

Coxtoday

SMU COX SCHOOL OF BUSINESS

WINTER 2025

— PAGE 46 —

The Demand for a Cox B.B.A.

Driven by a national trend and Dallas' "Y'all Street" status, enrollment in the SMU Cox B.B.A. program is higher than ever.

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THE MILLER QUAD IN ACTION

Embracing the new
David B. Miller Business Quadrangle.

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BUILDING A HEALTHCARE HUB

Meeting the demand to train
tomorrow's healthcare leaders.

PAGE 27

FACULTY Q&A

Examining the
trade-offs of legal online betting.

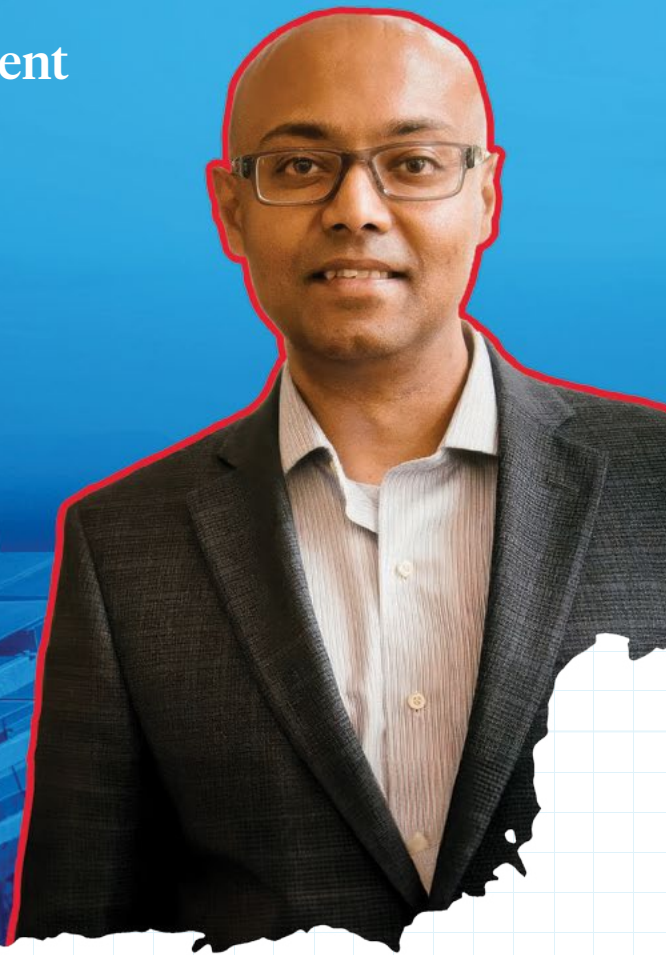
“Energy and Sustainability Management careers are in high demand.

SMU COX HAS THE EXPERTISE AND THE NETWORK

to help power your future.”

Kumar Venkataraman

Professor of Finance
Maguire Chair in Energy Management
Academic Director, Maguire Energy Institute



NOW ACCEPTING APPLICATIONS FOR OUR NEW, STEM-DESIGNATED MASTER'S IN ENERGY AND SUSTAINABILITY MANAGEMENT

The Master of Science in Energy and Sustainability Management will position SMU Cox students at the forefront of a growing cadre of industry-diverse managers challenged to analyze, develop and lead sustainable business enterprises. Unlike many graduate energy programs, this degree combines traditional energy business foundations with emerging sustainability business practices, vastly expanding career opportunities.

\$1.8 TRILLION

**GLOBAL INVESTMENT IN THE
ENERGY TRANSITION, UP 17% YOY**

BloombergNEF, 2024

76%

**OF EXECUTIVES SAY SUSTAINABILITY IS
CENTRAL TO THEIR BUSINESS STRATEGY**

IBM, 2024

- ✓ Learn to develop sustainable business strategies and manage related financial and disclosure risks.
- ✓ Deep dive into a specific area of interest in one of three Tracks: Accounting, Finance or Operations.
- ✓ Build a strong foundation of essential business and financial acumen applicable in any industry.
- ✓ Participate in immersive, hands-on learning experiences.
- ✓ Tap into a network of energy industry experts with the Maguire Energy Institute.

SMU Cox School
of Business

This program has been approved, contingent upon approval by the SMU Board of Trustees.



**LEARN MORE:
SMU.EDU/COX-MSESM**



The David B. Miller Business Quadrangle Is Open for Business

JUST THREE SPRINGS AGO, SMU Cox was preparing for a groundbreaking ceremony to launch the renovation and construction of the David B. Miller Business Quadrangle. When fall classes began on August 26, 2024, they were held in the new home of the Edwin L. Cox School of Business.

What a difference our new facilities are making. Rather than three disparate buildings, we are in one large, cohesive, 260,000-foot space. Just as we had hoped, the new structure lends itself to camaraderie, collaboration and connection.

The \$140 million project gives our students state-of-the-art technology in classrooms designed for 21st-century teaching. It's heartening to walk through the Miller Business Quad and see teams of students working together in study rooms or gathered in the Truman and Anita Arnold Commons studying, enjoying a bagel or just talking with fellow students.

The building design reinforces the family-like culture of the Cox School, and it's very much a purposeful design, based on many discussions with our corporate partners. We wanted to convey to them that one of our major missions is to put well-prepared graduates into their organizations who will be job-ready on their first day at work and future-prepared for a fast-changing world.

The Cox School is focused well beyond a building of bricks and mortar. We focus on the philosophy at the foundation of those bricks and mortar. Our faculty and staff have transformed the Cox School's curriculum from the standard higher-education teaching approach into a more business-oriented mindset. The classes we offer and the way we teach are more like working in a business than teaching at a university. That approach, first put

into practice about the same time as the Cox School's 2020 centennial, is well-facilitated by the design of the David B. Miller Business Quadrangle.

If you haven't had the opportunity to visit our new home, we invite you to come take a look. Until then, enjoy photos taken throughout the fall semester that

show our students putting our new facility to good use (page 58). In October, the University and the Cox School honored major donors who have helped support the renovation and expansion project and who give or have given to other important Cox School initiatives (page 35)—not the least of which is scholarships (page 45).

The Cox School's mission to develop adaptable, innovative leaders is informed by our corporate community partnerships, which are also at the heart of Cox Executive Education. Through our corporate relationships, we recognized a need that resulted in the Healthcare Leadership Development Initiative, bringing together North Texas healthcare

leaders to determine the path forward in an ever-evolving industry (page 52).

In other words, we're open for business at SMU Cox. Your continued support makes it possible. On behalf of our students, faculty and staff, many thanks for all you do.

The classes we offer and the way we teach are more like working in a business than teaching at a university. The new Miller Business Quad facilitates that approach.

MATTHEW B. MYERS
Dean & Tolleson Chair of Business Leadership
David B. Miller Endowed Professor in Business

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DEAN
Matthew B. Myers

**ASSISTANT DEAN OF EXTERNAL RELATIONS,
EXECUTIVE DIRECTOR OF THE COX ALUMNI
ASSOCIATION**
Kevin Knox

**EXECUTIVE DIRECTOR OF
COMMUNICATIONS, EDITOR-IN-CHIEF**
Anna Martinez

DIRECTOR OF DEVELOPMENT
Ashley Pitts

CONTRIBUTOR
Cherri Gann

PHOTOGRAPHERS
Jennifer Crenshaw, Dean Dominguez, Kevin Gaddis, Jr., Mike Gebreselassie, Hillsman Jackson, Kim Leeson, Jeffrey McWhorter, Jeremy Pope-Levison, Guy Rogers III

HOW TO REACH US
Communications Office
Cox School of Business
Southern Methodist University
PO Box 750333
Dallas, TX 75275-0333
Email: communications@smu.edu
Website: smu.edu/cox
Communications Office: 214.768.4474
Fax: 214.768.3267

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SVP, GROWTH + STRATEGY
Chris Phelps

SVP, CREATIVE SERVICES
Jennifer Chininis

EDITORIAL
DESIGN DIRECTOR
David Radabaugh

MANAGING EDITORS
Maria Hieber, Katie Stroh

ART DIRECTORS
Katy Rimer, Corrina Spurlin

COPY EDITORS
Staci Parks, Kelsey J. Vanderschoot

BUSINESS

VP, BRAND STRATEGY
Cory Davies

VP, BUSINESS DEVELOPMENT
Ricardo Flores

CLIENT SERVICE
Elizabeth Allen, Brianna Barger, Rosalind Lynam

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NEW!



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MARK YOUR CALENDAR FOR THESE UPCOMING SPRING EVENTS:

- 4/4** Cox Distinguished Alumni and Outstanding Young Alumni Awards Luncheon, noon-1:30 p.m., Collins Center Atrium
- 5/16** Commencement Ceremony for Graduate Students, 3-5 p.m. at Moody Coliseum
- 5/17** Commencement Ceremony for Undergraduate Students, 2:30-4:30 p.m. at Moody Coliseum

REGISTER FOR COX GRADUATE PROGRAMS ADMISSIONS SESSIONS:

To see dates and registration information,
scan the QR code:



Program News

Updates and events from the Cox School's degrees and programs.

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Undergraduate News

Women in Business dinner

B.B.A. and M.S. students networked with industry leaders at the Career Management Center’s third annual Cox Women in Business dinner in September. Keynote speaker Carolyne Truelove, vice president of reservations and service recovery at American Airlines, captivated the audience with insights from her career, encouraging those present to “be bold, and ask for opportunities and time.” Following Truelove’s keynote, students heard from a panel of executive women: Laura Howard, principal at EY; Rebecca Crosby, private client services senior manager at Saville CPAs & Advisors; Michelle Boozer, shareholder at Huselton, Morgan & Maultsby P.C.; and Jennifer Bishop, managing director at J.P. Morgan.



(Left to right) Laurie Ann Barbosa, Laura Howard, Rebecca Crosby, Carolyne Truelove, Michelle Boozer, Jennifer Bishop, Brandy Dalton.



Students explore finance careers

In September, the Career Management Center presented two opportunities for Cox students interested in pursuing careers in finance. At the Finance Consulting Career Connections Fair, held at the Hughes-Trigg Student Center, more than 400 B.B.A. and graduate students networked with 42 corporate employers, including Accenture, J.P. Morgan, McKesson, PepsiCo and

Sendero. The following week, about 130 first-year and sophomore B.B.A.s attended a Finance Exploration Night and received practical career advice from a panel of four recent Cox alumni, who talked about their paths to roles in industry sectors such as banking, corporate finance, and asset and wealth management.

New technology and innovation forum

More than 100 graduate and undergraduate students attended the first Technology & Innovation Forum, a new series launched in September by the Information Technology and Operations Management (ITOM) department in collaboration with the Operations and Analytics Club and the Data Analytics Club. “We wanted to bring thought leadership from the business community to our students,” says Professor Amit Basu, Carr P. Collins Chair

in Management Information Sciences and ITOM department chair. “Now we have a great facility for such events and look forward to offering more.”

The inaugural event, “Exploring AI’s Impact on Business with Bain & Company,” featured Bain Senior Partner Josh Hinkel. It was held in the new Crum Family Boulevard Auditorium in the Miller Business Quad—the first major Cox gathering in the new auditorium.





Justin Cox, B.A. '08 (third from left), Cox Executive Board member and grandson of Cox School benefactor Edwin L. Cox, signals "Pony up!" with B.B.A. Scholars at a reception kicking off SMU Family Weekend.

B.B.A. Scholars kick off Family Weekend

SMU Cox B.B.A. Scholars and their parents began celebrating Family Weekend 2024 during the annual B.B.A. Scholars Reception on September 27. At least 375 participants, including 175 B.B.A. Scholars, gathered in the remodeled EY Gallery in the Miller Business Quadrangle. The late Edwin L. Cox, benefactor of the Cox School, donated the gift that created the B.B.A. Scholars program and this annual reception. His grandson, Justin Cox, B.A. '08, a member of the Cox Executive Board, greeted students at this year's reception. B.B.A. Scholars are preselected for admission into the Cox School based on outstanding high school academic achievements, strong leadership skills, recommendation letters and compelling essays.



Graduate News



One of the Best & Brightest

Jason DeMattia, OMBA '24 was one of 54 graduates from business schools around the country honored by *Poets&Quants* in its seventh annual Best & Brightest Online MBAs feature. DeMattia is a physician and the medical director at Village Medical clinic in Tomball, Texas. The 2024 OMBA Best & Brightest class includes 30 women and 24 men ages 27–56. Their varied professions include entrepreneurs, computer scientists, sales managers, lawyers, investors and doctors.

Meet the AAC Scholar-Athletes of the Year

Congratulations to **Jack Hoagland, M.S.F. '24** and **Taylor Johnson, M.S.M. '24, M.S.S.M. '23**. Hoagland was named the 2024 American Athletic Conference (AAC) Men's At-Large Swimming & Diving Scholar-Athlete of the Year, and Johnson was named the 2024

AAC Women's Tennis Scholar-Athlete of the Year. Johnson was also recognized as the AAC's Women's Tennis Player of the Year and was named to the AAC Women's Tennis All-Conference Team along with fellow M.S.M. alumna Hadley Doyle '24.



Online MBA students at Reunion Tower.

Online MBA students experience Dallas

Cox Online MBA students met in person last June for their Dallas immersion experience. In addition to fine-tuning their client projects ahead of final presentations, the 35 students bonded during a group activity at Group Dynamix; visited Globe Life Field; and heard from speakers such as Texas Rangers Baseball Club CFO Kellie Fischer, Miss A cosmetics co-founders Jean Baik and Kenneth S. Baik, and former CEO of Blockbuster and 7-Eleven James Keyes.

Cox climbs in the rankings

**BLOOMBERG
BUSINESSWEEK**

No. 26

**BEST BUSINESS
SCHOOLS**

The Cox School rose to No. 26 (up from No. 27 last year) in *Bloomberg Businessweek's* Best Business School 2024–25 rankings, released in September. The publication based its results on two-year, full-time MBA program data submitted by 77 schools, as well as survey responses from FT MBA alumni (classes of 2024, 2018, 2017 and 2016) and employer/recruiter survey feedback.

FORTUNE

No. 30

BEST MBA PROGRAMS

The Cox School ranked No. 30 out of 98 full-time MBA programs in *Fortune's* list of Best MBA Programs for 2025—a 13-point rise from 2023. Cox was one of only four business schools with a double-digit increase in the publication's fourth annual ranking. *Fortune* based its rankings on 11 key factors, including recent graduate base salaries, tuition cost, graduation rates and number of MBA alumni in *Fortune* 1000 C-suite positions.

U.S. NEWS

No. 34

**BEST BUSINESS
SCHOOLS**

The Cox School held strong in the *U.S. News* rankings, which compare full-time MBA programs on their career placement success, student excellence and qualitative assessments by experts. Half of this rankings formula evaluates business schools on placement and earnings outcomes of graduates. The other half measures the achievements of entering students, the opinions of other business school administrators and corporate recruiters/contacts.

LINKEDIN

No. 25

TOP MBA PROGRAMS

SMU Cox ranked No. 25 in the U.S. on LinkedIn's list of Top MBA Programs, now in its second year. Methodology factors included job placement (hiring rate and labor market demand), career advancement, network growth and strength, leadership potential, and gender diversity.

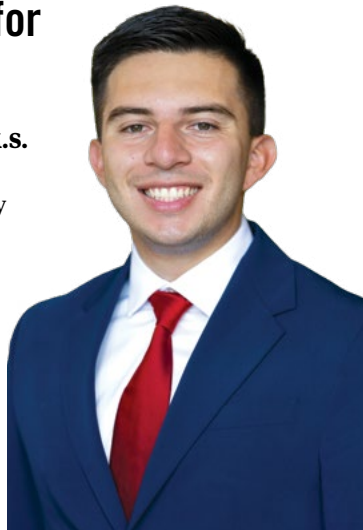
Other rankings of note

- *Fortune* ranks Cox PMBA No. 16 for 2024
- *Fortune* ranks Cox EMBA No. 35 for 2024
- *Fortune* ranks Cox OMBA No. 12 for 2024
- *Poets&Quants* ranks Cox B.B.A. No. 26 for 2024

Student honored for volunteer service

Carlos De Dios, B.B.A. '24, M.S.

'25 candidate, was honored as a 2024 Volunteer of the Year by the IRS Volunteer Income Tax Assistance (VITA) program last spring. Now in the M.S. in accounting program at Cox, De Dios is volunteering this spring as a graduate student. Read more about his work for this important program at smu.edu/cox.



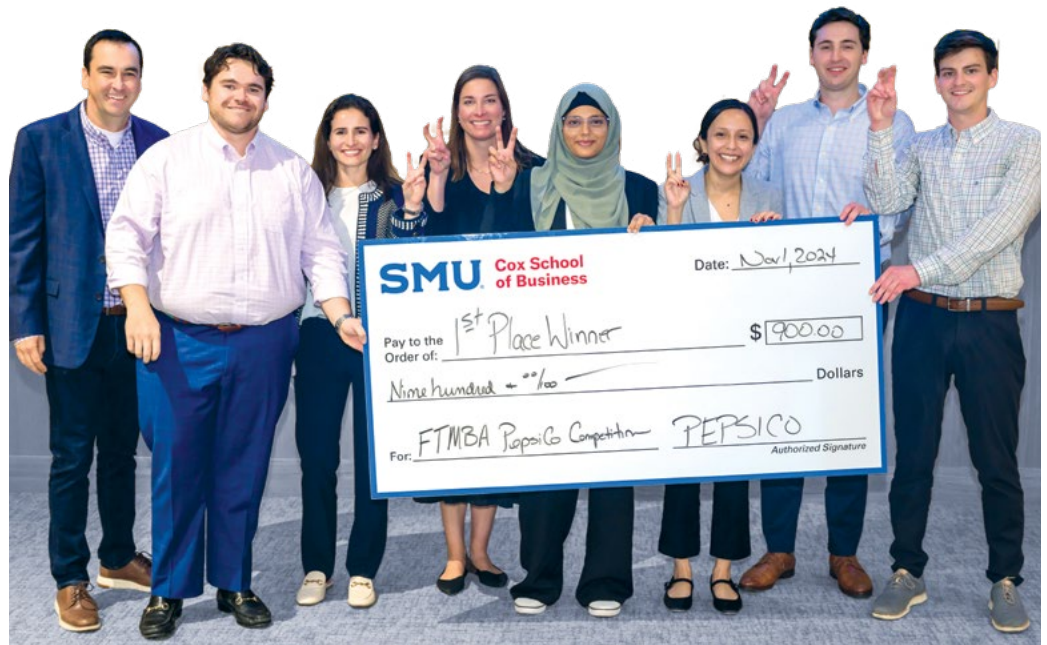
FTMBA Class of 2025 gives back

For their community service project, the Cox FTMBA Class of 2025 visited Frank Guzick Elementary School in October, returning to the same East Dallas school the MBA Class of '24 visited the year before. Class of '25 students and children's book author Sharon Jones-Scaife delivered books, bookmarks and school supplies. The MBAs broke into small groups to read to the students.



PepsiCo Case Competition at SMU Cox

SMU Cox first-year FTMBA students competed in the annual PepsiCo Case Competition at SMU Cox in November. Fourteen teams had a week to craft a case study for the Doritos Dinamita brand and present it to a panel of judges that included two Cox MBA alumni who work at PepsiCo. The contest provides a hands-on learning experience in the consumer-packaged goods industry. Team 8 took first place, winning \$900 to be divided among the six team members. Team 4 won second place, winning \$250 to be divided among the team's five members.



The winning first-year team in the PepsiCo Case Competition split the prize money among the team members.



Members of first-place team Notelines (left to right): Rishi Vemula, Talha Azhar, Sid Khandelwal, Shayan Ehtesham, Alex Christensen and David Zhu.

Unbridled Venture Project builds entrepreneurship skills

During the annual Unbridled Venture Project (UVP), Full-Time Two-Year MBA students teamed up as entrepreneurs to create a minimum viable product and to test and validate their concepts. MBA entrepreneur teams pitched their products and businesses to a panel of judges acting as potential investors. According to Shane Goodwin, associate dean of graduate admissions and Executive Education, the UVP resulted from working with corporate partners to understand the skills they wanted in potential new hires.

“They wanted candidates who could deal with ambiguity and unstructured problems, think creatively and communicate well, and who were resilient through failure,” Goodwin says. “Someone with those critical skills will perform extremely well whether they’re self-employed or work for a large corporation.”



HELMUTH LUDWIG



ART SELENDER

Favorite MBA professors

Helmuth Ludwig, professor of practice in strategy and entrepreneurship, and Art Selender, clinical professor in finance, were among *Poets&Quants'* Favorite MBA Professors of the Class of 2024, published in October. Business students who were nominated for the publication's Best & Brightest MBA honor were asked to name their favorite professors.

One Best & Brightest nominee lauded Ludwig for his pursuit of the latest industry insights, while another wrote of benefitting from Selender's "anyone can learn this stuff" philosophy.

One Best & Brightest nominee wrote of benefitting from Selender's "anyone can learn this stuff" philosophy.

MBAs to watch

Two-Year FTMBA alumni William Harris and Cameron LeJeune are among *Poets&Quants'* MBAs to Watch for 2024. (MBAs to Watch is a fall addendum to *Poets&Quants'* Best & Brightest feature, which posts the names of honorees in the spring.)



WILLIAM HARRIS, MBA '24

Harris worked at Microsoft as a cyber security consultant and technical account manager before starting his MBA. At Cox, he developed skills in development and acquisitions

during two internships at the Howard Hughes Corporation and Dominionium. The Denver native is evaluating his next professional move and has recently joined the board of the Crowley Foundation, a Denver-based mentorship organization that supports young men of color. In 2023, the Cox Distinguished Scholar was awarded a Jeff Barclay Fellowship by the National Association of Real Estate Investment Managers. Harris was also a Cox Community Scholar, a Toigo Fellow, a Neimi Fellow and an associate on an investment for the Cox Real Estate Venture Fund.



CAMERON LEJEUNE, B.B.A. '15, MBA '24

Prior to starting at Cox, LeJeune was co-founder of a startup specializing in consumer furniture rentals. His MBA work included a summer internship in the Dallas office of Boston

Consulting Group (BCG), where he now works as a consultant. A native of Lafayette, Louisiana, LeJeune was part of the winning team that represented SMU Cox at the National Energy Finance Challenge Case Competition, sponsored by Chevron and hosted by the University of Texas at Austin McCombs School of Business. The Cox Distinguished Scholar was president of the Student Advisory Board and served as both a Career Management Center peer coach and a Cox MBA Admissions ambassador.



BINDU CHALLAPALLI EMBA '24

Best & Brightest Executive MBA '24

Bindu Challapalli, EMBA '24 is one of only 62 EMBA's in the nation to be named one of *Poets&Quants'* Best & Brightest in 2024. The annual feature honors EMBA's whose academic excellence, extracurricular leadership and professional achievement represent the best of business education. Challapalli said she sought her MBA to "bridge technical acumen and acquire finesse, business skills and negotiation abilities necessary for strategic leadership." She aspires to become the vice president of a data analytics team, "planning organizational strategy and driving adaption while leveraging data-driven insights to achieve business profitability and prioritizing a positive employee experience." The 2024 EMBA Best & Brightest were chosen from the world's 57 highest-ranked Executive MBA programs.



EMBA Book Club welcomes author David L. Shrier

The SMU Cox Executive MBA Class of 2001 hosted the sixth annual EMBA Book Club at the Collins Center in November. The event provides a unique opportunity for EMBA alumni and students to connect, continuing a tradition that began when EMBA peers formed the book club during their time at Cox. The core group—six EMBA members from the Class of 2001—challenges one another to read 10 business books per year and meet regularly for discussion. The group votes on a favorite selection and invites the author to share perspectives in-person on campus, with books for the audience donated by Don Ritter, EMBA '01 and his wife, Leslie.

This discussion featured David L. Shrier, who shared insights from his book *Welcome to AI: A Human Guide to Artificial Intelligence*. As the managing director of venture studio Visionary Future and a professor of practice at Imperial College London, Shrier shared his expertise on building responsible, trustworthy AI and bridging the gap between academic research and real-world applications.

EMBA students visit Spain and Portugal

Last summer, Executive MBA students joined Cox faculty and staff on a Global Immersion trip to Madrid and Lisbon. In between consulting meetings and project presentations, students explored Segovia, heard from leaders at the Portuguese Agency for Competitiveness & Innovation (IAPMEI), and visited Taguspark, Portugal's largest business park. They also attended a plenary session with the economics officer from the U.S. Embassy in Spain and a panel discussion on entrepreneurship with local business leaders.



In Memoriam

In 2024, the Cox community mourned the loss of two graduate students.

We were saddened to learn of the death of SMU Cox Professional MBA student **Grace Mannix Bowers**, who passed away on June 4. She was just a few hours short of completing her degree with a concentration in finance. SMU and the Cox School conferred her MBA posthumously.

Then, just a few days after the start of fall 2024 classes, we learned of the passing

of **Christian Oertli**, a first-semester Full-Time Two-Year MBA student from San Diego, California. In the brief time he shared with classmates, Oertli, a Certified Public Accountant, had already formed bonds with several fellow students.

SMU Cox School of Business students, faculty and staff offer their condolences to the families of both of these outstanding students and join them in mourning their losses.



Centers of Excellence

BRIDWELL INSTITUTE FOR ECONOMIC FREEDOM

BRIERLEY INSTITUTE FOR CUSTOMER ENGAGEMENT

Spring and summer Bridwell activities

In April, the Bridwell Institute hosted the Flourishing and a Free Society event featuring James Pethokoukis, policy analyst at the American Enterprise Institute, who discussed his new book *The Conservative Futurist: How to Create the Sci-Fi World We Were Promised*.

The fourth annual Graduate Economic Freedom Research Colloquium was held in late May, during which Bridwell Institute faculty and their peers from The Citadel, University of Tennessee at Chattanooga and West Virginia University conducted research seminars. Seven graduate students from the University of California San Diego, West Virginia University, Harvard University, George Mason University and the Middle Tennessee State University also attended the conference.

Finally, throughout spring and summer 2024, about 1,800 Texas secondary school teachers participated in Bridwell Institute's Teaching Free Enterprise Program, which helps educators develop knowledge and expertise to meet the Texas Essential Knowledge and Skills (TEKS) standards for teaching free enterprise in the classroom.



Hal Brierley featured in WSJ case study

Hal Brierley, benefactor of the Brierley Institute for Customer Engagement, is an integral part of a new *Wall Street Journal* video case study. Brierley, former American Airlines CEO Bob Crandall and Scott Chandler, managing director of revenue management for American Airlines, discussed the creation of the airline industry's first frequent flyer program, which Brierley helped design and launch under Crandall's tenure in 1981.

Part of a series, the WSJ video case study examines how American's groundbreaking loyalty program, AAdvantage, became a model for all other U.S. airlines and many other industries as an important revenue source. Brierley Institute Director Brad Harraman says the case study parallels the institute "launch video" that Cox students view in marketing class 6230 and hopes to use it as a customer engagement teaching resource in the future.

CARUTH INSTITUTE FOR ENTREPRENEURSHIP

HART INSTITUTE FOR TECHNOLOGY, INNOVATION AND ENTREPRENEURSHIP

SPEARS INSTITUTE FOR ENTREPRENEURIAL LEADERSHIP



(Left to right) Nancy Hong, assistant director of the Caruth Institute; Josh Taylor, managing director of the Spears Institute; Stefan Kozak, keynote speaker and former Red Bull North America CEO; Mahesh Krishnamurthy, Lyle School co-director of the Hart Institute; and Helmuth Ludwig, Cox School co-director of the Hart Institute.



Entrepreneurs gather ahead of Dallas 100™

A crowd of hopeful Dallas entrepreneurs filled the Collins Center's Crum Auditorium in October ahead of the 2024 SMU Cox Dallas 100™ Entrepreneur Awards Gala. In addition to award hopefuls, the event brought together the leadership of the Cox School's three entrepreneurial institutes: the Caruth Institute for Entrepreneurship; the Hart Institute for Technology, Innovation and Entrepreneurship; and the Spears Institute for Entrepreneurial Leadership. Josh Taylor, managing director of the Spears Institute, conducted a fireside chat with Stefan Kozak, former CEO of Red Bull North America. Kozak shared his leadership journey and shared what he called simple business advice: "Find people of great character and the commitment to win."

New leadership hires at two Cox entrepreneurship institutes

Associate Professor **Emily Choi** is the new executive director of the Caruth Institute for Entrepreneurship, taking over the position previously held by Simon Mak. Choi comes to SMU Cox from the Jindal School of Management at the University of Texas at Dallas, where she was an associate professor of instruction, organizations, strategy and international management. She holds a Ph.D. from the University of California and a Master of Management from Thunderbird School of Management, as well as an MBA from Arizona State University and a B.A. from Washington University in St. Louis.

At the Spears Institute for Entrepreneurial Leadership, **Bhavna Kumar** is the newly appointed head of its Startup Accelerator. She brings more than 15 years of experience in venture capital, corporate innovation and startup ecosystems, making her a dynamic leader for SMU's new accelerator initiatives. Before joining SMU, Kumar served as vice president of network at Techstars, where she spearheaded founder mentorship, education and alumni engagement, helping founders access a global network of investors and partners.

Annual Dallas 100™ Gala honors DFW entrepreneurship

Maverick Power, a Plano-based company that creates custom solutions in the U.S. power distribution industry, is the fastest-growing privately held startup company in the Dallas-Fort Worth area. The SMU Cox School of Business presented the Plano-based company with the top award at the 34th annual Dallas 100™ Entrepreneur Awards Gala on November 12. The area's top entrepreneurial companies were revealed at the event, held at the Hyatt Regency Hotel Dallas.

The Cox School's Caruth Institute for Entrepreneurship, the founding sponsor of the Dallas 100, ranks the area's top 100 entrepreneurial companies based on percentage growth and absolute dollar growth over the previous three years, emphasizing their contributions to the Dallas-area economy. This year's winners represent a broad spectrum of businesses from Dallas-Fort Worth and surrounding cities. The SMU Cox and SMU Lyle Hart Institute for Technology, Innovation and Entrepreneurship, and the SMU Cox Spears Institute for Entrepreneurial Leadership were among the program sponsors.

To read more and see the ranked list of 2024 Dallas 100 winners scan the QR code:



The CEOs of the top ten 2024 Dallas 100 companies proudly show off their awards.



Maverick Power CEO Tom Currier rejoices at the announcement of his company's No. 1 status in the Dallas 100.

FOLSOM INSTITUTE FOR REAL ESTATE



Folsom Institute co-hosts Real Estate Round Table

The Folsom Institute for Real Estate and the Career Management Center recently co-hosted its largest-ever Real Estate

Roundtable in September, bringing together more than 280 Cox B.B.A., M.S. and MBA students with 28 companies spanning various areas of expertise within the industry. Students networked in small groups with each of the participating organizations, which included Crow Holdings, Goldman Sachs, Stonelake Capital and more.



Joseph Cahoon, professor of practice and director of the SMU Folsom Institute for Real Estate (far right), moderated a chat with new Advisory Board members Drew McKnight (center) and Josh Pack, co-CEOs of Fortress Investment Group.

Folsom Institute holds fall 2024 Advisory Board Meeting and reception

More than 180 board members, invited guests and students attended the SMU Cox Folsom Institute for Real Estate’s fall Advisory Board meeting at the Miller Business Quadrangle in November. Following a reception in the EY Gallery, guests enjoyed student-led tours of the new Cox School of Business before gathering in the Crum Family Auditorium, where the Institute’s 11 new Advisory Board members were introduced. This year’s meeting highlighted Folsom Institute’s continued growth and offered an economic and real estate industry update.

THE HIGHLIGHTS:

- Student involvement was up almost 30% from last fall (603 Real Estate Club members).
- The Folsom Institute connected students and the industry to 32 events in fall 2024.
- In 2023–24, real estate-focused students secured 205 internships and 74 full-time positions.
- The new SMU Cox M.S. in Real Estate Program enrolled 46 students.

NEW FOLSOM INSTITUTE ADVISORY BOARD MEMBERS:

- **Joe Gould & Jimmy Little**, Fortress Investment Group
- **Carrington Brown & Jed Melson**, Affinius Capital
- **Eric Hage**, KDC
- **Michele Wheeler**, JacksonShaw
- **Scott Eisen**, Invitation Homes
- **Jace Hinderland**, Elm Creek RE
- **Sam Hunsaker**, Maverick Southwest Investments
- **Jon Pharris**, CapRock Partners
- **Peter Spier**, Avanta Residential
- **Austin Wyker**, Greenberg Traurig

Advisory Board tours Maguire Energy Institute's new home

As a part of its biannual Advisory Board meeting in September, the Maguire Energy Institute held a breakfast and open house in its new home, the Cary M. Maguire Foundation Suite (Room 0221) in the Miller Business Quadrangle. About 20 of the Advisory Board's 30 members attended the open house. Advisory Board Chair and SMU Trustee Dr. Bobby Lyle, who also serves on the Cox Executive Board, helped raise funds to support the creation of the Institute's named suite, which has nearly twice the space and four more rooms than the suite in the original Fincher Building.

The Maguire Suite serves as the site of the Scott Sheffield Energy Investment Lab, which gives students hands-on investment experience. It also contains a meeting room and the offices of the Maguire Energy Institute director, its director of energy innovation, and its growing faculty and staff.



(Left to right) Dean Matthew Myers; Blainey Hess, Cary Maguire's daughter and Maguire Advisory Board member; Dr. Bobby B. Lyle, SMU Trustee and Maguire Advisory Board member; and Maguire Energy Institute Director Bruce Bullock.

Preparing women for energy careers

SMU Cox students Katie Heldebrand, B.B.A. '25 and Hayley Ray, FT MBA '25 attended the 14th Annual Women's Energy Network North Texas Leadership Conference in early October with Xavier Tison, director of innovation and partnership at SMU's Maguire Energy Institute. During the conference, Ray received a 2024 WEN North Texas Scholarship, which is awarded annually to female undergraduate or graduate students from North Texas with exemplary academic records, demonstrated leadership potential and an intent to pursue a career in energy. Brandy Dalton, senior director of B.B.A. and M.S. career programs at the Cox Career Management Center, participated in a panel discussion on Career Success Through Continuous Learning and Development.

(Left to right) Brandy Dalton, Katie Heldebrand, Hayley Ray and Xavier Tison.



SOUTHWESTERN GRADUATE SCHOOL OF BANKING

SWGSB brings financial professionals to SMU Cox

The Southwestern Graduate School of Banking at SMU Cox kicked off summer 2024 by inviting 304 financial professionals to spend two weeks on campus.

Regional presidents, commercial loan officers, branch managers, credit analysts, cashiers, mortgage lenders, consumer lenders, operations officers, and state and federal regulators gather annually for this nine-day leadership development program. Most participants come from across Texas,

Oklahoma and Arkansas to earn a certificate, which is awarded after they complete sessions for three consecutive years. In early June, SWGSB President and CEO William T. Chittenden, Ph.D., conferred certificates to 98 participants.



Participants receive SWGSB certificates of completion at the George W. Bush Presidential Center auditorium.

SWGSB to launch new commercial lending school

SWGSB, in partnership with the Texas Bankers Association, is launching a new Commercial Lending School program that will take place April 27–May 2, 2025, on

the SMU campus. Level 1 of the three-level program introduces lending and focuses on critical topics for new loan officers to jumpstart their careers. Level 2 offers in-depth

training on specific types of underwriting and portfolio management skills. An optional Level 3 offers additional education in credit risk management and leadership skills.

BLC'S Nonprofit Consulting Program

The Business Leadership Center's annual Nonprofit Consulting Program offers MBA students the chance to apply their graduate business skills to a consulting project in the nonprofit sector. Groups of students are paired with local nonprofit organizations for two months to tackle pressing strategic business challenges. Recent projects included:

- Scottish Rite: Assessing the process for supplies and logistics in engineering; making recommendations based on best practices
- Dallas Hearing Foundation: Developing a strategic plan to secure funding
- Ronald McDonald House: Developing a marketing plan to expand their reach
- St. Philip's School: Creating a blueprint and cost proposal to develop an iLab, which allows for student collaboration and creativity

Students immerse themselves by researching and benchmarking, gathering and analyzing data, and developing plans to solve core business challenges. At the end of eight weeks, students present their recommendations to the staff and board members at each organization.

"The nonprofit consulting program offered me a unique opportunity to bridge my MBA learnings with real-world applications," says Hayley Ray, FT MBA '25, who recently completed the program. "As a career changer, it was invaluable to translate academic frameworks to address the pressing challenges that face nonprofits, all while contributing positively to the Dallas community." A new session of the BLC Nonprofit Consulting Program kicked off in January.

Duda Family Business Library awards 2024 STAR Award

Associate Dean Jim Bryan received the Business Library's 2024 Super Teacher Advancing Research Award (STAR) during the dean's annual retreat in August. The librarians chose Bryan to honor his excellent partnership in encouraging students to make the best use of the Business Library resources. "Jim held a staff meeting at our temporary location in the Hamon Arts Library so his staff could see where we were and what we offered," says Sandy Miller, director of the Duda Family Business Library. "He was also instrumental in bringing a Business Library research component into two undergrad courses so that students can develop and use their research skills to excel in their classes and beyond."

Associate Dean of B.B.A. Programs Jim Bryan accepts STAR Award from Duda Business Library Director Sandy Miller.



Executive Education

SMU Cox Healthcare Conference zeroes in on consumer experience

SMU Cox hosted its healthcare conference on October 10–11, convening nearly 300 healthcare professionals for a day and a half of education and collaboration to improve the consumer experience in the healthcare sector. Sessions featured C-suite leaders from healthcare companies and organizations such as

McKesson, Texas Health Resources, UT Southwestern, Parkland Health and Children’s Health, as well as state and federal level leaders from the Texas Senate and the U.S. International Development Finance Corporation. Learn more about the Cox School’s healthcare initiative on page 52.



Vishal Ahuja, associate professor and academic director of the healthcare initiative (far left) moderated a panel discussion with (left to right) Kavita Bhavan, M.D., chief innovation officer, Parkland Health; Sarah Way, M.D., J.D., chief medical and quality officer, Texas Health Presbyterian Dallas; Seth Toomay, M.D., chief medical officer, vice provost and professor, UT Southwestern; and Amy Goad, managing partner, Sendero.

Leaders on Leadership Series returns

The Leaders on Leadership: A Fireside Chat Speaker Series opened its second season at the Cox School in September. Facilitated by Shane Goodwin, associate dean of Executive Education and graduate programs, the series allows guests to share their leadership journeys and inspire current and future leaders. Here are some memorable speaker quotes from the fall.



**“
You have to realize that as a human, you have two eyes, two ears and one mouth for a reason. You should be listening and observing way more than speaking.**

— *Stefanie Tsen Ward*
Chief Integrated Retail and Customer Officer, Neiman Marcus



“

Life is a competitive endeavor. You don't get a trophy or T-shirt just for showing up like little kids' soccer. You get it for being the best, and you should compete to be the best.

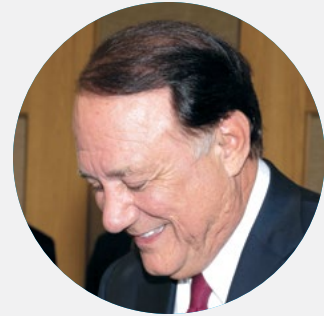
— *David Petraeus*
Retired U.S. Army General



“

There's capital L Leadership, and lowercase l leadership. Capital L is someone great on stage who can tell a great story, which may be superficial. Lowercase l leadership is what you do when no one is looking.

— *Stephen Gillett*
CEO of Verily



“

Leadership is all about change. It begins with change, ends with change. ... And that's the role of a leader: to be able to adapt.

— *Jim Keyes*
Chairman of Key Development LLC

The Leaders on Leadership spring lineup includes Marissa Solis, NFL SVP of global brand and consumer marketing on February 12; Aaron Powell, Pizza Hut CEO, on February 27; and Thaddeus Arroyo, AT&T chief strategy and development officer, on April 15. Scan the QR code to learn more about the series and register:



Latino Leadership Initiative observes Hispanic Heritage Month

Rising Latino Leaders

In September, 30 participants representing corporate partners AT&T, Brion Enterprises, Pacific Gas & Electric and Texas Instruments, as well as North Texas-based nonprofits Bachman Lake Together and Professional Opportunity Connection for All, completed LLI's Rising Latino Leaders. The program prepares professionals for success in their first managerial positions and equips them to progress into higher levels of responsibility. An intensive focus on cultural awareness and competence sets it apart from other senior leadership development programs.



Developing the corporate pipeline

The SMU Cox Latino Leadership Initiative (LLI) uplifted more than 100 talented Latino leaders with two signature programs: Rising Latino Leaders and the Corporate Executive Development Program. Both Executive Education programs prepare participants for success in corporate America.

“These partnerships are mutually beneficial because leaders acquire tools and resources that make them, their

organization and community stronger,” says Staphany López-Coronado, associate director of the SMU Cox Latino Leadership Initiative. An October LLI symposium brought together about 35 North Texas business leaders from AT&T and Career Management Partners to discuss their perspectives on inclusion, its effect in the workplace and how it can shape productive futures in business.

Corporate Executive Development Program

LLI's Corporate Executive Development Program (LLI CEDP) celebrated 71 new graduates in October. Corporate leaders representing AT&T, Shell, Toyota North America, Walmart and Vitol completed the six-month CEDP program, which focuses on “Leading Self, Leading Others and Leading the Organization.” Attendees of CEDP, established at SMU Cox in 2011 to develop the Latino talent pipeline, are selected by their employers to enhance their management strengths and accelerate their progress into executive positions.



HR execs hear upbeat outlooks

The SMU Cox Human Resources Roundtable (HRRT) held its summer quarterly meeting at the offices of Holmes Murphy, where the Dallas Regional Chamber's Eric Griffin and Rebecca Loreda Robinson presented upbeat economic and job outlooks for the Dallas-Fort Worth region and the United States to nearly 40 HR executives at leading firms in North Texas. The HR Roundtable is a forum of select human resources leaders who meet regularly to exchange strategic ideas.

Executive HR leaders from around North Texas attended the SMU Cox HRRT hosted by CMP in August. That session, led by CMP President Joe Frodsham, tackled an issue about which 55% of senior executives worry: declines in future business performance due to leadership gaps. Fordham offered valuable insights into best practices, emerging trends and tools companies can employ to enhance their talent pipelines.



Eric Griffin spoke at the quarterly meeting of the SMU Cox Human Resources Roundtable.

Film explores venture funding for women entrepreneurs

The LLI partnered with Wells Fargo Commercial Banking for a private, in-market screening of the new film *Show Her the Money* in early October at the Collins Center. The award-winning documentary focuses on how women entrepreneurs receive less than 2% of all venture capital funding and explores the venture capital

environment through stories of women investors focused on diverse, women-owned businesses and four visionary women entrepreneurs on their journey of raising capital. A post-screening panel discussion featured cast members and networking with 50 women executives and stakeholders.



(Left to right) Ashley Nichols, director, Wells Fargo Commercial Banking; Charisse Pasche, co-founder, Dapper Boi; Vicky Pasche, co-founder, Dapper Boi; and Ana Rodriguez, executive director, Latino Leadership Initiative.

Cox partners with Toyota for pioneering training

SMU Cox Executive Education helped Toyota North America champion diversity in law by partnering in the automaker's pioneering Counsel in Motion program. Launched in 2022 to help talented young lawyers from diverse backgrounds enhance their professional growth, the six-month program provides mid-level attorneys from the company's partnering law firms with business development, leadership and mentorship training with the Cox School of Business and other renowned industry experts.

In September, at Toyota's headquarters in Plano, SMU Cox Executive Education instructor Jerry Magar led the final workshop on the eve of the 2024 cohort's graduation. During the interactive session, titled "Becoming a Trusted Advisor: Partnership in Turbulent Times," the 19 participants learned insights and tools for navigating organizational change, interpersonal influence, high-trust leadership behaviors, complex workplace dynamics and more.

Cox in the Community

Talented high schoolers experience SMU Cox

The Cox School hosted the third annual Subiendo Academy at SMU, during which 30 high school seniors representing 24 area schools lived on campus for one week to learn about the benefits of a college education. The students were introduced to the world of corporate business with visits to the headquarters of Keurig Dr Pepper and Toyota, where they presented business cases to a panel of Toyota judges. This year’s participants also heard from 10 alumni of SMU’s inaugural Subiendo Academy, who just completed their first

year as SMU undergraduates—six of them at the Cox School.

Inspired by a similar program at UT Austin, Sylvie and Cox Executive Board member Gary Crum and the CFP Foundation brought the Subiendo Academy idea to SMU. Their support for both projects paves the way for high-potential, low-income students to tap into their own academic and leadership potential.



Global ambassadors gather at Cox

The European American Chamber of Commerce (EACC) held its fourth annual EU-Texas Economic Leadership Forum, themed “Transatlantic Space Economy: Trade, Industry and Defense,” in October at the Miller Business Quadrangle’s Crum Family Boulevard Auditorium. Two global ambassadors led the discussion: EU Ambassador to the United States Jovita Neliupšienė and Hungary’s Ambassador to the United States Szabolcs Takács. Cox students were also invited to attend the daytime event, which was capped by an EACC gala in downtown Dallas.



CFP Foundation Executive Director Clayton Crum Harkness, at center, spent time on-site with the participants of the 2024 Subiendo Academy last summer.

Cox celebrates women in business

SMU Cox was a presenting sponsor of the 17th annual *Dallas Business Journal* Women in Business Awards in August. Some 350 guests celebrated 28 honorees, including Lifetime Achievement Award recipient Anne Chow, a former AT&T Business CEO and author of *Lead Bigger: The Transformative Power of Inclusion*. Other

honorees included Carrie La Ferle, SMU professor of ethics and culture at the Meadows School's Temerlin Advertising Institute; SMU alumna Rosa Clipper Fleming B.A. '93, M.L.A. '03, City of Dallas director of convention and event services; and Jenny Martinez B.A. '95, J.D. '99, managing partner at Munck Wilson Mandala LLP.



Cox staff, students and corporate partners celebrated the influence of women in business.



Cox Executive Board Member honored

SMU Board of Trustee member and Cox Executive Board member **Clark Hunt, B.B.A. '87, CEO and chairman of the Kansas City Chiefs**, received the World Affairs Council of Dallas-Fort Worth 2024 H. Neil Mallon Award. The annual award is presented to individuals who have excelled at promoting the international focus of North Texas. Hunt was honored during an October event at the Fairmont Dallas.

Cox talks board diversity

SMU Cox hosted the 50/50 Women on Boards Dallas-Fort Worth Conversation on Board Diversity in October, bringing together about 300 executive women and allies. The organization builds a strong, supportive community to provide education and advocacy for women on their corporate board journey. Two of the group's leaders are past SMU Distinguished Alumni Award recipients: co-chair Shonn Brown, B.S. '91, JD '98, general counsel and chief compliance

officer of Heidelberg Materials North America, and co-chair Thear Suzuki, B.S. '96, global client service partner of EY. Lisa Tran, Cox managing director of corporate engagement and strategic partnerships, served on the leadership committee. Following a panel discussion with executives from JP Morgan Chase, Korn Ferry and UScellular, aspiring directors networked with 16 director coaches, including Cox Professor of Practice Helmuth Ludwig.



(Left to right) Shonn Evans Brown, B.S. '95, J.D. '98, 50/50 Women on Boards co-chair; Betsy Berkhemer-Credair, 50/50 Women on Boards president; Tracey Doi, 50/50 Women on Boards co-chair; and Lisa Tran, B.B.A. '02, Ed.D. '24, Cox managing director of corporate relations & Strategic Partnerships.

2024 SMU Distinguished Alumni



KELLY HOGLUND COMPTON

Congratulations to SMU Cox alumni Kelly Hoglund Compton, B.B.A. '79 and Trent Redden, B.A. '06, B.B.A. '06, who were among this year's recipients of the SMU 2024 Distinguished Alumni Awards, given annually to recognize extraordinary achievement, outstanding character and good citizenship. Honorees were recognized at a ceremony on campus in October.

Compton, the executive director

of The Hoglund Foundation, currently serves on the SMU Board of Trustees and the Dedman College Executive Board and received the Distinguished Alumni Award from the Cox School of Business in 2020. Redden, recipient of the Emerging Leader Award, is the general manager of the Los Angeles Clippers. The enterprising student-athlete and President's Scholar at SMU translated his love of sports into a prolific career.



TRENT REDDEN

Cowtown Accounting Research Conference

More than 60 leading scholars representing 25 universities gathered at the Collins Center in November for the inaugural Cowtown Accounting Research Conference, co-hosted by SMU Cox and UT Dallas

Naveen Jindal School of Management. From the University of Pennsylvania's Allison Nicoletti's deep dive into politically motivated capital expenditures to the University of Miami's Daniele Macciochi's

research on human capital disclosure, the presentations sparked meaningful conversation and new ideas. The event concluded with a trip to Fort Worth for dinner and a rodeo at the Cowtown Coliseum.



Faculty News

How Should States Handle the Popularity of Online Gambling?

Wayne Taylor's latest work examines how the surge in online gambling has impacted both state tax revenues and increases in irresponsible gambling.

By PETER SIMEK



Q&A

AFTER WORKING for a Las Vegas-based casino company, Assistant Professor of Marketing Wayne Taylor has focused much of his research around casinos and gambling, including the impact of gambling's increasing prevalence via legalized online casino and sports gambling.

How did you start researching legalized online gambling?

Wayne Taylor: There are a few reasons why this project made sense. Prior to getting my Ph.D., I worked for Las Vegas Sands Corporation in casino marketing. One of the co-authors approached me about [the project] because, due to my experience in the industry, I had a better understanding of how it operates.

But the main reason is because online gambling legalization is a huge topic right now and is impacting a lot of states. We're a few years post-legalization in some states, so we can look at what's happening there and how legalization has impacted consumer behavior.

Can you offer more background about what led to the legalization of online gambling and how it's been rolled out across the country?

WT: In 2018, there was a big Supreme Court case, *Murphy v. National Collegiate Athletic Association*, which reversed an earlier decision that said the federal government can't ban state-sanctioned sports betting. That 2018 case said, "OK, let's switch this decision back to the states."

Since then, it has just taken off. Most states decided to adopt online sports betting. For example, New York and Louisiana legalized online sports betting in January 2022. Illinois did it back in June 2020. But these states are all over the board on when they decided to enact it.

We're talking about two different things here: online sports betting and online casino gambling. How do you



SMART BET

Taylor's time working in the casino industry eventually led him to study the impacts of gambling legalization.

analyze the differences in behavior between the two?

WT: Differentiating the effects is tricky, because there wasn't a state that legalized only online casino gaming and not online sports betting. The typical path states take is that they first legalize retail sports betting, where a gambler has to go to a physical location to place a sports bet. After this, some states proceed with online sports betting.

Next is the most extreme, which is online casino gaming. In the states with online casino gambling, we saw some surprising things. The taxable revenue was higher, meaning the amount of play was greater in those states with online casino gaming. But with that, we also saw a big increase in rates of irresponsible gambling.

Can you expand on how you measured the increase in irresponsible gambling?

WT: One unique aspect of our analysis is that we observe income. A study from the Canadian Centre on Substance Use and Addiction found that individuals who spend more than 1% of their income on gambling have an increased risk of negative psychological, financial, relationship and health effects. Because of this, we focused on 1% as a level policymakers should pay attention to.

In states with online casino gaming (Connecticut and Michigan), we saw this rate jump from about 1% to 5%, meaning 5% of people were gambling more than 1%

of their income. In states with just online sports betting, the effect was lower but still significant at about 2–3%.

Did anything in your findings surprise you beyond the increase in irresponsible gambling?

WT: A few things were surprising. One is the sheer pervasiveness of online sports betting. In aggregate, a lot of people are spending a lot of money on sports betting. On the other hand, the median total spend over five years was only about \$100. So while a lot of people are gambling, the vast majority are doing so at pretty modest levels.

Related to this, and similar to what happens in the casino industry, is that there are only a handful of "whales" driving much of the volume. So even though the vast majority of people are playing at low levels, a handful of gamblers are winning or losing millions of dollars.

What are the implications of these findings for how policymakers approach regulating online gambling?

WT: One of the goals of this paper was to present the facts and let policymakers evaluate the trade-offs for themselves. Here is what we think the anticipated tax revenue effect is, but here's the anticipated change in rates of irresponsible gambling. Presumably, states are in a better position to determine which trade-offs matter.

“

One of the goals of this paper was to present the facts and let policymakers evaluate the trade-offs for themselves.

For example, if a state recognizes that legalization will likely increase rates of irresponsible gambling, they may need to plan on dedicating funds to treatment centers, hotlines or other resources to help. States have many levers at their disposal to mitigate rates of irresponsible gambling, whether it's raising tax rates on gambling, implementing stricter customer data policies or numerous other strategies.

Where do you see taking your future research?

WT: One of the things we want to understand is how gambling expenditures affect spending in other categories. To fund gambling, are people shifting spend from other “wants” categories, such as entertainment, or from “needs” categories, such as groceries? We have access to spend in these other categories, so it would be interesting to see what these substitution patterns look like. Even if gambling spend is relatively modest for the average person, it's important to explore how it can impact other aspects of their lives.

4 Big Takeaways From the Research



Wayne Taylor and his co-authors examined the implications of states' legalizing online gambling, particularly since the legality of online sports betting. A few of their key findings:

1 Online gambling has exploded in recent years because it's “easy to implement and scales quickly,” Taylor explains. However, this ease also leads to more problematic behavior, much like social media use does. Some states try to control this by restricting where and when you can use gambling apps, but the accessibility still leads to significant impacts.

2 While gambling generates tax revenue, it comes with significant social costs, particularly among lower-income groups, “We looked at issues like harmful gambling behavior, suicide rates and gambler helpline call center activity,” Taylor says.

3 Online casino gaming is associated with irresponsible gambling behaviors, especially when it's introduced alongside sports betting. In general, Taylor and his co-authors found that online casino gambling policies increased tax revenue and irresponsible gambling the most.

4 States vary in how much they've legalized sports betting. Some states, such as Arizona and Ohio, legalized online sports betting at the same time as retail sports betting. Other states legalized online sports betting well after retail sports betting was established.

Ultimately, Taylor concludes, there is no one-size-fits-all approach to gambling legislation. “Each state must weigh the benefits of tax revenue against the potential social costs,” he says.



SCAN THE QR CODE to read a full summary of Taylor's research.

Quotables

8/1/24

The Hill

“The Unintended Consequences of Trump’s ‘No Tax on Tips’ Plan”

Mike Davis, senior lecturer of business strategy and economics, analyzes the economic impact of “No Tax on Tips” as proposed by president-elect Donald Trump. In an opinion piece, Davis writes that every tax cut proposed in the real world involves tradeoffs and unintended consequences.

“If we cut taxes on tips, we will get more tips,” he said. “Both service workers and their employers will try and do everything possible to move compensation away from taxable wages and into untaxable tips.”

9/18/24

KTVT-TV, CBS 11

“North Texans React to Fed Interest Rate Cut”

Michael Cox, executive in residence at the Bridwell Institute for Economic Freedom, weighs in on the Federal Reserve Bank’s decision to lower interest rates by half a point, easing monetary policy for the first time in four years. Although some view it as encouraging economic news, Cox—former chief economist of the Dallas Fed—is skeptical.

“You have to be worried about one thing: keeping [inflation] down,” Cox said. “The opposite of keeping inflation away is to cut interest rates. I want a Fed that does the right thing ... to be tough on inflation, and that’s good for growth in the long run.”

9/30/24

WFAA-TV, ABC affiliate

“Plans for a New National Stock Exchange Based in Dallas, TX”

Don Shelly, professor of practice in finance, sees plans for creating the Texas Stock Exchange as viable. As envisioned by the governor and other state leaders, Dallas would become a new hub for capital markets in the United States.

“I think it is going to be interesting to see how many companies decide to at least co-list on the exchange, and I suspect there will be a lot of them,” Shelly said. “I think there is a lot of momentum.”

9/30/24 & 10/31/24

Dallas Business Journal

“Forging the Future of Business Education”

Dean **Matthew Myers** and Associate Dean of B.B.A. Programs **Jim Bryan** bust myths and offer insights into the parallel trajectory of Dallas and SMU Cox in a podcast partnership between the Cox School and the *Dallas Business Journal*.

“They come to Dallas, and they realize that we really are a very cosmopolitan city,” Bryan said. “There’s a real excitement about the future of Texas and Dallas,” Myers said. “We at SMU Cox are extraordinarily excited to be a part of that.”

A separate edition of the podcast highlighted the growth and diversification of area industries. Associate Dean of Graduate Programs and Executive Education **Shane Goodwin** said, “We want to make sure we’re building resiliency into [students’] skill sets today to help propel them into that C-Suite or leadership position.”

9/30/24

Bloomberg Businessweek

“The Presidential Election Isn’t Stopping International Students from Coming to America”

Shelly Heinrich, senior assistant dean of graduate admissions and career management, concurs with the findings of a newly released Graduate Management Admission Council survey of prospective foreign student graduate business school applicants. Almost three-quarters of respondents say the outcome of the presidential election will have no bearing on their decision to apply to business schools in the United States.

“If they harbor doubts about the political environment, they’ve always kept them to themselves in conversations,” she said. “They more want to know about the economy and the job market. It’s what job they’re going to get in two years.”

10/03/24

Houston Chronicle

“Panic Buying Is Everywhere Due to Ongoing Port Strike”

Venky Shankar, Harold M. Brierley Endowed Professor, warns that panic-buying brought on by the dockworkers’ strike on the East and Gulf coasts is unnecessary. Before a tentative deal was announced on the third day of the strike, some consumers were already in panic mode, stocking up on products such as toilet paper.

“They don’t have to panic and stock up unreasonably on items, which will exacerbate the issue,” he said.

New Faculty



Jason Rife

Rife previously served as the Cox School's senior assistant dean of career management and graduate admissions before joining the Cox faculty as a professor of practice in management and organizations and director of business presentation education. He primarily focuses on teaching graduate and Executive Education students how to build and deliver presentations.

He spent the first half of his career in consulting and corporate roles with McKinsey, John Deere and ExxonMobil. Rife also served on MBA recruiting teams, identifying, assessing and coaching talent from top business schools.

His love of recruiting and coaching led him to academia—initially as a career and case competition coach at the University of Florida and eventually to his leadership role in the Cox Career Management Center and graduate admissions. Rife received his MBA from Duke University and his B.B.A. from Texas Tech. He is the co-author of a book on developing presentations for case competitions and interviews.



Maria Stamolis

After three years as an adjunct professor co-teaching the SMU Cox Real Estate Impact Fund Practicum, Stamolis joins the Cox School as a clinical professor in real estate. She previously served as an adjunct professor to support the Cox School's new Master of Science in real estate degree program, and is a Folsom Institute Advisory Board member and on the Real Estate Impact Investment committee.

Stamolis brings 30 years of experience in real estate and debt and equity strategies. She previously served as chief investment officer and head of investment management at Lincoln Property Company. Before Lincoln, she spent 16 years at Canyon Partners, where she was the co-head of real estate and head of asset management, contributing significantly to the growth of the company's real estate investment platform.

Stamolis holds a B.A. in economics from Fordham University and an MBA in finance from Fordham's Gabelli School of Business.



Yanhan “Savannah” Tang

Tang joins the Cox School as an assistant professor of information technology and operations management. She earned her Ph.D. in operations management from the Tepper School of Business at Carnegie Mellon University (CMU). She holds an M.S. in machine learning from CMU's School of Computer Science and a second M.S. in operations management from Tepper. She earned her bachelor's degree in information systems from Tsinghua University.

Tang's research focuses on data-driven decision-making for real-world applications, including child welfare, organ allocation and personalization. She is dedicated to conducting operations and artificial intelligence research with a positive social impact.



Keyang “Daniel” Yang

Yang is a clinical assistant professor in finance at the Cox School. He earned his Ph.D. in finance at the University of Iowa, and he holds an M.S. in applied mathematics and an M.A. in economics from the University of Missouri-Columbia. Additionally, he earned an M.A. in economics and a B.A. in economics from Sichuan University in China.

Yang's research focuses on corporate finance, and his co-authored paper “Import Penetration and Executive Compensation” was published in the *Review of Financial Studies* last year. Previously, he served as an assistant professor of finance at Washington State University-Pullman.

Faculty & Staff Achievements



**VISHAL
AHUJA**

Vishal Ahuja, associate professor of information technology and operations management, was a panelist at the Institute for Operations Research and the Management Sciences (INFORMS) conference on the topic of “Responsible Optimization, ML and AI in Healthcare” in October. The panel explored AI’s opportunities and challenges, including how research can mitigate racial, ethnic and geographic bias in healthcare AI systems to prevent patient outcome disparities.



**MICHAEL
BRAUN**

Michael Braun, associate professor of marketing and Corrigan Research Professor, co-authored “Leveraging Digital Advertising Platforms for Consumer Research” with Bart De Langhe, Stefano Puntoni and Eric M. Schwartz, published in the *Journal of Consumer Research*.



**RADHIKA
BRINKOPF**

Radhika Brinkopf joined the Cox School as the new assistant dean of Working Professional MBA Programs in June. She enters academia following a career in management consulting at Boston Consulting Group (BCG) and development, sales, strategy and marketing roles at Frito-Lay (PepsiCo), Borden Dairy Company and Canyon Ranch. She holds an MBA from the MIT Sloan School of Management and a B.A. in psychology from Rice University.



**LINDSAY
DAVIS**

Lindsay Davis joined the Cox School as the new director of B.B.A. admissions in August after serving as deputy director of leadership and programming at the George W. Bush Institute. Previously, she was the assistant dean for Scholars Programs at SMU and managed the Hunt Leadership Scholars and President’s Scholars programs. Davis earned two advanced degrees from the Simmons School: an M.Ed. in education policy and leadership and an Ed.D. in higher education. She received a B.B.A. in entrepreneurial management and a B.A. in theatre from Texas Christian University.



**HEMANG
DESAI**

Hemang Desai, Distinguished Professor of Accounting and chair of the accounting department, co-authored the paper “The SEC’s Short-Sale Experiment: Evidence on Causal Channels and Reassessment of Indirect Effects” with Bernie Black, Kate Litvak, Jeff Yu and Woongsun Yoo, which was published in *Management Science*. In July, *Management Science* appointed Desai as an associate editor of accounting.



**ALLEN
GWINN**

Allen Gwinn, professor of practice in information technology and operations management, completed his DBA in data analytics from Grand Canyon University in May. He is an alumnus of the Cox School’s Executive MBA program.



**JULIE
HANCE**

Julie Hance joined the Cox Executive Education team in August as a new managing director of business development. She joins SMU with more than two decades of corporate experience at Boeing and Deloitte, where she held several leadership positions. She earned her B.B.A. from Pacific Lutheran University, an MBA from Seattle University and a postgraduate certificate in human resources management from Cornell.



**SHELLY
HEINRICH**

Shelly Heinrich is the Cox School’s new senior assistant dean of career management and graduate admissions. She previously served as associate dean and managing director of MBA admissions and executive director of program marketing at Georgetown University’s McDonough School of Business. Heinrich brings 20 years of experience in the higher education, corporate and nonprofit sectors, with direct experience working in four business schools. Her responsibilities have included admissions, recruitment, marketing, employer/business development and career services. She is actively involved in the Graduate Management Admissions Council (GMAC) and has served as faculty for the Admissions Institute for New Professionals for two years. Heinrich earned her MBA from the McDonough School of Business, an M.Ed. from The University of Texas at Austin and a B.B.A. from Texas Christian University.



MELISSA JOHNSON

Melissa Johnson, instructional design and educational technologies librarian, published “Zombies in the Library” in the *Ticker: The Academic Business Librarianship Review*. Johnson also presented the lightning session “Generating Change: Incorporating Generative AI in Information Literacy Instruction” at the Generative AI in Libraries (GAIL) Conference in June.



KARTHIK KANNAN

Karthik Babu Nattamai Kannan, assistant professor of information technology and operations management, co-authored the paper “Can Improvements to Mobile Internet Service Help Reduce Digital Inequality? An Empirical Analysis of Education and Overall Data Consumption,” which has been accepted for publication in the journal *Management Science*. Eric Overby and Sridhar Narasimhan were co-authors.



ROBERT LAWSON

Robert Lawson, clinical professor and the Jerome M. Fullinwider Centennial Chair in Economic Freedom, co-authored “An Investigation Into Simple Wagering Strategies in Major League Baseball Moneyline Markets” with Matt Ryan for *Applied Economics*. He was also co-author of “Teaching Economics with the ‘Mystery Nations’ Pedagogy: An Educational Note” with Scott Niederjohn for the *Journal of Private Enterprise*. In February, Lawson published the op-ed column “Capitalism May Have a Public Relations Problem, but It Doesn’t Have an Inequality Problem” in the *Orange County Register*. In August, he co-authored the commentary article “We’re Looking at Inequality All Wrong: Just Ask the NFL” with Alex Tabarrok for *Barron’s*.



JOE MONROY

Joe Monroy joined the SMU Cox Graduate Student Enrollment and Engagement team in June as the associate director for the Cox School’s Master of Science degree programs. He previously served as the registrar of SMU’s Perkins School of Theology. Monroy earned a B.A. from Our Lady of the Lake University and an M.Ed. in educational leadership from SMU’s Simmons School.



VENKATESH “VENKY” SHANKAR

Venkatesh “Venky” Shankar, the Harold M. Brierley Endowed Professor and professor of marketing in the Cox School’s Brierley Institute for Customer Engagement, received the Charles Coolidge Parlin Award from the American Marketing Association Foundation. Recipients of this distinguished award have demonstrated exceptional leadership and a lasting influence on the progress and development of the marketing profession. Shankar was one of two Parlin Award recipients celebrated in August at the AMA Summer Academic Conference in Boston.



DEAN STANSEL

Dean Stansel, research associate professor in the Bridwell Institute for Economic Freedom, co-authored “Economic Freedom, the Minimum Wage and Food Insecurity” with Fengyu Wu, which was published in *Applied Economic Perspectives and Policy*. He presented a paper and organized and chaired a session at the Public Choice Society conference in Plano in March, and he organized three sessions, chaired two sessions and had a co-authored paper presented at the Association for Private Enterprise Education conference in Las Vegas in April. In June, Stansel received the 2024 Research Impact Award for Most

Outstanding Article at the Mid-Continent Regional Science Association conference in Cleveland. He won the award for his article “Economic Freedom in U.S. Metropolitan Areas,” published in the *Journal of Regional Analysis & Policy*. He was also quoted by CBS News in an article on a recent WalletHub study that ranked the Dallas-Fort Worth area second among 23 large metropolitan statistical areas for “biggest inflation problems” behind only Detroit. Several publications ran the story, including the *Daily Mail*, *Dallas Express* and *Latin Times*.



TOM FANGYUN TAN

Tom Fangyun Tan, associate professor of information technology and operations management and Corrigan Research Professor, received the *Manufacturing & Service Operations Management* Meritorious Service Award in recognition of his excellent support of the journal’s scholarly mission. Tan also has been invited to serve on the 2024 Institute for Operations Research and the Management Sciences (INFORMS) Service Science Best Student Paper Award Committee.



MEG TUSZYNSKI

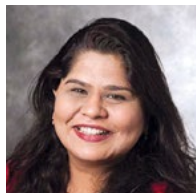
Meg Tuszynski, research assistant professor in the Bridwell Institute for Economic Freedom, appeared on the *Let the People Prosper* podcast in July on an episode titled “Economic Freedom Boosts Women’s Careers.” In July, she was interviewed by Kevin Dietz for the Michigan radio show *All Talk* and spoke with Michael Patrick Shiels for Michigan’s *Big Show*.

2024 Faculty Honorees

Cox Dean Matthew Myers recognized six Cox faculty members for their outstanding research and teaching work during the faculty retreat in August.



VISHAL AHUJA
Carl Sewell
Distinguished
Service to the
Community Award
2023–2024



GAURI BHAT
Boghetich Family
Distinguished
Teaching Award
2023–2024



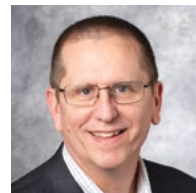
NEIL BHATTACHARYA
Research
Excellence Award
2023–2024



DARIUS P. MILLER
Eugene T. Byrne
Endowed Faculty
Innovation Award
2023–2024



MILICA MORMANN
C. Jackson Grayson
Endowed Faculty
Innovation Award
2023–2024



GREGORY A. SOMMERS
Barbara and
James Mangum
Endowed Award for
Teaching Excellence
2023–2024



Catherine Collins and Jason McMinn were among the Cox staff members recently honored for their 25 years of service to the school.



SMU President R. Gerald Turner recognizes Linda Kao.

SMU Cox staff honored for 25 years of service

The 2024 SMU Staff Association Convocation Ceremony, held at the George W. Bush Presidential Center, honored the University's longtime staff members and others nominated by peers for outstanding service in a variety of areas. The four Cox staff members recognized have spent their

entire SMU careers in the Cox community and represent multigenerational legacies at both the Cox School and SMU.

- **Catherine Collins**, B.B.A. '78, assistant dean, facilities and administration

- **Linda Kao**, B.B.A. '78, SMU Cox assistant dean, global programs
- **Jackie McLelland**, Cox finance department coordinator (did not attend the event)
- **Jason McMinn**, B.B.A. '12, Graduate Admissions business systems analyst

Development



A Night for Gratitude

SMU Cox celebrates visionary donors with a gala at the David B. Miller Business Quadrangle.



IN MID-OCTOBER, the Cox Executive Board meeting took the form of a gala reception and dinner honoring the visionary donors who contributed to the David B. Miller Business Quadrangle and Cox School initiatives in 2024.

This was the first on-site visit to the Cox School's new home for many attendees. Guests were treated to an outdoor reception in the Katy and Kyle Miller Courtyard, followed by dinner in the Truman and Anita Arnold Commons, which was temporarily transformed into an elegant dining hall.

SMU Board of Trustees Chair and Miller Business Quad benefactor David B. Miller, B.B.A. '72, MBA '73, who formerly chaired the Executive Board and remains an active member, thanked SMU President R. Gerald Turner and Cox Dean Matthew Myers for their leadership. He also thanked donors who supported the \$140 million renovation and expansion project with their gifts, calling them an inspiration to students.

"They're going to be taught how to lead, how to go into the community and be responsible and give back," Miller said. "There's another word I use to describe what's going on across this campus. It's called momentum. It's important for you to know and realize that your generosity is the lifeblood of that momentum."

"You'd be pleased to know that we have much loftier goals not only for Cox, but for the broader University. With your continued support, I'm highly confident we will achieve them. I stand up here before you and feel such a strong sense of gratitude for all that you have done."

Donors and the spaces in the Miller Business Quad their contributions helped create are featured on the following pages.



CAROLYN AND DAVID B. MILLER, B.B.A. '72, MBA '73, benefactors of the David B. Miller Business Quadrangle



SMU PRESIDENT R. GERALD TURNER AND GAIL TURNER with SMU Board Trustee and Cox Executive Board member **KATHY CROW, MBA '94**



KATY AND KYLE MILLER, B.B.A. '01, benefactors of the Katy and Kyle Miller Courtyard



SYLVIE AND GARY CRUM, B.B.A. '69, AND CLAYTON CRUM HARKNESS, benefactors of the Crum Family Boulevard Auditorium

EMILY AND BRUCE ROBSON, B.B.A. '74, benefactors of the Emily K. and Bruce A. Robson Lobby, with **SMU SENIOR VP FOR DEVELOPMENT & EXTERNAL AFFAIRS BRAD CHEVES**



BARRY KITT,
benefactor of the
Kitt Investing and
Trading Center



**PEGGY, B.B.A. '72, AND CARL SEWELL,
B.B.A. '66,** benefactors of the SMU
Cox B.B.A. Scholars program



CROW GALLERY



**KATHY CROW, MBA
'94,** benefactor of
the Crow Gallery



**COX SCHOOL
DEAN MATTHEW
MYERS AND
GINA MYERS**



LOTTYE BRODSKY-LYLE AND BOBBY LYLE, M.S. '67, co-benefactors of the Maguire Energy Suite

JANE AND KIRK RIMER, MBA '89, benefactors of the Rimer Family Suite for Alumni Relations and External Affairs



→
LINDA, B.B.A. '65, AND MITCH HART, benefactors of the Hart Bistro

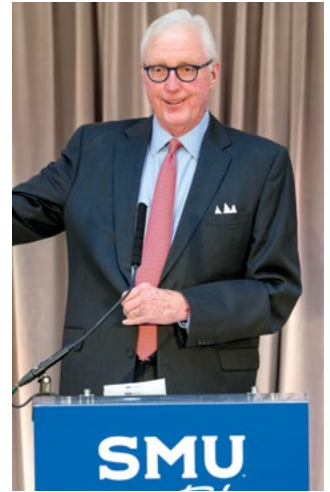


←
GINA AND TUCKER BRIDWELL, B.B.A. '73, MBA '74, benefactors of Bolin-Bridwell Hall and the Gina and Tucker Bridwell Suite in the Bridwell Institute for Economic Freedom

DEAN MYERS announces the arrival of Sclafani's New York Bagels and Sandwiches to the Miller Quad.



BILLIE IDA WILLIAMSON, B.B.A. '74, AND MACK FORRESTER, benefactors of the Ida Family Reading Room



DAVID MILLER addresses fellow donors.

KIM M. SHADDOCK AND WILLIAM C. SHADDOCK '74

Bill Shaddock graduated from SMU in 1974 with a B.S. in Business Administration and a minor in Law. He worked for the Texas Department of Transportation, the University of Texas at Dallas, and the Texas State Bar Association. He is currently a partner in the law firm of Shaddock, Shaddock & Associates, P.C. in Dallas, Texas. He is also a past president of the SMU Alumni Association and a member of the SMU Board of Trustees. He and his wife, Kim, have three children and live in Dallas, Texas.

Kim Shaddock is a graduate of SMU with a B.S. in Business Administration. She worked for the Texas Department of Transportation and the University of Texas at Dallas. She is currently a partner in the law firm of Shaddock, Shaddock & Associates, P.C. in Dallas, Texas. She is also a past president of the SMU Alumni Association and a member of the SMU Board of Trustees. She and her husband, William, have three children and live in Dallas, Texas.

Kim and William Shaddock are benefactors of Kim and William C. Shaddock Hall. The building is named in their honor and is located on the SMU campus in Dallas, Texas. It is a modern building with a glass facade and is used for various academic and administrative purposes. The building is a testament to the generosity and leadership of the Shaddock family.

KIM AND BILL SHADDOCK, MBA '74, benefactors of Kim and William C. Shaddock Hall



MOLLY, B.A. '08, AND JUSTIN COX, B.A. '08, benefactors of the Justin B. Cox Family Commons Overlook



COX PROFESSOR EMERATI ANDY CHEN, benefactor of the Chen Endowed Chair in Financial Investments Fund; Cox Executive Board member **KATIE BAYNE** and son **DREW BAYNE, B.B.A. '25**; and **MADLINE MCGREW, B.B.A. '25** and father **FRANK MCGREW, B.B.A. '90**, Cox Executive Board Member



LISA AND CLAY COOLEY, COX EXECUTIVE BOARD MEMBER; **LYNN CALDWELL, B.B.A. '82**, Cox Executive Board member; and Kevin Caldwell

MARY LAUREN ALLEN AND COLE ALLEN, B.B.A. '25, benefactors of the Allen Family Team Room



B.R. AND DENNY HOLMAN, B.B.A. '67, benefactors of the Holman Family Team Room



KRISTI AND TERRY DALLAS, benefactors of the Dallas Family Team Room

FRANK MCGREW, B.B.A. '90, Cox Executive Board member and Cox Alumni Association Chair, benefactor of the McGrew Family Team Room



LAURA AND PETE LODWICK, B.B.A. '77, benefactors of the Lodwick Family Team Room

PRESTON MASSEY, B.B.A. '95, benefactor of the Massey Family Conference Room, with **KATY AND KYLE MILLER, B.B.A. '01**, benefactors of the Katy and Kyle Miller Courtyard



DAVID SHIMMON, SR. and his son **DAVID SHIMMON, JR., B.B.A. '24**, benefactors of the Shimmon Family Conference Room



LINDA P. AND WILLIAM A. CUSTARD CONFERENCE ROOM

MASON AND ALLEN CUSTARD, Cox Executive Board Member, with **BILL CUSTARD, B.B.A. '57**, Cox Executive Board Member, and **LINDA PITTS CUSTARD, EMBA '99**, SMU Board Trustee Emerita, benefactors of the William A. Custard Conference Room



SMU
MEREDITH AND MARK PLUNKETT CONFERENCE ROOM
NAMED IN HONOR OF
MARK B. PLUNKETT '76 AND
MEREDITH PAUL PLUNKETT '06
IN RECOGNITION OF THEIR GENEROSITY

CONFERENCE ROOM

MEREDITH, B.B.A. '06, AND MARK PLUNKETT, B.B.A., B.S. '96, benefactors of the Meredith and Mark Plunkett Conference Room



SUZANNE, B.B.A. '95 AND ADAM STILES, B.B.A. '95, benefactors of the Suzanne and Adam Stiles Conference Room





SHELLI AND STEVE LINDLEY,
B.B.A. '74, benefactors of
the Lindley Family Lobby

**JEANNE, B.B.A. '78, AND BERRY
COX WITH MOLLY, B.A. '08 AND
JUSTIN COX, B.A. '08, members of
the Edwin L. Cox family**



BOB WILSON, B.B.A. '67,
benefactor of the Dee Powell
Faculty and Staff Lounge



CARRIE AND CRAIG LEVERING,
B.B.A. '79, benefactors of the
Levering Family Classroom

**CATHERINE AND GEORGE
MASTERSON, benefactors of the
Masterson Family Classroom**





BLAINEY AND MARSHALL HESS, daughter and son-in-law of the late Cary M. Maguire, benefactor of the Cary M. Maguire Building



JENNIFER AND ANDREW CLYDE, B.B.A. '85, benefactors of the Clyde Family Murphy USA Boardroom



JENNIFER AND MARTY FLANAGAN, B.B.A. '82 at the Marty Flanagan Overlook Lobby, a gift to SMU Cox from the Invesco Foundation to honor Flanagan's years leading Invesco



JANE AND PAT BOLIN, B.B.A. '73, benefactors of Bolin-Bridwell Hall

B.B.A. and MBA Scholarship Drives Underway

IN OCTOBER 2019, when now-SMU Board Chair (and then-Cox Executive Board Chair) David B. Miller, B.B.A. '72, MBA '73, and his wife, Carolyn, announced a \$50 million gift to the Cox School of Business, they did so to support two key initiatives: the Cox School's renovation and expansion and Cox scholarships. Their historic gift, the largest ever to SMU by an individual alumni family, launched a fundraising effort to rally other donors. Now, \$140 million later and thanks to the support of hundreds of loyal alumni and generous donors, Cox business students are taking classes and collaborating in the

CAROLYN AND DAVID MILLER, B.B.A. '72, MBA '73, ensured that scholarships would be included in their gift to SMU Cox in October 2019.



state-of-the-art, technologically advanced David B. Miller Business Quadrangle (see page 58).

While the renovation and expansion effort, part of the University's SMU Ignited campaign, has been high-profile, the need for scholarships has never diminished—and is arguably more important than ever. With SMU's entrance into the Atlantic Coast Conference (ACC), the always-competitive academic recruiting stakes have risen even higher. With increased visibility as part of an ACC university, the Cox School competes against high-profile business schools to attract the nation's best and brightest. Two scholarship drives—one for B.B.A.s and one for MBAs—are underway at SMU Cox, each with a \$30 million goal.

Miller, co-founder and managing partner of EnCap Investments, was a standout varsity basketball player who attended SMU Cox on scholarship as an undergraduate

PEGGY, B.B.A. '72, AND CARL SEWELL, B.B.A. '66, are longtime supporters of the Cox School's B.B.A. Scholars, and other scholarships.



and graduate student. "SMU has been tremendously important in my own life and that of my family," Miller says. "We're excited to support Cox's forward-focused vision for advancing business education and developing talented business leaders." His SMU Ignited gift included funds for both B.B.A. and MBA scholarships.

Fellow SMU Trustee and Cox Executive Board member Carl Sewell, B.B.A. '66, and his wife, Peggy Higgins Sewell, B.B.A. '72, are loyal alumni whose gifts and giving challenges have helped support numerous SMU and SMU Cox students—including B.B.A. Scholars—over the years. "Peggy and I sincerely believe that helping bright students through scholarships is an investment in a shared future—not just the University we love," Carl says.

If you'd like to make a gift to support Cox scholarships, contact Cox Director of Development Ashley Pitts (apitts@smu.edu).



TRUMAN AND ANITA
ARNOLD COMMONS

J Cox

MARTY FLANAGAN OVERLOOK LOBBY

TDX FAMILY READING ROOM

The **Cox** **B.B.A.** in Demand

Enhanced by **DALLAS' NEW "Y'ALL STREET" STATUS**, climbing enrollment in the Cox School's B.B.A. program reflects a national trend.

By **PETER SIMEK**



FUTURE-FOCUSED

More undergrads are choosing programs that offer clear pathways to high-paying careers in sectors such as finance and real estate.

WHEN HE TALKS about the challenges SMU Cox School of Business administrators face in preparing undergraduates for the workforce, Jim Bryan, associate dean of Cox B.B.A. programs, tells the story of a recent grad who launched a business involving a smartphone app aimed at reducing texting while driving.

It's a textbook success story. The student began working on the idea while at SMU Cox. Within a few years of graduating, she was running a growing company, leveraging the core business skills she learned at the Cox School along with the entrepreneurial mindset fostered by the school.

"When this student was born, there was no such thing as a smartphone; there were no apps," Bryan says. "If you had told her parents when she was born that her first job would be that she's created an app that will exist on your smartphone that will keep you from texting and driving, they would have said, 'What is an app? What is a smartphone? What is texting, and why am I doing it while I'm driving?'"

The story encapsulates the challenge of building an educational program that equips graduates with the skills they need to thrive in an uncertain and evolving future. Striking the right balance is particularly important now, as business school enrollment surges nationwide—including at SMU Cox.

At the beginning of the 2024–25 academic year, the Cox School welcomed 675 first-year B.B.A.s—nearly double the enrollment numbers of a decade ago. The reasons for this growth tell a larger story, both about the macroeconomic climate and a business program that has found the right mix of culture and academics, enhancing its reputation for placing graduates in successful careers.



"Our relationship with the corporate world has made us pretty good at anticipating future trends for which we need to prepare our students, but there are always going to be curveballs," Bryan says. "Creating future business leaders that are adaptable to ever-present change is really the key."

Riding a national trend

The growth of the Bachelor of Business Administration (B.B.A.) program at SMU Cox mirrors a national trend of rising demand for business education. More students across the country are gravitating toward pre-professional programs that offer clear pathways to stable, high-paying jobs in fields such as finance, consulting and real estate.

Bryan, who has been with SMU for 24 years, 19 of them at the Cox School, attributes this demand to several factors, including the lingering effects of the 2008 financial crisis and the COVID-19 pandemic.

"Any time you see a downturn in the economy, you start to see an increase in students interested in more pre-professional programs," he says. "And we've had a

At the beginning of the 2024–25 academic year, the Cox School welcomed 675 first-year B.B.A.s—nearly double the enrollment numbers of a decade ago.

few downturns in the last few years.”

The uncertainty of the job market has made many prospective students and their parents prioritize degrees that offer a strong return on investment, making business schools like SMU Cox an increasingly attractive option.

A key driver of the Cox School’s growth is its geographic advantage. Despite recent economic uncertainties, Dallas has bucked some national trends. Given SMU’s location within a national hub for finance, real estate and corporate relocations, the Cox School is well-positioned to attract students from across the country.

“We’re really fortunate to be in North Texas,” Bryan says. “Dallas is an incredible area, and the business climate is very enticing. We have a lot of students from the West and East coasts who are coming here, and, in a lot of ways, they’re following national [relocation] trends.”

Many students are drawn to SMU Cox by the college’s renowned finance program. In 2008, about 34% of Cox School undergraduates majored in finance. Today, that number has swelled to 55%.

“The increase in students wanting to study finance is a national trend,” Bryan says. “But it’s especially exacerbated here because of the success of some of our top finance programs and where we’ve been able to place those students.”

The school has also proved successful placing recent graduates in large business consulting firms, which has driven increased interest in that program, says Brandy Dalton, senior director of B.B.A./M.S. career programs at SMU Cox.

Another increasingly popular program is the Cox School’s business analytics and supply chain management curriculum, launched in December 2019—on the cusp of the global pandemic that ground supply chains to a halt, driving home the role effective supply chain management plays in the overall economy.

“I think within the next few years, it could be one of our largest majors,” Bryan says.

A career-focused generation

Dalton cites a noticeable shift in the mindset of many incoming first-years she sees at the Cox School’s Career Management Center, which may also reflect a factor driving B.B.A. enrollment growth: a more career-minded new generation.

Dalton says many incoming students enter the Cox School already knowing where they would like to focus their studies, what kinds of internships they want to pursue and what their future career goals look like.

“You would think first years would come to campus still just figuring out what it’s like to be a college student,” Dalton says.

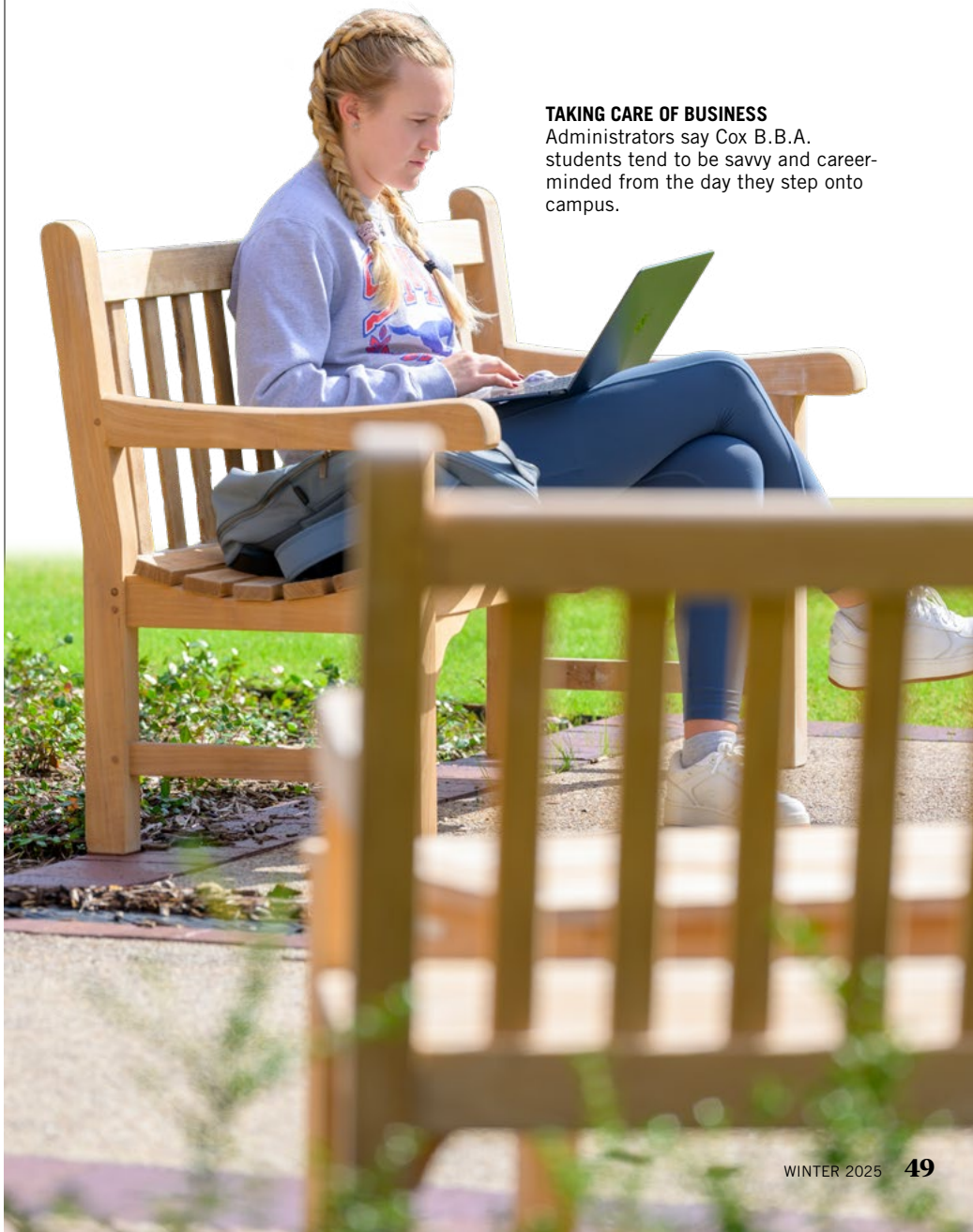
“Not an SMU Cox student. They are on it, and we start working with them early.”

SMU Cox has established programs that help nurture this career-driven mindset from the moment students enter college. Career development begins from day one: First-years undergo mock interviews in their first semester and are required to take a course that teaches essential job skills, such as building a résumé, networking and becoming certified in Microsoft Excel.

Even though students often know what they want to study, Dalton says the program is designed to expose new students to the broad range of options, calling attention to the strong demand for trained

TAKING CARE OF BUSINESS

Administrators say Cox B.B.A. students tend to be savvy and career-minded from the day they step onto campus.





graduates in fields such as supply chain management or accounting.

“We develop a curriculum around understanding the job market, the career paths, the majors that align with those paths, and the technical and soft skills needed to succeed,” Dalton says. “We ask if those majors align with their values, motivators and skill sets. That’s the journey we take them on.”

For many SMU Cox undergrads, that journey has already begun by the time they set foot on campus. Lindsay Davis, director of B.B.A. admission at SMU Cox, says she has noticed a shift in college applications, with some incoming B.B.A. students demonstrating that they have begun their business education well before they start their college careers.

“Even when reviewing students’ applications, gone are the days of, ‘The one thing I did in high school was captain the tennis team,’” Davis says. “These students are holding internships and creating businesses. You could meet a student who started a company as a high school junior. It’s a reflection of the shrinking world we live in and the resources [students] have access to. It’s created a much savvier consumer on the college front.”

Students’ precocious interest in seeking out job opportunities early in their college

“
Our students start thinking about their careers on day one. We work to help each one chart the path they want to take to achieve their career goals, starting with that first job after, or even before, graduation.

— *Jim Bryan*
Associate Dean of the B.B.A.
Undergraduate Program

careers mirrors another trend, Bryan says. Companies are increasingly recruiting B.B.A. undergraduates at earlier grad levels. Students need to be on top of their résumé and job interview skills by the end of their first year, he says, because sometimes the opportunities they are offered sophomore year lead to long-term careers.

“Some of the big investment banks, private equity firms, consulting firms and accounting firms are recruiting earlier than they used to,” Bryan says. “Many students will have an internship interview in the spring of sophomore year that turns into a junior year internship, which then leads to a full-time job. In many cases, they’re interviewing for their first postgraduate job before they’re even halfway through school—and that gets earlier every year.”

Although this growing demand for hiring SMU Cox B.B.A. students early demonstrates the school’s strong reputation and performance, it also puts new pressures on students and school resources, necessitating more faculty, new facilities and expanded career services. SMU Cox has responded by adding resources in its career center to focus on working with younger students and helping them to start their job search as early as the first day of their first year.

“Our students start thinking about their careers on day one,” Bryan says, pointing to the school’s emphasis on early engagement with career management services. “We work to help each one chart the path they want to take to achieve their career goals, starting with that first job after, or even before, graduation.”

Enhancing the student experience

One of the reasons SMU Cox has been so successful in launching B.B.A. graduates’ careers is the school’s proactive, hands-on approach to career mentorship. But the resulting growth presents a key challenge for the future: How can the Cox School strike a balance between its growth and the individualized educational experience that has bolstered its reputation?

One solution is to invest in more resources that can enhance the SMU Cox undergraduate experience. The expanded career center represents one such investment, as does the new David B. Miller Business Quadrangle, which provides state-of-the-art teaching and research facilities for both graduate and undergraduate students.

The facility leverages new pedagogical

technologies that allow SMU Cox to expand its reach while enhancing the educational experience and a culture of increased collaboration. This culture, Bryan says, is at the heart of the school’s academic and professional success.

“We’re not going to increase enrollment at the cost of the student experience,” Bryan says. “When we increase enrollment, we still have to provide that Cox School of Business experience—which means high-quality academic advising and career management that offers an individualized experience.”

Maintaining that individualized experience will place some necessary restrictions on growth, even as B.B.A. applications continue to surge. Bryan adds that growing demand shifts pressure back on administrators, who need to ensure that each incoming class is as diverse and dynamic as possible.

“We know that to get the best students in the country, scholarships are vital,” Dalton says. “The applicants put their best forward with a solid application, but then it’s on us to reward their achievements with the best financial package we can. If we don’t keep pace with our competition in the scholarship arena, we’ll lose these savvy students to other universities.”

“That also sometimes means that, from an admissions standpoint, we’re leaving

talent on the table,” Bryan adds. “As much as we’d like to, we simply cannot teach everyone who wants to study here.” Being able to, or not being able to, offer high-potential students solid scholarship packages can make or break the Cox School’s admissions ability to maintain a strong B.B.A. program. (Editor’s note: Read about new B.B.A. and MBA Cox School scholarship drives on page 45).

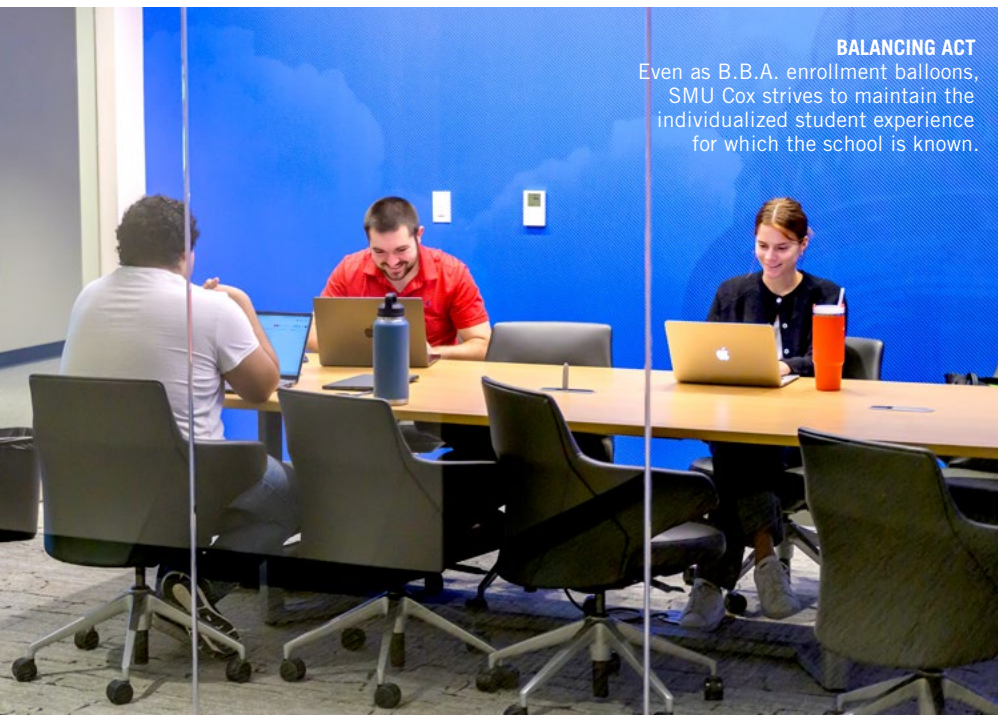
Nurturing the continued growth of the Cox School’s B.B.A. program requires close attention to another key constituency: employers. To fulfill this promise, SMU Cox ensures its curriculum evolves alongside the broader business world. The growth of the supply chain management program, for example, demonstrates how the Cox School stays relevant by responding to market dynamics.

One evolution Cox School administrators are closely monitoring is Dallas’ emergence as a stronger financial hub. With the planned introduction of the Texas Stock Exchange and a new Goldman Sachs campus downtown, some observers have dubbed the city “Y’all Street.” As corporations and banks continue relocating to Texas, Dallas is solidifying its status as a major center for finance and investment.

“We have two customers: students and employers,” Bryan says. “We constantly listen to students to understand their needs, and we do the same with employers. We stay on the front line with our corporate partners. ‘What types of students are you looking for? What could they be doing better? What industry needs can we address in our classrooms?’”

As Dallas continues its Y’all Street evolution, SMU Cox will likely remain a popular destination for students seeking to break into the financial sector. Ultimately, the school’s ongoing success will depend on the same values it instills in its students: adaptability, clear communication and staying ahead of market trends without overreacting to short-term shifts.

“We’re not fortune tellers. We don’t know where the market is going any more than you do,” Bryan says. “We have to teach our students about adaptability. We’re not training our students to do just one job. We’re training our students to adapt to a corporate world and get into the boardroom on day one.” ■



How to Build a **HEALTHCARE** Center of Excellence

INVESTING IN EXCELLENCE

Corrigan Research Professor Vishal Ahuja says the Cox School is primed to fill the booming demand for highly skilled, adaptable healthcare leaders.



Inside the Cox School's mission to fill a growing need for Dallas-Fort Worth's **HEALTHCARE LEADERS OF TOMORROW.**

By SHAWN SHINNEMAN

IN THE LAST DECADE, the business of healthcare in Dallas-Fort Worth has gone from big to bigger.

Driven by a perfect storm of growth and population dynamics, the industry has become a cornerstone of the North Texas economy.

There's the obvious reason: More people mean more healthcare, and the region's development has been undeniable. With corporate relocations leading the charge, more than 8.1 million people now call Dallas-Fort Worth home. North of 152,000 people moved here last year alone—more than any other metropolitan area in the United States.

The sheer numbers are compounded by the effects of an aging population and the increasing prevalence of chronic disease. Today, people can live much longer lives with conditions that were previously fatal, increasing the overall medical spend. As the Centers for Disease Control and

Prevention puts it, conditions such as heart disease, cancer and diabetes are “leading drivers of the nation’s \$4.5 trillion in annual healthcare costs.” More than half of Americans—six in 10—have at least one chronic disease, the CDC says, and four in 10 have two.

But it’s not just population dynamics that have amplified the economic impact of healthcare in the region. Massive corporate players like drugmaker McKesson Corporation and staffing company AMN Healthcare, among many others, now call the region home.

And Dallas-Fort Worth’s health systems have grown to become some of its biggest employers. McKesson has become the region’s largest public company, and of the area’s 13 largest employers, according to the *Dallas Business Journal*, five are in healthcare: Texas Health Resources, University of Texas Southwestern Medical Center, Medical City Healthcare, Parkland Health & Hospital System and JPS Health Network.

All in all, the industry’s economic impact reached \$38.4 billion in 2022, according to a study by the Dallas-Fort Worth Hospital Council (DFWHC). That’s up \$7.7 billion (roughly 20%) since the organization’s previous analysis just five

years prior. DFWHC’s hospital members employed 372,988 people in 2022, up from 295,138 in 2017.

All that growth means the momentum exists to turn North Texas into a leading healthcare hub. Getting there, however, will require major investments to educate the industry’s future leaders, and the SMU Cox School of Business is setting out to fill the rising demand.

“An industry growing this fast also has fast-growing people needs,” says Vishal Ahuja, an associate professor and Corrigan Research Professor at the Cox School. “Not just for frontline workers like nurses, doctors and medical technicians, but also for industry leaders who need continuous training and upskilling.”

INVESTING IN THE FUTURE OF HEALTHCARE

Around two years ago, Cox School leaders began to recognize the need to strengthen its healthcare-focused offerings and better prepare its students to enter the burgeoning industry. Such an investment would align

with the school’s broader beliefs around creating value at the intersections of industry and education, being a catalyst for innovation, developing tomorrow’s leaders, and enabling prosperity on a global level.

“That elixir spells out a couple of areas where we can play well,” says Shane Goodwin, associate dean of graduate programs and Executive Education. “And healthcare was one of those.”

The Cox School started by convening a who’s who of existing leadership in the area. With the help of McKesson Corp. CEO Brian Tyler and former Baylor Scott & White Health CEO Jim Hinton, SMU Cox pulled together 25 people who head or serve in the C-suite at healthcare organizations across the region and asked two key questions.

The first was simple: Do we want North Texas to be a healthcare center of excellence? Is that something the healthcare community should aspire to? The answer came back quickly: Yes, of course.

The second question: How can the Cox School help them achieve that goal? What did the present organizations feel was missing from the current landscape? The answer: Collaboration.

“We left with the idea that SMU Cox could serve as an action-oriented convener

HEALTHCARE WHO’S WHO

McKesson Corp. CEO Brian Tyler is among the major healthcare leaders collaborating with SMU Cox to develop North Texas into the next big healthcare capital.





MEETING OF THE MINDS

Sarah Way, chief medical and quality officer at Texas Health Presbyterian Dallas, speaks at a Cox School healthcare consumer experience conference along with Amy Goad (managing partner, Sendero) and Seth Toomay (UTSW's VP and chief medical officer).

where we can create and build on these partnerships," Goodwin says. "They wanted us to drive and pull this together—the leadership side, intellectual capital, content and thought leadership, and how we can fill in those skills gaps through development, training and upskilling."

At one point, Texas Health Resources CEO Barclay Berdan and Ahuja discussed why a central point for the involved players was so crucial. As Ahuja recalls, Berdan told him that, although he could call up other leaders like Tyler or Hinton, it was rare that the folks in the room would come together in a setting to network and discuss strategy without worrying about competition.

"In some sense, the answer was an emphatic yes—that SMU Cox fulfills a key role in the community by serving as neutral ground," Ahuja says.

MEETING EVER-EVOLVING NEEDS

Healthcare is changing—and fast. That is perhaps one reason why so many of the industry's top leaders are willing to collaborate.

For example, the telemedicine trends of the pandemic are proving they're here to stay, and patient preferences are evolving accordingly. Most people don't want to spend more time in a hospital than they need to. That means healthcare providers not only must offer virtual care, but also make more procedures available on an outpatient basis (hence the boom in outpatient or ambulatory surgery centers).



As with the Cox School's approach to any new initiative, the gaps identified by corporate partners informed the development of the school's new healthcare programming.

Plus, there are trends driven by emerging technology. Wearable tech and remote monitoring are playing an increasingly important role in patient treatment. AI and machine learning can create personalized treatment plans, help healthcare providers diagnose patients and expedite back-end processes such as billing; AI can take in and analyze data on a scale providers couldn't previously imagine. It also has a role to play in making doctors' and nurses' lives easier by, if nothing else, taking away some of the heavy paperwork burden.

As always, dollars and cents are an underlying driver for many of these changes. Healthcare costs have ballooned over the last five decades, from \$353 in 1970 to \$13,493 per person in 2022, according to Peterson-KFF's Health System Tracker. Even controlling for inflation (adjusted to 2022, the 1970 figure becomes \$2,072), per-capita healthcare costs are up roughly 550% during the period. Using technology as something that can both improve outcomes and reduce costs will be a top priority for any health system.

"The costs are rising, and it's almost unsustainable," Ahuja says.

To become trailblazers who can tackle some of the industry's biggest challenges, North Texas healthcare organizations will need forward-thinking leaders.

TRAINING TOMORROW'S HEALTHCARE LEADERS

"The Cox School's healthcare initiative is grounded in rigor, relevance and impact: three values that define the school's commitment to preparing exceptional leaders in an evolving healthcare landscape," Goodwin says. With a rigorous approach to

curriculum and program development in executive education, SMU Cox ensures that students gain deep expertise in critical areas, from AI in healthcare to strategic leadership and technology integration. This rigor is matched by a focus on relevance, as the school actively collaborates with industry leaders to address real-world challenges and trends shaping healthcare today.

Ultimately, the goal is to transform North Texas into a hub of healthcare excellence, producing skilled, agile leaders who are prepared to drive innovation, improve patient outcomes and meet the complex demands of the region's rapidly expanding healthcare sector. By aligning academic excellence with practical industry needs, SMU Cox aims to set a new standard in healthcare leadership education.

As with the Cox School's approach to any new initiative, the gaps identified by corporate partners informed the development of the school's new healthcare programming.

Serving as a point of connection within the North Texas healthcare ecosystem, the Cox School of Business offers future and current leaders the ability to build their capabilities through training—including

an annual conference and Executive Education programs—and through thought leadership as the school forms research partnerships between faculty and local healthcare organizations.

The trick will be training not just for leadership, but specifically for modern healthcare leadership. The latter is a very different animal, requiring the unique individual who can balance considerations ranging from cost management to technology integration, quality of care, equity, patient experience, data security, workforce shortages and so much more—all while staying in line with a complex web of regulation.

To bring the North Texas healthcare community together, the Cox School organizes its annual healthcare conference, which focuses on a central theme and features key leaders from various healthcare organizations in panels, keynote presentations or live interview formats. For example, the second conference, held at SMU Cox on October 10–11, 2024, focused on consumer experience in healthcare.

The Cox School's forward-thinking approach was also evident during its first AI for Healthcare Leaders Executive

**\$353 to
\$13,493**

That's how much per-capita healthcare costs ballooned between 1970 and 2022. Adjusting for inflation, the 1970 figure becomes \$2,072 — which is still about a 550% increase.



CREATING CONNECTIONS

Kavita Bhavan, Parkland Health's chief innovation officer, was among the panelists at the 2024 SMU Cox Healthcare Conference: Consumer Experience.

Education course, convened in spring 2024, which brought together 30 industry leaders representing 11 organizations. The program was designed to help senior-level healthcare professionals improve business performance and patient outcomes by introducing AI.

The first rendition of the two-day course went well enough that a CEO of a health system reached out to inquire about having a training session in-house. The second offering of the AI course took place in October.

"You need to first learn to crawl, then to walk, then to run," Ahuja says. "We have to be intentional and thoughtful about where we take our program next."

With healthcare coming to a crossroads, SMU Cox is positioning itself to enable the sort of collaboration that can steer the industry down the most innovative and prosperous path.

+ *By the Numbers*

Healthcare is big business in Dallas-Fort Worth: Its economic impact nears \$40 billion, and health systems account for nearly 40% of the region's largest employers.

5 of 13

Nearly half of Dallas-Fort Worth's biggest employers are healthcare systems, according to the *Dallas Business Journal*: Texas Health Resources, University of Texas Southwestern Medical Center, Medical City Healthcare, Parkland Health & Hospital System and JPS Health Network.

\$38.4B

The healthcare industry's economic impact on the region in 2022, according to the Dallas-Fort Worth Hospital Council (DFWHC)

20%

The increase in the healthcare industry's economic impact, 2017–2022

372,988

The number of people employed by DFWHC's hospital members in 2022

26%

The increase in the number of people employed by DFWHC's hospital members, 2017–2022

BOOMING BUSINESS

Nafisa Jiwani, head of global health investments at the U.S. International Development Finance Corporation, discusses healthcare's growing economic impact in North Texas.





Our fundamental mission is really to develop agile, principled leaders who can navigate this uncertainty in an interconnected, complex world.

— *Shane Goodwin*

Associate Dean of Graduate Programs and Executive Education

“If we want to seize opportunities in healthcare such as commercialization, consumer services, digital tools, health at home and new lab discoveries, we need to collaborate as an industry and consider the broader impacts,” says Tyler, the McKesson Corp. CEO who also serves on the Cox Executive Board and SMU Board of Trustees. “It’s important that we build a healthcare system that prioritizes patients and places them at the center of our innovations.

It takes a holistic view, Tyler says—a belief that has spurred the Cox School to plant a stake in the industry.

“Companies know the skills gaps that exist in their talent pipeline, and by

creating strong and trusted partnerships, we become a trusted educational partner to help develop their current talent or recruit future talent,” says Lisa Tran, managing director of corporate engagement and strategic partnerships at SMU Cox.

Why, as a business school that is not attached to a medical school or nurse training program, should the Cox School care about healthcare? That goes back to the fundamental idea of what a business school should be. Says Goodwin: “Our fundamental mission is really to develop agile, principled leaders who can navigate this uncertainty in an interconnected, complex world.” ■



JOINING FORCES
The Cox School aims to become a trusted educational partner to help local healthcare companies develop their current and future talent pools.

THE MILLER QUAD:

Open for



Embraced by Cox students, faculty and staff, the new David B. Miller Business Quadrangle inspires **COLLABORATION AND CAMARADERIE.**

Business



T

THE \$140 MILLION David B. Miller Business Quadrangle opened for business on August 26, 2024, marking a new era at SMU Cox. Although parts of the exterior were still being tweaked, the interior was ready for the first day of classes.

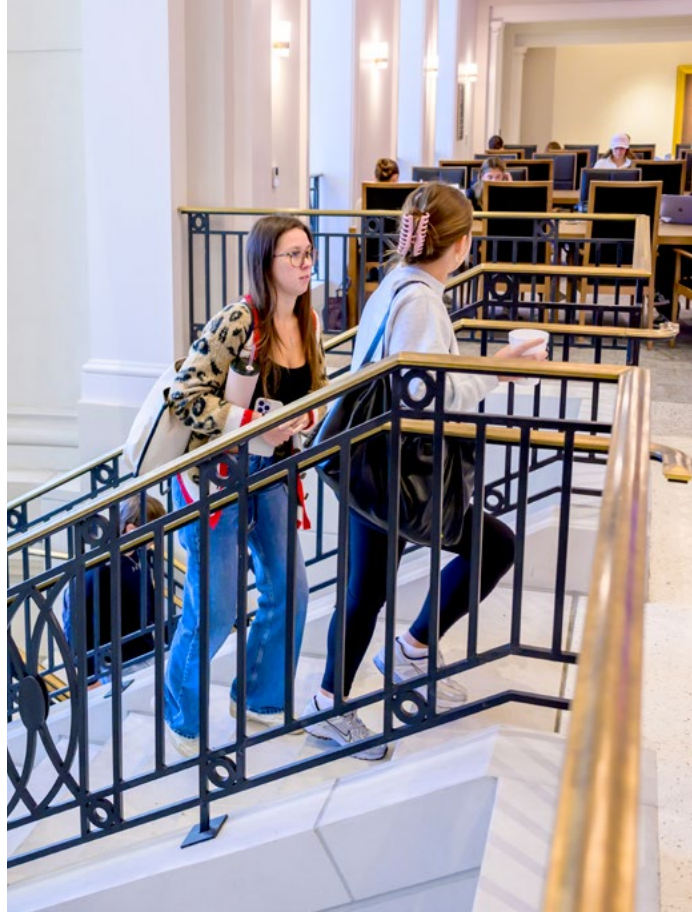
Four new buildings, or wings, connect the original three anchor buildings into one large, cohesive space. With a commons area, a courtyard and a plaza, the Miller Quad offers 32% more space than the Cox School's original three buildings. The design encourages collaboration and camaraderie among students and faculty, offering myriad places to study, walk and talk, take a coffee break, or have a meal on-site.

On day one, staff members handed out maps to help everyone find their way around. Within days of moving into their new home, students were settled in, using every available space in this new "9-to-9" environment.

"It's gratifying to see our ideas become reality," says Matthew Myers, dean of the Cox School of Business. "Before we began designing this building, we visited several other business schools and weighed a lot of factors—among them, we wanted our new building to emulate the type of corporate campuses that await many of our students after graduation.

"More critically, we wanted our new building to be a place where students would feel connected—to each other and SMU Cox. Walking down any hall in the Miller Quad or looking out at the Arnold Commons, we see that's exactly what's happening. Fortunately for all of us, our donors supported our vision, and we are thankful. Without their foresight and generosity, none of this would be possible."

Enjoy the following images of Cox School students, faculty and staff as they forge the future of business education in their new state-of-the-art facility.



LEFT: The Truman and Anita Arnold Commons, in the interior of the David B. Miller Business Quadrangle, features a stately staircase.

BELOW: SMU President R. Gerald Turner came to Cox School on the first day of the fall semester to greet students in the newly opened facilities.





FEEDING EXCELLENCE
Sclafani's, another highlight of the Arnold Commons, bakes New York-style bagels on-site and offers a variety of sandwiches and coffee drinks.

Students feel connected to each other and to SMU Cox, with plenty of places to study, walk and talk, or take a break.



RIGHT AT HOME
Students embrace every available space—and there are many—to study and collaborate in the Miller Business Quadrangle.



With a commons area,
a courtyard and a plaza,
the Miller Quad offers

32%

more space than the
Cox School's original
three buildings.

NEW SPACES
Cox Executive Board member Barry Kitt served as a guest lecturer in November in the expanded and upgraded Kitt Investing and Trading Center.

ACADEMIC OASIS
The Ida Family Reading Room offers students an alternative quiet space to work and study independently.





“

We wanted our new building to emulate the type of corporate campuses that await many of our students after graduation.

— DEAN MATTHEW MYERS



DESIGNED FOR CONNECTION

The layout of the David B. Miller Business Quadrangle offers many opportunities for students to connect and build or strengthen their networks.



Yearbook

Class Notes

1955

Melvin Weinberg, B.B.A. '55, MBA '56, is a retired BDO USA partner.

1959

Michael York, B.B.A. '59, is retired and has resided in the White Rock area of East Dallas for six years.

1962



Stuart Van Auken, B.B.A. '62, MBA '66, entered the doctoral

program at what is now the University of North Texas after completing his MBA. He was UNT's first student to receive a doctorate in marketing. Throughout his career, he has held marketing faculty positions at Texas Tech; University of Louisville; and California State University, Chico. In 2000, Stuart joined Florida Gulf Coast University as an Alico Eminent Scholar. He retired in 2021.

1964

Frank M. Bumstead, B.B.A. '64, is the co-owner of Flood, Bumstead, McCready & McCarthy Inc., one of the largest U.S. entertainment business management firms, with offices in Nashville, New York City and Los Angeles.



Dennis McCuiston, B.B.A. '64, MLA '85, served as a

banking CEO, consultant and professional speaker before joining the University of Texas as a clinical professor of corporate governance and executive director of the Institute for Excellence in Corporate Governance. He retired in 2021 and lives in southwest France.

1965



Henry Haven, B.B.A. '65, served in the U.S. Air Force from

1965 to 1970 before becoming vice president and owner of Imperial Vending. He also worked as an FAA air traffic controller, account executive at Merrill Lynch and aviation consultant before joining the Defense Logistics Agency as a management and program analyst in 1992. He is now retired.

1971

Frank Dunlevy, B.B.A. '71, helped start the Golden Eagles Foundation, which supports the USA Olympic rugby teams. During the 2024 Summer Games in Paris, the women's Team USA defeated Australia 14-12 in the final seconds of the game to win bronze and bring home their first-ever Olympic medal.

Philip C. Hogan, B.B.A. '71, recently published three editorials on firearms laws in *The Dallas Morning News*.

1973



Don Pryor, B.B.A. '73, served as an infantry officer in the U.S.

Army, where he trained in software engineering and eventually started his own IT business. He spent time in corporate IT and as a consultant before retiring in 2001. Today, he and his wife run a dog treat business, BuddysBonz, from their ranch in Boerne, Texas.

1978

Steve Hancock, B.B.A. '78, bought 72 acres in Hutchins, Texas, to use for industrial outside storage, a newly popular industrial real estate niche. Construction was completed in August 2023, and the property was leased to a single user in August 2024.

Kimm Sayre, B.B.A. '78, worked at UBS Financial Services.



Artura Taylor, B.B.A. '78, is president and CEO of Taylor

Distribution Group LLC, a leading provider of lab equipment, supplies and personal protective equipment. She's the former regional vice president of a Fortune 500 company and has more than 30 years of corporate and entrepreneurial experience.

1979



Steven Kruger, MBA '79, has dual American/Israeli citizenship and

earned a Ph.D. in space physics from Rice University. He was a professor in the physics department of Tel Aviv University and lives in Dallas.

1980

Joe Chapman, MBA '80, is spending a year sailing in the South Pacific. Greetings from Fiji.

Robert Mahaffey, B.B.A. '80, is president of Mahaffey Enterprises Inc. in Springfield, Missouri.

1981



Allen Smith, B.B.A. '81, has been named association

counsel for the Out of Home Advertising Association of America. He was previously inducted into the OAAA Hall of Fame.

1983



Michael Montonen, MBA '83, just celebrated his

two-year anniversary with IBM, where he enjoys working with clients to automate and improve business performance using generative AI.

1984

Lisa Horan, B.B.A. '84, has served as a partner, investor and board member at SignAd Outdoor Advertising Enterprise since 1989.

Randy Laser, B.B.A. '84, recently returned to the Virgin Group as a team member leading the crew and sailor travel team at Virgin Voyages in Fort Lauderdale, Florida.

1985



Andy Miller, MBA '85, became a founding partner, investor

and chief revenue officer of the Heritage Golf Group, which has six private country clubs and daily fee resorts with 350 employees. He says each new acquisition has been a real-world case study—just like the many case studies his SMU professors (particularly long-term professor Jim Kindley) challenged him with during his MBA days.

1986



Lisa Wooldridge Emmick, B.B.A. '86, is the owner of Dallas Piano Academy, which provides piano, voice and guitar lessons to children and adults in Dallas. It was a top 10 finalist for National Music School of the Year in 2024. Emmick and her

husband, Rob, love traveling and spending time with family: mom Jeraldine (SMU B.A. '58), daughter Elizabeth (SMU B.A. '21) and husband Jeremy Comstock, and daughter Chelsea (SMU B.A. '24).

1990



Sandra Long, MBA '90, has been elected to the board of

directors of Sangre de Cristo Electric Association. She retired in 2020 after a career in product management in the telecom industry.

1991



Jim Contardi, MBA '91, recently joined Banyan Software as the

operating partner overseeing the financial services portfolio.

1994

Dyan Carbine, MBA '94, started a new position as an attorney with Kershaw Anderson King after obtaining her Texas law license.

1995



Stephen (Joe) Winslow, B.B.A. '95, is pursuing his interest in the fine arts after serving 22 years in the Marine Corps and spending 12 years running national security

programs. Due to his combat service in Iraq, he was selected to be one of only six veterans to have their likenesses depicted by sculptor Sabin Howard in the National WWI Memorial "A Soldier's Journey," which was recently unveiled in Washington, D.C.

1996



Brian Fox, B.B.A. '96, co-founded Rockmont Partners, a

Nashville-based VC firm, after selling Confirmation.com to Thomson Reuters. His two middle children both attend the Cox School: Matthew is a senior studying finance, and Becca is a junior studying accounting.



Jay Perry, MBA '96, worked part-time in his family-owned

property management franchise for 10 years while maintaining a career in hospital and health system administration. The business sold in December 2023, and he's now on the lookout for his next opportunity.

Thomas Russell, MBA '96, is a finance advisory committee chair and member of the City of University Park Planning & Zoning Commission.

1997

John Drennan, MBA '97, is global head of mergers and acquisitions at Cumming Group, the largest independent construction consultancy in North America. Drennan lives in Highland Park with his wife, Alyson, and his two children,

Jack (age 12) and Estelle (age 10). He says he's enjoyed watching the significant campus facility investments at SMU progress over the past decade.



Honey Gregory, B.B.A. '97, was an actress while studying at SMU.

After graduating, she received her M.A. from Schiller International University and her J.D. from Indiana University. She currently runs her own practice as an attorney in Indiana and makes appearances at conventions.

1998

Andrew Rosell, B.B.A. '98, is co-chair of the business and transactions department and the investment management and private funds industry group for Winstead PC, a Dallas-based law firm that focuses on managers and sponsors of private funds in the investment management industry.



Andrea Williams, MBA '98, recently attended the opening ceremony for the new Cox School expansion. The Williams family (including her husband, Gregory L. Williams, MBA '98) is going bicoastal thanks to Andrea's new role as head of communications for Robinhood, but they're always longing to be back in Texas.

1999



Angie Eckelkamp, B.B.A. '99, was named chief marketing officer for Kilwins, a growing retailer of chocolates, ice cream and fudge.

2000

Eduard Pizzuto, MBA '00, was responsible for the first IPO of a Mexican company in the New York Stock Exchange.

2002



Michael Petridis, PMBA '02, retired four years ago and took up sailing. He even sailed across the Atlantic two years ago.



Goran Filic, B.B.A. '02, completed his M.I.A. at Columbia University after graduating from SMU. He earned his Ph.D. at the University of Milan and conducted his postdoctoral studies at the University of Bologna. He currently teaches international relations and political science courses at Franklin University

Switzerland and A Level Business at the Swiss Academy in Zurich.



Angela Gieras, MBA '02, has been named executive director of Shakespeare Theatre Company in Washington, D.C.



Aakash Moondhra, MBA '02, is partnering with Avneet S. Kochar to launch India Secondary Fiduciaries, a secondary fund focused on investing in India's secondary private market.

2004



Tracy DeCicco, EMBA '04, is the CEO of Konposit, a global tech sales consulting firm that helps businesses establish and deepen their sales presence in the United States.

Dan Healy, MBA '04, is excited to be celebrating Civitas Capital Group's 15th anniversary this year. He's also proud to partner with his friend and classmate **Jason Signor**, MBA '04, on Big Sky Funds, a rapidly growing healthcare real estate investment platform.

2005



Michelle Delaurier, B.B.A. '05, MBA '09, has proudly owned and operated the Maple Leaf Diner with her husband for the past nine years. Their dedication has earned them and their hardworking staff the prestigious title of Best Brunch by the *Preston Hollow Advocate* for five consecutive years. In 2023, the restaurant was honored to win a Best in DFW: People's Choice award for Best Breakfast.

DJ Khanmamedov, PMBA '05, has contributed to the launch of several groundbreaking Google AI products in collaboration with Google DeepMind research teams. He says his MBA from SMU is still helpful for keeping the big picture in mind when planning and executing complex business initiatives.

2006

Ben Corona, MBA '06, is the CFO of Envent, an environmental services company for the petrochemical industry.

2009



Nick Niver, B.B.A. '09, says that while graduating as a finance major during a financial crisis wasn't easy, the Cox School helped connect

him to consulting companies, where he pivoted from finance to consulting. After climbing the ranks at Deloitte and Point B, Niver helped start Valent Partners, a boutique consulting firm in Dallas focused on business and technology strategy, in 2020. He was promoted to partner earlier this year, and he's excited to have hired two Mustangs in 2022 and four in 2023. He's looking forward to hiring more this fall.

2010



Jodie Gildersleeve, PMBA '10, had a big year both personally and professionally: She hit her five-year anniversary with First Citizens Bank, was promoted to director portfolio manager (energy) and married Adam North.

Jacob Jurlina, B.B.A. '10, recently started a new role in multifamily asset management and acquisitions at Ballast Investments in San Francisco, a vertically integrated owner-operator of residential properties in the western United States. Jurlina spent the last three years at TMG Partners, a privately held full-service real estate development company specializing in urban infill projects across the San Francisco Bay Area.

2011



Tomasz Kwiatkowski, B.B.A. '11,

delivered a TEDx talk on humility in 2020 and started a new role as an enterprise account executive at ServiceNow in May 2024.



Bradley Lembcke, EMBA '11, M.D., has been named president

of Baylor St. Luke's Medical Center in Houston. He earned his EMBA while working as an internal medicine hospitalist at Baylor University Medical Center in Dallas, where he spent 21 years as a clinician before joining St. Luke's Health in 2018. He and his wife, Megan Mitchell Lembcke (B.B.A. '95), reside in Houston. The youngest of their three children, Sam Lembcke, started at SMU in fall 2024.



Logan Powell, MBA '11, was recently promoted to CEO

of Puttshack.

2012



Angela Hall, M.S. '12, was hired as vice president

over marketing, events and communications for the Fort Worth Chamber of Commerce. She says that, thanks to her degree from SMU, her understanding of the entrepreneur's challenges and opportunities allows her to advocate for businesses of all sizes throughout North Texas.



Jacque Jacobs, MBA '12, recently joined Matter Family Office as a

director in their Dallas office. Her love of building connections, supporting family collaboration and helping people learn to be good stewards of their wealth aligns perfectly with Matter's core values. Previously, Jacobs worked at Bessemer Trust serving multigenerational families. She was there for nine years and gained extensive experience educating and guiding family members in the second and third generations, helping them navigate their trusts and develop strategic plans for their wealth.



Suresh Narayanan, PMBA '12, previously chief

operating officer at Dallas regional carrier JSX, recently launched an aviation maintenance company, Jets MRO LLC, at the Dallas Executive Airport. Jets MRO has also acquired a Miami FAA repair station focused on repairing aircraft components.

2013



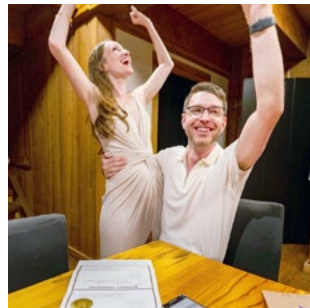
Chad Cummings, B.B.A. '13, M.S.A. '14, passed the bar exam in

Florida and Texas and graduated from the University of Miami School of Law's advanced degree program in real property development. He established a successful commercial real estate and business law practice serving clients (particularly tech start-ups) throughout both states, between which he splits his time.

Madalyn Lange (Miller), PMBA '13, and her husband welcomed a son on May 30, 2024.



Chibundu Nnake, J.D./MBA '13, started at Google in March 2023 leading U.S. privacy campaigns for the tech giant. He and his wife welcomed their second child, Kamsiyonna Adaeze Marie Nnake, on November 10, 2023.



Cohagen Wilkinson, B.B.A. '13, married his longtime partner, Amelia Barrett, at a surprise wedding for their family and friends in Steamboat Springs on July 27. They live in Boulder, Colorado, where he coaches leadership teams using Bloom Growth, an execution and communication system designed to empower organizations to reach their goals.

2014



Julia Anthony, B.B.A. '14, M.S.A. '15, married fellow Pony Caio Formenti, B.A. '15, J.D. '18, at Perkins Chapel on June 3, 2023. They were introduced by fellow alumni friends (who also went on to get married) when Formenti was studying at the Dedman School of Law. They are very thankful to SMU for bringing them together and for being a special place with many treasured memories. Formenti currently works as a plaintiff's attorney at the Ben Martin Law Group in Dallas, and Anthony is a CPA who works in private equity and serves as the vice president of finance at OxeFit, a tech startup.

Salvador Bonilla-Mathe, B.B.A. '14, returned to Miami to work on his own consulting capital investment business after leaving UBS. He also began helping his father with their family coffee business, which has a focus on social work and contributions in El Salvador. During his time in El Salvador, he also became involved in one of the largest real estate developments in the country: Alturas de Tenerife.



Ali Coram, B.B.A. '14, is executive editor of multimedia at

Investor's Business Daily (founded by the late SMU alumnus William J. O'Neil, B.B.A. '55), where she leads video and audio content production and newsroom strategy.



Zach Turner, B.S. '14 with a minor in business administration, is the engineering lead for the air revitalization system of NASA's HALO spacecraft, the first long-duration habitable space station that will be put in orbit around the moon in the mid-2020s. He says the management skills he learned through the Cox School have been instrumental in helping him work with and manage large teams of engineers across multiple organizations.

2015



Justin Forte, B.S. '15, M.S.M. '16, recently accepted a new job as

manager of partnership activation at Inter Miami CF.



Catherine Simpson, B.B.A. '15, is an attorney specializing in

employee benefits law at Bass, Berry & Sims PLC in Memphis, Tennessee. She met her

husband, Nathan, in law school at the University of Mississippi. Together they have two daughters, Natalie (age 2) and Claire (age 4 months).

2016



Hristina Dishkova, B.B.A. '16, MBA '18, is an investor

experience manager at Satori Capital. Prior to joining Satori, Dishkova worked as a marketing programs director and as a research analyst for the SMU Cox School of Business.



Brianna Massas, B.B.A. '16, is senior director of digital marketing

at Irvine Company Apartment Communities. Her passion for travel, fostered through multiple study abroad experiences at SMU, continues to shape her career. As a Fora travel agent, she shares her love of exploration with others while leveraging her marketing skills to create unforgettable travel experiences.

Sean Milmoe, B.B.A. '16, recently left Blackstone after six years to join 360 Mining, an Austin-based firm founded in 2021 by **Chris Alfano**, B.B.A. '16. The company brings in-field computing to the oil field.



Kellie Stoll, B.B.A. '16, started Parlor's Handcrafted Ice Creams in 2019 with her husband Brandon Stoll, B.S. '16, and opened their first brick and mortar in Dallas' Lakewood neighborhood in April 2021. In 2023, *D Magazine* named the shop Best Ice Cream thanks to the scratch-made scoops made with high-quality, locally sourced ingredients. Stoll says that, along with growing up with parents who ran their own businesses, the knowledge she gained at SMU has been vital to their success.

2017



Meredith Mills-Merritt, B.B.A. '17, MBA '19, recently launched the Original Southside, a ready-to-drink gin cocktail that has been featured in *Vogue*, *Forbes*, *Esquire*, *Men's Health* and more.



Yashas Singri, B.S. '17 with a minor in business, is a full-time entrepreneur and the founder and lead facilitator of

The Sanctuary, which runs immersive experiences designed to facilitate deep transformation, healing and integration.

2018



Adekunle Adetomiwa, M.S. '18, MBA '20, has started a career

in tech—first at IBM, and now as a senior marketing manager at Google.



Kabir Dhaliwal, B.S. '18, minor in business administration,

works in a private equity advisory group advising large cap and middle market funds. Influenced by his formative experience as a Peer Coach at the Cox School of Business, he also owns an independent brick-and-mortar tutoring center near Preston Hollow. Dhaliwal likes to spend his free time outdoors, whether it's heading to Wyoming to run cattle in the summer or just enjoying quality time in the sun with his family. He says he's very thankful for the opportunities and experiences he had during his time at SMU. Pony up!

2019



Casey Fraser, MBA '19, J.D. '19, was a 2024 D CEO Corporate Counsel Awards finalist.

Bora Laci, PMBA '19, recently joined The Bridge, a strategy consulting firm known for its specialized practices and best-in-class solutions, as a senior strategy consultant. She's also

an investor fellow at private equity firm Alternative Wealth Partners.

2020



Jared Shoemaker, MBA '20, worked at Allstate as part

of its internal strategic consulting office and is now a principal at a boutique technology and business strategy consulting firm in Dallas.



Trevor Thompson, B.B.A. '20, PMBA '22, and his wife Marieke Van der Mark, M.S. '23, welcomed their first daughter on July 29. Class of 2046: Pony up!



The firm of **Myca Williamson**, MBA '20, Myca Raquel Consulting, recently was selected as part of the National Minority Supplier Diversity Council's Emerging Young Entrepreneurs cohort.

2021

Tyler Evenson, MBA '21, recently started a new career

with FTI Consulting Inc. as a senior consultant within the forensic and litigation consulting practice. He also got engaged in July.



Tanner Gesek, MBA '21, joined WAGMI Ventures in 2022 as a

venture partner investing in emerging technologies, specifically AI and blockchain technologies.

Natesa Vaidya, B.B.A. '21, worked for the Chicago Bears and Hard Rock Stadium after graduating from SMU Cox. She used her negotiation and marketing skills to organize large-scale events, such as the Miami Grand Prix, and worked with football players to negotiate contracts. Vaidya is thrilled to be back at SMU to obtain her MBA and learn more about strategy and entrepreneurship to expand the Dallas sports market, especially in women's sports.

2023



Anthony Losito, B.S. '23, minor in business administration,

is working as an investment banking analyst at Deutsche Bank (DB) in New York City. He has also joined the SMU NYC chapter and has begun helping recruit SMU students at DB.



Taylor Souryachak, MSBA '23, had no prior coding

experience when she pivoted to data analytics by enrolling in the MSBA program at SMU. However, her time as a SMU McNair Scholar (TRIO)

undergraduate research assistant showed her that data analysis is crucial in every field. She is now a data analytics specialist at Dallas College focusing on financial aid, bringing her academic and career journey full circle. She previously attended Dallas College, where she earned her associate's degree and received SMU's full-tuition North Texas Community College transfer scholarship.

2024



Jared Dahl, MBA '24, graduated from the Cox School in May

and secured a position on AT&T's marketing team. Outside of work, he enjoys volunteering at the Dallas Children's Hospital and traveling.

Connections

Events

1. MAY 12, LISBON, PORTUGAL.

Kevin and Tryna Knox with Chase Garrett, MBA '16 and family.



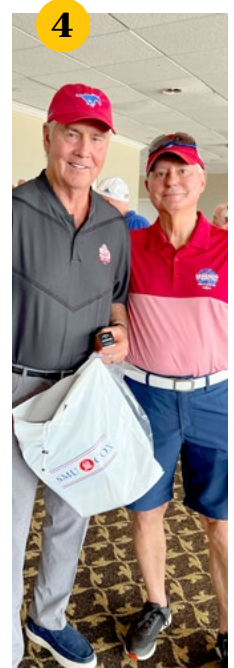
2. MAY 19, OMAHA BEACH, FRANCE.

Hunt Leadership scholars, SMU faculty and staff gather at Pointe du Hoc in Normandy.



4. JUNE 3, BROOKHAVEN COUNTRY CLUB.

Former Cowboys quarterback Danny White and tournament director Ron Taylor, J.D. '70 at a golf outing for the Dallas chapter of the NBA Retired Players Association.



5. JUNE 7, BUSH PRESIDENTIAL CENTER.

Cox Executive Board member Jeff Schmid, president of the Kansas City Federal Reserve Bank, speaks to new SW Graduate School of Banking graduates.



6. JUNE 8, CEDAR CREST GOLF COURSE.

Ira Molayo, general manager and golf professional, and Kevin Knox at the Dallas Amateur Golf Championship.



7. JUNE 19, FRISCO.

SMU Cox network breakfast with Texas Legends at Comerica Center.

8. JUNE 20, ARLINGTON.

Former Cox Executive Board member Gerald Alley, MBA '76 offers welcome remarks at the opening of the new Con-Real headquarters.



9. JUNE 29, CEDAR CREST GOLF COURSE. Mitchell Kahlert, B.S. '22 and Kevin Knox.

10. JULY 1, HAPPIEST HOUR. The ACC Network welcomes SMU to the conference. All ACC mascots joined the celebration.

11. AUG. 7, DEDMAN CENTER. Head football coach Rhett Lashlee welcomes Cox School faculty and staff participants at the first SMU Cox Olympics.

12. AUG. 20, COMERICA CENTER. Josh Howard, former Dallas Mavericks player and current head basketball coach for UNT-Dallas, speaks at an SMU Cox-Texas Legends event.

13-14. AUG. 21, OZONA GRILL, COACHES SHOW. Wide receiver Jack Bailey is interviewed prior to the season's first game; head coach Rhett Lashlee goes over the plan for the team's first season opponent, Nevada-Reno.

15. AUG. 21, COLLINS CENTER. Kirk Rimer, MBA '89, Cox Executive Board member and executive managing director of CH Investment Partners, speaks to new MBA students during orientation.

16. AUG. 24, RENO. Bundling up for chilly temperatures in August.

17. AUG. 28, OZONA GRILL. COACHES SHOW. SMU Coach D'Errique King gives a rundown of the QBs.

18-22. AUG. 31, VANDERSTRAATEN

PLAZA, COX TAILGATE. Joe, B.B.A. '06, M.S. '09, Lindsey, M.E. '14, Ed.D. '21, and Elliott Davis; Will Shaddock, B.B.A. '06 and daughter; Stuart Campbell B.B.A. '10 and a future Mustang; Kevin Dunleavy, B.A. '15, MBA '17, Graham Knox, B.S. '22 and Vera Pittman; Josh Bryan, Kim Bryan, M.A./MBA '01, Cox Communications Executive Director Anna Martinez, M.L.S. '18 and Dean Dominguez.

23. SEPT. 4, CRUM AUDITORIUM.

Lisa Tran, B.B.A. '02, Ed.D. '23 and SMU Cox director of corporate engagement and strategic partnerships, interviews Stefanie Tsen Ward, chief integrated retail and customer officer at Neiman Marcus, at the Leaders on Leadership Speaker Series.

24. SEPT. 17, FRISCO.

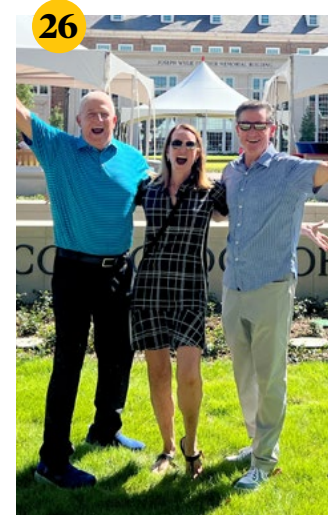
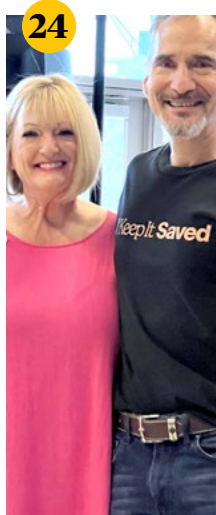
Andrea Wright and Gerard Ibarra, B.S. '87, M.S. '97, Ph.D. '07, at Texas Legends at Comerica Center Cox network breakfast.

25. SEPT. 19, ARMSTRONG

FIELDHOUSE. Kevin Knox, Denny Holman (B.B.A. '67, Cox Executive Board and basketball letterman), B.R. Holman, B.A. '66, Chuck Hixson (B.B.A. '70 and football letterman) at the SMU Athletics Hall of Fame Awards.

26. SEPT. 20, DAVID B. MILLER

BUSINESS QUADRANGLE. Cox Executive Board members Kevin Knox and Sherry and Mike Skillman get ready for the tailgate and the football game.





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27. SEPT. 26, PARK CITY CLUB. Hampton Sides, author of “The Wide Wide Sea,” with moderator/ coordinator and SMU parent Talmage Boston at the Exclusive Conversations Book Review.

28. SEPT. 27, ADDISON. John Terry, MBA '94 and John Dallager, EMBA '18 celebrate Toucan Cocktails, a division of Unexpected Products.

29. SEPT. 27, THE BOULEVARD, J LOT. Rick Hart, SMU's director of athletics, is interviewed by the ACC Network prior to SMU's first home game.

30-33. SEPT. 28, VANDERSTRAATEN PLAZA, COX TAILGATE. Tucker Bridwell (B.B.A. '73, MBA '74 and chairman of the Cox Executive Board), Dean Matthew Myers, Gina Myers and Cox Executive Board member Mike Skillman; Kathleen Beck and Julianne Esteve; Cox Executive Board member Frank Dunlevy, B.B.A. '68 and family; Grace, Rose and Brian Ungarean, B.A. '02, B.B.A. '02, MBA '11.

34. OCT. 3, BARLEY HOUSE. Cox Ruggers reunite: Charlie Mansfield, MBA '22, Clay Hosterman, SWGSB and Kevin Knox.

35. OCT. 3, COLLINS CENTER. Dallas 100 CEOs and presidents gather for a pre-awards event a month ahead of the gala to build anticipation and awareness. Spears Institute Managing Director Josh Taylor interviews Stephen Kozak.

36. OCT. 5. Buddy and Linda Ozanne's SMU-Louisville football watch party.

Alumni Board

DALLAS-FORT WORTH, TX

Bill Ajello
EMBA '19
bajello@origin.bank

Troy Alley
B.B.A. '15
talley@thirdgencapital.com

William Badarak
B.B.A. '13
william.badarak@gmail.com

Jessica L. Boghetich
B.B.A. '08
jboghetich@rgt.net

Jennifer Brock-Utne
FTMBA, JD '04
jenbrockutne@gmail.com

Jordan Carter
B.B.A. '08
jcarter@smualumni.smu.edu

Genevieve Collins
PMBA '16
gcollins@afphq.org

Elyse Stoltz Dickerson
MBA '00
elyse@eosera.com

Jeff Dyer
MBA '03
jdyer@crscent.com

Brittany Dewan Frazier
B.B.A. '08, MSA '09
brittdfrazier@gmail.com

Tessa Hoskin
EMBA '09
cehoskin@hotmail.com

Laura Howard
B.B.A. '00
laura.howard@ey.com

Nick Kapral
PMBA '10
nicholas.kapral@gmail.com

Greg Kitt
B.B.A. '08
gregkitt@gmail.com

Joe LaBate
PMBA '02
jlabate52@yahoo.com

Dave Manges
PMBA '07
david@reinsmanconsulting.com

Max Meggs
B.B.A. '06
max.meggs@thehartford.com

Abe Minkara
PMBA '04
aminkara@gmail.com

Frances Mitchell
B.B.A. '10
frances.mitchell@riatac.com

Matt Peakes
B.B.A. '00, MBA '07
mpeakes@gmail.com

Evan Radler
B.B.A. '05, PMBA '10
eradler@tug-hilltop.com

Alex Stem
MBA '01
akstem6771@gmail.com

HOUSTON, TX
Sandy Campion
B.B.A. '79
sandracampion619@outlook.com

Clayton Dallas
B.B.A. '10
claytonrdallas@gmail.com

John Goodrum
B.B.A. '05
john.goodrum@gmail.com

Marcus Malonson
B.B.A. '93
marcus.malonson@ml.com

Katy Thomas
B.B.A. '07
kathryn.d.thomas@jpmorgan.com

Mick Walsh
B.B.A. '04
mick.walsh@invesco.com

Liz Youngblood
EMBA '05
eyoungblood@stlukeshealth.org

NEW BRAUNFELS, TX
Merrill Reynolds
B.B.A. '76
mreynolds@reynoldswilliams.com

SAN ANTONIO, TX
Mary Stephanie Peavy
B.B.A. '00
marystephaniepeavy@yahoo.com

HUNTSVILLE, AL
Gerard Lebar, Jr.
MBA '20
gerard.lebar.jr@gmail.com

LITTLE ROCK, AR
Jay Staley
MBA '13
jinstale@gmail.com

ROGERS, AR
Bart Schaller
B.B.A. '90
bart@syf.com

PHOENIX/SCOTTSDALE, AZ
Trey Chappell
B.B.A. '00
treychappell5@gmail.com

COSTA MESA, CA
Richard Knauf
B.B.A. '06
rknauf@gmail.com

LOS ANGELES, CA
Clark Bacon
B.B.A. '04
clark.bacon@ubs.com

MANHATTAN BEACH, CA
Riley Eggers
B.B.A. '17
riley.conway1@gmail.com

NEWPORT BEACH, CA
Melissa MacLeod
B.B.A. '07
melissa.ann.macleod@gmail.com

PACIFIC PALISADES, CA
Steve Sandbo
B.B.A. '08
ssandbo@vancestreetcapital.com

SAN DIEGO, CA
Noel Koenig
MBA '15
noelkkoenig@gmail.com

Kyle Perkins
B.B.A. '09
kyle@westviewfg.com

DENVER, CO
Neal Pedersen
B.B.A. '06, EMBA '16
neal.allen.pedersen@gmail.com

WASHINGTON, D.C.
Elisabeth Schmidt
B.B.A. '87
elisabeth.sigmar.schmidt@gmail.com

ORLANDO, FL
Cristine Struble
B.B.A. '96
cristine.struble@sbcglobal.net

Matthew Struble
PMBA '00
matthew.struble@sbcglobal.net

ATLANTA, GA
Jack Chapman
B.B.A. '10
jack.chapman@transwestern.com

Catherine Walts
B.B.A. '99
catherinecoates@hotmail.com

CHICAGO, IL
Lindsay Corby
B.B.A. '00
lcorby32@gmail.com

Chase Spirito
B.B.A. '06
chase.b.spirito@jpmorgan.com

NEW ORLEANS, LA
Matthew Moeller
B.B.A. '99
matthew@moellerfirm.com

BOSTON, MA
Jessica Chang
B.B.A. '06
chang.jess@gmail.com

Gabrielle Harvey
MBA '13
gabrielle.harvey@am.jll.com

KANSAS CITY, MO
Ashley McClellan
B.B.A. '04
arosemcclellan@gmail.com

Kylie Wood Owens
B.B.A. '06
kylie.owens@hotmail.com

ST. LOUIS, MO
Chip Hiemenz
B.B.A. '06
chip.hiemenz@gmail.com

NEW YORK CITY AREA, NY
Paul Collins
MBA '02
paul.collins@hubinternational.com

Roy Turner
B.B.A. '88
roy.g.turner@pwc.com

OKLAHOMA CITY, OK
Chris Wilson
B.B.A. '03
cwilson@gobaker.com

TULSA, OK
Rich Wilson
MBA '05
rich@wilsoninterests.net

NASHVILLE, TN
Frank McGrew
B.B.A. '90
fmcgrew@gmail.com

MILWAUKEE, WI
Dan Einhorn
MBA '02
deinhorn@capitalmidwest.com

SYDNEY, AUSTRALIA
James Alvetro
MBA '99
james.alvetro@mac.com

SÃO PAULO, BRAZIL
Fabio Okamoto
MBA '95
fokamoto@me.com

BEIJING, CHINA
Yvonne Liang
MBA '03
yuyun_liang@qq.com

Jiang Wu
MBA '00
jwusmu00@hotmail.com

HONG KONG, CHINA
Javier Silvera
MBA '07
javier.o.silvera@citi.com

LONDON, ENGLAND
Steele Sutphin
B.B.A. '16
steele.sutphin@blackstone.com

GUATEMALA CITY, GUATEMALA
Alexandra Cabane
B.B.A. '10
alecabane@gmail.com

MONTERREY, MEXICO
Lorenzo Ortiz Cantu
B.B.A. '12
lorenzo@orcacapital.com.mx

Executive Board

**Chairman of the
Cox Executive Board
Tucker S. Bridwell**

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Managing Director &
Partner
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'73, '74**
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Justin B. Cox '08
Partner
Cox Partners Inc.

Katherine R. Crow '94
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Dallas Production Inc.

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Susser Bank

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NexPoint

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Morgan Stanley

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Vice Chair
Investment Banking
Cowen and Company LLC

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Executive Vice Chairman
Stream Realty Partners

Curtis C. Farmer
Chairman, President & CEO
Comerica Inc.
& Comerica Bank

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Chairman Emeritus
Invesco

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CEO & Founder
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Deborah O. Gibbins '87
Chief Operating Officer
Mary Kay Inc.

Mark A. Goodburn
Retired Global Head of
Advisory
KPMG LLP

Linda W. Hart '65
Vice Chairman,
President & CEO
Hart Group Inc.

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The Beneficient Company
Group LP (Ben)

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Chairman of the Board
Folsom Properties Inc.

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President & CEO
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Chairman of the Board
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President
Methodist Health System
Foundation

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Executive Vice President
Chief Sales & Marketing
Officer
Dallas Cowboys

Fehmi Karahan
President & CEO
The Karahan Companies

Barry M. Kitt
Founder & Manager
Pinnacle Family Office
Investments LP

**Christopher W.
Kleinert '88**
CEO, Hunt Consolidated
Investments LLC
Co-CEO, Hunt
Consolidated Inc.

James E. Landen '82
Chairman & CEO
Security National Bank of
Omaha

Craig R. Levering '79
Retired CEO &
Business Owner

Steven J. Lindley '74
Managing Member &
President
Johnson & Lindley LLC

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Retired Managing Director
& General Counsel
RGT Wealth Advisors

Nancy S. Loewe '18
Director
Cinemark

Lorie K. Logan
President & CEO
Federal Reserve Bank of
Dallas

**Svetlana M.
Loshakov '96**
Chief Investment Officer
Ridama Capital LLC

Dr. Bobby B. Lyle '67
Founder & Chairman
Lycy Holdings Inc.

Preston L. Massey '95
Co-Founder & Principal
Congruent Investment
Partners LLC

**Frank A. McGrew,
IV '90**
Managing Director
J.P. Morgan

Michael T. McGuire '05
President & CEO
Andrews Distributing
Company

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Merriman '79**
Chairman
Americo Financial Life

David B. Miller '72, '73
Founder & Managing
Partner
EnCap Investments LP

Kyle D. Miller '01
Founder, President & CEO
Silver Hill Energy
Partners LP

Connie O'Neill '77
Civic Volunteer

Douglas Parker
Retired, Chairman & CEO
American Airlines

Patricia Patterson
President
Patterson Investments Inc.

Guillermo Perales
CEO & Founder
Sun Holdings Inc.

Timothy E. Perry
Vice Chairman, Global
Energy Group
RBC Capital Markets

Mark B. Plunkett '96
EVP, Hilltop Holdings Inc.
Chief Investment Officer
Hilltop Opportunity
Partners

Joseph V. Popolo, Jr.
CEO
Charles & Potomac
Capital LLC

Angela L. Raitzin '00
Managing Director, Wealth
Manager
CRESSET

Melissa M. Reiff '77
Former CEO & Chairwoman
The Container Store

Kirk L. Rimer '89
Co-President
CH Investment Partners

Bruce A. Robson '74
Managing Partner & CEO
Robvest

Hernan J.F. Saenz III
Managing Partner
Bain & Company Inc.

Robert J. Schlegel
Chairman & CEO
Schlegel Capital LLC
Founder & CEO
Bedrock Freight Logistics

Jeffrey R. Schmid
President & CEO
Federal Reserve Bank of
Kansas City

**Charles A. "Chuck"
Schumacher, Sr. '79**
President & Dealer
Principal
Schumacher Auto Group

David T. Seaton
Director
The Mosaic Company

Carl Sewell '66
Chairman
Sewell Automotive
Companies

**William C.
Shaddock '74**
Owner & CEO
The Bill Shaddock Family
of Companies

Bryan S. Sheffield '01
Managing Partner
Formentera Partners

David J. Shimmon, Sr.
CEO
Great Harbour Trading
Limited

Michael J. Skillman
CEO
Faith Investor Services

Dr. William S. Spears
Founder & CEO
Cenergistic

Sam L. Susser
Chairman & CEO
Susser Bank

John C. Tolleson '70
Executive Chairman
Tolleson Wealth
Management

Brad Tucker '75
President
Mustang CAT

Brian S. Tyler
President & CEO
McKesson Corporation

**William H.
Vanderstraaten '82**
President
Chief Partners LP

Michelle S. Vopni
Dallas Office
Managing Partner
EY

John E. Waldron
President & COO
The Goldman Sachs
Group Inc.

Richard W. Ware, II '68
Chairman
Amarillo National Bank

Ray W. Washburne '84
Chairman of the Board
Sunoco Corporation

Garry A. Weber '58
Chairman of the Board
& CEO
Weber Financial Inc.

**William M. Wheless,
III '71**
CEO & Owner
Wheless Properties Inc.

**Billie Ida
Williamson '74**
Retired Partner & Board
Member
Ernst & Young

Robert A. Wilson '67
Executive VP
Kemmons-Wilson
Companies

Royce E. "Ed" Wilson
President & CEO
Whisper Advisors

Tony Wong '95
Sr. Managing Director &
Co-Head of Investments
Invesco Ltd.

Contacts

ACADEMIC AFFAIRS

Senior Associate Dean
William R. Dillon
214.768.4165

ACADEMIC DEPARTMENT CHAIRS

Accounting
Hemang Desai
214.768.3185

Finance
James Linck
214.768.3933

Information Technology & Operations Management
Amit Basu
214.768.8257

Management, Strategy & Entrepreneurship
Marcus Butts
214.768.3181

Marketing
Edward Fox
214.768.3943

Real Estate/Insurance/Business Law
Joseph Cahoon
214.768.3155

ALUMNI & EXTERNAL RELATIONS

Assistant Dean of External Relations & Executive Director of the Cox Alumni Association
Kevin Knox
214.768.8338

B.B.A. PROGRAM

Associate Dean
James Bryan
214.768.1322

BUSINESS LEADERSHIP CENTER

Director
Kate Hoedebeck
214.768.7839

BUSINESS LIBRARY

Director
Sandy Miller
214.768.4113

Kitt Investing and Trading Center
214.768.4113

CAREER MANAGEMENT CENTER

coxcareers@smu.edu
214.768.6227

CENTERS & INSTITUTES

Bridwell Institute for Economic Freedom
214.768.4210

Brierley Institute for Customer Engagement
214.768.3012

Caruth Institute for Entrepreneurship
214.768.3330

Don Jackson Center for Financial Studies
214.768.4150

EnCap Investments & LCM Group Alternative Asset Management Center
214.768.4150

The Robert and Margaret Folsom Institute for Real Estate
214.768.3918

JCPenney Center for Retail Excellence
214.768.3943

Latino Leadership Initiative
214.768.8232

Maguire Energy Institute
214.768.3168

Niemi Center for Economic Growth and Leadership Development
214.768.3096

The Scott Sheffield Energy Investment Lab
214.768.3692

Spears Institute for Entrepreneurial Leadership
214.768.3012

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