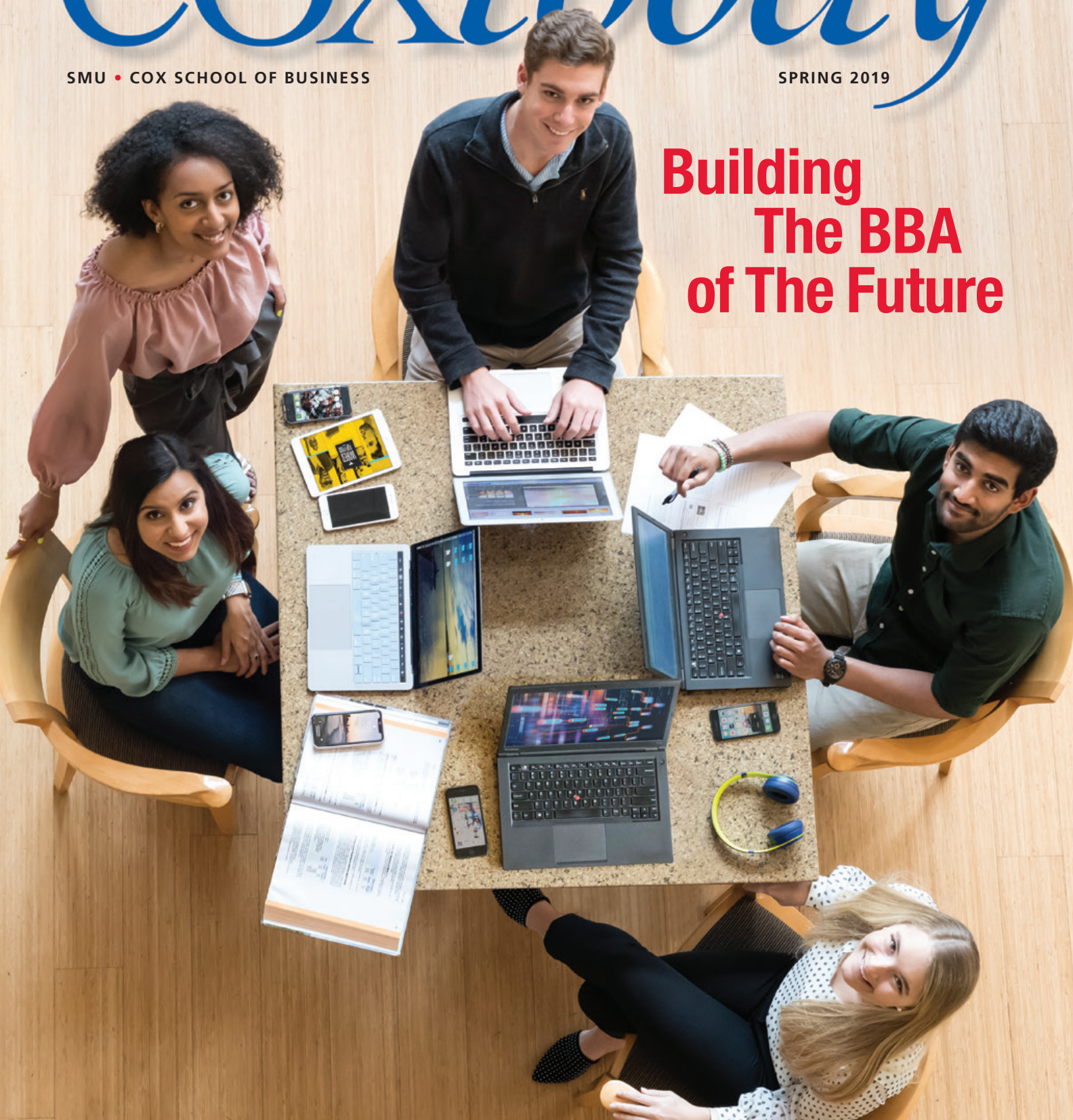


COXtoday

SMU • COX SCHOOL OF BUSINESS

SPRING 2019

**Building
The BBA
of The Future**



INSIDE: The New Online MBA • The Brierley Institute for Customer Engagement

IT'S TIME TO CELEBRATE. AND WE MEAN BUSINESS.



HOMECOMING WEEKEND NOVEMBER 7-10, 2019

Reconnect on the Hilltop with fellow Cox alumni and faculty

SMU Cox MBA & MS Reunion

Downtown Dallas
Friday, November 8, 2019

Join us as we celebrate the class
years ending in "4" and "9"

SMU Cox Tailgate

SMU vs. ECU Football Game
Saturday, November 9, 2019

All SMU Cox alumni and
students are welcome

For details, connect with the Cox Alumni Office:
214-768-8338 or coxevents@smu.edu



SPRING 2019

DEAN

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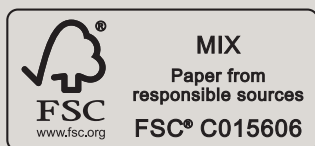
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¹Title IX of the Education Amendments of 1972, 20 U.S.C. §§ 1681-1688.



FEATURES

- 18 The Brierley Institute for Customer Engagement
- 19 The New Cox Online MBA
- 26 Cover Story: Building the BBA of the Future

CONTENT

- 2 From the Dean
- 3 Program News
- 20 Faculty and Staff Achievements
- 23 In the News
- 24 Faculty Research
- 32 Development
- 34 Executive Board
- 35 Contact Us
- 36 Calendar of Events
- 37 Alumni Board
- 38 Cox Connections



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“ In an increasingly competitive marketplace, the quality of a business degree matters more now than ever. ”

SMU celebrated our happiest day of the year this month: Commencement Day is when dreams come true for students and parents. It's the culmination of all their hard work and the year-round focus of faculty and staff.

This year, 542 students earned their graduate degrees at SMU Cox: 237 MBAs (including Full-Time, One Year Full-Time, Professional and Executive MBAs) and 305 Master of Science degrees (including MS in Accounting, MS in Business Analytics, MS in Finance and MS in Management). On the undergraduate side, the Cox School graduated the largest BBA class in our history: 468 students in the BBA Class of 2019. In fact, enrollment in the BBA class has grown consistently larger year over year for about a decade now. Our cover story in this issue of *CoxToday*, "Building the BBA of the Future," highlights the changing nature of the BBA Program: the diverse interests of our talented students, the new demands of employers and the enhancements we're implementing at SMU Cox to ensure our BBA program continues to effectively prepare well-rounded students for tomorrow's jobs. When those students cross the stage with their hard-earned diplomas in hand, they're ready to hit the ground running, prepared to thrive in a competitive, ever-changing marketplace.

We also share with you details of the newly expanded BBA Business Direct enrollment program, which will take effect for the class that enters Cox in the fall of 2020. Business Direct will broaden the opportunity for more aspiring high school students to enter Cox as first-years. In addition to academic achievement, applications will be evaluated on a wide range of factors. We'll graduate more four-year BBAs, which is something many employers have expressed an interest in because they believe four years of undergraduate business classes shape stronger young hires.

On the graduate side, SMU Cox launched its first online MBA program this month, joining a growing number of top business schools that already offer degree programs online. The Cox Online MBA will have the same admission requirements and rigor as the traditional Full-Time MBA, the One Year Full-Time MBA, the Professional MBA (part-time) and the Executive MBA. Read more about the new Online MBA on page 19.

In this issue, we also highlight two new gifts. The Linda and Mitch Hart Institute for Technology, Innovation and Entrepreneurship at SMU will combine the efforts of the Cox School and the Lyle School of Engineering to develop technology prototypes and create viable business plans. Another generous gift is the Katy A. and Kyle D. Miller Energy Management Endowed Scholarship Fund, which will offer scholarship support to the Kyle D. Miller Energy Management Program. We'll also update you on the research and outreach efforts of the Brierley Institute for Customer Engagement, founded in 2016 thanks to the magnanimous philanthropy of Hal and Diane Brierley.

We are thankful for each and every Cox donor. In an increasingly competitive marketplace, the quality of a business degree matters more now than ever. With your support, we will continue to enhance the quality of a business degree from SMU Cox.

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

Matthew B. Myers
Dean, SMU Cox School of Business
Tolleson Chair of Business Leadership

PROGRAM NEWS

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

UNDERGRADUATE PROGRAMS

From High School to BBA: SMU Cox Expands Business Direct Admissions

Business-minded high school graduates now have a better shot at entering SMU Cox as freshmen than ever before. Earlier this year, in preparation for the class entering in Fall 2020, Cox expanded Business Direct admissions. In the past, most “pre-business” SMU students enrolled in the Cox BBA program during the spring of their sophomore year after satisfactory (3.5 GPA) completion of seven core courses. With Business Direct, Cox will be taking applications from entering first-years who express an interest in studying business.

Why the change? Associate Dean of BBA Programs Jim Bryan explains, “We have more incoming students applying to SMU and expressing interest in Cox than ever before.” Typically, 40 to 45 percent of first-year applicants designate Cox as their first choice. And in spite of efforts to raise GPA requirements from previous years, Bryan sees no end in sight.

“The Business Direct model enables us to make a number of positive changes. First of all, we should have better predictability of enrollment, which in turn enables us to staff more appropriately. More importantly, the model allows us to evaluate first-year applicants on a number of factors other than pure academics – which only enriches the experience for everyone,” Bryan says. “Finally employers love job candidates who have four years of business-oriented study, rather than two. This change allows us to be more competitive with our peer schools who have used this model for years.” Even with earlier exposure to business

coursework, BBAs will still be able to take the same number of non business courses (e.g., humanities, languages, arts, etc.) as well as pursue additional majors at SMU.

Students will also be evaluated on more than just their GPA. “Now we can look at other criteria for acceptance such as: What unique qualifications do they bring to Cox? What have they done outside of high school? We can evaluate the whole individual instead of just one metric,” Bryan says.

The SMU and SMU Cox admissions

teams worked closely with the university to launch the new model in time for recruiting. Whereas before Cox accepted about 300 pre-business students for their junior year, in 2020, Cox will accept 300 to 350 as freshmen. In addition, there will be a window for transfer students to apply each semester. The BBA Scholars Program, dedicated to admitting “star” high school students (average 1495 SAT and 3.8 GPA) from around the country, will not be affected by the Business Direct enrollment change. For more information, visit smu.edu/businessdirect.



BBA Scholars Meet Edwin L. Cox

At the annual BBA Scholars Reception, the Class of 2022 and their parents met with Cox administrators, faculty, executive board members and SMU Cox School benefactor Edwin L. Cox.



SMU Cox BBA Ranked No.19

Competing against 95 U.S. undergraduate business programs, SMU Cox was ranked the 19th best BBA program for the second consecutive year by *Poets & Quants for Undergrads*. The online publication, founded in 2010, is considered a go-to resource for leading business schools and student prospects. “With the influx in quantity and quality of schools [in this ranking competition], *not slipping any places should be considered a win*. Cox did this by improving in all three of our methodological categories,” said Nathan Allen, editor and rankings program manager for *Poets & Quants*. “SMU Cox should consider itself not only one of the best undergraduate business programs in Texas, but also in the country.” Since the BBA ranking began in 2016, SMU Cox has been ranked in the top 20.



Nike World Headquarters: Front row L to R: Daniel Rosa BBA '19, Logan Parham BBA '22, Jordan Rogers BA '07, Nike senior brand manager; Mark Lau BBA '06, Nike global brand director; Madi Phillips BBA '19. Back row L to R: BBA students Xinhe Bao '19, Jingnan Li '19, Hunter Jackson '19, Morgan Risingery '20, Dalya Romaner '19, Stephen Demerson '20, Alexandra Hanson '19, Davide Trentin '19, Katie Dickerman '20 and Mohammed Alghfeli '20.

Marketing Students Visit Nike World Headquarters, Columbia Sportswear and Wieden+Kennedy

The Cox Career Management Center launched its first BBA Marketing Trek to Portland, Oregon. CMC Executive Director Lisa Tran and Brandy Dalton, BBA/MS career programs director, led a group of 14 students to visit the 400-acre Nike World Headquarters; Wieden+Kennedy, Nike’s global ad agency of 37 years; and Columbia Sportswear. Students toured facilities and networked with alumni and Nike team members.

Marketing Teams Pitch Dallas Mavericks and Fox Sports Southwest

FOX Sports University and FOX Sports Southwest kicked off their eighth year of partnership with SMU Cox BBA Honors Marketing Practicum students, led by senior lecturer of marketing Judy Foxman. This year’s students developed a marketing campaign to drive viewership for Dallas Mavericks broadcasts and ancillary programming on FOX Sports Southwest. BBA students formed five teams that created and pitched campaign proposals to FOX Sports Southwest and Dallas Mavericks executives. The winning team will be revealed in the next issue of *CoxToday*. The prestigious Fox Sports University is offered at only a few of the country’s select universities to address real-world business challenges such as marketing, research and strategy.



Front row L to R: BBA '19 students: Taylor Vinson, Anna Beeck, Taylor Olson, Daniel Rosa and Madi Phillips. Back row L to R: Cati Hance, Fox Sports associate manager for strategic partnerships; Mary Hyink, Fox Sports director of marketing and communications; Jerome Elenez BBA '95, Dallas Mavericks chief marketing officer.

Outstanding BBA Senior Award Nominees

Two exceptional BBA seniors were nominated by staff, faculty and peers for the "Outstanding BBA Senior Award" and will be recognized at the Annual Honors Day Convocation. The Outstanding BBA Senior Award recognizes one male and one female with at least a 3.0 GPA, a record of activities demonstrating leadership and service, maturity and high ethical standards.



Ricky Keh BBA '19, Finance

Ricky Keh BBA '19 will start as an IB Analyst at Citigroup in New York City upon graduation. Keh has mentored his peers as a BBA Scholar and is a member of the Alternative Asset Management Program and the Ann Cox Rife Fund Portfolio Practicum. He is a student ambassador and a member of Lambda Chi Alpha. Keh spends his free time helping younger Cox students navigate the internship search process. His past internships include JPMorgan Chase & Co. and Citigroup.



Charlotte Schodowski BBA '19, Accounting

Charlotte Schodowski BBA '19 will start as an associate consultant for Bain & Co. upon graduation. Schodowski is a BBA Scholar, a Mortar Board Top 10 Sophomore, National AP Scholar and a National Merit Scholar. She is a member of The Hyer Society, Alpha Chi Honor Society, Honor Roll with High Distinction (top 5 percent), National AP Scholar and a National Merit Scholar. Schodowski has a reputation for dependability, hard work and attention to details. Her past internships include Goldman Sachs and Venable Royalty, Ltd.

Beta Psi Honor Society Inducts New Members

Dean Matt Myers and Hemang Desai, Robert B. Cullum Professor of Accounting, welcomed new honorees to SMU's Alpha Epsilon chapter of the Beta Alpha Psi Honor Society. The fall ceremony was the first induction ceremony on campus in 20 years. Sixteen Cox BBA juniors and seniors were recognized for their outstanding academic achievements in the fields of accounting, finance and information systems. The inductees participated in a variety of chapter activities, such as professional development meetings, mock interviews and service projects. ■



Front row L to R: Tiffany Lu BBA '19, Shelby Hawkins BBA '20, Sarah Pennington BBA '19, Sheena Prindle BBA '18 and Lucie Prewitt BBA '19. Back row L to R: Ashley Marshall BBA '19, Carmine Drohan BBA '19, Caroline Quinn BBA '19, Kylie Mink BBA '19, Katherine Vescovo BBA '20, Henry Heyser BBA '19, Jack Hall BBA '19, Caroline Skibness BBA '19, Albert Park BBA '19 and Nonie Henning BBA '19. Not pictured: Alyssa Wentzel BBA '18.

GRADUATE PROGRAMS



Cox Operations and Analytics Club in the Toyota lobby in Plano, TX.

Toyota Motor North America Hosts Cox MBAs

MBA students in the Cox Operations and Analytics Club toured the Toyota Motor North America headquarters. There, Cox students networked and heard from Toyota employees who are also SMU Cox alumni.

SMU Cox and Lyle Host Panel on Design

The Cox Net Impact Club partnered with the Lyle School of Engineering Master of Arts in Design and Innovation program to host a panel on human-centered design. The panel discussed how business value is expanded when companies take time to understand what customers value and then design products and services accordingly.



MADI panelists L to R: Graeme Waitzkin, Treehouse; James Helms, Intuit; Amanda Austin, Dallas Comedy House; Russell Bertwell, Accenture; and Jennifer Abernathy, Blue Cross Blue Shield.

Pitch Yourself in 60 Seconds



Allison Catalani won \$500 and advanced to the MBA Plan Competition.

The winning pitch at the annual MBA Elevator Pitch Contest came from Allison Catalani MBA '19, who proposed a plan for a portable barre studio (an exercise studio that focuses on lower body strength). Catalani's winning pitch was one of 12 presentations delivered in 60 seconds or less. Outside investors and representatives of venture capital and private equity firms served as judges.

Brierley Customer Engagement MBAs Pitch American Airlines

The Customer Loyalty and Engagement Marketing Practicum, taught by Brierley Endowed Professor Marci Armstrong, offered students an opportunity to work with real-time American Airlines data. MBA students presented customer engagement solutions during a competition judged by the AA Customer Loyalty and Engagement team at the airline's headquarters. The Cox One-Year MBA team won the competition.



L to R: Anupama Vurakaranam MBA '19, Lillie Noe MBA '20, Julie Jarrett MBA '19, Rachael Rodgers MSE/MBA '19, Abheek Kakkar MSM '19, Rebecca James MBA '19, Nana Seffah MBA '20, David Guadalupe Huaman MBA '20, Freddy Alvino Huere MBA '20 and Raghav Bhasin MBA '20.

MBA's Tour Fossil Headquarters

Full-Time MBA students visited the Fossil Group headquarters in Richardson, TX, where they learned about global operations and sustainability programs for the chain retailer known for vintage-inspired watches and leather goods. Sustainability Director Bianca Chow led students through the life cycle of products in the Fossil portfolio – from prototypes to finished products in brand showrooms. The experience gave students insight into how a large retail company functions creatively and operationally, as well as how Fossil prioritizes sustainability.

Strategic Alliance Club is Now Pride@Cox

Brian Washington, MBA '20 and president of Pride@Cox, is rebranding the club as a more visible, active component of the Cox MBA experience. Now known as Pride@Cox, the group is showing unity and alignment with similar clubs around the country. Members believe rebranding will create a more supportive and inclusive environment for all graduate students and their allies.

Washington attended the national Reaching Out MBA conference, where he attended a workshop for LGBT club leadership. Pride@Cox is one of the more established clubs in the U.S. in terms of membership, faculty support, funding and community involvement. Club priorities include enabling applicants to self-identify as LGBT on applications, leveraging ROMBA affiliation in marketing, increasing employment/networking opportunities and becoming more active members of the Cox community.



PMBA Class No. 84 in front of the Fincher Building at SMU Cox.

PMBA Program Welcomes Class No. 84

SMU Cox welcomed 40 students into the Professional MBA (PMBA) 84 class with an orientation that included meeting current students, faculty, staff and alumni; and team-building activities. Students represent a variety of backgrounds from business, engineering, nonprofit, science and technology. All are working professionals in the DFW area, from companies such as American Airlines, AT&T, Baylor Scott & White, Communities Foundation of Texas, Fossil Group, IBM, Istation, Keurig Dr. Pepper, Lennox International, Liberty Mutual, Sewell Automotive and Top Golf.



Front row L to R: Cox staff members Layla Vela, Jill Melton and Nicole Sonaikie; Peter Jacobson PMBA 84, Sean Strull PMBA 84, and Lauren Hart PMBA 84. Back row L to R: Mitch Kjeldgaard PMBA 84, Lionel Austin PMBA 84, Yassine Bouzid PMBA 84, Andrew Gavelek PMBA 82 and Jenna Doran PMBA 82.

PMBAs Connect to Support SMU Basketball Victory

Spirited PMBA students cheered on the SMU Mustangs men’s basketball team from the Dean’s Suite in Moody Coliseum. The students celebrated SMU’s victory over McNeese State, 91-59.

EMBA Alumni Return to Campus to Learn about ‘The ONE Thing’

The EMBA Class of '01 invited all Cox EMBA alumni to an exclusive event with author Jay Papasan, where he made a presentation based on his best-selling book, *The ONE Thing: The Surprisingly Simple Truth Behind Extraordinary Results*.

The ONE Thing has appeared more than 400 times on national bestseller lists, including those of *The Wall Street Journal*, *The New York Times* and *USA Today*. The book’s simple, yet powerful concept helps people focus on what matters most in their personal and work lives.

“Attendees learned about the author’s method of self-assigning tasks and prioritization,” said Tom Perkowski, assistant dean of the Cox EMBA program. Following the presentation, participants networked with Papasan.

The idea for the event came from Don Ritter EMBA '01, who is a part of a long-standing book club with other members of his class. Each year, they select and discuss professionally oriented books as a way to stay in touch and continue learning. At graduation, the EMBA Class of '01 graciously created a fund to support alumni professional development, thus creating a legacy to support EMBA professional development long after graduation.



Author Jay Papasan

The Role of Business in Human Trafficking

The Adam Smith Society hosted Victor Boutros, CEO of The Human Trafficking Institute, who discussed the economics of human trafficking with MBA students. Boutros explained the integral role business plays in providing possible solutions to human trafficking. The Institute works with justice systems around the world to stop human trafficking.

Lennox Sponsors 2018-19 ITOM Case Competition

Each year, the Information Technology & Operations Management Case Competition challenges SMU Cox student teams to integrate their knowledge from different business disciplines in order to recommend solutions for complicated, real-life company problems. Global heating and air-conditioning equipment maker Lennox International sponsored this year's competition. Lennox presented a challenging analytics case involving pricing and marketing incentive programs for Lennox dealers.

Twenty-one teams of students from Cox MSBA, MBA and PMBA programs

analyzed sales and distribution data. Five finalist teams presented solutions to a judging panel of Lennox managers and Cox faculty at the company's headquarters.

The winning "Cox Bulldozers" team of MSBA '19 students Siyu Dong, Wen Xu and Xioawen Zhang, took home the \$6,000 cash award. The "Also-Ran" team of MBA '20 students Nikhil Kanhere, Shiv Venkatesetty and Nikai Zhang, and the MSBA '19 "Curry" team of Elena Dai, Ellie Fan and Youyang Zhang, tied for runner-up. Each team won \$3,000.



Lennox staff with the winning team the "Cox Bulldozers."



Lennox staff and team "Also Ran."



Lennox staff and team "Curry."



EMBA Students in Bogota, Colombia

SMU EMBA's Give Back to the Community in Bogota, Colombia

With open minds, as well as hearts, the EMBA Class of '19 traveled to Lima, Peru, and Bogota, Colombia, as part of their Global Business Experience course. While in Bogota, students organized and completed all-day painting projects at two public schools in impoverished areas. The schools were selected in partnership with Dividendo Por Colombia, an affiliate organization of the United Way. Each year, SMU Cox EMBA students participate in a local community service project as a part of their global business experience.

Working at an altitude of 9,000 feet, Cox EMBA's not only brightened up classroom and exterior spaces of the schools, but also created games for local children to play. Once finished with their work, the EMBA students shared a meal with community members and volunteers.

Following their hands-on work in Colombia, the EMBA class of 2019 raised over \$2,700 to pay for additional learning materials and other needs. While the students' contributions will benefit the community for years to come, it was the community that left an indelible impact on Cox EMBA's. ■

EXECUTIVE EDUCATION



GBACP Class of 2018.

Business Analytics Program Welcomes 25th Session

The Fall 2018 class of the Graduate Business Analytics Certificate Program was the 25th session of the popular certificate program. Since its inception in 2004, the program has graduated more than 500 participants. The four-month program helps participants develop new skills in a broad range of analytics that can be immediately applied in the workplace. Participants come from operations, finance, marketing and IT departments at companies across North Texas. Students often attend the GBACP to move into the field of data analytics.



AT&T Contingent at the United Nations.

Latino Leadership Initiative Showcased at Leadership Summit

The United Nations hosted the first Hispanic Leadership Summit in December. Latino Leadership Initiative (LLI) Director Ana Rodriguez presented an overview of the SMU Cox LLI and shared the program's proven success in creating a Latino talent pipeline. Rodriguez was invited to attend and present by AT&T Business, the inaugural event sponsor. "Having our work recognized on the global stage at the United Nations sends a powerful message about the advantages the Latino community brings to corporate America," said Rodriguez.

CEDP Develops Latino Leaders

Professionals in the ninth cohort of the Latino Leadership Initiative's Corporate Executive Development Program (CEDP), completed the first two phases of the three-phase program this spring. Thirty-three students from around the country represented CEDP sponsor companies: AT&T, DFW International Airport, Shell Oil, SMU Cox, State Farm and Toyota.

The CEDP offers leadership development and networking opportunities for mid-level Latino managers who have high potential to move into executive leadership. The participants will complete the CEDP program in August 2019.



The ninth cohort of the CEDP gathered in the Collins Center for Phase One training.



L to R: Byrdie Franco, Margie Aguilar, Ana Rodriguez (SMU Cox LLI), Jarcilia Acosta, Rebecca Acuna, Veronica Torres, Melissa Alfaro, Jerika Brito and Adriana Gallegos.

Latino Leadership Initiative Hosts *Hey Chica!* Summit 2018

The SMU Cox Latino Leadership Initiative hosted the inaugural *Hey Chica!* Summit, which gave Latina leaders a platform to inspire the next generation of community leaders, advocates and influencers. Designed to help advance minority women in their professional and personal lives, *Hey Chica!* gathered over 300 attendees for community building and learning. Forty-two panelists and speakers covered topics including authentic leadership, influencer marketing, community leadership, brand building and the power of collaboration. Keynote speakers included Nina Vaca, chairman and CEO of the Pinnacle Group; Arcilia Acosta, owner and CEO of CARCON Industries; and *New York Times* best-selling author Nely Galan. Event sponsors included American Leather, Serena Simmons Connelly, Dallas Women's Foundation, Deloitte, Frost Bank, Mary Kay and PepsiCo. ■

CENTERS OF EXCELLENCE

Caruth Institute Celebrates DFW's Fastest Growing Companies

Revolution Retail Systems, a Carrollton-based cash automation and recycling tech provider, is the fastest-growing company in the Dallas area, according to the Cox School's Caruth Institute for Entrepreneurship. The Institute's 28th annual Dallas 100, a celebration of the fastest-growing privately-held businesses, revealed DFW's top entrepreneurial companies before a crowd of 1,000 people in November. The winners represent a wide swath

of businesses. Collectively, the 100 companies generated \$3.3 billion in sales in 2017. From 2015 to 2017, they grew at an average annual rate of 87 percent and created 11,096 jobs. The 2018 Dallas 100 sponsors were Allegiant Wealth Management; Avison Young; BKD LLP CPAs and Advisors; CARR Intellectual Property Law; *Dallas Business Journal*; Executive Press; KRLD 1080 News Radio; Mass Mutual; Talent Suite; and Texas Capital Bank.



The top 10 Dallas 100 winners at the November ceremony.



Rhonda Green of JPMorgan Chase & Co.



L to R: Chloe Dankworth BBA '16, Comerica senior financial analyst; Juliette Barnum BBA '16, Goldman Sachs investment banking analyst; Ann Marie Daniel MBA '18, JPMorgan Chase & Co. commercial banking senior underwriting associate; Jeddy Odera BBA '21; Melanie White BBA '14, LKCM Headwater Investments private equity associate; Adrienne Sifuentes BBA '07, MSF/MSA '08, Cypress Point Wealth Management vice president; and Emory Simpson BBA '15, UBS client service associate.

Cox Women in Finance Hear What it Takes To Be a Female At The Top

As part of Finance Career Exploration Week at SMU Cox, JPMorgan Chase & Co. sponsored a luncheon for the school's "Women in Finance" BBA, MSF and MBA students. The Cox Career Management Center organized the event, featuring Rhonda Green, executive director for JPMorgan Chase & Co. Green offered the audience five pieces of valuable advice: be unapologetically female; be open to new opportunities and challenges; own your network; seek a sponsor; and be open to and give feedback. Two panel sessions followed Green's lunch keynote featuring seven women in finance careers including banking, private wealth management, investment analysis and consulting. Six of the seven are SMU Cox alumnae.

MBA Students Attend the 20th Annual SMU Disney Institute Program

Instead of enjoying a well-deserved winter break, 33 Cox MBAs traveled to Orlando, Florida, to attend the Business Leadership Center's five-day program, "Leading and Sustaining a Service Culture" at the Disney Institute. Based on real-world experiences from leaders and employees (aka "cast members") within The Walt Disney Co.'s parks and resorts, students learned what Disney does differently to create culture and consistent business results. The students participated in lectures, simulations and field experiences that showed how Disney's business model can be translated and implemented within many different industries, functional areas and levels within an organization. One of these field experiences involved traveling to Disney Resorts' newest laundry facilities to see how employees made a difference in time and cost efficiency.



MBA '20 students at Disney World, Orlando, FL.

At the Disney Institute, students gain business knowledge they can apply to their careers. As Valerie Pizzato, MA/ MBA '20 said, "The Disney Institute reframed my understanding of what a successful company culture is, and how to build one. It was thrilling to

hear how they operationally change the customer experience. It was a spectacular opportunity."

SMU Cox is the only graduate school to offer this customized program on-site at the Disney Institute. The trip marked the 20th anniversary of the partnership.

Edwin L. Cox Business Leadership Center Answers High Student Demand

The Cox Business Leadership Center (BLC) has long played an important role for Cox MBA students who seek to build soft skills in addition to their academic coursework. As a growing number of recruiters voice the need for job candidates who know how to network, write, present and manage teams in the workforce, Cox students are heeding their call by taking advantage of this valuable resource. In fact, the Cox BLC saw a 36 percent

increase in attendance, year over year, this past spring. Hence, BLC Director Paula Strasser and her team added new courses on strategic thinking and managing operational change. The BLC pulls in highly regarded business professionals as instructors. SMU Cox BBA '08 alumni Andy Peykoff, President and CEO of Niagara Bottling, is one of the latest executive speakers to share his knowledge and experience with Cox MBA students.

Meanwhile, the Business Leadership Institute (BLI), which is geared to BBAs who want to build similar soft skills, also added meaningful seminars to help BBAs hone their ability to lead. Working with the BLI, BB&T hosted a two-evening program on leadership development, resulting in certification. "The BB&T Leadership Certification teaches participants self-awareness and how to understand themselves as people and employees," said Briana Smith BBA '20.

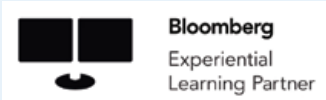


Sandy Miller, director of the Cox Business Library and Brierley Endowed Professor Marci Armstrong, director of the Brierley Institute for Customer Engagement.

Cox Business Library Honors Marci Armstrong with STAR Award

Brierley Endowed Professor of Marketing Marci Armstrong received the 2018 Super Teacher Advocating Research (STAR) award for recognizing the importance of linking her students to authoritative library resources for market research and course projects.

SMU Becomes a Bloomberg Experiential Learning Partner



The Cox Business Library and Darius Miller, Caruth Chair in Finance, facilitated SMU's acceptance into the Bloomberg Experiential Learning Partner Program. Admission is granted based on the school's demonstration of integrating Bloomberg terminals and data into course projects as well as graduating students from the Bloomberg Markets Concepts Program. Sandy Miller, director of the Cox Business Library, notes that the Kitt Investing and Trading Center, located in the Cox Business Library, has trained almost 3,000 students to use Bloomberg in their study of finance via hands-on research workshops led by business librarians. In addition, almost 500 students have successfully completed the BMC course over the last four years.

MBA Students Tested By National Crises in the Situation Room

Each semester, 35 Cox graduate students participate in an international crisis scenario based on history and primary source documents from the administration of President George W. Bush. The Bush administration's Situation Room was deconstructed in Washington, D.C., and rebuilt in Dallas. Nine presidents used the room to manage crises, and six presidents sat at the same table used by Cox students.

Offered by the Business Leadership Institute and facilitated by the George W. Bush Presidential Library and Museum staff, students assume roles of the White House crisis management team, members of the intelligence community and the media – all facing multiple challenges in



Cox students in the Situation Room.

real time. This experiential learning project elicits competition and collaboration as teams solve serious problems in a high-stakes, fast-paced environment. Students assess their teams' performance to improve and refine communication, decision making, crisis management and critical thinking.



O'Neil Center Director Robert Lawson discusses the economics of trade with teachers from Mesquite ISD.

Texas Teachers Schooled in Free Enterprise

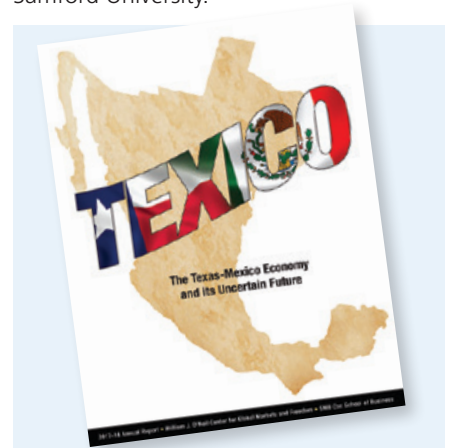
The O'Neil Center's Teaching Free Enterprise program conducted curriculum development workshops about the economics of trade, economic freedom, public choice, economic development, food and drug regulation, etc. for Texas school teachers in Clint, Dallas, El Paso, Fort Worth, Houston, Mesquite and San Antonio.



SMU Chaplain Stephen Rankin moderates a panel with the Rev. Robert Sirico, Art Carden, Russ Roberts and Imad-ad-Dean Ahmad.

Faith and the Free Market

The O'Neil Center and SMU's Center for Faith and Learning co-hosted a series of panels on "Faith and the Free Market" in October. The panels featured SMU University Professor of Ethics Steve Long, Abby McCloskey of McCloskey Policy LLC, *The Washington Post's* Christine Emba, the O'Neil Center's Michael Davis, the Rev. Robert Sirico of the Acton Institute, the Hoover Institution's Russ Roberts, Imad-ad-Dean Ahmad of the Minaret of Freedom Institute and Art Carden from Samford University.



The O'Neil Center Annual Report

"Texico: The Texas-Mexico Economy and its Uncertain Future," by Michael Cox and Richard Alm, was released in October. Cox and Alm examined the increasingly integrated Texas-Mexico economy. The report also highlighted the O'Neil Center's activities in 2017-18. ■



Michael Munger, professor of political science at Duke University, talks about his latest book, *Tomorrow 3.0: Transaction Costs and the Sharing Economy*.

Students Meet For Reading Group Summit

Over 30 SMU undergraduates joined another 40 students from Baylor, Texas Tech and the University of Central Arkansas in October for a reading group summit to discuss this semester's

reading topic, "The Role of Government in a Free Society." Michael Munger from Duke University provided a lecture based on his latest book.

Texas Economic Forum

In October, the O'Neil Center partnered with SMU's Mission Foods Texas-Mexico Center for a forum on the integration of the Texas and Mexican economies. Michael Cox and Richard Alm discussed the gains made in trade and investment over the past 30 years and the threat from the rise of economic nationalism on both sides of the border. Tiffany Melvin, president of the North American Strategy for Competitiveness trade group, discussed the potential disruption that would come with reversing the integration of the U.S. and Mexican economies.

GLOBAL CONNECTIONS



Front L to R: Christina Shams, Prof. Simon Mak, Linda Kao, Lauren Johnston and Timothy Hunt. Back L to R: Johnnie Yellock, Thomas Schadegg, Morgan Schadegg, Jessica Groshek, Rachel Rogers MS Eng '18/MBA '19, Nathaniel Zastrow, Clayton Thomas, Anne Marie McMicheal, Nicholas Hook MSF '19 at MaGIC in Kuala Lumpur, Malaysia. Students are 2019 PMBA graduates, unless otherwise noted.



L to R: Lauren Johnston, Anne Marie McMichael, Jessica Groshek, Rachel Rogers, Morgan Schadegg, Linda Kao and Christina Shams at Petronas Twin Towers in Kuala Lumpur, Malaysia.

Graduate Students Trek to Kuala Lumpur

As an important component of Professor Simon Mak's "Global Exploration in Entrepreneurship" class, 17 graduate students made the long journey to Kuala Lumpur, Malaysia. Linda Kao, assistant dean of global programs, worked with the Malaysia Global Innovation and Creativity Center (MaGIC) to examine the entrepreneurship eco system in the vibrant country. Students met with officials from government agencies and universities, venture capitalists, incubators and start-ups. The group also visited Asia's largest blockchain center. Between visits, students explored Batu Cave and the view from the Petronas Twin Towers, the tallest twin towers in the world.



Mike Davis, Duo Liu MS '19, Daniel Clark PMBA '19, Roxanne Chen MSBA '19, Ryan Felde PMBA '19, Anshika Tandon MBA '19, David Birkes PMBA '18, Yu-Hsuan Hsien MSBA '20, Natalie Pliura MSA '19, Chuan He PMBA '19, Lauren Clinkscales (Cox GLP), Olaf Kahlert EMBA '19, Marlie Trujillo PMBA '18, Riley Sweat Jr. MSBA '19, Gage Horn MBA '19, Veronica Castro PMBA '19 and David Carey PMBA '19 at Argos in Medellin, Colombia.

Students Travel to Peru and Colombia to Study Emerging Markets

In December, a group of 18 full-time MBAs, PMBAs and EMBA's participated in the "Risks and Opportunities of Latin American Emerging Markets" course with a trip to Medellin, Colombia, and Lima, Peru, two of the fastest-growing economies in the region. Taught by Senior Lecturer Mike Davis, the group visited companies such as Ruta N, and Argos, as well as the American Chamber of Commerce in Medellin. They visited the U.S. Embassy, Banco Cencosud and the Food Bank of Peru in Lima.

SMU Cox and the World Affairs Council Host Portuguese Delegation

The Department of State asked Darius Miller, Caruth Chair in Finance, to present his study, "Financial Protectionism Deters Investment and Cost Shareholders" to high-level visitors from Portugal as part of the department's International Visitor Leadership Program. Hosted by the DFW World Affairs Council, the delegation visited with local experts to explore topics such as foreign trade zones, commercial development and international engagement.



L to R: Filipa Maria Bras de Fonesca Ventura, Antonio Henrique Gomes de Almeida, PhD, Ana Margarida Lemos Gomes, Darius Miller, Maria Francisca Cardoso M. Lucena Vale Couto, Tania Lourenco de Castro Parreira and Ana Luisa Cunha Gois Figueira.



Mattson Uihlein PMBA '19, visits with school children in Rabat, Morocco.

MBA's Spend a Service and Socially Conscious Week in Morocco

Twenty MBA, PMBA and MS students spent a week in Morocco over the winter break, where they visited Tanger, Rabat, Casablanca and Marrakesh. "We want to provide experiential learning options to our students. This trip emphasized service-minded and socially-conscious company visits, with more cultural immersion, as well as high level business meetings," said Linda Kao, assistant dean of global programs. Students met Morocco's minister of energy and Parliament members, the Tanger Port Authority and workers at the Renault and Fruit of the Loom factories. They also spent time with the Berbers in a remote village, learning about their lifestyle and feasting on a home-cooked meal. ■

COX IN THE COMMUNITY

In Memoriam: Eugene Thomas Byrne, Jr.



Eugene T. Byrne, Jr.

Eugene T. Byrne, co-author of the 2007 book *Journey Toward Prominence*, which chronicled the history of the Cox School from 1920 to 2005, died this past November. Byrne was a former professor, associate dean for academic affairs and dean *ad interim* at Cox in 1981. Byrne, along with Thomas Barry, former SMU vice president for executive affairs and Cox marketing professor, preserved the story of how the Cox School began as a school of commerce shortly after SMU's founding in 2011 and grew into the present-day Edwin L. Cox School of Business.

A native of Brooklyn, New York, Byrne earned an MBA and a PhD in economics at Tulane University. He was an avid baseball and football fan, and even played briefly for the Brooklyn Dodgers farm team. In his obituary, his family wrote that Byrne "loved not just the games, but also their lessons of teamwork, practice and perseverance. He carried those lessons with him in everything he did."

He is survived by his wife of 59 years, Te; his children Tom, Rene, Kyle, Michelle and Shannon; his grandchildren Jess, Alex, Tad, Caroline, Jodi, Ben, Whit, Jacob, Peyton, Brian, Barrett, and Claire; his great-grandchildren Shani, Andreas and Frida; his sisters Carole and Susan, and all of their spouses.

SMU Cox Sponsors 2018 Dallas Marathon Relay

More than 16,000 runners participated in the 48th annual BMW Dallas Marathon in December. Bracing temperatures in the mid-40's, the runners raced through downtown Dallas and stately neighborhoods in and around White Rock Lake on a course lined with cheering spectators to finish at Dallas City Hall.

SMU Cox helped launch the corporate relay in 2006. "We believe getting involved in the community and encouraging our students to do the same

is a key component of preparing well-rounded business leaders," said Kevin Knox, assistant dean external relations. "All other benefits aside, the Cox Relay is a great way for us to promote our school and encourage participants to engage in a healthy lifestyle." On the day of the race, Cox hosted a hydration station in Highland Park. MBAs, BBAs, MS students, and their friends and family handed out water and sports drinks to a seemingly endless parade of runners.



SMU Cox hydration station at Dallas Marathon.

SMU Breaks Giving Day Record

SMU Giving Day 2019 was Tuesday, March 5. More than 3,200 Mustangs came together in just 24 hours to raise over \$1.4 million, a record for SMU's annual one-day giving challenge. Gifts totaling \$70,000 will support Cox-specific initiatives, including the SMU Fund for Cox, Cox General Business Scholarships, the Latino Leadership Initiative and more.

Thanks to the support of the SMU and SMU Cox community, big things are going to happen. Thank you for making a difference on SMU Giving Day and always. For more information on donating to SMU Cox, call Ashley Pitts at (214) 768-4988 or apitts@smu.edu.

Veterans in Business Club Means Business

The Veterans in Business club linked 30 veterans across Cox programs this year. The club seeks to promote all job-related events to Cox veterans. VIB members participated in the Goldman Sachs Veterans Summit, JPMorgan Veterans Experience and the MBA Veterans Career Conference in Chicago. There, panels of veterans discussed successful transitions, while 50 companies recruited for full-time employment and internships. ■

Striving for Excellence in Customer Engagement

Launched to provide tomorrow's marketers with the skills needed to manage their customer relationships, the Brierley Institute for Customer Engagement has engaged both college educators and industry practitioners in programs designed to evolve traditional customer loyalty programs toward more holistic Customer Engagement efforts.

In January, the institute hosted its third annual Professors Institute at SMU Cox, partnering with Marketing Edge, a national nonprofit supporting marketing education. Participation in the invitation-only conference has grown since the inaugural event in 2017, with attendees from 25 business schools. This year, academics representing 52 colleges and universities took part. Over three days, academics and industry executives discussed trends shaping customer engagement, opportunities for future academic research and teaching curriculum needed to prepare students for successful careers in today's data-driven marketing.

Targeting tenure-track professors early in their academic careers, the conference seeks to shape the research and teaching agendas of influential academics. Current practitioners who shared their experiences included executives from American Airlines, Brierley+Partners, McKinsey & Co., Neiman Marcus, Pizza Hut and TGI Friday's. "Today's business leaders must create dynamic programs that increase

engagement, deepen relationships and create positive business results while continually adhering to technology, organizational and data considerations," said Darshan Gad, vice president of marketing and customer innovation for the Neiman Marcus Group. "I'm humbled to have been able to share my professional experiences with professors who are shaping the business leaders of tomorrow."

The academics who attended the conference shared perspectives on their research and new approaches to teaching, ranging from quantitative analysis to customer relationship management. Reflecting on the conference, Hal Brierley, executive-in-residence at the Cox School said, "Over the course of their teaching careers, the attendees will help shape the thinking of hundreds of thousands of marketing students. We want them to have the tools and insights they need, and perhaps more importantly, to instill an enthusiasm for teaching Customer Engagement."

This year, the Brierley Institute continues its focus on experiential learning, with teams of Cox MBA students working on real-time projects addressing Customer Engagement opportunities and challenges for companies that include American Airlines, Chevron, Chili's, Kendra Scott, Neiman Marcus and Synchrony Financial. The Brierley Institute also invites corporate executives to participate in symposiums to share their experiences with students and alumni.

This year's panel addressed the role that Customer Engagement can play as executives confront a world of disruption. Brierley was joined on the panel by Adam Aron, CEO and president, AMC Entertainment; Zipporah Allen, CMO, Pizza Hut; and Frank Hamlin, CMO, GameStop, with Armstrong moderating. Last year's panel featured American Airlines CEO Doug Parker and former CEO Bob Crandall, discussing the past and current role of the AAdvantage program. ■



L to R: Marci Armstrong, Hal Brierley, Adam Aron, Zipporah Allen and Frank Hamlin.

The Cox Online MBA: A High-Tech Bridge to the Future

When marketing professor Ed Fox suggests he is “setting the stage” for a new type of online MBA experience, he’s not just using a metaphor. With the launch of the Cox Online MBA (OMBA) program in May, Fox says he is completely rethinking his pedagogy – online as well as in person. Stepping on to a stage reminiscent of TED-talks, Fox imparts analytical insights as he engages a classroom of virtual students. It’s a newfangled laboratory for fresh thinking, enabled by state-of-the-art technology, but grounded in good old-fashioned problem solving.

With the advent of the OMBA, Cox is launching a completely new format of educational delivery. Whereas “old school” online programs were frequently a dry marriage of stagnant PowerPoint slides and talking heads, the Cox program leverages high-end production, set design and virtual classroom interaction. Not only will students enjoy a sophisticated cyber experience, they’ll also be encouraged to interact with each other – as cohorts and on teams.

With an inaugural class of 15 students, SMU Cox has joined a growing number of top business schools opting to offer this new, flexible MBA format. The first class is an enthusiastic group from diverse backgrounds including consultants, entrepreneurs, engineers and even a veterinarian. Cox admissions hopes to eventually reach an enrollment of 500 students.

The Cox OMBA focuses on three foundational pillars essential to business education in the 21st century — leadership, analytics and experiential learning. Online students experience the same rigor, energy and community as those in the on-campus program, but benefit from increased flexibility to work full-time and maintain commitments off-campus, if not around the world.

Unlike students in many online MBA programs, Cox students have the option to take some classes in residence. Shane Goodwin, associate dean of graduate programs and executive education, believes the cohort program will facilitate relationships among classmates via team-oriented classwork and an intimate class experience. The innovative curriculum features engaged learning and immersion projects designed to connect students to real-world business situations for maximum proficiency and



Professor Ed Fox is creating a TED-like stage from which to teach his online class.

application. “Like all SMU Cox degree programs, the Online MBA will prepare students for the changing workforce and not just provide skills to be job-ready,” Goodwin said.

“Offering an Online MBA will help SMU Cox expand access to our one-of-a-kind institution,” Dean Matt Myers added. “We are excited to bring our data-centric ideology to a wider audience of business professionals.” Expanding far beyond the classroom, not to mention the screen, the program features two immersions, with at least one outside the U.S. In December, Cox students will travel to London where faculty from SAID-Oxford and the London School of Economics will join Cox Senior Lecturer Michael Davis to explore the impact of Brexit’s uncertainty and ambiguity on global companies in the UK, as well as on the British economy and society overall. Thought leaders from iconic British innovators like GSK will lead the group through their approach to the challenges posed by the current uncertainty and social decisiveness.

The Cox OMBA program emerged after three years of planning and collaboration. Senior Associate Dean Bill Dillon noted, “We knew we needed to get into this space not only from a revenue or enrollment perspective, but also because students want greater flexibility.” Dillon added, “With the benefits of the latest technology and our ultimate learning objectives, the faculty became convinced this was the right path for the future.”

The OMBA will have the same admission requirements as the on-campus program and can be completed in just over two years. For more information, visit onlinemba.smu.edu. ■

FACULTY AND STAFF ACHIEVEMENTS



Amit Basu, Carr P. Collins Chair in Management Information Systems and chair of the Information Technology and Operations Management department, and



Sreekumar Bhaskaran, associate professor of ITOM, co-authored "Economics of Co-design: The Role of Product Lines," which was published in *Information Systems Research* in December.

Basu is the new president of the board that governs the Workshop on Information Technology and Systems, an annual research forum. His tenure as president will run through 2021.



Gauri Bhat, assistant professor of accounting, presented "Bank Capital and Loan Monitoring," at the Banking and Finance Workshop of the Federal Reserve Bank of Dallas.



Hemang Desai, the Robert B. Cullum Professor of Accounting and department chair, co-authored the paper. Bhat was invited as a discussant at the 2018 Chinese Accounting Professors' Association of North

America Conference in Nanjing, China.



Neil Bhattacharya, associate professor of accounting and Ernst & Young Faculty Fellow, presented his co-authored paper, "Can Short Sellers Constrain Aggressive Non-GAAP Reporting?" at the

Financial Accounting and Reporting Section Conference in Seattle, WA. The paper investigates whether short sellers target firms with overly aggressive non-GAAP disclosures, and as a result, constrain and

discipline aggressive non-GAAP reporting. Bhattacharya and his co-author are incorporating feedback from the conference into a manuscript for journal submission.



Marcus Butts, associate professor of management and organizations and Corrigan Endowed Research Professor, was lead author of a paper titled "Helping One or Helping Many? A

Theoretical Integration and Meta-analytic Review of the Compassion Fade Literature," accepted for publication by *Organizational Behavior and Human Decision Processes*. He co-authored "Experience Sampling Methodology: A Panel Discussion on Critical Trends and Considerations for Scholarly Achievement," accepted for publication in *Organizational Research Methods*. Marcus gave a talk titled "These are the Days of Our Lives: Employee Episodic Experiences at the Work-Life Interface" for the Mercer Corporation and the University of Texas at Arlington Psychology Department.



Brandy Dalton, director of BBA/MS Career Programs, and **Jamie Kernohan**, associate director/MSM & MSBA career coach, will represent SMU Cox MS career programs at the 2019 Global MBA Career Services and Employer Alliance conference in Boston in June. The pair will present an overview of the Cox MS Career Kickstart Program to the country's top graduate career services teams and employers that

recruit from graduate programs. In addition, Dalton and Kernohan have been invited to make a similar presentation via webinar to members of the Southern Association of Career Services and Employers.



Daniel Howard, professor of marketing, marked 11 years as associate editor of the book titled *The Psychology of Consumer and Social Influence*, and 28 years as an editorial board member of the

Journal of Advertising.



Mattia Landoni, assistant professor of finance, co-authored research on retirement savings that was highlighted by *Retirement Income Journal* as one of 2018's ten most notable

retirement research pieces. "Should the Government Be Paying Investment Fees on \$3 Trillion of Tax-Deferred Retirement Assets?" examines tax deferral as a retirement savings incentive. Landoni also presented his co-authored paper "Tricks of the Trade? Pre-Issuance Price Maneuvers by Underwriter-Dealers" as part of the American Finance Association's "Subtle Influences on the Cost of Debt" session in January, during the annual meeting of the American Economic Association in Atlanta.



Robert Lawson, Jerome Fullinwider Centennial Chair in Economic Freedom and director of the O'Neil Center for Global Markets and Freedom, gave lectures about the Economic Freedom of the World

index at the Friedberg Economics Institute in Israel, the University of Texas-Dallas, TCU and Duke. He taught teacher workshops about trade and economic freedom for Houston ISD, Mesquite ISD and San Antonio ISD.



James S. Linck, Distinguished Chair in Finance and Chair of the Finance Department, will co-chair the 23rd Financial Management Association's 2019 European Conference,

in Glasgow, Scotland in June.



Simon Mak, associate director of the Caruth Institute for Entrepreneurship and professor of practice in entrepreneurship, served as faculty advisor to the SMU e-sports club, supporting

students competing in a collegiate e-sports tournament hosted by SMU Guildhall. He spoke about "Blockchain Applications and the Emergence of a Distributed Cooperative Economy" at the Cox School's Digital Transformation and Artificial Intelligence Symposium and about "Blockchain Business Models" at the Future of Blockchain Conference in Frisco. "Teaching Blockchain Entrepreneurship Business Models" was Mak's topic at the annual U.S. Association of Small Business and Entrepreneurship Conference in Tampa, FL. He presented a talk titled "Funding Your Center with an ICO: A Wild Idea . . . Or Is It?" at the annual Global Conference for Entrepreneurship Centers in Chicago. Mak was also a nominee for the Visionaries of Innovation Award of the Greater Dallas Asian American Chamber of Commerce.



Darius Miller, Caruth Chair of Financial Management and Kitt Investing and Trading Center academic director, will co-chair the Financial Management Association's 2019 Global Conference

in Latin America in late May in Bogota, Colombia. He presented his study about international finance and accounting domains titled, "Financial Protectionism Deters Investment and Costs Shareholders" to a U.S. Department of State international delegation visiting Dallas in January.



Sal Mistry, professor of practice in management and organizations, co-authored two papers accepted for publication. "Bouncing Back Together: Toward a Theoretical Model of Work Team Resilience,"

will appear in the *Academy of Management Review*, and "Are Followers Satisfied with Conscientious Leaders? The Moderating Influence of Leader Role Authenticity" will appear in the *Journal of Organizational Behavior*. Mistry was nominated for the Honoring Our Professors' Excellence (HOPE)

Award, a student-nominated award that spotlights professors who have positively impacted their SMU experience.



McKenzie Rees, assistant professor of management and organizations, co-authored "Sexual Harassment in Academia: Ethical Climates and Bounded Ethicality," which looks at sexual

harassment as an ethical breach. It was published in the *Annual Review of Psychology* in January. Her co-authored article, "Bounded Ethicality and Ethical Fading in Negotiations: Understanding Unintended Unethical Behavior" explores unethical behavior in negotiations and was published in the *Academy of Management Perspectives* in February.



Ana Rodriguez, director of Executive Education's Latino Leadership Initiative, was lauded in February as one of the *Dallas Business Journal's* top 2019 Minority Business Leaders. The business leaders on the

awards committee selected honorees "with a track record of excellence in advocating for others in their communities and workplaces." This is the first time an SMU employee has received this honor.



Mehrdad Samadi, assistant professor of finance, was awarded the 2018 Harry M. Markowitz Special Distinction Award, along with his co-authors, for their paper "Automation, Intermediation and

the Flash Crash." Their research examines "intraday intermediation in the E-mini S&P 500 stock index futures market before and during the Flash Crash" and the evolution of trading from human to electronic environments. The Harry M. Markowitz Award and two Special Distinction Awards, sponsored by the *Journal of Investment Management* and New Frontier Advisors, LLC, honor the legacy of economist Markowitz, the so-called "father of modern portfolio theory," and support future research and innovation in practical asset management.



Raj Sethuraman, Harold Simmons Distinguished Professor and Chair of Marketing, conducted a workshop at the Jindal Institute in New Delhi, on brand equity and helped train professors from research institutes

throughout India to conduct research and publish in top marketing journals. He wrote a chapter titled, "Consumer Preference Distribution and Corresponding Store Brand Strategies," which is included in the newly published *Handbook of Research on Retailing*. Sethuraman gave two talks at Syracuse University on "The Effect of Assortment Size Reduction on Store Switching" and "Ten Commandments of Publishing in a Quality Journal." In December, he was appointed joint editor-in-chief of the oldest academic journal in marketing, the *Journal of Retailing*. He also instituted the Sethuraman-NASMEI grant, which provides \$5,000 per year funding to the best three PhD marketing proposals submitted by Indian PhD students. The grant is named after Shri. G. Sethuraman, Raj Sethuraman's father, and it is coordinated jointly by the North American Society of Marketing Educators of India and Great Lakes Institute of Management, Chennai. He addressed marketing faculty and MBA students at the Symbiosis Institute in Pune, India, on the future of marketing. As the featured speaker for a retail symposium in Antwerp, Belgium, he discussed his new concept titled, "From Share of Market to Share of Wallet to Share of Palate: Evolving from Consumer Marketing to Palatist Marketing."



Ulrike Schultze, associate director of information technology and operations management, co-authored "A Relational View of Social Presence: Leveraging Goffman's Involvement Obligation,"

which is forthcoming in *Information Systems Journal*. Her co-authored paper, "The Sharing Economy Ideal: Implementing an Organization-Sponsored Sharing Platform as a CSR Program," is forthcoming in the journal *Internet Research*. Another co-authored paper, "Implementing Organization-Sponsored Sharing Platforms: Recommendations for Building Employee Engagement," was published in the journal *MISQ Executive*. Additionally, she co-chaired

a working conference on the interaction of information systems and the organization. The title of the proceeding was, "Living with Monsters? Social Implications of Algorithmic Phenomena, Hybrid Agency, and the Performativity of Technology," also an edited, co-authored book. In November, Schultze lectured and taught undergraduate students at Shanghai University of International Business and Economics.



Tasadduq Shervani, Marilyn and Leo Corrigan Endowed Professor of Marketing, co-authored an article titled, "Rubik's Cube for Healthcare Reform," which was published in *Circulation*, a leading cardiology journal. Shervani worked on the article with two co-authors: UT Southwestern Associate Professor Sarah Gualano, M.D., a recent graduate of the SMU Cox EMBA Class of 2018, and Shervani's daughter, Saira Shervani, M.D., a doctor at Texas A&M College of Medicine. Their cross-institutional collaboration makes the case for "innovation in integrated healthcare delivery models by health condition and in healthcare reimbursement models."



Dean Stansel, research associate professor in the O'Neil Center for Global Markets and Freedom, co-authored "Local Governments and Economic Freedom: A Test of the Leviathan Hypothesis," which was accepted for publication in *Public Finance Review*. His paper titled, "Labor Market Freedom and Economic Prosperity: How Does Missouri Compare?" was published in the



Missouri Policy Journal. His sponsored research project, "Institutions, Trade, and Economic Prosperity: An Examination of the U.S. and Mexican States," coauthored with O'Neil Center colleague **Meg Tuszynski**, was released as part of SMU's Mission Foods Texas-Mexico Center's Research Paper series. He presented his research at the Southern Economic Association annual conference in Washington, D.C., and was an invited speaker at the State Policy Network Annual Conference in Salt Lake City and two seminars for the O'Neil Center's Teaching Free Enterprise in Texas program (in Dallas

and Houston). He is the primary author of the Fraser Institute's annual *Economic Freedom of North America* report, which was released in late 2018, and the sole author of the "U.S. Metropolitan Area Economic Freedom Index," released in January as a Reason Foundation policy study.



Tom Fangyun Tan, assistant professor of information technology and operations management, has been chosen for a 2018 Manufacturing and Service Operations Management

Meritorious Service Award. The award recognizes outstanding service provided for the *M&SOM* journal and the professional community in general. *M&SOM* is a top journal in the field of operations management.



Don Vandewalle, Altschuler Distinguished Teaching Professor and Frank and Susan Dunlevy Research Fellow in management and organizations, delivered a research seminar for faculty and graduate students of Oslo Metropolitan University School of Business in Oslo, Norway. He also delivered a leadership development workshop in Oslo for the Norwegian Psychological Association. Vandewalle coauthored, with Cox colleagues **Robin Pinkley**, the Janet and Craig Duchossois Endowed Professor of Management, and **Maribeth Kuenzi**, associate professor



of management and organizations, "The Power of Phantom Alternatives in Negotiation: How What Could Be Haunts What Is." The research journal *Organizational Behavior and Human Decision Processes* accepted the manuscript for publication.

Kumar Venkataraman, James M. Collins Chair in Finance and Academic Director, Maguire Energy Institute and Kyle Miller Energy Program, worked with fellow members of the Fixed Income



Market Structure Advisory Committee in Washington, D.C., to offer a classification plan for exchange traded funds (ETFs). The Securities and Exchange Commission adopted the plan,

along with other initiatives that promote investor education of bond funds and ETFs. He also served on a roundtable about "High Frequency Trading and Liquidity Resiliency," organized by the SEC and the NYU Salomon Center in Washington, D.C. Venkataraman served as a discussant on a paper about steel futures contracts at the American Finance Association meeting in Atlanta in January.



Bernard Weinstein, associate director of the Maguire Energy Institute, was named to *D CEO Magazine's* "Dallas 500: The Most Powerful Business Leaders in Dallas-Fort Worth" for the third

consecutive year. He presented "How Shale Gas and Oil Have Revived America's Energy Industry" at the Bilbao, Spain, Oil and Gas Conference; "Energy and the Economy: Why We'll Always Need Fossil Fuels" at the Forging Industry Association in Fort Worth; "Long-Term Outlook for the Energy Sector" at the Dallas Family Office & High Net Worth Conference in Dallas; "Why We'll Always Need Fossil Fuels" at the Whitley Penn Energy Conferences in Dallas, Houston and at the Council of Petroleum Accountants Societies in Fort Worth; and "Electricity, an Essential Necessity in Our Lives: Can Renewables do the Job?" at Goodenough College in London. Weinstein also served as a panelist at the North Dallas Chamber of Commerce Energy Forum.



J. Daniel Zyung, assistant professor of strategy, co-authored "Political Identity and Financial Risk-Taking: Insights from Social Dominance Orientation," which was accepted by the *Journal*

of Marketing Research. Dallas Korean Radio Network interviewed Zyung about the economic effects of increase and clustering of major Korean grocery channels in the DFW community. ■

“COX QUOTABLES

The Dallas Morning News

“When You Think of Economic Freedom, You Should Think of Buc-ee’s”

Dean Stansel, assistant professor in the O’Neil Center for Global Markets and Freedom, writes that in some ways, the popular Texas roadside shopping chain known as Buc-ee’s is an example of economic freedom. However, he’s critical of large tax incentives that have lured the company to some locations: “Tax breaks for new businesses reduce economic freedom for others—in particular, the residents and existing businesses who have to fund them. Economic development deals are both inefficient and unfair.”

(12/6/18)

United Press International

“Expanded Texas Shipping Lane Could Help Cut Trade Deficit by \$50 B”

Bernard Weinstein, associate director of the Maguire Energy Institute, says the Port of Corpus Christi expansion has national and international implications. “Having this Very Large Crude Cruiser access will allow more Texas oil to flow into global markets. We’re also seeing a lot of new pipelines under construction. It lowers the transportation costs and helps our comparative advantage in the world market.”

(12/7/18)

WOIA Radio, San Antonio

“U.S. Last Week Exported More Oil Than We Imported—First Time Since 1940!”

Bruce Bullock, director of the Maguire Energy Institute, credits Texas shale production for helping the U.S. energy industry export more oil than it imported for the first time in more than 70 years. He adds that there is potential in locations like the Delaware Basin and the Permian Basin to keep production at current levels for 40 more years. “It seems like every ten or fifteen years people seem to start writing off the Permian Basin. This announcement shows that we are usually wrong to do that.”

(12/7/18)

BisNow National

“Can Dallas Opportunity Zones Compete for New Development?”

Joseph Cahoon, director of the Folsom Institute for Real Estate, looks at benefits and risks of 18 so-called “opportunity zones,” areas that offer potential for redevelopment, that the state of Texas has identified in Dallas. He says profitability isn’t guaranteed. “You still need strong fundamentals and risk-adjusted returns.”

(12/13/18)

Poets & Quants

“SMU Cox Launches an Online MBA”

Senior Associate Dean **Bill Dillon** and Associate Dean for Executive Education and Graduate Programs **Shane Goodwin** explain why leadership, analytics and experiential learning are the three pillars of the new Cox Online MBA. “We spent a lot of time with our corporate partners to see what they think the needs are. . . they think about developing intellectual curiosity, the ability to solve difficult problems and teamwork,” says Goodwin. Cox corporate partners and professionals outside the business area, like architects and designers, offered critical insights, according to Dillon. “They often use the term ‘mystery of experience.’ Every time you approach a season, it is a mystery. It is unstructured. That is what we are trying to marry into the experience here to help students deal with unstructured problems.”

(12/17/18)

Fox News Channel

“Final Christmas Shopping Rush”

Ed Fox, W.R. & Judy Howell Director of the JCPenney Center for Retail Excellence, attributes a 5 percent holiday sales increase from 2017 to 2018—as reported by the National Retail Federation—to heightened consumer confidence. “Self-gifting is up 13 percent this year, so people feel confident enough to spend more money on themselves. That translates into some of the sales numbers we’ve seen so far this holiday.”

(12/24/18)

D Magazine

“Meet the Powerful Women Leaders at JPMorgan”

Miguel Quiñones, O. Paul Corley Distinguished Chair in Organizational Behavior, points out that while corporations are making some progress in narrowing the leadership gender gap, executive diversity challenges extend beyond gender. He says three Fortune 500 CEOs are African-American and 11 are Latino, emphasizing that “those are total numbers, not percentages.”

(2/1/19)

Paper City

“This Cancer Survivor Crusades for Asian Art and SMU Students”

Linda Kao, assistant dean of global programs and a late-stage cancer survivor, is profiled in a story about her longtime support of the Crow Museum of Asian Art. Another passion, explains Kao, is the Global Leadership Program she oversees. “I create experiential learning programs for MBA students . . . I am passionate about what I do and how these opportunities impact students.”

(2/3/19)

The Columbus Dispatch

“Democrats’ ‘Tax the Rich’ Plans Draw Heavy Skepticism”

Michael Cox, founding director of the O’Neil Center for Global Markets and Freedom, describes Democratic presidential candidates’ increasing calls for higher taxes on the country’s wealthy as the majority imposing higher taxes on the minority. “This is like two wolves and a sheep voting on what’s for dinner.”

(2/4/19)

Solving The Challenge Of High Drug Development Costs

Vishal Ahuja, Assistant Professor of Information Technology and Operations Management

What if clinical trials could be conducted faster, required fewer patients, cost less and led to improved health? ITOM Professor Vishal Ahuja and his co-author have developed a breakthrough approach long overdue in healthcare. "Our approach is good for patients, companies and the public health at large, bringing needed drugs to market sooner," according to Ahuja.

Clinical trials, particularly phase-3 trials, have been cited as major contributors to the rising costs of taking a new drug to market, estimated at \$300 million to \$600 million. Traditionally, clinical trials have followed a fixed (non adaptive) design that randomly assigns patients to treatments in a constant proportion throughout the trial. Because these designs often result in lengthy trials and poor outcomes, pharmaceutical firms and regulators seek more efficient designs.

The bulk of work in adaptive design development has been in sequential or "one-person-at-a-time" trials. But most trials have multiple patients that need to be randomly assigned at the same time. Ahuja and his co-author proposed a design that allows for this randomization of several patients at the same time. However, developing a protocol for implementing adaptive designs (which the FDA requires before a trial can begin) means that one must consider all possible scenarios. Given the large number of scenarios, often in the billions, solving them poses huge computational challenges, which is a key barrier for adaptive designs in practice.

The authors developed a computationally efficient approach using heuristics, or rules-of-thumb, to implement adaptive designs. The authors then simulated their model called "SLAX" multiple times on the computer; they settled on around

Clinical trials, particularly phase-3 trials, have been cited as major contributors to the rising costs of taking a new drug to market.

5,000 times, which worked well, another rule-of-thumb. Ahuja noted that these types of problems "are a combinatorial nightmare, and given the limits of computation, may not have been possible to solve a few years ago."

The authors tested their approach retrospectively on three phase-3 clinical trials that studied Rolapitant, a drug used for chemotherapy-induced nausea. "On every dimension, the outcomes [in our approach] were better," said Ahuja. Drug companies want to get their products to market sooner and at lower cost. This advance is "a big deal," according to Ahuja. The paper, "An Approximation Approach for Response Adaptive Clinical Trial Design," chronicles their work.



Shoppers Changed Up Store Choice in Hard Times

Chaoqun Chen, Assistant Professor of Marketing

Though a decade has passed, the recession of 2008-09 offers a perennial lesson to retailers—shoppers have choices. Marketing Professor Chaoqun Chen analyzed how consumers shop around various retail formats in her recent paper “Competition Among Retail Formats.” Her findings uncovered truths about how consumers from different income levels adjusted to a new normal in their weekly shopping treks.

Grocery stores have been the dominant retail format for food and related items for decades, the research noted. Households form their impressions about retail format attributes over a long period and their impressions are slightly sticky. In general, retail formats compete for expenditure share, not for consumers – a distinguishing factor in her research.

“At the start of the Great Recession in 2008, consumers changed the allocation of their budgets among retail formats,” Chen said. From 2004 to 2007, discount stores such as Target and Walmart grew their market share substantially. However, in 2008, at the beginning of the Great Recession, discounters began to lose share to competing formats like membership warehouse clubs such as Costco and Sam’s Club, and to dollar stores. Surprisingly, Chen found that despite very large income changes for some consumers, large changes in overall spending did not occur.

During the recession, retailers could have lowered prices but they did not. Chen’s research indicated that lowering price may increase demand but lowers margins, thus increasing market share at the expense of profitability. Price competition is a risky path



at the level of retail formats, she concluded.

More recently, trends show that discount stores are launching new sub-formats, smaller stores in urban areas with limited assortments. Chen notes that offering a small-size format is relatively more effective than price competition for discount stores. “Retail store format competition is not going away,” concluded Chen. “There is no single format that dominates the others.”

Insurers’ New Products a Source of Systemic Risk

Chotibhak “Pab” Jotikasthira, Associate Professor of Finance

Since the financial crisis of 2008-09, risk across the financial system continues to worry investors and policymakers. According to new research by Finance Professor Chotibhak Jotikasthira and his co-authors, “systemic risk” may arise from the interconnectedness of the asset side of financial institutions’ balance sheets. They reveal how a similarity of assets across insurers emerges from their business decisions to provide (and hedge) investment products, namely variable annuities (VAs) with guarantees.

“The origin of our paper stems from looking at a MetLife case that determines whether large insurers are considered systemically risky,” Jotikasthira explained. “They argue they are not. In reality, with VAs consisting of more than a third of some insurers’ liabilities, they delve into riskier behaviors versus traditional lines.” These new types of policies expose insurers to nondiversifiable market risk and can inherently create asset interconnectedness

and systemic risk, he said.

“We are the first to link the variable annuity risk to the interconnectedness of assets and systemic risk,” Jotikasthira offered. Over the last two decades, major product lines of insurers have evolved from traditional life insurance to asset management products, and particularly variable annuities. Only a few life insurers underwrite VAs, say the authors, and the ones that do tend to be very large.

The insurers’ exposures to financial guarantees on stock market performance create incentives to “reach for yield” by overweighting similar, illiquid assets in their portfolios. The portfolio overweight on riskier bonds becomes problematic during a market downturn. As all insurers writing guarantees are exposed to the stock market shock at the same time, the need to sell illiquid bonds is also correlated among insurers, resulting in a fire-sale effect. Under different extreme



Over the last two decades, major product lines of insurers have evolved from traditional life insurance to asset management products, and particularly variable annuities.

scenarios, these dynamics can plausibly erase between 20 and 70 percent of insurers’ aggregate equity capital. The consequence is contagion to other insurance companies and to the broader financial system. Interestingly, the research finds that the largest culprit of systemic risk is the reaching for yield behavior rather than the net VA guarantee exposures per se. “VAs can lead to excessive risk-taking behavior,” Jotikasthira concluded. ■

Building the **BBA** of the Future

**As Recruiters Demand More,
Cox BBAs Hone Skills for
the New Economy**

By Jennifer Warren



As the business landscape evolves to be more technology-driven, agile and team-centric, SMU Cox is preparing Bachelor of Business Administration (BBA) students for success by teaching and honing essential skills.

Today's digital economy demands data acumen, aptitude and insight. As well, soft skills, often underestimated in importance, are instrumental for effective leadership and team-building. And, because employers expect new hires to hit the ground running, internships, simulations and hands-on projects with real-world clients are vital to a successful career launch upon graduation.

Recognizing that hiring companies prefer students with more time in business school, gaining knowledge and skills for today's marketplace, SMU Cox recently expanded its Business Direct enrollment program. Starting in the fall of 2020, most BBA students will enter Cox as first-year students rather than waiting until their junior year, as done in previous years. The expanded program will offer 300 to 350 freshmen admission into Cox. The change in policy gives Cox multiple advantages. Not only does this answer employer feedback, it also helps Cox enrich diversity. Previously, admission was primarily based on a student's undergraduate GPA, whereas the newly expanded program evaluates students on their academic achievement, leadership and other qualifications. Under the Cox umbrella, students will have more time to connect to resources and be groomed for the workplace of the future. More details about Business Direct can be found on Page 3. The esteemed BBA Scholars program, funded by generous donor scholarships and designed to attract candidates that might not otherwise be able to attend Cox, will remain unchanged.

What Students Want from SMU Cox

Cox BBA students are some of the nation's finest—our BBA graduates display the qualities of next-generation leaders and managers that companies want to hire. They arrive at Cox with high expectations. And they leave Cox prepared to prove their mettle. More than 70 percent of Cox BBA students come from outside of Texas. What draws them here?

"I knew a business degree would provide me with a strong base for any career I wanted to pursue," says **Taylor Vinson BBA '19**. "Cox was the perfect program because of its connections to Dallas and the competitive degree program." Pleased that her new financial capabilities, such as knowing how to understand investments and financial statements, complemented her marketing studies, she considers an experiential learning project one of her best experiences. "As a marketing student, I participated in the Fox Sports marketing practicum to work on a real-world project for the Dallas Mavericks.



Taylor Vinson BBA Scholar '19

It was amazing to work with my peers to analyze the situation and propose plausible solutions."

Opportunities for collaboration and problem-solving are engrained in the Cox culture. **Naomi Samuel BBA '19** says the school's prestigious reputation, professors and challenging curriculum drove her decision to attend. Samuel worked on an engaged learning fellowship project called *Business Natural*, a photo-interview series of black women in the professional and



Naomi Samuel BBA Scholar '19

academic worlds. Samuel also participated in the BBA Honors Marketing Practicum for the Dallas Mavericks project. After meeting with Fox production managers and spending time in the studio during a Mavericks pregame show, she learned what most professionals don't learn until they are actually on the job: "Production is a team effort as intricately coordinated as an orchestra!" At Cox, she says, "I found myself in rooms I'd never seen myself in before. Resources, connections and unique opportunities are available to Cox students when we simply ask and shoulder-tap the leaders around us."



Andrew Galloway BBA '08 and PMBA '13

What Employers Want From Students

To stay apprised of what today's hiring companies expect from job candidates, Cox consults with external partners to discuss what skills are sought after in the marketplace. Here, several people who have insightful perspectives on the Cox BBA program – both as alumni and as recruiters – share thoughts on hiring our grads.

With such a competitive market, companies expect well-rounded BBA



Lauren Taylor BBA '07

graduates who can hit the ground running. At the Boston Consulting Group (BCG), Partner and Managing Director **Lauren Taylor BBA '07** says, "Now more than ever, business students need ingenuity and judgment to find game-changing insights that lie within unprecedented amounts of data." Her firm wants "smart, curious individuals with drive, passion and humility."

"A critical part of our work is to understand what the workforce of the future will look like," says **Andrew Galloway BBA '08** and **PMBA '13**, performance improvement finance manager at global consultancy EY. "Technology is a large part of it." Hence, both businesses and business schools are transforming to meet innovation's onward march and how it alters practices and professions. Nevertheless, EY's Galloway says academic achievement and a record of accomplishment are still essential when considering job candidates. "We can't control the technologies or predict what the jobs will be with 100 percent certainty," he offers. "However, as long as you are gaining fundamental business skills, have a thirst for learning, and are staying adaptable, then you are in a good position for jobs of the future yet to be defined."



The marketing practicum class was invited to the American Airlines Center on March 18 to experience the "Business of Game Day from a Team and Broadcast Perspective" by FOX Sports Southwest and the Mavericks. Senior-level executives from both FOX and the Mavericks met with the students. They even saw Dirk Nowitzki make history when he passed Wilt Chamberlain for sixth place on the NBA's all-time scoring list.



Lisa Tran

The Cox Career Management Center integrates learning with practical steps to help students secure their futures. Vinson notes, “Entering the job market, I feel ready to apply to a variety of jobs. My classes gave me the skills and specific knowledge needed to be successful in my field, but Cox as a whole set me up to be a competitive candidate by helping with resume and interview prep, as well as presentation and communication skills.”

Lisa Tran, managing director of corporate relations and strategic partnerships at Cox, elaborates: “We practice a lot of case interviews. You can be tech-savvy and know how to crunch numbers, but how do you present the ideas?” Accordingly, the CMC challenges students using a variety of formats. “Sometimes, candidates will have a few hours to assess and present a case,” says Tran. “Sometimes, they’ll be asked on the spot.” Without adequate practice, the case-type interview could easily rattle unprepared candidates.

Cox also prepares candidates to answer ambiguous questions, without having the benefit of sufficient information.

Brandy Dalton, director of BBA/MS career programs, explains, “We want our graduates to be able to come up



Brandy Dalton

with an answer to an unstructured question, which may involve multiple inputs and perspectives. Who do they go through? How do they get information from people they don’t work with, and whose information is critical to solving the problem?”

Dalton suggests that for a generation that often communicates in 140 characters or less, improving writing skills is a critical focus – as is communicating about unpleasant subjects, like failure. “We coach candidates on proper storytelling and their ability to talk about failures,” notes Dalton. “‘Fail fast and move on’ is a line we often use.” Dalton emphasizes that failing is not all bad, and in fact, can be a sign of stretching



Richmond Dewan BBA '18

one’s skill set, “We want students to understand they have the ability to be creative. They shouldn’t be so afraid to fail that they cripple their thinking.”

Richmond Dewan BBA '18, a business technology analyst at Deloitte, says, “Teaching students how to identify, adapt and grow with the future of their industry is a huge advantage—and SMU hits all three.” He adds that not everyone can understand the technical aspects of everything, which is where communication skills can make or break a successful manager. “It’s important to have the creative and professional soft skills necessary to talk about technology in an everyday language,” he says.

“Firms, including mine, are looking for candidates who are equipped with contextual knowledge of the technology world around them. In my role, this means being familiar with not only the technology of today, but also the technology of yesterday and tomorrow.”

Richmond Dewan, business technology analyst, Deloitte

The yet-to-be-defined workplace of the future requires adaptable and eager learners. A big driver in the workplace, according to BCG's Taylor, is digital technology and its application. BCG is helping clients harness the power of artificial intelligence, machine learning, blockchain and other tools that were hard to imagine just a short time ago. "Success requires a growth mindset, as well as an agile approach that enables us to adapt quickly to change and seamlessly collaborate with colleagues from a range of backgrounds and disciplines," she says.

As innovation and technology demand new approaches in the business world and the Cox School refines and evolves its offerings, the fundamentals still apply. "Whether in the interview, resume or involvement in activities on campus, energy and enthusiasm count," says Galloway. Soft skills, such as communications, leadership and teamwork "are the catalysts that allow your knowledge and experience to rise to the top."

Next-Gen Business School: Laying the Groundwork for the Future

In order for students to bridge from academic knowledge to how business really works, the BBA program emphasizes experiential learning in and out of the classroom. Tran explains that case studies tend to be strong in theory but outdated; in-class simulations are limited in the number of outputs. "Real-world" projects, however, provide the ambiguity and opportunity to solve problems in a manner consistent with on-the-job experience. Accordingly, the curriculum is being reshaped to include more experiential learning projects for hands-on experience that is challenging to impart in the classroom.

Soft skills, critical to student success in the workplace, are a focal point of the BBA curriculum. Cox is one of few schools that require career-minded coursework such as leadership, networking, change management, communication and presentation skills. Cox BBAs spend a full semester taking sessions on these topics.

"I joined the Real Estate Club on a whim my freshman year. Through the club, I have been mentored by industry leaders, toured groundbreaking property developments and flown across the country to attend real estate conferences. Our adviser is constantly reaching out to companies to connect students with employment opportunities."

Cameron Farr, BBA Scholar



Cameron Farr BBA Scholar '19

Bright Futures Ahead

Feeling prepared to enter the workforce is as important as being prepared. BBA student **Naomi Samuel** feels confident about her new position consulting at Dallas-based Sendero. "Cox taught me *how* to learn, even when you're thrown into disciplines you don't have a total grip on, and that's why I'm confident I'll adjust to this next chapter of my life," she says.

Cameron Farr BBA '19 credits SMU's reputation and preparation from the Alternative Asset Program for his achievement: "I pursued a finance major with a real estate concentration. This interest, alongside SMU and Cox offerings, helped me find a job with a real estate investment team within Goldman Sachs." Indeed, the highly competitive Alternative Asset Management Program attracts the crème de la crème of finance students. Only half of those who apply are admitted. The proof of the program's strength is evident: Cox is one of the top three business schools in the nation for recruiting by Goldman Sachs.



Paul Civello BBA Scholar '19

According to **Paul Civello BBA '19**, also in the "Alts" Program, Cox helps students bridge the gap from textbook to real-world application by relating principles and practices to successful businesses and current events. Civello adds, "Professor Bill Maxwell drove us to think critically, work hard and perfect the set of tools we would need to perform in our internships." As a testament, Civello landed his ideal job in investment banking at Houlihan Lokey.

Civello says, "What stands out to me the most about Cox are the people. From my first exposure as a senior in high school to my final semester at Cox, the people have been the difference makers. The faculty is encouraging, understanding and helpful. The students are friendly, eager and competitive. I believe this combination is the reason so many employers come to Cox looking for new employees."



BBA Scholars Program Made Possible by Key Donors

Many of the students featured here are members of a highly select group of Cox undergraduates called the BBA Scholars. Each year, the Cox BBA Scholars Program recruits 100 to 120 exceptional first-year students from the U.S. and the world, with an average 3.8 GPA, 1495 SAT and 33 ACT, as well as demonstrated leadership.

Most BBA Scholars are members of the University Honors Program, participate in SMU's study abroad programs and pursue double majors and minors in other academic fields. Generous donors provide the funds to allow each scholar to receive financial support based on merit. In 2007, Edwin L. Cox created an endowment to support the BBA Scholars program. Since the creation of that endowment, Peggy and Carl Sewell, the CFP Foundation and other donors have generously provided annual funds to support the BBA Scholars program.

BBA Scholars are pre-selected for Cox admission based on their application for admission to SMU and their academic performance before entering SMU. Students are notified of their selection for the BBA Scholars Program shortly after receiving acceptance to SMU. As BBA Scholars, they participate in the normal SMU Cox curriculum, but have the added advantages of early access to Cox advising and career services, and other special programs and events designed for Business Scholars. ■

COX DEVELOPMENT

Latest Hart Gift Advances Technology, Innovation and Entrepreneurship at SMU

SMU's ability to cultivate and launch entrepreneurs for North Texas and beyond received a major boost with a significant new gift from prominent Dallas business leaders and major SMU supporters Linda Wertheimer Hart '65 and Milledge (Mitch) A. Hart III. The Harts now are among SMU's most generous donors.

The Linda and Mitch Hart Institute for Technology, Innovation and Entrepreneurship will combine the innovative forces of Cox and the Lyle School of Engineering. The two schools will integrate their expertise, resources and guidance to develop technology prototypes and create viable business plans.

"SMU will play a major role in the formation of new enterprises and cross-disciplinary ventures thanks to the Harts' generosity and vision," said SMU President R. Gerald Turner. "The Hart Institute will stand as a pioneering and lasting example to future SMU donors, reinforcing our role as an engine of regional economic development and job creation."

Linda Hart said SMU's focus on creating new knowledge inspired the gift. "I was inspired to support this institute because I have seen first-hand how technology and innovation have been crucial to my own business endeavors, and they are critical elements needed in solving the world's challenges," she said.

"With a new institute dedicated to guiding and promoting entrepreneurial work, the University will continue its march forward as an innovation leader," Mitch Hart said. "Providing exposure to forward-thinking mindsets and feeding the enterprising spirit in an academic setting means there is no limit to what can be

done. I look forward to the exciting work that will be produced here."

Matt Myers, dean of the Cox School, said the new Hart Institute will benefit SMU graduates and businesses looking for well-trained employees. "Technology innovation drives all parts of business from talent recruitment and company culture to market and customer base. Businesses are hiring and partnering with those who have multidisciplinary backgrounds and a startup spirit," he said.

Marc Christensen, dean of the Lyle School, said cross-disciplinary partnerships amplify promising work. "This gift celebrates the powerful pairing of a highly-ranked business school and an innovative engineering school guiding the best and brightest to achieving their dreams while bringing new technology to the marketplace," he said.

The Hart Institute will advance SMU's vision to promote technology and entrepreneurship through five key components:

Business Plan Competition Award

Building on the successful SMU Business Plan Competition, the Hart Institute will fund an annual Linda and Mitch Hart Innovation and Entrepreneurship Award to recognize the best student-created business plans as identified through a competition. The Hart Award's financial proceeds to the winning teams will be used by recipients to invest in new business start-up needs such as equipment, supplies, personnel, market research and software. The significance of the endowed award will elevate the competition and reinforce its vibrancy.

Entrepreneur-in-Residence

The Hart Institute will establish a Linda and Mitch Hart Entrepreneur-in-Residence



initiative that will expose business and engineering students and faculty to seasoned entrepreneurs and to world-class thinking on technology entrepreneurship. The entrepreneur-in-residence initiative will provide both inspiration and mentoring to young entrepreneurs.

Graduate Fellowships

Providing Linda and Mitch Hart Graduate Fellowships will enable the Cox and Lyle joint entrepreneurship degree programs, such as the Master of Science in Engineering Entrepreneurship, to recruit budding entrepreneurs by offering full-tuition scholarships as well as funding for the development of commercial prototypes based on technological discoveries. Support for prototype development could, for instance, take the form of funds for advanced prototyping equipment, supplies or staff oversight.

Faculty Fellows

The Hart Institute will establish the Linda and Mitch Hart Faculty Fellows fund to support faculty leaders in advancing the mission of joint business and engineering programs in technology entrepreneurship. Recipients will be selected from the Cox and Lyle faculties.

Technology Transfer Fund

Resources provided by the Linda and Mitch Hart Technology Transfer Fund will help establish the Lyle School as a prime

contributor to the region's economy by supporting a concept-to-prototype pipeline for students and faculty, bridging the gap from theory and research to commercial development.

Active in professional and civic endeavors, Linda and Mitch Hart have founded, supported and enhanced many educational ventures at SMU. In March 2018, they committed a significant gift to the future Gerald J. Ford Research and Innovation Building at SMU that will house the University's Linda and Mitch Hart eCenter, which includes SMU Guildhall, the world's top-ranked graduate game design program. The couple also has made gifts to support the Hart Global Leaders Forum and the Hart Center for

Engineering Leadership. Both serve on the board of directors for the University's Tate Distinguished Lecture Series and each has led the board as chair. They received SMU's Mustang Award in 2003 in recognition of their exceptional philanthropic support of the University.

Linda Hart, a graduate of the Dedman School of Law, is vice chairman, president and CEO of Hart Group, Inc. and former chairman of Imation Corp. Ms. Hart is former Chairman and current ex-officio member of the Legal Advisory Committee to the New York Stock Exchange and serves on a variety of corporate and civic boards, including the Executive Boards of SMU's Dedman School of Law and Cox School of Business.

Mitch Hart, a graduate of the U.S. Naval Academy, served as an officer in the U.S. Marine Corps and is an SMU trustee emeritus. He serves on SMU's Lyle School Executive Board and on the DEA Standing Committee for the SMU Board of Trustees. A member of the World Presidents' Organization, Chief Executives Organization and the executive board of the Boy Scouts of America, he has served on numerous business and civic boards. He also served on SMU's Second Century Campaign's Leadership Council and the Lyle School of Engineering's Campaign Steering Committee. He was co-chair of the SMU Dedman College Capital Campaign Committee during SMU's Time to Lead Campaign from 1997 to 2002.

BBA Alumnus Kyle D. Miller and wife Katy A. Miller support Miller Energy Management Program with Scholarship Support

Alumnus Kyle D. Miller BBA '01, and his wife Katy A. Miller have created The Katy A. and Kyle D. Miller Energy Management Endowed Scholarship Fund. It will provide scholarship support to the Kyle D. Miller Energy Management Program, created in 2018.

"SMU has had a tremendous and lasting impact on our family. I had a fantastic academic experience at SMU and felt more than well-prepared to enter the workforce when I graduated. Katy and I are excited to support the Energy Management Program and help provide the same opportunities to Cox students going forward," Miller said.

Kyle D. Miller Energy Management Program

In 2018, a consortium of donors honored SMU alumnus and energy industry leader Miller with contributions to establish the Kyle D. Miller Energy Management Program, based in the Maguire Energy Institute. Finance Professor Kumar Venkataraman, the Maguire Chair in Energy Management, provides academic leadership in coordination with Bruce Bullock, director of the Maguire Energy Institute. The program houses the school's Kyle D. Miller Energy Scholars Program, the BBA Energy Concentration and the MBA and MSF, with a specialization in energy finance. Traditional business disciplines, particularly accounting and finance positions, currently compose 6.1 percent of the total energy workforce, and this percentage is rising. In addition, the technology-driven energy sector is placing greater emphasis on efficiency and productivity. Today's energy professional requires expertise in a variety of disciplines, including petroleum geology and engineering, land and legal agreements, operations, accounting and finance, supply chain management and sustainability. The Kyle D. Miller Energy Management Program provides Cox students opportunities in each of these disciplines through a variety of learning methods, including coursework, short courses, experiential learning and field trips. ■



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IMPORTANT NUMBERS FOR COX ALUMNI & FRIENDS



February 18: "Exclusive Conversations" hosted Andrew Roberts to talk about his best-selling book, *Churchill: Walking with Destiny*. Attorney Talmage Boston, with co-sponsor Shackelford, conducted the interview.



February 19: Former SMU Cox Rugby players Philip Webb MBA '01, Justin Short MBA '01, Kevin Knox and John Carter '01 at the Dallas Stars game.



February 21: SMU vs. Cincinnati: Joan Smith, SMU parent, Katie Smith BBA '16, Dean Matt Myers and Kim Lapiana, SMU parent.



February 21: SMU vs. Cincinnati: Kirk Rimer, Jim Bryan and Meredith Rimer Ajello.

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BUSINESS LIBRARY AND KITT INVESTING & TRADING CENTER

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Kitt Investing and Trading Center 214.768.4113

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Managing Director: Lisa Tran 214.768.2533

Career Programs (MBA, MS, BBA) 214.768.1943

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Brierley Institute for Customer Engagement 214.768.4486

Caruth Institute for Entrepreneurship 214.768.3689

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Graduate Business Analytics Certificate Program 214.768.1246

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Advanced Marketing Certificate Program 214.768.2679

Starting a Business Program 214.768.3689

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SOUTHWESTERN GRADUATE SCHOOL OF BANKING

President and CEO: Scott MacDonald 214.768.2991



CALENDAR OF EVENTS

ATHLETICS

Mustang Football Schedule

August 31

SMU at Arkansas State

September 7

SMU vs North Texas

September 14

SMU vs Texas State

September 21

SMU at TCU

September 28

SMU at USF

October 5

SMU vs Tulsa (Family Weekend)

October 19

SMU vs Temple

October 24

SMU at Houston (ESPN)

November 2

SMU at Memphis

November 9

Homecoming, Cox MBA/MS Reunions
SMU vs ECU

November 23

SMU at Navy (CBSSN)

November 30

SMU vs Tulane

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

EVENTS

May 10

Cox Distinguished Alumni and
Outstanding Young Alumni Awards
Collins Center
Contact: coxevents@smu.edu

May 18

SMU Cox Graduation
BBA 1:00 - 3:00 p.m.
MBA 3:00 - 5:00 p.m.
Moody Coliseum

June 3 - June 28

Summer Business Institute
Collins Center, SMU Cox



Left: Blaise Fagan BBA '21. Right: Avery Pennywell BBA '22.

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Dallas

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Orlando, FL

Philadelphia, PA
Phoenix/Scottsdale, AZ
Rogers, AR
San Diego, CA
San Francisco, CA
St. Louis, MO
Tulsa, OK
Washington, DC

INTERNATIONAL

Bangalore, India	Arun Subramanian	MBA '01
Beijing, China	Yvonne Liang	MBA '03
Guatemala City, Guatemala	Alexandra Cabane	BBA '10
Hong Kong, China	Javier Silvera	MBA '07
Monterrey, Mexico	Lorenzo B. Ortiz Cantu	BBA '12
New Delhi, India	Aakash Moondhra	MBA '03
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November 3: Cox Alumni Board of Directors meeting. Under the direction of Frank McGrew, board chair, members began their fall meeting with round table discussions prior to hearing from their presenting speakers.



February 8: Newport Beach Reception at Balboa Bay Resort: Jim Saccacio BBA '82, Pratik Zaveri MBA '09 and Kevin Knox.



March 6: Boston Reception at the Wellesley Country Club hosted by SMU parent Mike Skillman. Sharon Sipp and Jim Bryan, Associate Dean, BBA Programs.



March 6: Boston Reception at Wellesley Country Club. Laurel Fowler BBA '86 and Betsy Baumann BBA '82.

COX CONNECTIONS

1. October 11: Annie Dunlap, Lisa Tran, Tina Ngo BBA '03, host the Cox tent at the Fun Run, a part of the Dallas BMW Marathon sponsorship.



2. November 1: Dallas 100: Simon Mak associate director, Caruth Institute for Entrepreneurship, congratulates Jordan Miller BBA '14, MSM '15, football letterman, and his company, Titus Group, Inc., for placing 7th in the Dallas 100 Awards.



3. November 1: SMU Distinguished Alumni Awards: Julie Carney BS '02 and Hollee Hirzel PMBA '04.



4. November 1: SMU Distinguished Alumni Awards: Award winner Kelvin Beachum BS '11, MLS '12 and football letterman, visits with Cox friend, Rita Mort, after the awards dinner.



5. November 3: Joseph Cahoon, executive director of the Folsom Real Estate Institute, spoke to the Cox Alumni Board about the institute's activities.

6. November 3: Prior to the homecoming game, Luke Mort (L) and Kevin Knox (R), had a chance to visit with Uzo Ozeke BA '97, football letterman (C).



7. November 5: SMU Football Coach Sonny Dykes and announcer Rich Phillips discuss the Homecoming win by SMU, 45-31, over Houston. SMU Cox is one of the sponsors of the coach's radio show, "It's Always Sonny on the Hilltop."



8. November 6: Marci Armstrong, director of the Brierley Institute, moderated a panel discussion, called "Customer Engagement in a World of Disruption" for alumni, students and friends. L to R: Marci Armstrong, Hal Brierley, Cox executive-in-residence; Adam Aron, CMO, AMC Entertainment; Zipporah Allen, CMO, Pizza Hut; and Frank Hamlin, CMO, Game Stop.



9. November 14: "Exclusive Conversations" hosted Ken Starr, author of *Contempt*. Talmage Boston, with Shackelford law firm, conducted the interview.

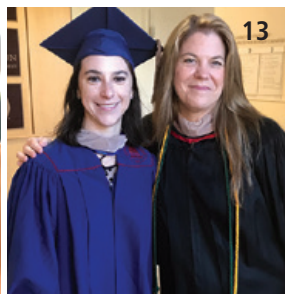


10. December 9: Dallas Marathon: Lisa Tran and Colleen Dunkel, Cox CMC; Nicholas Smith, current student and Angelika Leskovskaya, Cox visiting professor of practice.



11. December 9: Dallas Marathon: Bora Laci BA '13, Program Manager and Director of Studies at SMU Tower Center and Maury Moreno BBA '15.





12. December 15: SMU Graduation reception at Collins Center: Camille French, Jordan Smith PMBA '18 and Audrey Palmer PMBA '18.

13. December 15: Reception at Collins Center: Brittany Efantis BBA '18 and Hettie Tabor, director of M.S. in business analytics.

14. December 15: Reception at Collins Center: Jorge Villa, Georgina Villa BS/BA '18 and Jim Bryan, associate dean of BBA programs.



15. December 16: Bangkok: Simon Mak associate director, Caruth Institute for Entrepreneurship with Max Hirsch BBA '14.

16. December 18: London: Simon Mak, associate director of the Caruth Institute, caught up with Dallas Mayor Mike Rawlins and the group at the Dallas Regional Chamber of Commerce. Front L to R: Kerman Ahluwalia BBA '19, Kennedy Ferachi BBA '20, Max Henderson BBA '19, Mason Ezell BBA '20, Patrick Stephens BBA '20, Michael Swalwell BBA '20, Chloe Hancock BBA '20, Alicia Cantu BBA '20. Back L to R: Professor Mak, Matthew Esterer BBA '20, Dallas Mayor Rawlins and Valentine Amorosana BBA '19.



17. December 18: Kevin and Tryna Knox enjoyed the Con-Real Holiday reception and dinner with Troy Alley III BBA '15, Cox Alumni Board of Directors member.

18. January 5: PMBA Orientation. MBA Admissions hosted incoming PMBA students at Moody Coliseum: Lionel Austin, Mai Reynoso and Jenna Doran.



19. January 23: Atlanta: Joan and Rick Smith, Cox Executive Board member, hosted Dean Matt Myers for an alumni, parents and prospective student reception at their home. Rick Smith introduces Myers.

20. January 23: Atlanta: An outstanding group of alumni, parents and prospective students attended the Smiths' the Smiths' reception.

21. January 23: Atlanta: At the Smith's reception: Ben Cowgill BBA '06, Rebecca Cowgill and Rodney Taylor MBA '15.



22. January 31: Professor Mickey Quiñones hosted Cox alumnus, Andy Peykoff BBA '98, President and CEO of Niagara Bottlers, for a Cox Connections breakfast and presentation at the Collins Center.

COX CONNECTIONS

23. February 8: Newport Beach Reception at Balboa Bay Resort: Cedric Ferrell MBA '92, Tim Anthony and Jay Perry MBA '96.

24. February 10: Los Angeles: Reception at Bel-Air Country Club hosted by Leslie (BBA '81) and Ed Wilson: Josie Gosen BBA '18 and Kim Kooker BBA '17.

25. February 10: Los Angeles: Kelly Johnson BBA '14; Kristine Locker BBA '15 and Kendal Johnson BBA '16.

26. February 10: Los Angeles: Chase Branigan, Clark Bacon BBA '04 and Graham Brittain.

27. February 10: Los Angeles: Jim Bryan, BBA admissions; Kendal Johnson BBA '16; Lori Black, SMU development; and Kelly Johnson BBA '14.

28. February 10: Los Angeles: Leslie Wilson BBA '81, Steve Sandbo BBA '08 and Stephanie Sandbo BA '07.

29. March 6: Boston: Reception hosted by Mike Skillman, SMU parent, at the Wellesley Country Club: Patrick Flynn MBA '15, Danielle Flynn, Jessica Chang BBA '06 and Evan Knooihuizen MBA '15.

30. March 6: Boston: Peggy and Jack Heffernan, and Mike Skillman.

31. March 7: New York City Reception hosted by Frank Dunleavy BBA '71 at the New York Racquet and Tennis Club: Anna Wiesner MBA '19, Associate Dean Shane Goodwin and Rosemary Reeb.

32. March 7: New York City: Kathryn Moffitt BBA '18, Jackson Fleming and Samantha Fleming BBA '17.





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