. Barton  
 Shannon K. Barton  
 Dolores G. Barzune  
 Lou M. Bauman  
 Charles A. Baxter  
 John G. Beall  
 Joseph G. Beard  
 David J. Becker  
 Larry G. Becker  
 Suzanne S. Beeman  
 Deborah L. Begert  
 James H. Belcher  
 Merry C. Bender  
 Bruce A. Bengtson  
 Kendall K. Bennett  
 Kenneth E. Benson  
 Rose Marie B. Benton  
 Belle S. Berg  
 Peter N. Berkowitz  
 Charles M. Berlau  
 Dana D. Berry  
 U. N. Bhat  
 Edward R. Biehl  
 Julianne A. Biehl  
 William W. Billington  
 Dennis H. Birenbaum  
 Paul C. Birney  
 Kathyne S. Bishop  
 Raymond H. Bittel  
 Christopher E. Bizot  
 Barbara B. Black

John R. Black  
 Lounelle C. Black  
 Kirsten B. Blanchat  
 Donald R. Blum  
 Karen F. Blumenthal  
 Jeanne W. Bobbitt  
 Jilene K. Boghetich  
 Pat S. Bolin  
 E. Kay S. Boltz  
 Douglass Bond  
 Stefanie A. Bond  
 Selma K. Bookatz  
 Stephen R. Boster  
 Dorothy P. Botnick  
 Colleen R. Boudreaux  
 Gerald L. Bowles  
 Kelly A. Boyd  
 Michael A. Boyd  
 Ralph L. Boyd  
 Thomas E. Boyd  
 R. Terry Boyer  
 Roberta W. Bracken  
 James T. Bradley  
 Daniel H. Branch  
 Stacey S. Branch  
 Stephanie C. Bray  
 Caroline B. Brettell  
 Richard R. Brettell  
 Ruthie B. Brew  
 Cindy L. Brodnax  
 Stephen D. Brooks  
 Ann W. Brookshire  
 Bradley W. Brookshire  
 LeRoy H. Brorson  
 Camille C. Brotze  
 Ann H. Brown  
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 Timothy K. Bruster  
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 Kevin D. Burgett  
 Floyd T. Burke  
 Johnetta A. Burke  
 Mary Frances M. Bureson  
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 Michael L. Burnstine  
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Peggy Carr  
Horace L. Carrell  
Sarah S. Carson  
Frank J. Carter  
Kimberly K. Carter  
Michael O. Caruthers  
Mary Brooke O. Casad  
Victor E. Casad  
Bonnie N. Case  
Christopher R. Casner  
Darlene G. Cass  
John M. Casson  
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William B. Chaney  
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Don E. Cheatum  
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Christy L. Chitwood  
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William J. Clark  
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Norma Jean Cleveland  
Barbara Cluck  
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Gary C. Coffman  
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Steven M. Collins  
Toni P. Collins  
Thomas J. Colven  
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Ernest A. Conner  
Sheri L. Conner  
William M. Conner  
David Z. Conoly  
Roxanne B. Coogan  
Jan W. Cook  
Mary M. Cook  
Penny T. Cook  
Yvonne C. Cormier  
Marilyn R. Corrigan  
Raymond E. Cotnoir  
Mary L. Covington  
Richard L. Covington  
Berry R. Cox  
James A. Cox  
Jeanne T. Cox  
Anne W. Cragg  
H. E. Cragg  
B. Walter Crain  
Mary M. Crain  
Celia W. Crank  
James F. Crank  
John M. Crates  
George W. Crawford  
John W. Croft

Dana B. Croswhite  
Kathryn C. Crow  
Shirley W. Crow  
Harry W. Crutcher  
John A. Cuellar  
John S. Cullers  
Lee B. Cullum  
Jane T. Cumiskey  
Charles E. Curran  
Frederick G. Currey  
Marjorie L. Currey  
James F. Curtis  
R. J. Cusack  
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Carol C. Dalton  
Courtney L. Dampf  
John F. Daniel  
Richard G. Danner  
Stephen G. Dardaganian\*  
Ruby C. Dart\*  
Gerald B. Darver  
Thomas W. Davies  
Jeanne W. Davis  
Nancy L. Davis  
Sally Ann K. Davis  
Vol S. Davis  
Jean M. Dean  
Thomas A. DeBlack  
Robert H. Dedman  
Paula C. Delzell  
Charron R. Denker  
Peter J. Denker\*  
Cynthia D. Denman  
Michael A. Dennie  
Martha P. Dever  
Catherine B. DeWald  
Cameron C. Dickenson  
Jennifer P. Dickerson  
James E. Dickson  
Kenneth M. Dickson  
Mary Jane R. Dickson  
Vali A. Dicus  
Leslie L. Doll  
James R. Dolphin  
Joseph M. Dooley  
Paige J. Dooley  
Robert K. Dooley  
Mark C. Doramus  
Frank D. Dorr  
Andrew S. Doughtie  
Elizabeth D. Dover  
Susan B. Dowd  
DiAnne G. Dowdey  
Cheryl L. Drane-Skipworth  
John S. Dryden  
Vivian N. DuBose  
Diane M. Duckworth  
Chris L. Dudley  
Ted A. Dumas  
Mark J. Dunbar  
John D. Duncan  
Marilyn M. Duncan  
Melanie S. Duncan  
Loften B. Dunlap  
Theresa P. Dunlap  
Frank M. Dunley

Christine R. Dunn  
Rogge Dunn  
Valerie S. Dunnam  
Don W. Duran  
Martha F. Early  
Jo Beth Edwards  
Fran J. Eichorst  
Bennett K. Ely  
Charles N. Emmons  
Bess F. Enloe  
Kathryn B. Enoch  
Phillip W. Erwin  
Allison C. Estes  
Lance S. Etcheverry  
Linda E. Evans  
Weldon G. Evans  
Robert A. Fanning  
Fred M. Farmer  
Mary M. Faulkner  
Gary A. Feather  
Robert L. Feldman  
David L. Felgner  
Jane W. Ferguson  
Norma W. Ferguson  
Kenneth C. Fernandez  
Lauri Fernandez  
Raymond R. Fernandez  
Patricia L. Fess  
James P. Fields  
George A. Filak  
George A. Finley  
Robert D. Fisher  
Iva C. Fleck  
Dora O. Flesher  
Colleen C. Flickinger  
Kathryn K. Floca  
Ellen H. Flowers  
J. K. Flynn  
Margaret D. Folsom\*  
Thomas B. Fomby  
Tat K. Foo  
Joseph W. Foran  
John R. Ford  
Janet P. Forlines  
Craig A. Fortune  
John H. Foster  
Lisa M. Foster  
Peter W. Foster  
Diane Foust  
C. H. Fowler  
Dennis C. Fowler  
Frederick J. Fowler  
Donna M. Fowlkes  
Clement W. Fox  
Judith H. Foxman  
Louis D. Francis  
Carol B. Freeman  
Penn H. French  
William M. French  
Deborah H. Friede  
J. E. Frieze  
Maureen G. Frieze  
Gary R. Fritzsche  
John M. Fulton  
Robert C. Fults  
Virginia M. Fults

Marshall Funk  
Jody C. Furnish  
Victor P. Furnish  
Jeffrey L. Futter  
Martha C. Galie  
Susan L. Gallion  
Terry L. Gallion  
George Z. Galloway  
Mark A. Galyardt  
Barbara S. Garcia  
Douglas C. Gardner  
James W. Gardner  
Camille Gaston  
Matthew B. Gaston  
Jerry W. Gauthier  
Elizabeth B. Gentry  
Gene George  
Larry D. George  
Mary E. George  
Joan L. Germany  
Geoffrey S. Gibson  
Jack M. Gibson  
Kimberly M. Gibson  
G. R. Gielow  
Julie J. Gilligan  
Clarence E. Gilmore  
Jill S. Giroir  
Lois R. Glasscock  
Ann M. Glynn\*  
Beverly B. Godbey  
David C. Godbey  
Brenda L. Goforth  
Bob J. Golden  
Noe E. Gonzales  
Jane K. Goodell  
James P. Goodwin  
J. A. Goss  
Robert Gotovac  
Jerry L. Grable  
Pamela L. Graham  
John A. Graml  
R. J. Grant  
Dianne W. Green  
Katherine A. Green-  
Hammond  
Keith Gregory  
Linda J. Greiner  
David G. Griege  
Mark C. Griege  
Michael D. Griffin  
Mildred H. Grinstead  
James T. Groves  
Sharon M. Groves  
Guadalupe E. Guerrero  
Jo C. Guittard  
George R. Gunn  
Barbara S. Guzak  
Kurt A. Haab  
Peter W. Haayen  
Rosemary Hachtman  
Robert W. Haley  
Stephanie K. Haley  
Tracey L. Haley  
John A. Hall  
Perry B. Hall  
Michael E. Halpern

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Gretchen P. Hamm  
Gary A. Hammond  
Deborah G. Hankinson  
Lajuanna B. Harder  
Mark A. Hardin  
William W. Harlan  
Glenneth A. Harrington  
Jacki L. Harrington  
Timothy R. Harrington  
Roy H. Harris  
W. B. Harris  
Ben S. Harrison  
David E. Harrison  
Gay S. Harrison  
Lyndall F. Harrison  
John R. Hart  
Kenneth W. Hart  
Milledge A. Hart  
Jay D. Hartnett  
William S. Harwell  
Paul Hashfield  
Warren A. Hatcher  
Margaret R. Hauge  
Donald G. Hawkes  
Frances A. Hawkins  
Richard K. Hawkins  
Sarah D. Hawn  
Jill L. Haynie  
Ruth A. Hays  
John K. Healing  
Jane K. Hedges  
Richard L. Hein  
Alyson W. Hellman  
Gay C. Helm  
Mary M. Henderson  
David G. Henry  
Edward J. Henry  
John A. Henry  
Edward K. Hensley  
William R. Herzel  
Gregory G. Hesse  
John A. Hill  
Lyda Hill  
Marilynn Wood Hill  
Vicki L. Hill  
F. S. Hipple  
Linda E. Hipple  
Lindsay E. Hobbs  
Christy E. Hock  
James G. Hoffman  
Arthur F. Hoge  
Sally R. Hoglund  
C. D. Hogsett  
Stephen L. Hohl  
Jane M. Holahan  
Diana B. Holbert  
James P. Holcomb  
William H. Holden  
James A. Holland  
Jeri S. Holm  
Billie R. Holman  
Zan W. Holmes  
William T. Holt  
Alice K. Hood  
John Hoopingarner

\*Deceased

James K. Hopkins  
Terry D. Hosey  
Cay F. House  
Michael P. House  
Harry E. Houseman  
Barbara F. Howard  
Thomas C. Howard  
Douglas W. Howell  
T. Allan Howeth  
Joan T. Hudson  
Susan S. Hudson  
Mimi P. Huey  
Ann G. Huffines  
Joseph H. Huffman  
Sharon C. Huffman  
Beatrice R. Humann  
Richard W. Humphrey  
Houston Humphries  
Catherine S. Hunnewell  
Caroline R. Hunt  
Clark K. Hunt  
Larry P. Hunt  
Gayle M. Hurst  
Ann P. Hurt  
Tim D. Hutabarat  
John W. Hyland  
Kathryn S. Hyland  
Hal F. Hyneman  
Temple B. Ingram  
Marsha M. Innes  
Charles L. Irby  
Sue O. Irish  
Sue E. Irons  
Darlene Irwin  
Donald F. Jackson  
Frances M. Jackson  
Gregory L. Jackson  
Katherine E. Jackson  
Richard D. Jaffa  
Doug James  
Mary J. James  
John V. Janssonius  
Billy B. Jarvis  
Glenn M. Javens  
Nancy P. Jeffett†  
Jeri L. Jessee  
Marilyn A. Jessup  
Duane W. Jewell  
Barry D. Johnson  
Susanna Y. Johnson  
Suzanne S. Johnston  
Bruce W. Jolesch  
Tricia W. Jolesch  
Camille J. Jones  
Gene C. Jones  
Janice L. Jones  
Joye M. Jones  
Richard A. Jones  
Dianne B. Jopling  
Kathryn H. Jordan  
Sally C. Jordan  
Karen M. Judge  
Nancy A. Kaesler  
Janet P. Kafka  
William J. Kanewske  
Howard K. Karnes

Margaret O. Keet  
Robert L. Keever  
Ray L. Keller  
Wesley R. Kelley  
Carolyn V. Kelly  
Forrest R. Kelly  
Pamela H. Kemper  
Thomas A. Kennedy  
Dorothy B. Kennington  
Geraldine F. Kepler  
Terry L. Kepler  
Karen M. Kern  
Cynthia V. Kerr  
J. Michael Kerr  
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Patsy G. Kilpatrick  
Anne G. Kimbrought†  
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Charles M. King  
Gail G. King  
J. Luther King  
Marjorie A. King  
Elizabeth N. Kingman  
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Lionel L. Kinney  
Vicki A. Kinsel  
Nancy L. Kirby  
David K. Kirshner  
John L. Kiser  
Bradley Kittle  
Teresa G. Klembara  
Frederick M. Knapp  
Charles D. Knell  
Billy J. Knott  
John R. Knott  
Robert R. Knott  
Sharon H. Kohl  
Rhonda A. Kraus  
Valerie B. Krause  
Kurt W. Kretsinger  
Paul T. Kretzer  
Kathryn A. Krueger  
Arthur H. Kuljian  
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Chun H. Lam  
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John H. Lange  
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Alan Lantz  
Lucinda H. Lapp  
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Kristin B. Larimore  
Eric D. Larner  
John R. Larson  
Patricia LaSalle-Hopkins  
Randy A. Laser  
Michael B. Laurent  
Kathleen M. LaValle

Sydney T. Lawder  
Judith K. Lawhorn  
David D. Leach  
Ann L. Leake  
Gus N. Lefes  
June R. Leib  
Emily M. Leisy  
Mark L. Lemmon  
Richard E. Lentz  
Marcia S. Levine  
Virginia P. Lewis  
Jeffrey A. Light  
Marsha M. Limbaugh  
Rhonda H. Lindsey  
Mickey C. Lively  
William H. Lively  
Jane G. Livingston  
Janice C. Livingstone  
John W. Lodewick  
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Margaret E. Longo  
Glenn M. Lonquist  
Julie G. Lowenberg  
L. S. Lowry  
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Tavenner C. Lupton  
Thomas C. Lupton  
Lynn A. Luzadder  
Boyd D. Lyles  
Thomas E. Macia  
Andrew F. Mackie  
Jill Mackie Rommel  
Michael Y. MacKinnon  
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Charles L. Maimbourg  
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Harry O. Malpass  
Avery C. Manchester  
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Kurt S. Mannino  
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Cile D. McCormick  
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Zachary L. McCormick  
Heidi H. McCrory  
Robert A. McCulloch  
Joan S. McCullough  
Robert McCutcheon  
Ann W. McDonald  
Jane A. McDuffie  
Janie S. McGarr  
Susan L. McGee  
Mary R. McGowen  
Wayne H. McGowen  
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Roland R. McGregor  
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Mary J. McKellar  
Mark C. McKinley  
Mildred P. McKnight†  
Leslie G. McLaughlin  
Jo McLean  
Shirley K. McLean  
James R. McLelland  
Michael H. McMahan  
James A. McMillin  
Sarah S. McNitt  
Richard H. McPike  
Kathryn E. Meachum  
Robert W. Meachum  
Al S. Meador  
Andrew B. Meadors  
Gilbert R. Meadows  
Jan B. Meadows  
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Linda J. Medlen  
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Robert J. Melvin  
Betty K. Menking  
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William D. Merwin  
Gale S. Messerman  
Sarah N. Metschan  
Robert L. Meyer  
Elizabeth R. Meyers  
James A. Mezvinsky  
Harriet E. Miers  
Kenneth E. Mifflin  
Frank Mihalopoulos  
Buddy Miller  
Cary W. Miller  
Geraldine (Tincy) E. Miller  
Victoria L. Miller  
William C. Millis

Henry J. Miltenberger  
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Stephen V. Minshew  
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Yeola S. Mitchell  
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Bettie F. Mohney  
Judy J. Mohraz  
Kyle H. Molberg  
Paula H. Molberg  
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Shannon D. Moon  
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Teresa A. Nicodemi  
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Rebecca B. Paterik  
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Christopher C. Paul  
Denise S. Payne  
Terrence T. Payne  
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Pamela B. Peck  
William H. Pennington  
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H. R. Perot  
Margot B. Perot  
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Bruce T. Peterson  
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Leona K. Ponish  
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Patsie N. Potts  
John C. Poulos  
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Kelley B. Poydence  
Christopher W. Prater  
M. Babette Prevot

Gage A. Prichard  
Gwen L. Prichard  
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Jonathan D. Reiff  
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Susan M. Riddles  
Walter G. Riedel  
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Peggy N. Riggs  
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Lavonne S. Rogers  
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Sarah-Finch M. Rollins  
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Gerald N. Rose  
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Seymour H. Rossel  
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Kenneth D. Royar  
Byron H. Rubin  
Howard C. Rubin  
Stephen C. Ruffini  
Ian B. Russell  
D. P. Ryan  
Carmen M. Sabates  
Kerry A. Sabathia  
Thomas W. Sabin  
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Nancy T. Sale  
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William B. Sanders  
Marcellene W. Sands  
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Martha Karen C. Sargent  
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Lance W. Seberhagen  
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Peggy H. Sewell  
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Morris D. Shannon  
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Margaret P. Sheehan  
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Jessie C. Shelburne  
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Tracy D. Shepherd  
William D. Sheppard  
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Robert A. Shive  
Angela A. Shoffstall  
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Michael W. Shore  
Arden B. Showalter  
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Thomas D. Sims  
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Edie A. Slape  
Edward E. Smiley  
Gerald J. Slink  
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Bryan F. Smith  
Earl C. Smith  
Edward V. Smith  
Jana W. Smith  
Kim G. Smith  
Lacie G. Smith  
Larry V. Smith  
Louis M. Smith  
Myrtis D. Smith  
Nancy G. Smith  
Ricky G. Smith

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Theodore (Ted) M. Smith  
Tim R. Smith  
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David R. Snodgrass  
Lorraine S. Snowberger  
Dan E. Solomon  
William E. Sonia  
Betty M. Spears  
Marilyn M. Speckmann  
Nelson H. Spencer  
James B. Spicer  
Willard Spiegelman  
Mary L. Spillman  
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Jane L. Stadelmann  
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Donald G. Stanford  
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Jean H. Stauffer  
Edward D. Stedman  
Marc I. Steinberg  
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John M. Stephenson  
Norman L. Stevens  
H. Leighton Steward  
Lynda B. Steward  
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Robert F. Stiles  
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Geraldine W. Stocks  
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Donald L. Stone  
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Marjorie W. Strange  
Jean H. Streepey  
Rose Marie P. Stromberg  
Thomas M. Strother  
Holly E. Stroud  
Drew B. Stull  
John F. Stull  
Joe D. Stutts  
Mark J. Styslinger  
Holly R. Sudbury  
Emily R. Summers  
Stephen J. Summers  
George M. Sutton  
William A. Sutton  
Jan E. Swanson  
Roger D. Swanson  
Charles D. Sweeney  
Jack E. Swindle  
Libby R. Swindle  
John A. Swyers  
Sondra K. Swyers  
Barbara C. Sypult  
Kathryn C. Tanner  
Lawrence E. Tanner  
Barbara L. Tatum  
Edward L. Taylor  
Kari B. Taylor  
David C. Teague

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Page A. Thomas  
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Dorothy K. Thompson  
Marcus M. Thompson  
Rex W. Thompson  
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Julie H. Thurmond  
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John J. Tierney  
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Rebecca S. Todd  
Tony F. Todora  
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J. D. Tracy  
Ronald J. Trees  
William P. Treude  
Susan R. Treut  
David R. Triplehorn  
Victor A. Trubitt  
Mei-Na K. Tserng  
Trude A. Tsujimoto  
Thomas W. Tunks  
William T. Turnage  
David E. Turner  
David O. Turner†  
Roy G. Turner  
Tom E. Turner  
Kay A. Turney  
William H. Turney  
Corinne L. Tycher  
Tudor G. Uhlhorn  
David M. Underwood  
Betty E. Ungerman  
Steve A. Ungerman  
Steven R. Upham  
Melissa W. Utley  
Steven R. Utley  
Robert G. Van Horn  
Patsy T. Van Meter  
Jack C. Vaughn  
Benjamin D. Velvin  
Dee D. Velvin  
C. R. Venable  
George A. Venner  
Sharman B. Vesecky  
Mary Jo Vida-Fernandez  
Ima J. Vining  
Helen M. Vodicka  
Karen Von Der Bruegge  
Jane S. Wade  
Cynthia L. Walker  
John F. Walker  
James R. Wangerin  
Russell G. Warner  
George T. Warren

†Deceased



Robert E. Warren  
Ray W. Washburne  
Jenger H. Waters  
Bob F. Weathers  
James D. Webb  
Robert E. Webb  
Christina M. Weber  
Derek C. Weber  
John F. Webre  
Douglas L. Weedon  
John L. Weeks  
Laura A. Weems  
Gordon R. Welch  
Robert H. Wellborn†  
Janet Wells  
Kelly A. Welsh  
Gregory E. Werner  
Amy P. Wesner  
William B. West  
John M. Weston  
John R. Weyrich  
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Paula W. Whisenant  
Richard E. Whitaker  
Duncan M. White  
J. Richard White  
Kelley S. White  
Mary E. White  
Orlie H. White  
Susan White  
Terry A. White  
Winston W. White  
Gilsie G. Wiese  
Harvey W. Wiggins  
Mary Lou M. Wiggins†  
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Margaret D. Wildenthal  
Stephen J. Wilensky  
Kim A. Wilhjelm  
Leslie L. Wilke  
Scott D. Wilkinson  
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Elizabeth A. Williams  
J. Bowman Williams  
Joanne P. Williams  
Kelly D. Williams  
Richard K. Williams  
Sandra S. Williams  
Anne E. Willmann  
Newton W. Wilson  
Patsy D. Wilson  
Robert S. Wilson  
Sherry B. Wilson  
Thomas B. Wilson  
Harvey Wingo  
Charles G. Winston  
Ellen D. Winter  
John T. Winter  
Newman R. Wolfe  
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Rhea Wolfram  
Josephine N. Wong  
William M. Wood  
Mary M. Woodruff  
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Kenneth C. Wright  
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Lynn S. Young  
Mary Jane Young  
Michael C. Young  
Darrilyn D. Young-Harris  
Carol A. Zeiss  
Donna P. Zick  
Donald B. Zook  
Nancy Zvonkovic

## 20 – 24 years

Maxine Aaronson  
Olyve H. Abbott  
Anne J. Abney  
Bradley L. Adams  
Cheron A. Adams  
John L. Adams  
Roger E. Adams  
Suzanne L. Adams  
Marilyn S. Addison  
Gloria D. Akin  
Lester M. Alberthal  
Susan H. Albritton  
Diana V. Alexander  
Kevin M. Alexander  
Rosalie C. Alexander  
Steven M. Ali  
John F. Allen  
Robert C. Allen  
William G. Allen  
David W. Alley  
Frederick C. Allman  
Elizabeth H. Altman  
Lori D. Altschuler  
Dennis E. Alvoid  
Ben M. Alvord  
David J. Anderson  
Jeffry D. Anderson  
Theodore C. Anderson  
William G. Anderson  
Joan E. Anderton  
Carolyn B. Andrade  
Philip M. Apel  
Stephen L. Arata  
George E. Arledge  
Kevin J. Arnel  
Joyce Arnold  
Peter B. Arnold  
Robert F. Ashley  
Eileen B. Askew  
Glenn W. Askew  
Don R. Averitt  
Don V. Averitt  
Elma A. Axtell  
Robert N. Aycock  
Mary Ann Ayres-Scalise  
William S. Babcock  
Joan A. Bailey†

Boyd A. Bain  
Jo Nelle Bain  
Kathryn F. Baines  
Horace A. Baker†  
Margot S. Baker  
Pamela L. Baker  
Patsy G. Baker  
Richard N. Baker  
Robert W. Baker  
Tyler A. Baker  
Linda K. Baldrige  
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Richard C. Ball  
Stephen P. Ballantyne  
Janice M. Baptiste  
David A. Bard  
Whitney B. Bardwick  
Barry W. Barge  
James S. Barnett  
Susan B. Barnicoat  
Richard S. Barr  
Susan T. Barrett  
Kathleen E. Barry  
Mary M. Bartholow  
Roy H. Bartlett  
Susan M. Bartush  
Lawrence S. Barzune  
Christina S. Baskett  
Douglas H. Baskett  
Danny R. Basso  
Marc C. Bateman  
Michael T. Bawden  
Jennifer P. Baxter  
David A. Beach  
J. E. Beasley  
Jean C. Beasley  
Bill Beauchamp  
Steven C. Beckham  
Leslie D. Beckmann  
Robert T. Beedie  
Sara H. Beedie  
Linda A. Beheler  
Judith W. Belisomo  
Selwin Belofsky  
Jason O. Benfield  
Fred G. Benkley  
Beverly B. Bentley  
John T. Benton  
Mary T. Benton  
Terrell W. Benton  
William K. Berenson  
Paul R. Bergstresser  
Rebecca B. Bergstresser  
Barbara B. Berkeley  
Susie M. Bernard  
Elizabeth A. Berrien  
Phillip L. Berry  
Mark S. Bertrand  
Thomas N. Bettes  
Gina M. Betts  
Girija M. Bhat  
John S. Bickford  
Nicole K. Bidwill  
James A. Biggerstaff  
Josephine M. Biggerstaff  
Gayle P. Biggs

Richard J. Billik  
Kristine K. Birney  
J. B. Blake  
Jackie C. Blake  
Michael D. Blanchat  
Martha-Allison M. Blewer  
Floyd E. Bloom  
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Jane R. Bolin  
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Courtney W. Boschma  
Edward O. Boshell  
W. A. Bostdorff  
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Allison W. Bovard  
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Renee Bowen  
Taylor P. Bowen  
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Sandra A. Bozman  
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Pedie O. Bramblett  
Debbie Branscum  
Jane A. Brasch  
Louise H. Bray  
Elaine B. Brewster  
John E. Brewster  
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James A. Brockman  
Karen P. Bromley  
Kent D. Bromley  
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Edwina M. Brown  
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Herbert L. Brown  
Michael P. Bruce  
David E. Brusilow  
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John H. Buck  
Monty B. Buck  
Kenneth L. Buettner  
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James R. Bush  
Oscar M. Bushwar  
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Virginia M. Campbell

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Mitchell W. Carter  
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Sheryl J. Cassidy  
Yvette Castilla  
Jackie Caswell  
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William T. Cavanaugh  
Trevor W. Caviness  
Blake V. Cecil  
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Sam J. Chantilis  
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John B. Colquitt  
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Kristin B. Cousins  
Charles A. Cox  
Edwin L. Cox  
Evelyn Cox

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John Crawford	David W. Dixon	George L. Gedda	George L. Gedda	Brad H. Guske
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Mark T. Crawford	Jana B. Dodson	Jason W. Geer	Jason W. Geer	Ruben L. Habito
Lucien B. Crosland	Elizabeth G. Donosky	Rodney P. Geer	Rodney P. Geer	Randall P. Hageman
Constance K. Cross	Paul J. Doocy	Gregory W. Geerdes	Gregory W. Geerdes	Susan P. Hageman
Jane G. Cross	Daniel P. Dooley	Christina C. Gentilcore	Christina C. Gentilcore	Charles R. Haggard
Joe D. Cross	Jon L. Dooley	Eleanor W. Gentry	Eleanor W. Gentry	Jeremy L. Halbreich
Ralph E. Cross	Tracey M. Dosch	Robert E. Gentry	Robert E. Gentry	Nancy S. Halbreich
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Barbara H. Crow	Jil L. Doughtie	Dawson O. George	Dawson O. George	Charles E. Haley
Harlan R. Crow	Debi D. Douglas	Tracey E. George	Tracey E. George	David C. Haley
Katherine R. Crow	John S. Dowdall	James W. Getzen	James W. Getzen	Cheryl L. Hall
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Myra R. Crownover	Walter D. Downing	John G. Gibbs	John G. Gibbs	Margaret S. Hall
Sylvie P. Crum	Peter W. Doyle	Judith A. Gibbs	Judith A. Gibbs	Robert E. Hall
Carolyn B. Crutcher	Robert D. Dransfield	David H. Gibson	David H. Gibson	William A. Hall
Virginia A. Cuellar- McGuire	Terye E. Dubner	Kathryn T. Gibson	Kathryn T. Gibson	James C. Halliburton
Julie B. Cuenod	Sherri M. Duchin	John R. Gilchrist	John R. Gilchrist	Billy R. Hammett
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Philip H. Cullum	Debra Duffy	Phyllis Gilly	Phyllis Gilly	Paula L. Hammond
Kermit C. Cummings	Barbara C. Dumbaugh	Doyle D. Glass	Doyle D. Glass	Patrick F. Hamner
David L. Curtis	Tanya L. Dunbar	William J. Glasstetter	William J. Glasstetter	Steve A. Hancock
R. S. Curtis	William K. Dunk	Livonia Glaves	Livonia Glaves	Gary M. Hanks
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John R. Daniel	William C. Dunlap	Beverly L. Goldberg	Beverly L. Goldberg	Rebekah A. Hardie
Josiah M. Daniel	Lissa M. Dunlay	Lynn E. Goldstein	Lynn E. Goldstein	Katherine C. Hargrove
Evelyn Daniels	Heidi B. Durant	Margaret F. Goodnight	Margaret F. Goodnight	James M. Harker
Jane G. Darver	William C. Duvall	Donald L. Goodwin	Donald L. Goodwin	Laura B. Harker
Dawn Davenport	Joanne Early	Dixie C. Gordon	Dixie C. Gordon	Gordon B. Harnesberger
Thomas E. Davey	Edward Q. Eason	Katie H. Gordon	Katie H. Gordon	John F. Harper
Joan C. Davidow	Harold Eastham	Deborah F. Gorin	Deborah F. Gorin	Charles E. Harrell
Anne K. Davidson	Brian R. Eaton	Fred L. Gorman	Fred L. Gorman	Clinton R. Harris
Carlos W. Davis	Lisa F. Edmondson	W. M. Gosney	W. M. Gosney	Martha J. Harris
Harvey L. Davis	Phillip J. Eichhorn	Lorilann Gossett	Lorilann Gossett	Mary E. Harrison
Mary V. Davis	Barbara T. Einspruch	Ann L. Gottberg	Ann L. Gottberg	Jemas T. Hartman
Peter F. Davis	Jeffrey S. Ellerman	Jo A. Goyne	Jo A. Goyne	Zena C. Harvley-Felder
Ted E. Davis	Patricia P. Ellington	Joe R. Goyne	Joe R. Goyne	Irene H. Hashfield
Don F. Davison	Elizabeth A. Emerson	Clare G. Grable	Clare G. Grable	David K. Haspel
Betty Dawson	Gregory L. Engler	Pamela V. Graham	Pamela V. Graham	John W. Hatcher
Chandrima Deb	Sally A. Etcheto	Dina Graml	Dina Graml	Sandra K. Haustein
Rajat Deb	Gary A. Evans	Wayne W. Grandin	Wayne W. Grandin	Cathy B. Hawes
Janice B. DeBauge	Jacki L. Evans	Sheila P. Grant	Sheila P. Grant	John M. Hawes
Rachael R. Dedman	Eric H. Everett	Carroll R. Graves	Carroll R. Graves	Robert L. Hawkins
Mary E. Deisenroth	William E. Everheart†	Nina P. Graves	Nina P. Graves	Charles M. Hawn
Larry J. Del Papa	Thomas B. Ewbank	Daniel M. Gray	Daniel M. Gray	Joe V. Hawn
Grace W. Delatour	Fairfax F. Fair	Helen S. Gray	Helen S. Gray	Janis H. Haydel
Daniel A. Dell'Osa	Richard I. Fair	Georgie F. Green	Georgie F. Green	Paul J. Haydel
Daniel J. Delp	Joseph R. Fallon	Tommy L. Green	Tommy L. Green	James A. Hayden
Donald C. DeMoss	James R. Fambro	David H. Greenberg	David H. Greenberg	K. J. Hayes
Charles M. Denman	Margaret B. Sharpe	Jonathan S. Greene	Jonathan S. Greene	Paula W. Hayes
Robert H. Dennard	Fanning	Mark L. Greenho	Mark L. Greenho	Kimberly A. Head-Amos
Sherry E. Denton	Sheryl M. Farley	James R. Griffin	James R. Griffin	Jeanette S. Heart
Max A. Derden	Sidney A. Farrar	David M. Griffith	David M. Griffith	Joel M. Hedge
Marilyn M. Deupree	Holly B. Farrell	Jane B. Griggs	Jane B. Griggs	Howard P. Hedges
John P. Dewald	June Farrell	Gary N. Gross	Gary N. Gross	Betty J. Hein
James A. Dewberry	Donald R. Farris	Gary E. Grover	Gary E. Grover	Karen L. Heitzenrater
Dianne C. DeWitt	Laura S. Faulkner	Exa M. Grubb	Exa M. Grubb	Marcy C. Helfand
	Neal J. Faulkner	Richard L. Gruber	Richard L. Gruber	Allegra J. Helfenstein

†Deceased

Amy C. Helton  
 John M. Hemphill  
 Cheryl W. Henry  
 Jennifer Y. Henry  
 LaRue H. Henry  
 Randolph M. Henry  
 Terry M. Henry  
 Bradley K. Heppner  
 Albert W. Herman  
 Ed R. Hernandez  
 Irma E. Herrera  
 William L. Herrera  
 Patricia R. Herring  
 Monica C. Hertzman  
 David M. Hesser  
 Therese A. Hession  
 Phillip L. Hettich  
 Charles H. Hickman  
 Vicki M. Hickman  
 Lindsey P. Hicks  
 Michael R. Higgins  
 P. Brian Higgins  
 Donna W. Hill  
 Johnathan M. Hill  
 Lawrence W. Hill  
 Terry L. Hill  
 Emily W. Hillsman  
 Anne L. Hines  
 Hector Hinojosa  
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 Leah D. Hoffman  
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 Mary L. Holcomb  
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 Cheryl H. Holcombe  
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 Christine E. Holland  
 Lewis C. Holland  
 Samuel S. Holland  
 Virginia F. Holleman  
 William S. Hollett  
 Beverly J. Holmes  
 Judy R. Holmes  
 Charles W. Hooper  
 Charles C. Hooten  
 Hollace J. Hopkins  
 John K. Horany  
 Melvin E. Horton  
 Richard M. House  
 Barbara A. Housh  
 Gregory L. Housh  
 Mark S. Howard  
 Patricia T. Hubert  
 William M. Hudson  
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 Douglas E. Huey  
 Carrie L. Huff  
 Hertha H. Hughes  
 Kevin E. Huitt

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 Lori P. Hunter  
 David S. Huntley  
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 William L. Hutchison  
 Janet D. Hutson  
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 Lauren G. Hutt-Kirsch  
 Paige C. Hyatt  
 Mary Elizabeth Hyde  
 Margaret F. Ingram  
 Hollie F. Irvin  
 James G. Isleib  
 Jennifer J. Isleib  
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 Kirby H. Jackson  
 Bonnie F. Jacobs  
 Lynn R. Jacobs  
 George T. James  
 V. E. James  
 Cary L. Jennings  
 Bert G. Johnson  
 Cynthia B. Johnson  
 Deanna M. Johnson  
 Joseph W. Johnson  
 Kellie P. Johnson  
 Lucy Johnson  
 Marci B. Johnson  
 Mary Jane Johnson  
 Scott A. Johnson  
 Sylvia L. Johnson  
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 Wayne R. Johnston  
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 Dan C. Jones  
 David W. Jones†  
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 Gregory N. Jones  
 Jacquelyn K. Jones  
 Jerry W. Jones  
 Marilaine M. Jones  
 Peggy B. Jones  
 Ilene Jones-Goldman  
 Grady Jordan  
 Jane M. Jordan  
 Lisa Jordan  
 Stephen M. Jordan  
 Kathy B. Jourdan  
 Harry G. Kahl  
 Gary L. Kahn  
 Richrd A. Kahn  
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 Linda Kao  
 Albert G. Karam  
 David A. Karp  
 Renee L. Karp  
 Linda J. Kauffman  
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David B. Kay  
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 Samuel T. Kincaid  
 Edward P. King  
 Stephen G. King  
 John E. Kirby  
 Rina Kirchgessner  
 Kimberly A. Kittle  
 Richard S. Klein  
 Rita R. Klein  
 Ashlee H. Kleinert  
 Christopher W. Kleinert  
 Harold F. Kleinman  
 Ruth W. Kleinman  
 Gary J. Klembara  
 Vincent A. Kline  
 William A. Knapp  
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 Joseph F. Kobylka  
 John V. Koeijmans  
 Patricia J. Koepsel  
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 Charles L. Kriska  
 Kevin M. Krohn  
 Jason A. Kulas  
 Julie G. Kupp  
 Melvin E. Kurth  
 Janet K. Kutner  
 Joyce S. Lacerte  
 Lawrence G. Lacerte  
 J. F. Lacy  
 JoAnn S. Lafitte  
 Michael J. Lafitte  
 Joe C. LaFoy  
 Janis J. Lamoreaux  
 Charles E. Lancaster  
 Olin C. Lancaster  
 Kay C. Lane  
 Robert E. Langley  
 Kathryn R. Larson  
 Thomas T. Lasley  
 Stanley J. Laster  
 Margie A. Latham  
 Terry W. Latson  
 Robert M. Laura  
 Elizabeth S. Lavin  
 Duk-Kyun Lee

Cheri J. Leigh  
 Edward J. Leinfelder  
 John W. Lenhart  
 Diane K. Lequar  
 Ronald S. Lester  
 Martha T. LeVelle  
 Craig R. Levering  
 Sarah H. Lewand  
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 Margaret B. Lewis  
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 Cheryl A. Ligon  
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 MacNaughton  
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 Kendra L. Mahoney  
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 Patricia D. McCall  
 Raymond O. McCall  
 Donald M. McClure  
 William G. McColl  
 Andrunette J. McCollum  
 William E. McCollum  
 Steve H. McCombs  
 Dexter A. McCormick  
 Ann M. McCoy  
 George E. McCrea  
 Charleen B. McCulloch  
 William D. McDonald  
 Gary L. McElvany  
 John S. McFarland  
 Linda B. McFarland  
 Thomas W. McGarity  
 Cappy R. McGarr  
 Daniel E. McGregor  
 Margaret McGregor  
 Frank A. McGrew  
 Ernest J. McKeever  
 Janice K. McKemie  
 Karla K. McKinley  
 Anna A. McLean  
 Leigh S. McLean  
 Scott J. McLean  
 Douglas S. McLeroy  
 Carol N. McMahan  
 Dean A. McManus  
 E G. McMillan  
 Melissa C. McNeil  
 Carol C. McPike  
 William K. McQuay  
 Charles M. Meadows  
 James F. Meara  
 Suzanne B. Mellor  
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 James E. Melson  
 David J. Meltzer  
 Linda R. Mendenhall  
 Jane H. Menegay  
 Marybelle P. Menzel  
 Michael A. Merriman  
 William M. Methenitis  
 Angela S. Meyer  
 Baker W. Meyer

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Marsha S. Mifflin	Dennis A. Noebel	Elizabeth L. Peterson	Frances R. Ricker	Charles P. Sherman
Maryann B. Mihalopoulos	Edmund O. Noel	Judith F. Peterson	Diane T. Rimpela	Donald C. Shields
Elizabeth J. Milazzo	Patrice S. Noel	Mary K. Peterson	Curtis A. Ritchie	Gay N. Shiels*
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Bill J. Miller	Joseph J. Norton	Alex Petty	Ramona C. Roberts	James A. Shirk
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Emlyn M. Miller	Cynthia T. Norvell	Alita L. Phelps	James T. Robison	Linda C. Shirley
Gregory T. Miller	Lipscomb Norvell	Jeanne L. Phillips	Linda S. Roby	Gary L. Shoesmith
John A. Miller	Elizabeth A. Noseworthy	June J. Phillips	Michael R. Rochelle	Lara S. Siewert
Johnny F. Miller	Joan P. Nye	Marina K. Pita	Tricia W. Roe	Sandy T. Silvera
Kathryn S. Miller†	Mark O. O'Brien	Bette A. Pittman	Charles R. Roehrig	Michael R. Silverman
La Nelle T. Miller	Thomas P. O'Brien	David G. Pittman	Lysa J. Rohan	Annette C. Simmons
Morris A. Miller	Brian E. O'Connor	Michelle B. Plaveczyk	Herbert R. Rohloff†	Anne M. Simpson
Margaret R. Miller-Butler	Mary Ann M. Oden	J. Blake Pogue	Ruth Marie Rohloff	Charles H. Simpson
Ruth S. Millis	Maryanne F. Odom	Ira G. Pool	Jill Mackie Rommel	Lolita C. Sims
Cynthia T. Mills	Grace M. O'Grady	Gena E. Poovey	Alexandria L. Rose	Rita L. Sims
Patricia M. Mills	Richard E. Olson	Robert E. Popelka	Rachel B. Rose	James C. Sindt
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Theresa D. Minshew	Victoria K. Olvera	Charles R. Posey	Jimmy Ross	Deborah H. Sirchio
Joe D. Mitchell	Barry W. O'Neal	Ross Poteet	Jaquie N. Rothermel	Richard J. Sirchio
Josephine Jenkins Mitchell	Carol K. O'Neill	Margaret J. Ponders	John F. Rothermel	Fred A. Skaggs
Juanita G. Mitchell	Douglas F. Orr	T. J. Powers	Michele Rowe-Shields	John W. Skinner
Penni P. Mitchell	Mark W. Osterberg	Timothy E. Powers	Irby M. Rozelle	Thomas B. Slater
Roger W. Mitchell	Daniel A. Ostos	Marcel R. Poyant	Suzann H. Ruff	Anne T. Slaughter
Wayne L. Mitchell	Karin L. Ott	Kathryn F. Prappas	Marc B. Ruffini	Joyce E. Slaughter
Christopher D. Mize	Mark W. Owen	Karen C. Prater	Sally W. Ruggia-Haden	Randolph Slaughter
Kelli G. Mize	Linda M. Ozanne	George W. Preckwinkle	Jeffrey C. Russell	Steven P. Sliman
Ashley G. Mock	H. Winfield Padgett	Deborah L. Prickette	Barbara J. Ruth	William J. Sloan
Jacquelyn S. Moffitt	Leonard J. Padilla	Leonard Y. Priddy	Mark A. Rydel	Alison W. Small
Ruth Ann R. Montgomery	Charles Y. Pak	Jack H. Pridgen	William M. Sale	Michael M. Smit
R. T. Moock	Jane E. Pak	James J. Pullen	Richard A. Salinas	Ann H. Smith
Edward W. Moore	Kyle W. Pankonien	Joel J. Pustmueller	Harriet B. Sallaberry	Carol C. Smith
James D. Moore	Priscilla K. Park	William A. Pyke	Barbara F. Salvaggio	Carter Smith
Jamie M. Moore	B. S. Parker	Elizabeth H. Quigley	Bruce H. Salvaggio	Harrison P. Smith
Samuel M. Moore	B. Kelley Parker	Howard E. Rachofsky	Ruth S. Samaha	James W. Smith
Terry W. Moore	Jonathan E. Parker	Jerry W. Ragsdale	Subarna K. Samanta	Jay S. Smith
Vicki J. Moores	Megan H. Parker	Arthur G. Randol	Phyllis H. Sams†	Jean K. Smith†
Randolph C. Moravec	Larry L. Parks	Frederick D. Rasmussen	Benjamin F. Sanders	Lester S. Smith
Joseph E. Moreland	Kathleen Parsons	H. G. Raymer	James W. Sargent	Lillian B. Smith
E. P. Morenon	Alton L. Paschall	Betty R. Raymond	Sara M. Satornino	Mary C. Smith
Martha H. Morguloff	Linda L. Pasley	Patricia A. Rea	Jennifer R. Sawyer	Mary H. Smith
Allison M. Morris	Michelle P. Patison	Mary Lou Reece	Richard E. Schaefer	Milton B. Smith
James W. Morris	Jerry M. Patrick	Robert A. Reed	Barton W. Schaller	Milton L. Smith
Kenneth R. Morris	Jay M. Patterson	Toni S. Reed	Ronald Schenk	Nikki D. Smith
Ellie B. Morrison	M. B. Patterson	Jimmie A. Reese	Becky L. Schergens	Paul J. Smith
Christi S. Morrow	Patricia M. Patterson	David M. Reichert	Kara Lee M. Schillaci	Robert R. Smith
Deborah B. Morton	Darrell P. Patton	Marshall L. Reid	Jeanne C. Schlumberger- Henry	Stanley T. Smith
Robin J. Moss	MaryAlice B. Paul	Robert T. Reid	Henry	Susan M. Smith
Gary E. Mueller	Christina K. Payne	William M. Reid	Jane W. Schrum	William S. Snedeker
Mona C. Munson	Maryanne Peabody	Sydney Reid-Hedge	Mark A. Scovill	Rosemary T. Snider
Duane K. Murphy	Carl W. Pearce	John E. Reifsteck	James A. Scrimshire†	Jean S. Snodgrass
Harold L. Musgrove	Guy E. Pearce	Janice J. Reily	Thomas A. Scripps	Nancy K. Snodgrass
Thomas H. Nankervis†	William E. Pearce†	Jane H. Rejebian	Judith M. Segura	Colin M. Snyder
Jasper Neel	Dan C. Peavy	Scott D. Remphrey	Kelly P. Seibel	Jon S. Snyder
George A. Nelle	Cynthia M. Peay	Bruce E. Renfro	Matthew W. Seinsheimer	Mark G. Snyder
George H. Nelson	Johanna L. Peck	Patrick J. Respeliers	Dawn M. Selbo	Timothy P. Snyder
Phyllis A. Nelson	William H. Peel	John H. Rexford	Stacia S. Selbo	Gordon Sohl
Mark A. Nerio	Roland B. Pelt	Kimberly A. Rexford	Steven P. Selbo	Thomas W. Spann
Beth S. Newnman	Sara N. Pennington	Richard C. Reynolds	Margaret B. Shannon	Marilyn S. Spencer
R. L. Newport	Paul E. Percifield	Roger Rhodes	Wanda S. Shannon	Donna L. Spitzer
Dan L. Nicewander	Donna B. Perkins	George T. Rhodus	Joan L. Sharp	Larry W. Spitzer
Gary A. Nicholson	Janet H. Perkins	Joyce P. Rice	Robert H. Sharp	Mark C. Stafford
Margaret E. Nicholson	H. R. Perot	DeAnne A. Richards	Thomas E. Sheahan	Owen Stamey
Albert W. Niemi	James E. Perry	Fred F. Richards	Sam J. Shelton	Elizabeth J. Staniforth

\*Deceased



Robert J. Staniforth  
Christina M. Stansbury  
Marcella L. Stark  
Marie K. Starling  
Dale D. Stasney  
Culver G. Stedman  
Joan H. Stedman  
Rebecca B. Stedman  
Violet A. Steed  
William G. Stell  
Christopher C. Stephens  
Cynthia A. Stephens  
Helen B. Stephens  
Karen M. Stephenson  
Eric W. Stetenfeld  
Sylvia A. Stevens  
John E. Stevenson  
John W. Stevenson  
Marlee M. Stewart  
Connie M. Stine  
Todd A. Stine  
Dianne W. Stokes  
Natalie G. Stollenwerck  
Norma K. Stone  
Susan K. Stone-Poteet  
Don A. Storey  
Robert Gerald Storey  
David L. Stovall  
Charlie M. Stroud  
Holly K. Stroud  
Jennifer O. Styslinger  
Beverly C. Sullenger  
Dorian K. Sullivan  
Kenneth P. Summers  
Alice R. Swank  
Michael Talley  
Lucy H. Tankersley  
Perry J. Tarnofsky  
Ann N. Taylor  
Pamela A. Taylor  
Steven H. Taylor  
Louise E. Teitz  
Ellen C. Terry  
Rayford H. Thigpen  
Ava D. Thomas  
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Jeffrey P. Thomas  
Jerel K. Thomas  
Stephen H. Thomas  
Edward H. Thompson  
John P. Thompson  
Roslyn D. Thompson  
Susan H. Thompson  
Sandra L. Thornton  
Susan R. Thrall  
Phillip G. Tidmore  
Leonard J. Tieman  
Courtney S. Tierney  
Laura A. Till  
Douglas F. Tinker  
Evelyn D. Tolbert  
Debra J. Tolleson  
Barbara L. Tonti  
Michael T. Tonti  
Sara R. Torrence  
Clifford C. Towns

Laurie C. Towns  
Bruce D. Trego  
Bruce M. Treut  
Allen R. Tubb  
J. T. Tucker  
Rayburn Tucker  
Thomas J. Tucker  
M. Kevin Tully  
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Gail O. Turner  
Laura H. Turner  
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Raymond P. Turner  
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Donald W. Underwood  
Claire H. Upham  
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Rosemary H. Vaughan  
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Stephen F. Vesecky  
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Julie M. Vick  
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Laurence B. Vineyard  
Kevin Vogel  
Gabrielle S. Vorst  
Rodney M. Waco  
Benjamin T. Wages  
A. B. Waggoner  
John W. Wagoner  
Jan E. Walker  
Patricia E. Walker  
Theodore J. Walker  
Wayne T. Walker  
Joan G. Walne  
Lane S. Walsh  
Scott R. Wansbrough  
Minor E. Ward  
Ruth R. Wardlaw  
Thomas T. Wardlaw  
Amy A. Ware  
Richard D. Warfield  
Gay S. Warren  
Joseph W. Warren  
Susan W. Warren  
Heather H. Washburne  
David L. Waters  
L. L. Waters  
David A. Watson  
Janet K. Wear  
Charles E. Weaver  
Cynthia B. Weaver  
James R. Weaver  
Carol B. Weber  
John R. Weber  
Wanda B. Wedgeworth  
Carl Wegerer  
Jon B. Weinberg  
Laurie Jo P. Weiner  
Beatrice Weisbrod  
Herbert D. Weitzman

Betty Sue Welch  
Suzy S. Welfelt  
Martha M. Wells  
Don E. Welsh  
Barbara C. Wendland  
Erroll Wendland  
Dianne S. West  
James D. West  
Marcus F. West  
Robert H. West  
Terry D. Westbrook  
Vernetta A. Westbrook  
Amy H. Weyhrauch  
James W. Weyhrauch  
Donald J. Wheeler  
Tracy B. Wheeler  
Ann G. White  
Brenda B. White  
Brian J. White  
J. K. White  
Robert G. White  
Jerry W. Whitman  
Kathleen A. Widuch  
Allen Wiese  
Bettye N. Wiggins  
Diane P. Wilcox  
Donald E. Wilcox  
Paul N. Wilcox  
Claud Kern Wildenthal  
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Gordon M. Wilkerson  
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Elizabeth Williams  
Kathryn W. Williams  
Loy A. Williams  
Mary Alan R. Williams  
Temple W. Williams  
Buist B. Wilson  
Claude R. Wilson  
Emilynn Wilson  
Jennifer T. Wilson  
Leslie Z. Wilson  
Martha M. Wilson  
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Susan C. Wilson  
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Peter Winship  
Stephen Winslow  
Christopher D. Winters  
Philip J. Wise  
John R. Witcher  
Bruce L. Wood  
Janel B. Wood  
Margaret V. Wood  
Patricia F. Woods  
David R. Woodward  
Nancy J. Worden  
Janet G. Wrather  
John D. Wrather  
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James M. Wright  
John A. Wright

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Stephen T. Yeargan  
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James F. Young  
Suzanne S. Youngkin  
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Elaine F. Zaleski  
Kurt-Alexander Zeller  
Patsy C. Zimmerman  
M. Catherine (Cathy)  
Zollars  
Robert (Bob) L. Zollars  
Natalie Z. Zook  
Gilbert R. Zyzniewski  
Jeane C. Zyzniewski

## 10 – 19 years

Hubert G. Aaron  
Alireza Abaye  
Becky P. Abbott  
Robert E. Abbott  
Tricia Abbott  
Khaled F. Abdelghany  
Marc A. Abelanet  
Nancy L. Abelanet  
Tammi D. Abney  
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Muriel E. Abraham  
William J. Abraham  
Alana L. Ackels  
George D. Acuff  
Karla K. Acuff  
Wayne M. Adam  
Allan E. Adami  
Melissa F. Adami  
Azariah T. Adams  
Craig N. Adams  
DeeAnn Adams  
Douglas W. Adams  
George A. Adams  
Hillary G. Adams  
James B. Adams  
Joe D. Adams  
Lindalyn B. Adams  
Marjorie A. Adams  
Robert S. Adams  
Ruth E. Adams  
Alice Adams-McKeever  
Calvin Adkins  
Michael A. Adler  
Robert S. Agatston  
Daniel Aguirre  
Diana F. Aguirre  
Elizabeth Aguirre  
Julia V. Ahlfinger  
Amy H. Ainsworth  
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Robert D. Akers  
Jackie P. Akin  
John R. Akins  
Heather P. Akred  
Robert W. Akred  
Christine G. Albano  
Karen B. Alberthal  
Hanna J. Albertson  
Dana G. Albright  
John P. Albright  
Betty Alderete  
Elizabeth L. Aldrich  
Susan M. Aldridge  
Ralph W. Alewine  
A. N. Alexander  
David E. Alexander  
James A. Alexander  
Nan Alexander  
Peggy J. Alexander  
Sandy W. Alexander  
Mary A. Alfred  
Linda D. Ali  
Martha H. Allan  
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Jeff Young  
John M. Young  
Leigh A. Young  
Lindsay C. Young  
John W. Youngblood  
Johnny Youngblood  
Phillip T. Youngblood  
Carolyn P. Younts  
Margaret M. Yoxall  
Peggy J. Zadina  
Sophia M. Zafirides  
Anthony J. Zampella  
Adam J. Zaner  
Karim M. Zaner  
Angela Zashin  
Scott J. Zashin  
Brian M. Zerangue  
Kathryn M. Zetzmann  
Robert E. Zetzmann  
Gisela H. Ziebarth  
Karl R. Ziebarth  
Craig E. Zieminski  
Kasi R. Zieminski  
Margaret C. Zingaro  
Nancy N. Zinsmeister  
Robyn B. Ziperski  
Adine B. Zornow  
Joseph W. Zornow  
John N. Zotos  
Mary C. Zotos  
Nick J. Zotos  
Christian A. Zrull  
Laurie G. Zrull  
Julius Zsohar

## 5 – 9 years

Sandra M. Aaron  
Arezoo Abaye  
Virginia M. Abblitt  
Margaret A. Abbott  
Richard S. Abbott  
Ian K. Aberle  
Ansel Aberly  
Suzanne Aberly  
James E. Abernathy  
Mark J. Ables  
Sandra B. Ables  
Mikell M. Abney  
William K. Abney  
Christa A. Abraham  
Teresa L. Abramson  
Harry J. Aburrow  
Kathleen E. Aburrow  
Adriana H. Aceves  
Alejandro B. Aceves  
Lawrence E. Ackels  
Mary Ackels  
Benjamin L. Ackerley  
Charli J. Acklam  
Ann-Marie Acosta

Carlos F. Acosta  
 Rafael M. Acosta  
 Matthew J. Adamic  
 Amber G. Adams  
 Asha S. Adams  
 Brian M. Adams  
 Gilbert L. Adams  
 Jennifer C. Adams  
 John M. Adams  
 Kelly W. Adams  
 Pamela R. Adams  
 Phil L. Adams  
 Roger L. Adams  
 Ruth S. Adams  
 William P. Adams  
 Brooke S. Adamson  
 Peter J. Adamson  
 Charles E. Addington  
 Patricia J. Addington  
 Lydia B. Addy  
 William M. Addy  
 John D. Adkins  
 Julie Adkins  
 Mark A. Agnew  
 Richard J. Agnich  
 Anna B. Aguilar  
 Asif B. Ahmed  
 Edward F. Ahnert  
 Lisa C. Ahnert  
 Sherry A. Aikman  
 John F. Akers  
 Hugh C. Akin  
 Norma Fay Akins  
 Stephanie Al Otaiba  
 John H. Alban  
 Carolyn Albert  
 Sara M. Albert  
 Matthew M. Alberts  
 Frances Ann A. Albright  
 Shana Albright  
 Diane L. Alder  
 Patricia P. Alewyne  
 Betty A. Alexander  
 David R. Alexander  
 Jerry D. Alexander  
 Michael S. Alexander  
 Troy M. Alexander  
 Dolores M. Alford  
 Howard B. Alfred  
 David S. Alhadeff  
 Mary Anne Alhadeff  
 Arman T. Ali  
 Allison L. Allen  
 Brenda E. Allen  
 Clarence R. Allen  
 Clayton Allen  
 Glenda R. Allen  
 Jennifer J. Allen  
 Judith A. Allen  
 Lauren P. Allen  
 Leeland A. Allen  
 Lemuel B. Allen  
 Lisa A. Allen  
 Margaret A. Allen  
 Mark R. Allen  
 Mark S. Allen

Roy Allen  
 Sarah E. Allen  
 Stanley S. Allen  
 Tanya F. Allen  
 Michael P. Alley  
 Daniel C. Allison  
 Ryan N. Allison  
 Katharine M. Allman  
 Jonathan S. Allmon  
 Jill H. Allor  
 Brittany G. Allred  
 Debra Allspaugh  
 Roger J. Allspaugh  
 John R. Allums  
 Richard G. Alm  
 Kristoffer E. Alstatt  
 Florencia B. Alston  
 William W. Alston  
 Louis Altman  
 Patricia Altschuler  
 Stan Altschuler  
 Andrew J. Amaro  
 Amdetsion Amehayes  
 Sergio M. Amelio  
 A. L. Amos  
 Arthur A. Amoyo  
 Mary Lynn Amoyo  
 James R. Ampil  
 Stephanie A. Amsel  
 Alexandra P. Andersen  
 Coquoz  
 Alex G. Anderson  
 Andy D. Anderson  
 Danielle M. Anderson  
 Elizabeth C. Anderson  
 Kelli E. Anderson  
 Lori M. Anderson  
 Margarita Anderson  
 Matthew T. Anderson  
 Michael S. Anderson  
 Sean J. Anderson  
 Stephen J. Anderson  
 Steven M. Anderson  
 William B. Anderton  
 Paul L. Andres  
 Holly J. Andrews  
 James A. Andrews  
 Mary Andrews  
 Robert G. Andrews  
 Ronald Andrews  
 Sarah M. Andrews  
 Shayna G. Andrews  
 Thomas S. Andrews  
 John D. Angle  
 Anonymous Donors  
 Sidney M. Anthony  
 Erin Apel  
 Carole C. Aponte  
 Jennifer M. Appell  
 Sharion L. Appiah-Fisher  
 Andrew J. Applewhite  
 Blanca S. Applewhite  
 Thomas W. Arata  
 Geailya W. Armour  
 Floyd D. Armstrong  
 Greg L. Armstrong

Melinda L. Armstrong  
 Norma Armstrong  
 Pamela Armstrong-  
 Manchester  
 George W. Arnau  
 Jane B. Arnau  
 Andrew R. Arndt  
 Jack E. Arnold  
 Michael Arnold  
 Terry M. Arnold  
 Emily M. Arnot  
 William G. Arnot  
 Hugh J. Arnsperger  
 Frank Arras  
 Kobena K. Arthur  
 Masa Asahara  
 Karen Ashby  
 Robert S. Ashby  
 Sharon S. Ashby  
 Edna Ashmore  
 Elaine P. Atalists  
 Jeanne Athos-Adler  
 Kathryn L. Atkins  
 Mary C. Atkins  
 Susan Au  
 Edward H. Austin  
 Richard B. Austin  
 Ruth C. Austin  
 Martha Avery  
 Daniel A. Ayala  
 Candace L. Ayars  
 Mohammed Azam Khan  
 Jane H. Babcock  
 Matthew M. Babcock  
 Lauren M. Babis  
 Girish Bachani  
 Sangeeta Bachani  
 Louise P. Backa  
 Perry H. Bacon  
 Jinyoung Bae  
 Stephanie H. Baer  
 Anne N. Bailey  
 Bob G. Bailey  
 Jennifer J. Bailey  
 Kyle B. Bailey  
 Melanie Bailey  
 Nancy A. Bailey  
 Candace A. Baker  
 Charles R. Baker  
 Christie R. Baker  
 David F. Baker  
 Kristine L. Baker  
 Linda Baker  
 Stephen P. Baker  
 Tagg L. Baker  
 Teri M. Baker  
 Jane Baker-Minkley  
 Jorge L. Baldor  
 Amy E. Baldwin  
 James L. Baldwin  
 Peter R. Baldwin  
 Susan C. Baldwin  
 Lynn L. Bales  
 Charlotte L. Balke  
 Nathan S. Balke  
 Jessica P. Ball

Kaitlyn A. Ball  
 Myron Z. Ball  
 Marsha T. Ballard  
 Michael Ballard  
 Elizabeth A. Ball-Horton  
 Melissa C. Balthrope  
 Megan R. Banas  
 Stephen D. Bancroft  
 Brittany L. Bandy  
 Don E. Banks  
 Kathleen S. Banks  
 Sandy L. Bankston  
 Gay C. Banowsky  
 William S. Banowsky  
 Perry J. Baptiste  
 Leslie J. Barbour  
 Julie B. Bard  
 J. P. Bardwick  
 Laurie D. Barger  
 Charles O. Barker  
 Kelly Barker  
 Carol A. Barlow  
 Harry R. Barnard  
 Laura Barned  
 Lisa M. Barnes  
 Laurie R. Barnett  
 W. Andrew Barnett  
 John W. Barns  
 Molly M. Barns  
 William B. Baronet  
 Annabess R. Barr  
 Martha F. Barr  
 Carol L. Barraza  
 Fay N. Barrett  
 Heather D. Barrett  
 Leslie A. Barrett  
 Steven P. Barrett  
 Gregory J. Barro  
 Joel Barron  
 Christopher D. Barry  
 Elizabeth A. Barry  
 Holly S. Barry  
 Scottie P. Bartel  
 Damian S. Bartholomew  
 Carrie M. Barton  
 Jeri D. Barton†  
 Patricia L. Barton  
 Russell Barton  
 Susan Barton  
 Thomas P. Barton  
 Brian E. Bascom  
 Lisa F. Bascom  
 Hong Z. Bass  
 James E. Bass  
 Jared C. Bass  
 Kenneth A. Bass  
 Morgan B. Bass  
 Gary Bassett  
 Kathy Basso  
 Lawrence J. Bassuk  
 Nick J. Bastoni  
 Bonnie W. Bates  
 David R. Batman  
 Elsa R. Batman  
 Jacob P. Batsell  
 Pam Batson

Brent J. Bauer  
 Catherine H. Bauer  
 Barbara Bauernfeind  
 Barry W. Bauerschlag  
 Donna Bauerschlag  
 Nora E. Bauland  
 William M. Bauman  
 Benjamin H. Baume  
 Gurshaman S. Baweja  
 Kelly L. Baxter  
 Paul C. Baynard  
 Bonnie G. Bazley  
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 Edith E. Beach  
 Stacey A. Beach  
 Kelvin L. Beachum  
 Mark E. Beall  
 Sylvia A. Bearden  
 Christopher L. Becherer  
 Chase D. Bechtol  
 Mary E. Beck  
 Marcia Becker  
 Lorraine K. Beckham  
 Mica R. Beckmann  
 Carolyn T. Beckner  
 James L. Beckner  
 D. S. Bedford  
 R. N. Beeks  
 Edmond J. Been  
 Walter G. Beesley  
 Ashley K. Begert  
 Jeffrey P. Begert  
 David G. Beisner  
 Carol E. Beitler  
 Steve A. Beitler  
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 Teresa K. Bell  
 Guy J. Bellaver  
 Patrick Bellinger  
 Rhonda L. Belt Rhea  
 John D. Benage  
 Meredith L. Benage  
 Laura M. Benavides  
 Denise Bender  
 Mark S. Bender  
 Carolyn Bender DeTrempe  
 Lori E. Bendetti  
 John W. Bennett  
 Julie Bennett  
 Robert S. Bennett  
 Sarah E. Bennett  
 Lyle C. Benson  
 Mildred I. Benson  
 Marilyn Bentz  
 David Berberian  
 Daniel P. Berebitsky  
 Mara R. Berenson  
 Allison P. Bereswill  
 Charlotte A. Berkowitz  
 Daniel W. Berman  
 Louisa C. Bermudez  
 Casey P. Bernard  
 John E. Bernard  
 Agustin Bernardino  
 Andrew G. Bernhardt  
 Sara S. Bernhardt

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Alex M. Bernick  
James J. Bernick  
Pamela M. Bernick  
Kay L. Bernzweig  
Kenneth Bernzweig  
Christine E. Berry  
David W. Bertrand  
Gina P. Bertrand  
Gilbert J. Besing  
Patricia R. Besing  
Charles A. Besio  
Sharon J. Besio  
Kent B. Best  
Robert E. Best  
Sue F. Best  
George C. Betz  
Rene D. Beunier  
Amy L. Bezezny  
Claudine Bhandari  
Sreekumar R. Bhaskaran  
Christopher J. Bhatti  
Laura Bickel  
Janet L. Bickel-Burton  
D'Ann Bickford  
John D. Biedenbarn  
Susan E. Bierman  
Diane M. Bigelow  
Melanie R. Biggers  
Rebecca L. Biggers  
Allison B. Biggs  
Kenneth M. Biggs  
James E. Bikoff  
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Lindsay A. Billingsley  
Eleanor B. Billington  
James S. Billups  
William D. Bilyeu  
Evans Biney  
Timothy S. Binkley  
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Faye E. Birch  
Elizabeth Birdwell  
Kasey E. Bischoff  
Michael L. Bishop  
Laura S. Bivins  
Amanda E. Black  
Ben A. Black  
Carolyn S. Black  
Cathleen P. Black  
Charles S. Black  
Charlotte S. Black  
Christopher R. Black  
Evan R. Black  
Julia H. Black  
Lori A. Black  
Stuart B. Black  
William S. Blackwell  
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Kenneth C. Blake  
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Harry J. Blanek  
Julie C. Blanek  
John A. Blank  
Eddy S. Blanton  
Ginger R. Blanton

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Kalita H. Blessing  
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Sharon L. Bliss  
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Jody C. Bloom  
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Elizabeth C. Blumberg  
Kim C. Blumberg  
Lucy K. Blundon  
John S. Blystone  
Joanne Bober  
Ann M. Boddie  
Helen E. Bodron  
Laura B. Boeckman  
Debra W. Boerder  
Larry E. Boerder  
Andrew R. Bogage  
Cody K. Boghetich  
Jessica L. Boghetich  
John P. Bolduc  
Rachel S. Bolen  
Carol A. Boles  
Anne C. Bolger  
Erika J. Boll  
Elizabeth B. Bolton  
David D. Boltz  
John A. Bonadelle  
Lisa E. Bonadelle  
Elizabeth A. Bondurant  
Nicole Bonilla  
Elia M. Bonilla-Mathe  
Salvador Bonilla-Mathe  
Andrea Bonney  
Barton M. Bonney  
Yaw O. Bonsu  
Barnett N. Bookatz  
Alicia J. Booker  
Garry L. Booker  
Lisa K. Booker  
Cecilia G. Boone  
Garrett Boone  
Taylor S. Boone  
Mary M. Booth  
Christopher Bordano  
Alida L. Borg  
Ashley S. Borges  
Mack Borges  
Natalie L. Bornowski  
Proctor  
Bernard Bortnick  
Claire L. Boston  
Jana Boswell  
Veta Boswell  
Brian G. Bosworth  
Melissa Bosworth  
Steven J. Bottum  
Brittani J. Boukather  
Hiromi Bounds  
Billie M. Bournias

Laura K. Bowden  
Adre M. Bower  
Kim L. Bowker  
Leroy C. Bowker  
Deborah Bowles  
Patricia C. Bowles  
Patricia K. Bowles  
Alfred W. Bowman  
Alton J. Bowman  
Karmien C. Bowman  
Mary A. Bowman  
Patricia R. Bowman  
Christine A. Bowrey  
William G. Box  
Kathryn M. Boyd  
Wm. S. Boyd  
Lisa Boyer  
John R. Bozalis  
Eszter E. Bozman  
Thomas A. Brabec  
Pat Brabham  
Tom G. Brackett  
Beverly Bradley  
Brian S. Bradley  
Dianne D. Bradley  
Laura M. Bradley  
Adriane M. Bradway  
John K. Bradway  
Lynn R. Bradway  
Ronald S. Brakke  
Gant D. Braley  
Jeff Brand  
Jeremy J. Brandenburg  
Elton W. Brandt  
Christina R. Brannan  
Jacalyn J. Branson  
Jennifer L. Branson  
Philip D. Branson  
Gloria M. Braskamp  
John B. Braskamp  
Gina F. Bratcher  
Teresa B. Braun  
Kristen E. Bray  
Kurt C. Brechnitz  
Susan Brechnitz  
Kristi W. Breed  
Michael R. Breed  
Lee D. Breeden  
Sean E. Breen  
Gillian M. Breidenbach  
Ellene F. Breinin  
Carol Breitbarth  
Andreas K. Bremer  
Nicola A. Bremer  
Michael J. Breslauer  
Alexandra C. Bret  
Carol Brian  
Rosemary S. Briant  
Thomas G. Bricker  
Cathy Bridge  
Jane Bridges  
Kandice K. Bridges  
Misti M. Bridges  
Rebecca R. Bridges  
Stephen B. Bridges  
Becky Brierly

Richard A. Briesch  
Samia Briesch  
Laura C. Briggs  
Richard P. Briggs  
April A. Bright  
Gilbert T. Bright  
John C. Brindle  
Bernard S. Brinkmann  
Colleen T. Brinkmann  
Carolyn Brister  
James Brizzolara  
Brian Brocklesby  
Michelle A. Brocklesby  
Suzanne Broer  
Adam A. Bronson  
Cathleen E. Brooks  
Craig Brooks  
Micah C. Brooks  
Patricia C. Brooks  
Paul N. Brooks  
Treyson J. Brooks  
Anderson W. Brookshire  
Clifford B. Brookshire  
Trenton D. Brookshire  
Dee Broome  
Paul J. Broome  
Stephen M. Brosseau  
Tina M. Brosseau  
Kenneth E. Broughton  
Barbara G. Kunzinger  
Broussard  
Charles D. Brower  
Andrea MeShonn (Shonn)  
E. Brown  
Benjamin A. Brown  
Bert Brown  
Brandi T. Brown  
Brandon B. Brown  
Brant M. Brown  
Charles C. Brown  
Clarence B. Brown  
Clint E. Brown  
David C. Brown  
Debbie Brown  
Desiree D. Brown  
Eric R. Brown  
James R. Brown  
John C. Brown  
Katherine G. Brown  
Matthew J. Brown  
Michelle W. Brown  
Rachel M. Brown  
Sara K. Brown  
Scott D. Brown  
Sherman T. Brown  
Sonia A. Brown  
Susan R. Brown  
Suzie Brown  
Veree H. Brown  
William B. Brown  
Harvey G. Browning  
Heather Brownlee  
Jennifer A. Broyles  
Allison A. Brubaker  
Karon S. Brubaker  
Anthony D. Bruce

Ayo M. Bruce  
Darwin J. Bruce  
Juliana Bruce  
Jacquelin L. Brummel  
Jenny Brundage  
David Bruner  
Kimberly M. Brungardt  
Ronal K. Brunson  
Susan L. Bruster  
James N. Bryan  
John A. Bryan  
Ann L. Bryant  
Margo A. Bryant  
Pamela S. Bryce  
Elizabeth L. Buchanan  
John H. Buchanan  
Robert G. Buchanan  
Sandra Buchholz  
Jonathan S. Buck  
Laura C. Buck  
Rebecca L. Buck  
Cynthia M. Buckley  
M. D. Buckley  
Shruti Buckley  
Carly C. Bucklin  
Madeline D. Buckthal  
John H. Budd  
Susan S. Buddendorf  
Gala Buell  
Jennifer M. Buenrostro  
Barbara A. Buettner  
Charles E. Bufkin  
Michelle S. Bufkin  
Diane H. Buford  
Kim L. Buford  
Patsy L. Buida  
Andres Buitron  
Petrina M. Bullard  
Elaine E. Bullock  
Marc S. Bullock  
Michael D. Bullock  
Vickie D. Bumgardner  
Deborah A. Buning  
Thomas W. Buning  
Emily W. Bunting  
John Bunting  
Terryl Buntrock  
Daniel J. Buraczeski  
W. K. Burbage  
Jeremiah A. Burbee  
Helen P. Burbridge  
Carolyn Burch  
Paul Burch  
Anne H. Bures  
Elizabeth B. Burger  
Neil R. Burger  
Russell C. Burgess  
Jeannine M. Burgett  
Marcia M. Burkart  
Patricia Burkhardt  
Claudette B. Burlison  
Christine S. Burnett  
Marty W. Burnett  
Melissa Burnett  
William Burnett  
Carl Burnham

Lisa W. Burnham	Stuart B. Campbell	Michele M. Cassidy	Susannah B. Chester	Barbara H. Clifton
Ann E. Burns	Suzanne J. Campbell	Connie Casson	Bob Chiang	James R. Clifton
Claire M. Burns	Trinace Campbell	Jose R. Castaneda	James Chier	John H. Clough
Mary R. Burns	Vicki L. Campbell	Esther A. Castaner	Samuel H. Childers	Marion E. Clough
Michael A. Burns	Victoria E. Campos	Sharon C. Castro	Emily R. Chiste	Carlton T. Clowe
Rusty J. Burns	Cynthia H. Camuel	Ximena Castro	Michael L. Chiste	Del Cluck
Kara Burnstine	Gordon J. Camuel	Elizabeth A. Catalani	Charles A. Chitwood	Janet J. Cobb
Jenny Burr	Nicole M. Cangelosi	Erin E. Catalani	Steven K. Chlapecka	Kimberly D. Cobb
Christopher B. Burrow	Bryan C. Cannon	Carolyn D. Cate	Josephine D. Choate	Louisa Cobb
Harriet S. Burrow	Charles Cannon	Nancy C. Cates	Kyoung-Mi Choi	Maylene S. Cobb
Jeffrey W. Burrow	Leanne M. Cannon	Julie Anne H. Cavalli	Natasha L. Chong Cole	Phil E. Cobb
Deborah L. Burrows	Mary Cantrell	Molly Cavanaugh	Ronald H. Chopoorian	Neely B. Coble
James E. Burrows	Sue Cantrelle	April K. Cave	Manvinder S. Chopra	James M. Cochran
Francisco J. Burrull	Mary Jo H. Cantu	Adam Z. Cavender	Christine E. Christa	Kathi D. Cochran
Pamela H. Busbee	Mick Cantu	Lorrie A. Cavezza	James W. Christa	Machelle D. Codd
Emily J. Busby	Roy Cantu	Sarah Caviness	Christian P. Christensen	Thomas W. Codd
Mathew L. Busby	Teri S. Cantwell	Beverly C. Cavitt	Cynthia C. Christensen	Alice G. Coder
Michael L. Busby	Craig W. Caplinger	Hazel Cazorla	Kevin P. Christensen	Maria A. Coello
Katherine C. Bush	Aaron D. Capps	Melinda Cecil	Preston G. Christensen	Don M. Coerver
Lillian J. Bush	Anne P. Capps	Carolyn Ceirco	Sara H. Christensen	Andrew D. Coffing
Elizabeth M. Bushwar	Elizabeth P. Capps	Seana M. Ceplo	Seema G. Christensen	Caroline A. Coffing
Sarah M. Busker	Eleanor D. Caraway	Margaret E. Cervin	Alexander B. Christian	Bonnie B. Coffman
Carolyn Buss	Julie S. Card	Christopher A. Chaffee	Olivia C. Christians	Richard W. Coffman
Carter Busse	Larry Cardwell	Patsy A. Chalmers	Meghan M. Chuang	Susan Coffman
Susan K. Butler	Franck Carlier	Christopher P. Chambers	Ryan G. Chuang	Paul E. Coggins
James R. Buttermore	James W. Carlin	David W. Chambers	Stephanie Chung	Brenda L. Coghlan
Melissa Buttrey	Patricia M. Carlson	Joy N. Chambers	Dorothy B. Chynoweth	Harlan P. Cohen
Hilary Byatt	Jack Carnell	Khouanchith X. Chambers†	Kenneth A. Cichocki	Jody S. Cohen
Porter M. Byers	Mark C. Carney	Ruben A. Chambers	Vicki L. Cichocki	Linda S. Cohen
Diane W. Byrd	Anita W. Carpenter	William H. Chambers	Barrett A. Cieutat	Timothy Cohn
Mia K. Byrd	David H. Carpenter	Travis J. Chamblee	Molly A. Cikacz	Blanche W. Coker
Jane A. Cabes	Sam Carpenter	Christopher J. Chambless	Christopher I. Claassen	Jacqueline C. Coker
Alfred Cabrera	Susan W. Carpenter	Coley W. Chambless	Cynthia Clampett	Jeremy T. Coker
Thomas J. Caccia	Carlos A. Carpizo	Dale B. Champion	Benjamin T. Clancey	Olga L. Colbert
Gretchen C. Cadenas	Ellen M. Carr	Konrad G. Chan	Robert A. Clanton	Doris Cole
Jerry F. Cadigan	Walter S. Carr	Steve Chan	Marykaren Clardy	Sam Cole
Jack Caffey	James D. Carreker	Charles S. Chang	Andrew G. Clark	Brandon C. Coleman
Christopher E. Cagle	Paul T. Carrell	Chi-Jen Chang	Barbara H. Clark	Brian P. Coleman
Dana D. Cagle	Rebecca Carrell	Hoe H. Chang	Darryl R. Clark	Debra J. Coleman
Lou B. Cagle	Christopher W. Carrington	Jennifer Y. Chang	Donald F. Clark	John R. Coleman
Michael A. Cagle	Diane B. Carrington	Thomas G. Chapline	Ian R. Clark	Kalere J. Coleman
Tony R. Cain	Don Carroll	Alton C. Chapman	Katherine M. Clark	Malcolm D. Coleman
Genevieve A. Caldwell	Elizabeth B. Carruth	Brandy Chapman	Kathleen A. Clark	Phillip Coleman
Kevin H. Caldwell	Jay B. Carson	Dru H. Chapman	Kim Clark	Rosalie G. Coleman
Thomas W. Caldwell	Kevin R. Carson	John R. Chapman	Laura Y. Clark	Shirley Coleman
Christopher D. Calhoon	Kristina K. Carson	M. E. Chapman	Linda Clark	Aaron J. Colen
Allegra N. Calkins	Curtis K. Carter	Phil Chapman	Mark A. Clark	Brett A. Collard
Jared T. Calkins	Gwen Carter	Sandra Chapman	Meredith A. Clark	William A. Collet
Susan Calton	Jennifer C. Carter	Thomas N. Chapman	Michele A. Clark	Lana W. Collier
Trenton R. Calvo	Jill R. Carter	Vicki L. Chapman	Owen R. Clark	Bruce H. Collins
Carmine J. Camerato	John Carter	William G. Chapman	Samuel B. Clark	Candy L. Collins
Eric C. Camp	Julia K. Carter	Brian A. Chaput	Sherion H. Clark	Elliot A. Collins
Joseph D. Camp	Teresa T. Carter	Rachel H. Chaput	Shirley R. Clark	James C. Collins
Karla K. Camp	Donna J. Cartwright	Meghan A. Charles	Maria Clausen	James D. Collins
Leigh K. Camp	Andrew M. Carty	Diana L. Chatten	Andrew Clavenna	Michael J. Collins
Patsy B. Camp	Suzanne A. Caruso	Scott T. Chatten	James M. Clay	Paul E. Collins
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Constance R. Campbell	Amy K. Carver	Consuelo B. Chavez	Alexis P. Clayton	Rebecca G. Collins
Cynthia Campbell	Dion D. Carver	Guillermo Chavez	Phillip G. Clayton	Richard W. Collins
Drew A. Campbell	James C. Carver	Bruce N. Cheatham	Jennings C. Clement	Stacie Collins
Genny S. Campbell	Diane N. Case	Zelda E. Chellgren	Margaret M. Clements	Mary Beth Collins-Glynn
Henry V. Campbell	James V. Case	Karen Chelstowski	Ryan L. Clemmensen	John B. Colquitt
Jacqueline F. Campbell	Travis M. Casey	Piotr T. Chelstowski	Sean A. Clemmensen	Janet B. Colven
Robert A. Campbell	Jennifer C. Cash	Jian Chen	Andrew Clendenen	Gail P. Colwick
Shirley Campbell	Michaela C. Cashen	Ling L. Chen	Calvin D. Clevenger	Susan Combs
Steven T. Campbell	Kathryn E. Cashin		Charlotte Clifford	Chase K. Comer

†Deceased



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 Barbara J. Comerchero  
 Karen Comiskey  
 Bryan P. Compton  
 Karen A. Compton  
 William G. Compton  
 Kyle A. Conder  
 Jamie E. Condon  
 Michael A. Condon  
 Eddie G. Cone  
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 Joe N. Steakley  
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 Robb Stewart  
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 Selena Stewart-Alexander  
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Emily W. Weems  
Tammy Wegerer  
Mary Wehlmann  
Guoheng Wei  
Gale T. Weidner  
Roberta W. Weil  
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Murray Wells  
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Grayson T. Wellsfry  
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Jack Wensinger  
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Judy G. Werner  
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Monica H. White  
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Bradley L. Whitlock  
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Marla Whittemore  
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Carol S. Widicus  
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Merlin D. Wilkerson  
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Toni R. Williams  
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Kevin Williamson  
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Shannon S. Williamson  
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Michael H. Winkelmann  
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Tandy Wood  
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Jonas C. Woods  
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Jean G. Wylie  
Kim Wylie  
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Michael J. Xuereb  
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Hector Yanes  
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Frank Yanez  
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Yale Yeandel  
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Hye Jin Yoon  
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Gay R. Youngblood  
Glenn A. Youngkin  
Amy Youngquist  
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Warehime  
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Sarah G. Yurasko  
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## 2 - 4 Years

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Rory H. Ackerly  
Michael R. Ackerman  
Megan P. Acosta  
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Jon S. Adams  
Randy K. Adams  
Tiffany L. Adams  
Alicia Addington  
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Trista M. Adkins  
Julia A. Adler  
Robert S. Adrian  
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Michael J. Aiuvalasit  
Tarek Al Olabi  
Mark A. Albert  
Alejandro A. Aldaz  
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Adam C. Alder  
Lara Alder  
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Cindy Alexander  
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Philip D. Alexander  
Suzanne B. Alexander  
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D'Marquis E. Allen  
Edward Allen  
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Lawson C. Allen  
Martha S. Allen  
Mary L. Allen  
Michael M. Allen  
Nancy W. Allen  
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Terry D. Allen  
William D. Allen  
Therese Allgeier  
Tim Allis  
Christina R. Almeida  
Jeff Alter  
Rivka E. Altman

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## A Year of Achievement

During 2016–17, SMU harnessed the generous support of donors and community partners to produce an extraordinary array of inspiring accomplishments and community initiatives, garnering wide media recognition. SMU also continued to raise its standing among the best schools in the nation, attracting top students and new faculty experts. Here are highlights of an extraordinary year.

### June 2016

SMU is a community co-sponsor of the 2016 Mayor's Summer Reading Club, a free eight-week program that encourages children to read every day. Youngsters who sign up receive a free book and weekly incentive prizes along with a chance to qualify for grand prizes.

SMU faculty experts appear in print and on television to provide analysis and commentary on national political conventions, the presidential election and its aftermath. Professors in political science, journalism, communications and public affairs achieve a remarkable 2,060 media placements.

### July 2016

SMU officially welcomes Craig C. Hill as the 11th dean of Perkins School of Theology on July 1. Hill previously served as a leader at Duke Divinity School in theological education with strengths

in practice, research and church relations.

### August 2016

**1 The incoming Class of 2020 has the highest academic profile of any SMU entering class. Students hail from 44 states, led by Texas, California, Florida, Connecticut, Georgia and Missouri; and 23 countries, led by China, Mexico, Australia, India, Saudi Arabia, the United Kingdom and France. Eighty-two entering students represent SMU as NCAA Division 1 athletes. Legacy students number 387, and six students have served in the U.S. military. The class includes student body presidents, Eagle Scouts, Girl Scout Gold Award winners, yearbook editors, drum majors, sports captains, three-sport athletes, organization founders, innovators, entrepreneurs and visual and performing artists.**

SMU Professor *Emeritus* Gregory Warden makes one of the most significant Etruscan discoveries in decades when he comes across a rare inscription of the name Uni, an important female goddess, on an ancient temple stone.

### September 2016

SMU climbs into the top 20 percent of the *U.S. News & World Report* rankings of national universities.

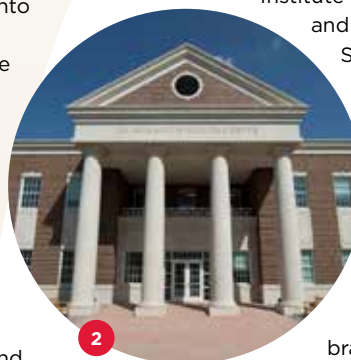
A \$10 million gift from Diane and Hal Brierley creates the Brierley Institute for Customer Engagement, the first U.S. academic institute for educating customer engagement leaders.

Rakesh Dahiya, CFA, an experienced investment manager with a background in higher education, is named University treasurer and chief investment officer. Dahiya previously served at the University of Florida Investment Corporation, Washington University in St. Louis and Ralston Purina.

Sushmita Purkayastha, assistant professor in the Simmons School's Department of Applied Physiology and Health Management, and fellow researchers employ

noninvasive procedures to measure blood vessel function in the brains of 200 male and female college athletes in order to locate and diagnose brain concussions, including transcranial Doppler ultrasound. The team worked under a one-year, \$150,000 pilot research grant from the Texas

Institute for Brain Injury and Repair, a UT Southwestern initiative funded by the Texas Legislature to enhance the diagnosis and treatment of brain injuries.



**2 SMU dedicates the new 33,000-square-foot Dr. Bob Smith Health Center, which provides comprehensive medical care to SMU's 11,000 students. The two-story building is home to medical and counseling services, a full-service pharmacy and SMU's health education program.**

### October 2016

**3 The Meadows Museum opens the most comprehensive exhibit of Spanish modern art to be shown in the U.S. in 50 years. Spanish modern art from the Asociación Colección Arte Contemporáneo (ACAC) features more than 90 works of art from 1915-1960**





**3** by approximately 50 artists. The exhibit is drawn predominantly from Spain's ACAC, one of the most significant repositories of Spanish modern art in the world, as well as select masterpieces from the renowned collection of the Meadows Museum.

The Cox School of Business rises 16 points to be ranked No. 66 among full-time global MBA programs by *The Economist* magazine. The school also ranks No. 6 globally for its quality of faculty and No. 20 for its student/alumni potential for business networking.

Fred Chang, director of SMU's Darwin Deason Institute for Cyber Security in Lyle Engineering and former director of research for the National Security Agency, is elected to the prestigious National Academy of Engineering, a private, independent, nonprofit institution that supports engineering leadership.

Bryan Stevenson, author of the SMU Reads selection for fall 2016, *Just Mercy*, gives a free public lecture on campus in conjunction with his Tate Lecture. Stevenson founded the Equal Justice Initiative, which aims to ensure proper legal representation for people who may have been denied a fair trial.

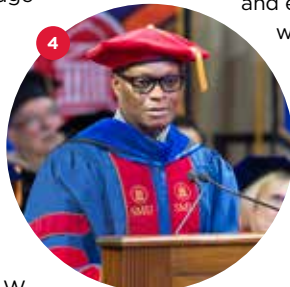
A \$1.7 million grant from the TI Foundation provides funds for the STEM (Science, Technology, Engineering and Math) Academy for Dallas ISD Teachers at SMU.

The SMU cross country team wins the 2016 American Athletic Conference Championship, with six runners placing in the top 20. SMU edges out two-time defending champion University of Tulsa, as the Mustangs earn their fourth league title in the past six years.

## November 2016

SMU graduate Rahfin Faruk '16 is selected for the prestigious Marshall Scholarship, an annual award given to intellectually distinguished Americans to advance knowledge in the scholars' chosen fields and to promote understanding of Britain.

SMU receives a three-year grant of \$300,000 from the Andrew W. Mellon Foundation to support the Ignite/Arts Dallas initiative at Meadows School of the Arts.



## December 2016

**4** More than 530 students receive degrees at the December Commencement Convocation in Moody Coliseum. The keynote speaker is retired Dallas Police Department Chief David Brown, praised by SMU President R. Gerald Turner for helping reduce both crime in Dallas and the department's use of deadly force. Brown led the city through the aftermath of a deadly police ambush during a peaceful protest march in downtown Dallas.

SMU announces a \$2.5 million gift from AT&T to endow the new AT&T Center for Virtualization and fund research to support the fast, reliable cloud-based telecommunications necessary for global connectivity.

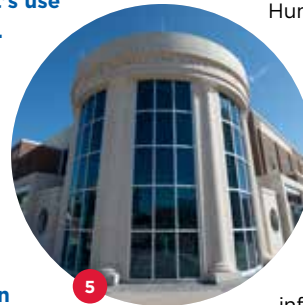
The Mustangs' women's volleyball team wins the American Athletic Conference championship for the second straight year and ends the season with a 26-8 record. The team also advances to the second round of the NCAA Tournament for the first time.

## January 2017

A \$2 million gift from SMU Trustee *emeritus* and longtime benefactor Cary M. Maguire endows the directorship of the Cary M. Maguire Center for Ethics and Public Responsibility

in honor of the center's founding director, ethicist William F. May.

Zachary Wallmark, assistant professor and chair of music history in Meadows School of the Arts, and Sabri Ates, associate professor in the Clements Department of History, receive fellowship grants from the National Endowment for the Humanities.



**5** The Meadows Museum acquires an important work by Salvador Dalí (1904-1989), one of the most influential artists of the 20th century and a prominent member of the Surrealist movement. *L'homme poisson*, an oil-on-canvas painting from 1930, is representative of one of the artist's most creative periods.

## February 2017

**5** SMU breaks ground on the Robson & Lindley Aquatics Center/Barr-McMillion Natatorium, a 42,000-square-foot facility that will feature an Olympic-sized, eight-lane indoor pool with a platform diving area, four springboards, a 10-meter tower, coaches' offices, locker rooms and a classroom and meeting area.

The men's and women's swimming and diving teams place second at the American Athletic Conference Championships in Houston. Jonathan Gomez '18 is named Most Outstanding Swimmer, and Bryce Klein '18 is selected the top diver at the Championships. Matea

Samardzic '18 earns co-Most Outstanding Swimmer honors at the women's meet.

## March 2017

Dedman College's chemistry department establishes a new doctoral program in theoretical and computational chemistry to meet a growing need for industry professionals.

SMU Guildhall rises to the top spot among the world's best graduate game-design programs in *The Princeton Review's* eighth annual report. The Guildhall was created by and for the industry to train its future leaders by merging a solid academic curriculum with practical, real-world preparation. Since its founding in 2003, the program has graduated more than 650 students, and its alumni work at more than 250 video game studios around the world.

Meadows School of the Arts and the Dallas Theater Center's Public Works Dallas program co-produce a groundbreaking community-based musical production of Shakespeare's *The Tempest*. They rely on partnerships

with five local organizations that support low-income and underserved populations in Dallas to cast the play, employing 200 Dallas residents in supporting roles. Meadows faculty, students and alums are involved behind the scenes and onstage.

"Mustangs Give Back" day of giving raises a record \$491,819 from 3,001 donors.

Retired Dallas Chief of Police David Brown receives the 2017 J. Erik Jonsson Ethics Award from SMU's Cary M. Maguire Center for Ethics & Public Responsibility for his nationally recognized leadership of the Dallas community following an ambush of police officers during a peaceful protest. Under Brown's tenure, the department changed its focus to community-policing and implemented policies and training to ensure citizen and officer safety.

**6 The Mustang men's basketball team wins the American Athletic Conference (AAC) tournament after riding a 16-game win streak to capture the AAC regular season title. Head coach**



6

**Tim Jankovich is named the AAC Coach of the Year and a Naismith Coach of the Year semifinalist. Forward Semi Ojeleye '17 is named AAC Player of the Year, among other national recognitions. SMU finishes the season 30-5 overall and is ranked No. 11 in the final AP Poll.**

The Mustang women's basketball team finish the season tied for fifth in the AAC with a record of 19-15 under the leadership of first-year head coach Travis Mays. They advance to the AAC Championship quarterfinals and reach the round of 16 in the Women's National Invitation Tournament.

Equestrian Head Coach Carol Gwin is named the United Equestrian Conference (UEC) Co-Coach of the Year, and Vivian Yowan '20 is named the UEC Equitation on the Flat Rider of the Year and Equitation Over Fences Freshman of the Year. The Mustangs finish the regular season tied for first in the conference, before earning runner-up honors at the UEC Championship and a national ranking of No. 8.

## April 2017

**7 SMU President R. Gerald Turner announces the launch of a three-year giving "stampede" focused on yearly investments that strengthen current efforts in every area of the University. The drive, named Pony Power: Strengthening the Stampede, is co-chaired by**

**Carl Sewell '66 and Caren H. Prothro and has a goal of raising an average of \$50 million a year in current-use gifts from June 1, 2017, to May 31, 2020, for a total of \$150 million. The initiative builds on unprecedented accomplishments over the past decade.**

Elizabeth Killingsworth, director of SMU's Fondren Library Center and head of Research Services, is named *interim* dean and director of Central University Libraries (CUL). Killingsworth, an expert on teaching

with technology who has long advocated on behalf of information literacy, assumes her new position as the University begins a national search for a permanent dean. Her appointment follows the retirement of Dean Gillian M. McCombs, who led CUL for 19 years.

SMU's National Center for Arts Research (NCAR) releases its third annual Arts Vibrancy Index, which ranks more than 900 communities across the country. This year, 20 percent of the communities on the most-vibrant list appear for the first time, including one new state, Alaska. NCAR, a joint venture between Meadows School of the Arts and Cox School of Business, leverages big data from across the industry to provide arts leaders, funders, policymakers, researchers and the general public with free tools to meet the challenges of sustaining and promoting arts and culture.



7





**8 Noted SMU anthropologist Caroline Brettell is elected to the prestigious American Academy of Arts and Sciences, whose members include leaders in academia, culture, civic involvement, business and philanthropy.**

Matthew B. Myers, a global marketing and strategy expert with special expertise in cross-border business relationships and Latin American economies, is named dean of the Cox School of Business. Retiring Dean Albert W. Niemi, Jr. assumes a new role as full-time professor.

Stephanie L. Knight, a nationally recognized education leader, researcher and professor, is named dean of SMU's Annette Caldwell Simmons School of Education and Human Development.

Students at the Lyle School's Hunt Institute for Engineering and Humanity transform an old camping trailer into "Evie," a fully functioning mobile greenhouse that is introduced at Fair Park in Dallas on Earth Day.

Perkins School of Theology announces two new degree concentrations in

partnership with Cox School of Business and Meadows School of the Arts. The new concentrations are designed to further educate future clergy in the area of church management and to prepare clergy pursuing nontraditional forms of ministry that encourage social innovation.

The Mission Foods Texas-Mexico Center marks its official opening. The research policy center's mission is to understand and explore the dynamic political, cultural, economic and business relationship between Texas and Mexico. The Mission Center is part of the Dedman College of Humanities and Sciences, in partnership with the Cox School of Business.

The women's golf team places second at the 2017 AAC Championship at the Hammock Beach Resort in Palm Coast, Florida. SMU finishes with a season best score, while Brigitte Dunne '19 posts a second-place finish.

## May 2017

SMU awards more than 1,600 degrees at its University-wide Commencement ceremony. Pioneering geneticist Francis S. Collins, the director of the National Institutes of Health, delivers the Commencement address. His humorous rendition of the song "My Way" attracts more than two million views on Facebook and YouTube.

Elira Kuka, assistant professor of economics in Dedman College, receives an appointment to The National Bureau of Economic Research, the nation's

premier organization for impartial economic research. Kenechukwu (K.C.) Mmeje is appointed SMU vice president for Student Affairs. He formerly served at private universities in urban settings, including Chicago and Los Angeles.

Michael H. Hites, an executive with nearly two decades of experience leading large-scale computing operations for university-based research and innovation, is named SMU's Chief Information Officer.

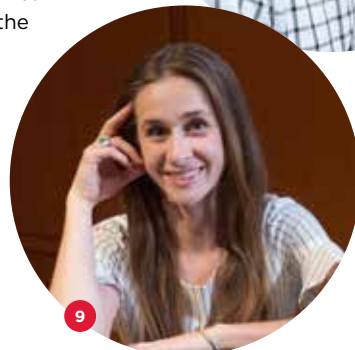
**9 Three SMU graduates are awarded Fulbright English Teaching Assistant Awards. A total of seven SMU students and recent graduates are selected as semifinalists in the 2016-17 Fulbright U.S. Student Program grant competition.**

Shanoah Souza '17 earns a gold medal in the 3,000-meter steeplechase to secure her first career individual title at the AAC Outdoor Track & Field Championships. Three other SMU runners also capture gold medals: Holly Archer '17 in the 1,500-meter race; Chelsea Francis '20 in the 100-meter dash; and Latessa Johnson '19 in 200 meters. For the 11th consecutive year, the SMU track and field program receives All-Academic Team honors from the

U.S. Track and Field and Cross-Country Coaches Association (USTFCCCA) after posting a 3.38 team grade point average for the 2016-17 season.

Mustang men's and women's tennis teams each earn 2017 Intercollegiate Tennis Association (ITA) All-Academic Team Awards.

SMU women's golfers Katie Page '17 and Faith Summers '19 are named Women's Golf Coaches Association All-American Scholars. Page becomes the first Mustang in program history to achieve the honor four years in a row.



## Consolidated Financial Reports

The information on pages 40-41 was derived from the audited financial statements of the University for fiscal year June 1, 2016 – May 31, 2017.

June 1, 2016 – May 31, 2017

(in 000s)

### STATEMENT OF ACTIVITY

#### Revenue

Tuition and fees	\$477,959
Scholarship allowance - tuition and fees	\$(168,424)
Net Tuition	\$309,535
Gifts	\$78,092
Endowment income, net of investment expenses	\$13,543
Net realized and unrealized gains on investments	\$51,429
Grants and contracts	\$29,495
Organized activities	\$8,414
Other sources	\$31,184
Auxiliary activities	\$58,939
Scholarship allowance - room and board	\$(3,603)
Independent operations	\$3,609
Total Revenue	\$580,637

#### Expenses

Program expenses:	
Instructional	\$187,392
Academic support	\$64,936
Research	\$27,506
Organized activities	\$11,364
Student services	\$49,092
Auxiliary activities	\$74,649
Total Program Expenses	\$414,939
Institutional support	\$106,635
Independent operations	\$2,793
Total Expenses	\$524,367
Other changes	\$(669)
Change in Net Assets During the Year	\$56,939

### BALANCE SHEET

#### Assets

Cash and cash equivalents	\$171,385
Accounts receivable	\$42,249
Pledges receivable	\$132,542
Investments	\$1,453,587
Property, plant and equipment	\$1,068,754
Other assets	\$32,023
Total Assets	\$2,900,540

#### Liabilities

Accounts payable and accrued expenses	\$196,547
Deposits and deferred income	\$38,953
Other liabilities	\$8,330
Bonds payable	\$659,255
Advances for student loans	\$3,088
Total Liabilities	\$906,173

#### Net Assets

Net Assets	\$1,994,367
Total Liabilities and Net Assets	\$2,900,540

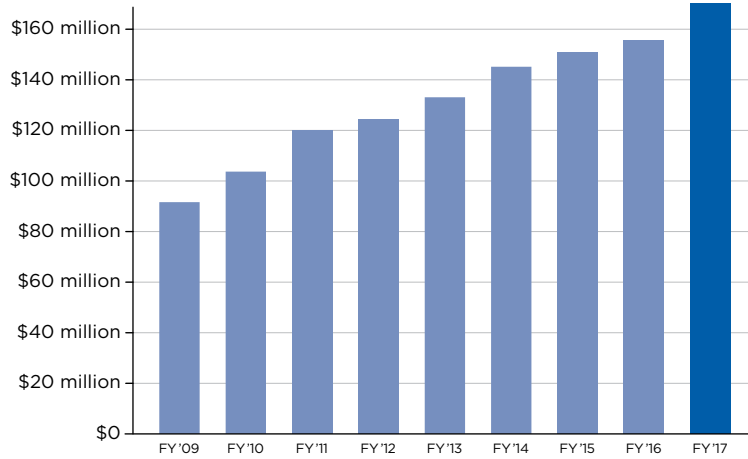


# Expenditures Toward Strategic Goals

During the past decade SMU has increased annual expenditures for scholarships, faculty and academic achievement in support of goals identified in the University's Strategic Plan.

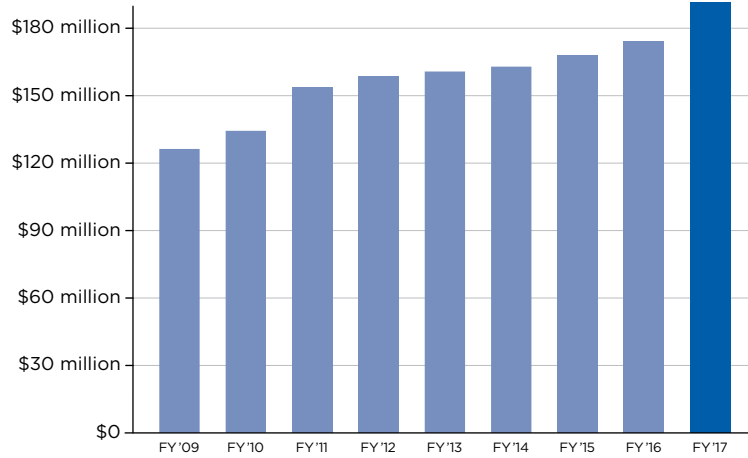
## Student Support

*Annual University expenditures for tuition scholarships*



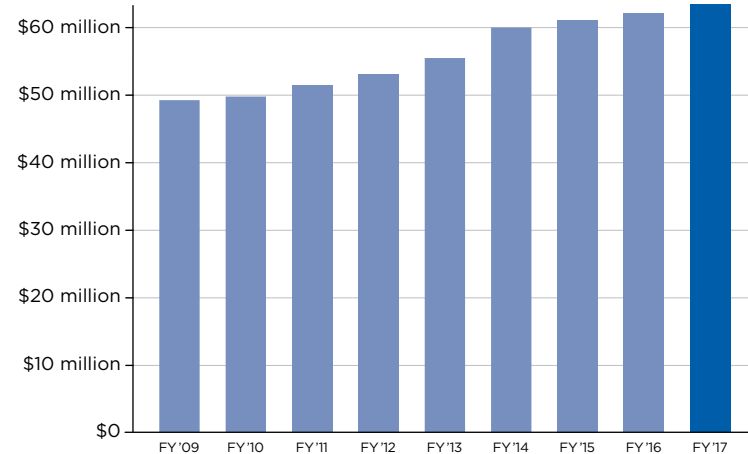
## Faculty Support

*Annual University expenditures for academic instruction*



## Academic Support

*Annual University expenditures for academic support, including library, advising and technology resources*



## Endowment Report

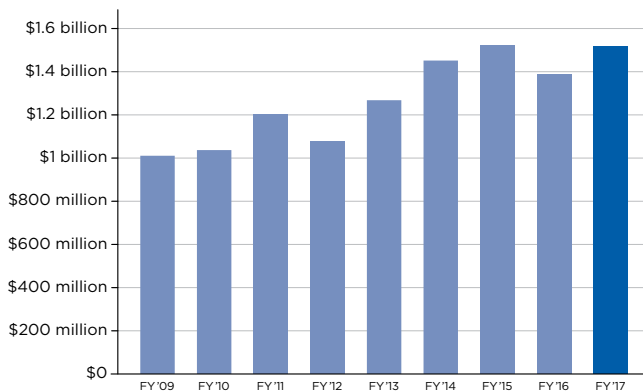
The SMU endowment ended the fiscal year on May 31, 2017, with a market value of \$1.505 billion, representing an increase of \$121.3 million from the prior fiscal year. Substantial endowment gifts of \$24.0 million were received during the year, while endowment distributions of \$61.7 million provided support to University operations and accounted for 15.2% of the operating revenue budget. Multiple restricted and unrestricted purposes were funded, including support for scholarships, faculty, educational programs and libraries.

Total return, net of expenses, was 11.5% for the one-year period ending May 31, 2017. Performance has been favorable over the past one and three years relative to peer institutions. Global equity markets rebounded strongly after a disappointing fiscal year 2016. In Europe, central bank policies remained accommodative, and the outlook for economic growth and corporate profitability has improved. Strong performance in Chinese equities drove returns in emerging markets, which significantly outperformed developed market equities for the first time in several years. Although markets have appeared calm over the past year, equity valuations remain elevated and continue to rise. We continue to diligently monitor risks, particularly rising geopolitical tensions and changes in central bank policies, and their potential impacts on future market performance. SMU remains committed to implementing long-term investment initiatives that have served the University well in years past.

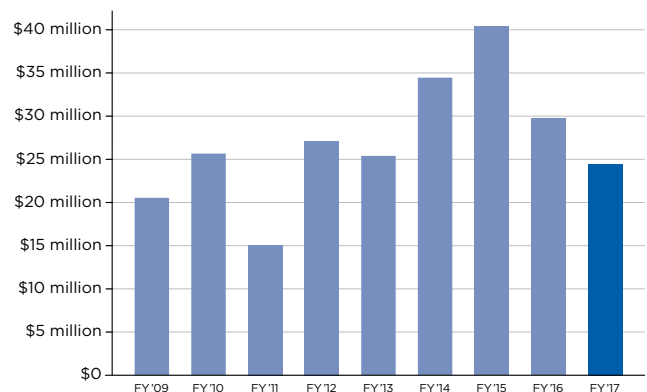
SMU's donors have always been generous, and we thank them for their support of the University and the endowment over the past year. We pledge to continue concentrating on investment strategies and opportunities that should allow the endowment to grow over time and maintain appropriate levels of risk and diversification. Meeting these goals over the long term will enable the endowment to support SMU into perpetuity.



**Endowment Market Value 2009-17**

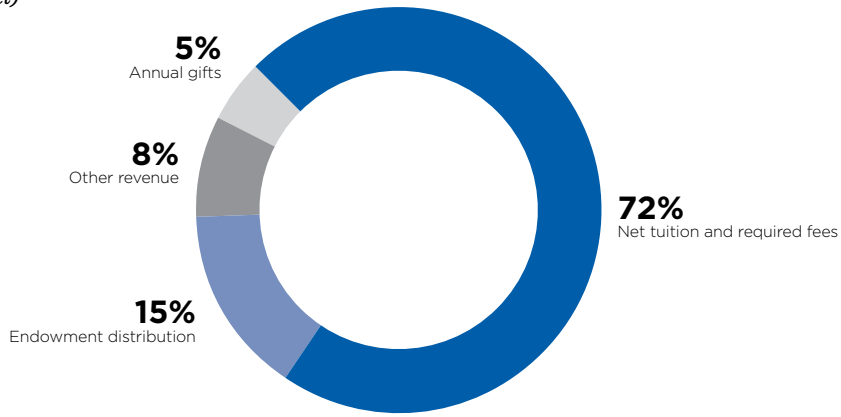


**New Gifts to Endowment 2009-17**

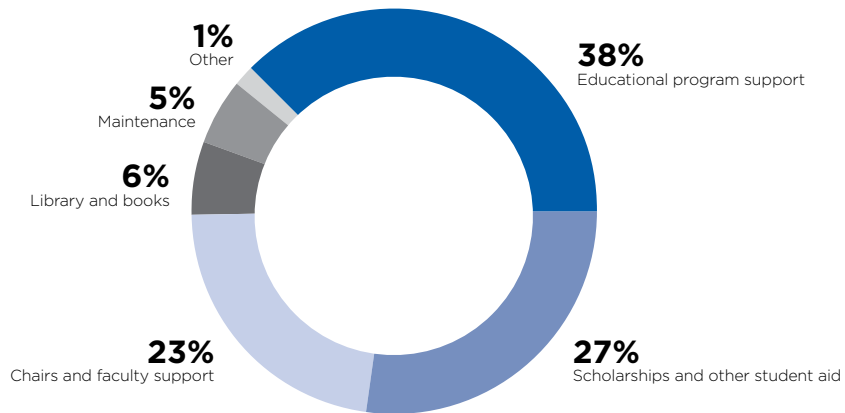


## 2016–17 Revenue Sources

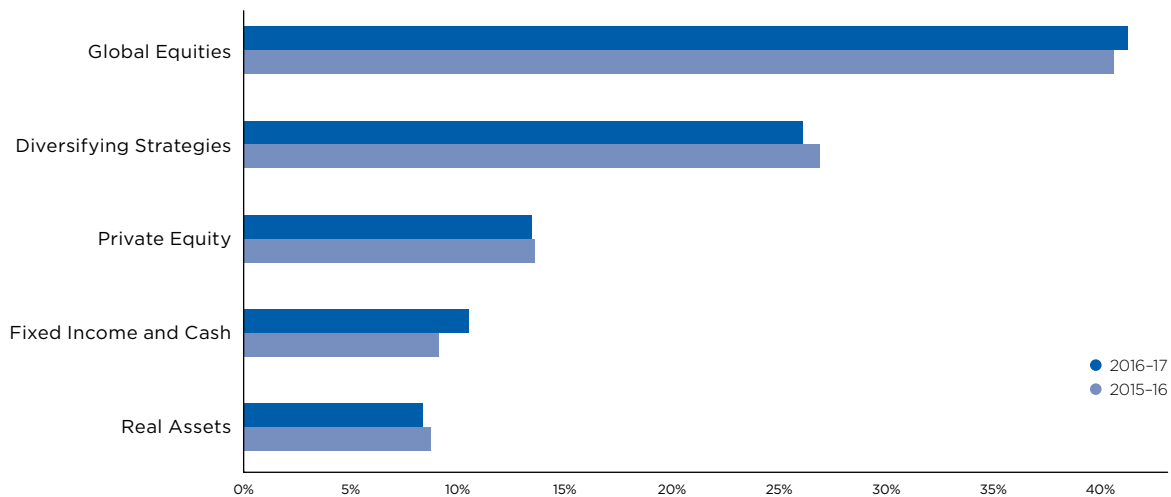
(Educational and general budget)



## 2016–17 Endowment Distribution by Designated Purpose



## Endowment Pool Asset Allocation









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For more than 100 years, SMU has shaped minds, explored the frontiers of knowledge and fostered an entrepreneurial spirit in its seven degree-granting schools. Taking advantage of unbridled experiences on the University's beautiful campuses and SMU's relationship with Dallas, the dynamic center of one of the nation's fastest-growing regions, alumni, faculty and 11,000 graduate and undergraduate students become ethical leaders in their professions and communities who change the world.